

The Influence of Motivation and Work Discipline on Employee Performance at PT Artindo Pratama Sejahtera, Serang Branch

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Abstract: Employee performance is vital for organizational success, and declines in employee motivation and discipline can reduce productivity in manufacturing settings. This study examines the partial and simultaneous effects of work motivation and work discipline on employee performance at PT Artindo Pratama Sejahtera (Serang branch). Using a quantitative, descriptive-associative design, data were collected from 59 employees selected via the Slovin formula during October–December 2024. Instruments included a validated five-point Likert questionnaire and observational notes; analyses comprised classical assumption tests and multiple linear regression using IBM SPSS. Results show that work motivation positively and significantly affects employee performance ($\beta = 0.264$, $t = 2.784$, $p = 0.007$), and work discipline also has a positive and significant effect ($\beta = 0.324$, $t = 2.765$, $p = 0.008$). Together, these variables significantly explain employee performance ($F = 13.139$, $p < 0.001$), accounting for 31.9% of performance variance ($R^2 = 0.319$). The findings suggest that strengthening motivation and discipline through targeted HR policies—such as incentive systems, training, and consistent supervision—can improve performance. Future research should expand samples, include additional predictors (e.g., leadership, job satisfaction), and consider longitudinal designs.

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Introduction

Human resources are strategic assets that determine an organization's success in achieving its goals and maintaining competitiveness. Unlike other resources, employees possess the ability to think, innovate, and adapt, making them a key factor influencing organizational productivity. Therefore, companies need to manage human resources effectively

by increasing work motivation and implementing work discipline to continuously improve employee performance. Optimal employee performance will impact the achievement of organizational targets, increase productivity, and ensure the company's sustainability in the face of increasingly competitive business conditions (Armstrong & Taylor, 2023; Dessler, 2021; Robbins & Judge, 2022).

The increasingly dynamic business environment demands that companies maintain a productive, disciplined, and highly motivated workforce. Work motivation is an internal factor that drives individuals to perform optimally to achieve organizational goals, while work discipline reflects an employee's level of compliance with established company rules and operational standards. These two factors are interrelated in shaping productive work behavior. If motivation and work discipline decline, the quality, quantity, and timeliness of work completion will also decline, resulting in low employee performance (Robbins & Judge, 2022).

This phenomenon also occurred at PT Artindo Pratama Sejahtera, Serang Branch. Based on internal company survey data, work motivation scores decreased from 82.0% in 2021 to 76.8% in 2022 and again to 72.4% in 2023. A similar trend was seen in work discipline, which decreased from 83.5% in 2021 to 77.2% in 2022 and 73.0% in 2023. This decline was characterized by increased tardiness, absenteeism, low compliance with standard operating procedures (SOPs), decreased work initiative, and reduced employee enthusiasm for completing tasks. These conditions indicate problems that could impact productivity and the achievement of company targets if not addressed promptly.

The urgency of this research is further heightened given that the manufacturing industry relies heavily on employee discipline and motivation to maintain product quality, production process efficiency, and workplace safety. Low motivation and discipline not only impact individual productivity but can also increase the risk of operational errors, wasteful production costs, and reduce company competitiveness. Therefore, companies need to obtain empirical information regarding the factors influencing employee performance as a basis for developing more effective and sustainable human resource management policies (Armstrong & Taylor, 2023).

On the other hand, previous research on the influence of work motivation and work discipline on employee performance has shown inconsistent results. Several studies found that work motivation and work discipline have a positive and significant effect on employee performance (Anggraini & Mukhtar, 2025; Filea et al., 2025). However, research (Putriana & Maharani, 2025) shows that work discipline does not have a significant impact on performance in certain organizations. These differences in results indicate that the relationship between work motivation, work discipline, and employee performance is strongly influenced by organizational characteristics, work culture, and the industrial sector being studied.

In addition to the inconsistency of research results, most previous studies have been conducted in the service sector and government agencies, while research focusing on the manufacturing sector, particularly medium-scale manufacturing companies in Indonesia, is still relatively limited. This condition indicates a research gap that needs to be studied further in order to obtain empirical evidence regarding the influence of work motivation and work discipline on employee performance in the context of the manufacturing industry. Based on the

phenomenon, urgency, and research gap, this study was conducted to analyze the influence of work motivation and work discipline on employee performance at PT Artindo Pratama Sejahtera, Serang Branch, so that it is expected to contribute to the development of human resource management science and become the basis for company policy making in improving employee performance.

Research Methods

This study uses a quantitative approach with an associative descriptive design. The quantitative approach was chosen to objectively examine the influence of work motivation and work discipline on employee performance through statistical analysis, while the descriptive design is used to describe the condition of each research variable, and the associative design aims to analyze the causal relationship between the independent variable and the dependent variable. The study was conducted at PT Artindo Pratama Sejahtera Serang Branch located at Perumahan Puri Anggrek Serang Blok C.39 No. 05, Teritih Village, Walantaka District, Serang Regency, from October to December 2024. The study population was 142 employees, while the sample was determined using a non-probability sampling technique with the Slovin formula at an error rate of 10%, resulting in 59 respondents consisting of male and female employees of PT Artindo Pratama Sejahtera Serang Branch.

Data collection techniques in this study were carried out through observation, questionnaires, and literature studies. The questionnaire was compiled using a five-point Likert scale to measure respondents' perceptions of the variables of work motivation, work discipline, and employee performance, while observations were conducted to obtain a real picture of the work environment conditions and employee activities. Literature studies were used to support the preparation of the theoretical basis and discussion of the research results. The collected data were analyzed using IBM SPSS, beginning with classical assumption tests including normality, multicollinearity, heteroscedasticity, and autocorrelation tests. Next, multiple linear regression analysis was conducted to test the effect of independent variables on the dependent variable, accompanied by a coefficient of determination (R^2) test, a partial test (t-test), and a simultaneous test (F-test) with a significance level of 5% to test the research hypothesis.

Results and Discussion

Classical Assumption Testing

1. Normality Test

Table 1. Results of the Kolmogorov-Smirnov Normality Test

N		59
Normal Parameters ^{a,b}	Mean	,0000000

	Standard Deviation	2.52667270
Most Extreme Differences	Absolute	,060
	Positive	,044
	Negative	-,060
Test Statistics		,060
Asymp. Sig. (2-tailed)		,200c,d

If we examine the normality test table, the Asymp. Sig. variable of 0.200 is greater than the 0.05 significance level. In other words, a variable of $0.200 > 0.05$ indicates that the residuals are normally distributed.

2. Multicollinearity test

Table 2. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	12,729	4,240		3,002	,004		
Motivation Work	,264	,095	,337	2,784	,007	,828	1,207
Discipline Work	,324	,117	,335	2,765	,008	,828	1,207

By examining the multicollinearity test table, the tolerance variable for the work motivation variable (X1) is 0.828 and the activity discipline variable (X2) is 0.828. Both variables are greater than 0.10 so they do not describe symptoms of multicollinearity. In this description, if traced from the VIF variable, the Work Motivation and Discipline variables each have a variable of 1.207. These variables are below 10, so the model is declared free from indications of multicollinearity between independent variables.

3. Autocorrelation Test

Table 3. Autocorrelation Test Results

Model	R	R Square	Durbin-Watson
1	,565a	,319	1,676

In the context of this research, when examined from the processed observation results, the regression model does not experience autocorrelation. This is reflected in the Durbin-Watson variables, which are aligned with the decision boundary.

4. Heteroscedasticity test

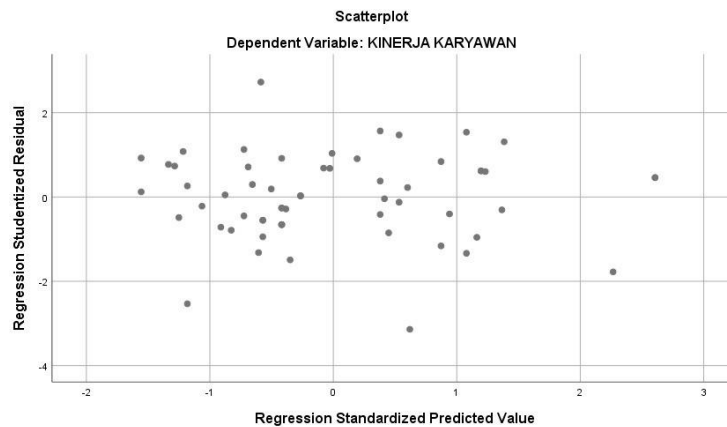


Figure 1. Scatter Plot Graph of Heteroscedasticity Test Results

In this description, in the scatterplot, the points are shown to be randomly spread above and below zero on the Y axis. This pattern shows that the model does not experience heteroscedasticity.

Multiple analysis

Table 4. Multiple

Model	Unstandardized Coefficients		Standardized Coefficient	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	12,729	4,240		3,002	,004		
MOTIVATION	,264	,095	,337	2,784	,007	,828	1,207
DISCIPLINE	,324	,117	,335	2,765	,008	,828	1,207

a. Dependent Variable: Employee Performance

If we look at the results of the analysis, the regression equation obtained is:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 12.729 + 0.264X_1 + 0.324X_2$$

The essence of the description is that the multiple regression equation shows that work motivation (X1) and discipline (X2) have an impact on employee performance through the

coefficient variables of each variable.

1. If Work Motivation (X1), Discipline (X2) are variable 0, then the constant variable (a) Employee Performance is 12.729.
2. In this description, if work motivation (X1) increases by one unit while discipline (X2) is considered constant, then employee performance (Y) will increase by 0.264 from the previous condition.

This description emphasizes that if Discipline (X2) increases by one unit while Work Motivation (X1) is considered constant, then Employee Performance (Y) will increase by 0.324 from the previous condition.

Analysis of the coefficient of determination

Table 5. Coefficient of Determination

	Model R	R Square	Adjusted R Square	Std. Error of The Estimate
1	,565a	,319	,295	2,571

By reviewing Table 5, the R Square variable is 0.319 or 31.9%. This means that work motivation and activity discipline explain 31.9% of the variation in Employee Performance, while the remainder is formed by other factors outside the research model.

Hypothesis Testing

1. Hypothesis testing through separate testing (t-test)

Table 6. Results of the t-test (partial) X1 against Y and X2 against Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	12,729	4,240			3,002	,004	
	MOTIVASI	,264	,095	,337	2,784	,007	,828	1,207
	DISIPLIN	,324	,117	,335	2,765	,008	,828	1,207

a. Dependent Variable: KINERJA KARYAWAN

To determine whether the hypothesis is accepted or rejected, the calculated t variable is compared with the t table referring to the provisions as described below:

In this description, the t-table variable as the limit for accepting or rejecting the hypothesis is determined using the formula $dk = n - k$, with n as the number of research participant samples and k as the number of variables. At a significance level of 5% (0.05), the t-table variable obtained is 2.003.

Decision-making criteria for separate t-tests:

If $t_{\text{count}} < t_{\text{table}}$, then H_0 is accepted and H_a is rejected.

If $t_{\text{count}} > t_{\text{table}}$, then H_0 is rejected and H_a is accepted

By reviewing the processed output results above, a hypothesis was obtained as described below:

a. Hypothesis of Work Motivation on Employee Performance

The calculated t-value of variable X1 (Work motivation) is 2.784, which is higher than the t-table of 2.003, with a significance of $0.007 < 0.05$. Therefore, H0 is rejected and Ha is accepted, so that work motivation is proven to have an impact on employee performance. H1: Work motivation contributes to employee performance at PT Artindo Pratama Sejahtera, Serang Branch

b. Hypothesis of Activity Discipline on Employee Performance

The calculated t-value of variable X2 (Work discipline) is 2.765, which is greater than the t-table of 2.003, with a significance of $0.008 < 0.05$. Based on the processed results, H0 is rejected and Ha is accepted, so that activity discipline is proven to have an impact on Employee Performance. In other words, H0 is rejected and Ha is accepted. This means that activity discipline is proven to have an impact on Employee Performance. H2: Activity discipline has an impact on Employee Performance at PT Artindo Pratama Sejahtera, Serang Branch

2. Simultaneous Testing (F-test)

In this description, the F-test is used to examine whether the independent variables simultaneously contribute to the dependent variable. The results of the SPSS 25 processing are presented in the following table:

Table 7. Results of the F Test for Variables X1, X2 and Y

Model	Sum of Squares	Df	Mean Square	F	Si G
1 Regression	173,758	2	86,879	13,139	,000b
Residual	370,276	56	6,612		
Total	544,034	58			

F-test decision-making criteria (together)

If F count < F table, then Ho is accepted and Ha is rejected.

If the calculated F exceeds the F table, H0 is rejected and Ha is accepted.

The F table variable functions as a reference for determining acceptance or rejection of the hypothesis.

In this description, hypothesis testing is carried out with the formula $dk = n - k$, where n is the number of research participant samples and k is the number of variables. With a significance level of 5% (0.05), the F table variable is obtained at 3.16. If traced from the processed results of the F test, the calculated F variable is greater than the F table, namely $13.139 > 3.16$ with a significance level of $0.000 < 0.05$. Therefore, H0 is rejected and Ha is accepted. This means that the driving force of activity (X1) and activity discipline (X2) together contribute positively and meaningfully to Employee Performance.

The essence of the description is that if the processed results are followed, Hypothesis 3 (H₃) which put forward If the work motivation activity and activity discipline through combined testing have a positive and meaningful impact on the Employee Performance of PT Artindo Pratama Sejahtera, it is accepted.

Discussion

The impact of work motivation on employee performance

In the context of this research, along with reviewing the processed results of proof of hypothesis 1 (H1), empirical evidence was obtained that work motivation contributes positively and meaningfully to Employee Performance. The calculated t variable of the work motivation variable (X1) of 2.748 is greater than This description confirms that the t table is 2.003 with a significance level of $0.007 < 0.05$. These processed results show that H0 is rejected and Ha is accepted, so statistically work motivation has an important function by strengthening Employee Performance.

This description emphasizes that theoretically, work motivation is both internal and external motivation that drives individuals to act and achieve specific goals. This aligns with the need theory. Employees with high work motivation tend to exhibit greater work enthusiasm, engagement with their work, and a willingness to put in extra effort to complete their work. Expectancy theory explains that fulfilling work needs and expectations can drive increased individual performance (Hasibuan, 2021).

The results of this study are consistent with previous research conducted by Yuli Suwati, which showed that work motivation, through separate testing, had a positive and significant impact on employee performance at PT Tunas Hijau Samarinda. Another study by Rahmawati et al. In addition to these aspects, a study conducted by Putra & Widodo (2022) showed that work enthusiasm has a significant contribution to increasing employee output and quality in the service sector. (2023) also stated that employees who receive work motivation, both financial and non-financial, demonstrate more stable and sustainable work performance.

These results indicate that work motivation serves as a key driving force for employee behavior. When employees feel valued, have clear work goals, and receive opportunities for self-development, they are motivated to perform optimally in their work. Consequently, increasing this driving force through awards, achievement recognition, and clear career opportunities will have a direct impact on improving employee performance.

The impact of activity discipline on employee performance

The results of the verification of hypothesis 2 (H2) show that activity discipline contributes positively and meaningfully to employee performance. The calculated t-value of the activity discipline variable (X2) is 2.765, which is greater than the t-value of 2.003, with a significance level of $0.008 < 0.05$. This indicates that activity discipline plays an important role in improving employee performance.

Activity discipline reflects the degree of employee discipline regarding the provisions, mechanisms, and activity standards applicable to the institution. Disciplined employees demonstrate punctuality, consistency in carrying out their work, and accountability for their profession. This allows for a more effective and efficient flow of activities, leading to optimal achievement of institutional goals (Sutrisno, 2021).

The results of this study are supported by research by Jeli Nata Liyas and Reza Primadi, which suggests that work discipline has a positive and significant impact on employee performance. Another study by (Sari & Handayani, 2022) found that a high level of work

discipline can reduce work negligence and improve the quality of employee output. Work discipline not only serves as a control tool but also as a form of professional accountability for employees. Consequently, implementing clear and fair work regulations is essential to achieving optimal employee performance. Employees with high work discipline tend to manage their time and work effectively, resulting in optimal work output.

The impact of work motivation and activity discipline on employee performance through simultaneous testing

This description emphasizes that the impact of work motivation and activity discipline together on Employee Performance is tested through the F test. The test results show a calculated F variable of 13.139 which is higher than the F table so that both variables together have an impact on Employee Performance. The F table is 3.16 with a significance level of $0.000 < 0.05$. Therefore, H_0 is rejected and H_a is accepted, which means that the driving force of activity (X1) and activity discipline (X2) together have a positive and meaningful impact on employee performance.

These results align with Musdalifah's study, which concluded that work motivation and work discipline, through a combined test, have a significant impact on employee performance. Another study by Utami & Nugroho (2023) also found that the combination of work motivation and work discipline significantly enhances employee performance. Furthermore, Kurniawan et al. (2025) stated that institutions that manage work motivation and work discipline in a balanced manner will have superior and sustainable employee performance.

In this section, based on the author's interpretation, the results of this analysis indicate that employee performance is the result of the interaction between internal work motivation and behavioral control through work discipline. Work motivation provides enthusiasm and a desire to perform well, while discipline helps maintain directed behavior. If these two factors are optimally managed, employee performance will increase and help the company achieve its predetermined goals.

Conclusion and Recommendation

Based on the results of the data analysis and discussion that has been done, it can be concluded that work motivation and work discipline have a positive and significant effect on the performance of employees of PT Artindo Pratama Sejahtera Serang Branch. The higher the work motivation of employees, whether through the fulfillment of needs, rewards, or opportunities for self-development, the better the performance produced. In addition, work discipline reflected in compliance with working hours, company regulations, and responsibilities in carrying out work has also been proven to be able to improve employee performance. Simultaneously, work motivation and work discipline provide a significant contribution to improving employee performance, so that these two factors are important aspects that companies need to pay attention to in creating productive human resources and able to support the achievement of organizational goals.

Based on the research results, companies are advised to continue improving employee work motivation by providing adequate compensation, career development opportunities,

recognition for achievement, and creating a comfortable and conducive work environment. Furthermore, work discipline needs to be implemented consistently and fairly through structured supervision and employee coaching to create a professional work culture. Human resource managers need more effective communication with employees to increase motivation and compliance with company regulations. Furthermore, future researchers are advised to expand their research by adding other variables, such as the work environment, leadership style, job satisfaction, or organizational culture, so that factors influencing employee performance can be analyzed more comprehensively.

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