

**THE ROLE OF WORK MOTIVATION AND WORK DISCIPLINE IN IMPROVING
EMPLOYEE PERFORMANCE: A STUDY AT PT BUKIT BIMA BATARA**

**PERAN MOTIVASI KERJA DAN DISIPLIN KERJA DALAM
MENINGKATKAN KINERJA KARYAWAN: STUDI PADA PT BUKIT BIMA
BATARA**

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ABSTRACT

This study aims to analyze the effect of work motivation and work discipline on employee performance at PT Bukit Bima Batara, both partially and simultaneously, as well as to identify the most dominant variable influencing employee performance in a project-based telecommunications company context. This research employed a quantitative approach using multiple linear regression analysis. The population consisted of 163 employees, with a sample of 116 respondents determined using proportional random sampling based on the Slovin formula. Data were collected through structured questionnaires and analyzed using Statistical Package for the Social Sciences (SPSS) version 27. The results indicate that work motivation has a positive but not statistically significant effect on employee performance. In contrast, work discipline has a positive and significant effect and emerges as the most dominant variable influencing employee performance. Simultaneously, work motivation and work discipline significantly affect employee performance. The coefficient of determination (R^2) is 0.562, indicating that 56.2% of the variation in employee performance can be explained by work motivation and work discipline, while the remaining 43.8% is influenced by other factors outside the scope of this study, such as leadership, organizational culture, and work environment.

Keywords: Work Motivation, Work Discipline, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan di PT Bukit Bima Batara, baik secara parsial maupun simultan, serta untuk mengidentifikasi variabel yang paling dominan dalam mempengaruhi kinerja karyawan pada perusahaan telekomunikasi berbasis proyek. Penelitian ini menggunakan pendekatan kuantitatif dengan analisis regresi linier berganda. Populasi penelitian berjumlah 163 karyawan dengan sampel sebanyak 116 responden yang ditentukan menggunakan teknik proportional random sampling berdasarkan rumus Slovin. Data dikumpulkan melalui kuesioner terstruktur dan dianalisis menggunakan perangkat lunak Statistical Package for the Social Sciences (SPSS) versi 27. Hasil penelitian menunjukkan bahwa motivasi kerja berpengaruh positif tetapi tidak signifikan terhadap kinerja karyawan. Sebaliknya, disiplin kerja berpengaruh positif dan signifikan serta menjadi variabel yang paling dominan dalam mempengaruhi kinerja karyawan. Secara simultan, motivasi kerja dan disiplin kerja berpengaruh signifikan terhadap kinerja karyawan. Nilai koefisien determinasi (R^2) sebesar 0,562 menunjukkan bahwa 56,2% variasi kinerja karyawan dapat dijelaskan oleh motivasi kerja dan disiplin kerja, sedangkan sisanya sebesar 43,8% dipengaruhi oleh faktor lain di luar penelitian ini, seperti kepemimpinan, budaya organisasi, dan lingkungan kerja.

Kata Kunci: Motivasi Kerja, Disiplin Kerja, Kinerja Karyawan

INTRODUCTION

Human resources represent one of the most important assets in determining organizational success. In an increasingly competitive business environment, organizations are required to optimize employee performance in order to maintain productivity and achieve organizational goals effectively. The success of an organization is

strongly influenced by the quality and performance of its human resources, as employees play a crucial role in implementing strategies and achieving organizational objectives (Dessler & Varkkey, 2020).

Human resources are not only viewed as operational resources but also as strategic assets that contribute to organizational sustainability. According

to Ginting (2024), human resources are the most valuable assets of an organization because organizational success largely depends on the ability and consistency of employees in performing their duties. In line with this, Robbins and Judge (2022) emphasize that effective human resource management plays a key role in shaping employee behavior, motivation, and performance within organizations. Therefore, effective human resource management is necessary to ensure that employees are able to contribute optimally to organizational performance and productivity.

Employee performance has become a central issue in human resource management. Performance reflects the level of achievement of tasks carried out by employees in accordance with their responsibilities within a certain period of time. According to Campbell (1990), employee performance refers to observable work behaviors that are relevant to organizational goals. These behaviors include aspects such as work effort, task completion, cooperation, discipline, and communication in performing job responsibilities. Thus, performance is not only the result of work but also the manifestation of employee behavior in achieving organizational objectives.

Various factors influence employee performance within organizations. Among the most important behavioral factors are work motivation and work discipline. Work motivation plays a critical role in encouraging employees to perform their duties enthusiastically and responsibly. According to Maslow (1943), motivation is driven by hierarchical human needs, ranging from physiological needs, safety, social needs, esteem, and self-actualization. In the organizational context, the fulfillment of these needs

can encourage employees to demonstrate higher commitment and work engagement, which ultimately contributes to improved performance. Furthermore, according to Self-Determination Theory, motivation can be strengthened through autonomy, competence, and relatedness, which are essential for fostering sustainable employee engagement (Guo, 2023).

In addition to motivation, work discipline is another important factor influencing employee performance. Work discipline reflects employees' awareness and willingness to comply with organizational rules and standards. Gordon (1996) explains that work discipline is not merely related to punishment or enforcement of rules, but also involves employees' understanding and awareness of the importance of following organizational regulations. Employees who demonstrate strong discipline tend to perform their duties consistently and responsibly, which supports the achievement of organizational goals. This is reinforced by Hasibuan (2020), who states that discipline reflects employees' willingness to comply with organizational rules and norms as a form of responsibility toward their work.

The relationship between motivation, discipline, and employee performance is closely interconnected. Motivation encourages employees to work enthusiastically, while discipline ensures that employees perform their tasks in accordance with organizational procedures and standards. Therefore, the combination of strong motivation and effective discipline is expected to produce optimal employee performance. According to Robbins and Judge (2022), employee performance is influenced by the interaction between ability, motivation, and opportunity, which collectively determine the level of

performance achieved by individuals in organizations.

The importance of employee performance is particularly evident in project-based operational companies, including those operating in the telecommunications sector. Telecommunications companies rely heavily on the performance of their employees to complete network development projects and achieve operational targets. Failure to achieve project targets can affect organizational productivity, financial performance, and business sustainability.

PT Bukit Bima Batara is a company engaged in telecommunications services, particularly in Fiber to the Home (FTTH) network development projects. In carrying out its operational activities, the company acts as a subcontractor for a principal company that sets annual project completion targets as part of its performance evaluation system. The achievement of these targets becomes an important indicator of operational performance within the organization.

However, based on company performance data from 2023 to 2025, the completion rate of FTTH network projects has consistently reached a relatively high level but has not yet achieved the expected target of 100 percent. The project completion rate reached 94.01% in 2023, 97.74% in 2024, and 96.90% in 2025. Although these achievements indicate that operational performance is relatively good, the targets required to obtain full performance incentives have not been fully achieved. This condition indicates the existence of a performance gap between the expected targets and actual outcomes.

This performance gap suggests that although the company demonstrates relatively good performance, there are

underlying factors that prevent employees from achieving optimal performance targets. The gap between target and realization may be influenced by various factors related to employee work behavior, particularly work motivation and work discipline.

Preliminary observations conducted within the company indicate that several issues related to work motivation and work discipline may influence employee performance. Problems such as limited appreciation, lack of career development opportunities, delayed work reports, attendance issues, and inconsistent compliance with organizational procedures may affect employees' ability to achieve optimal performance. These findings indicate that behavioral factors play a significant role in determining employee performance outcomes.

Previous studies have also shown that work motivation and work discipline significantly influence employee performance in various organizational contexts. For instance, research conducted by Hendradinata & Pujiati (2025) found that work discipline has a significant positive effect on employee performance in telecommunications companies. Similarly, studies by Jamaludin & Purwasih (2023) and Lestari & Mayasari (2021) indicate that motivation and discipline are important behavioral factors that influence employee productivity and work effectiveness.

Despite numerous studies examining the relationship between motivation, discipline, and employee performance, most previous studies have analyzed these variables separately. Furthermore, limited research has examined their simultaneous effects and compared their dominance, particularly in project-based telecommunications companies. Therefore, this study aims to

fill this research gap by analyzing the simultaneous effect of work motivation and work discipline, as well as identifying the most dominant variable influencing employee performance.

Therefore, this study aims to analyze the role of work motivation and work discipline in improving employee performance at PT Bukit Bima Batara. In addition, this study also seeks to identify which variable has a more dominant influence on employee performance. The findings of this research are expected to contribute both theoretically to the development of human resource management literature and practically to assist organizations in developing strategies to improve employee performance.

LITERATURE REVIEW

Employee Performance

Employee performance is an important factor that determines the success of an organization in achieving its goals. Organizations rely heavily on employee contributions to ensure that operational activities run effectively and efficiently. Employees who are able to perform their tasks properly will support organizational productivity, service quality, and overall organizational effectiveness. Therefore, employee performance becomes one of the main concerns in human resource management.

According to Campbell (1990), employee performance refers to behaviors or actions that are relevant to organizational goals. Performance is not only measured from the results achieved by employees but also from the behaviors demonstrated when carrying out their duties and responsibilities within the organization. In this perspective, performance emphasizes observable work behaviors that directly

contribute to organizational effectiveness.

Campbell (1990) explains that employee performance consists of several behavioral dimensions that describe how employees contribute to organizational goals. These dimensions include job-specific task proficiency, non-job-specific task proficiency, written and oral communication, demonstrating effort, maintaining personal discipline, facilitating team performance, supervision, and management or administration. These dimensions indicate that employee performance is a multidimensional concept that reflects both task-related activities and contextual behaviors in the workplace.

In addition, Robbins and Judge (2022) state that employee performance is influenced by the interaction between individual ability, motivation, and organizational support. This perspective emphasizes that performance is not solely determined by individual effort but also by the environment and organizational systems that support employees in achieving their goals.

Furthermore, Wibowo (2018) explains that employee performance can be assessed through indicators such as quality of work, quantity of work, timeliness, effectiveness, independence, and commitment. These indicators reflect both the efficiency and effectiveness of employees in carrying out their responsibilities.

Based on the theoretical explanations above, employee performance can be understood as the level of employee work behavior in carrying out tasks and responsibilities that contribute to the achievement of organizational objectives, both in terms of results and processes.

Work Motivation

Work motivation is an important factor that influences employee behavior in carrying out their duties and responsibilities within an organization. Motivation encourages employees to work with enthusiasm, persistence, and commitment in achieving organizational goals. Employees who have strong motivation tend to demonstrate higher levels of effort, responsibility, and initiative in completing their tasks.

According to Maslow (1943), motivation is closely related to the fulfillment of human needs which are structured in a hierarchical order known as the Hierarchy of Needs Theory. Maslow explains that human needs consist of five levels, namely physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. These needs form a hierarchy in which lower-level needs must be fulfilled before individuals are motivated to pursue higher-level needs.

Physiological needs represent the most basic human needs, including food, rest, and other physical necessities required to sustain life. In the workplace context, these needs can be fulfilled through adequate compensation and proper working conditions. Safety needs refer to the desire for security and stability, such as job security and a safe working environment.

Social needs relate to individuals' desire to build relationships, receive acceptance, and feel a sense of belonging within a group. In an organizational setting, these needs can be fulfilled through teamwork, communication, and supportive interpersonal relationships among employees. Esteem needs involve recognition, appreciation, and respect from others, which can be fulfilled through rewards, promotions, or acknowledgment of employee achievements.

The highest level of need is self-actualization, which refers to an individual's desire to develop their potential and achieve personal growth. Employees who reach this level tend to demonstrate creativity, initiative, and a strong commitment to achieving both personal and organizational goals.

In addition, Self-Determination Theory (SDT) explains that motivation is influenced by three basic psychological needs: autonomy, competence, and relatedness (Guo, 2023). When these needs are fulfilled, employees are more likely to experience intrinsic motivation, which leads to higher engagement and performance.

Furthermore, according to Armstrong and Taylor (2020), motivation in the workplace can be categorized into intrinsic and extrinsic motivation. Intrinsic motivation arises from internal satisfaction, while extrinsic motivation is driven by external rewards such as salary, bonuses, and promotions. A balance between these two types of motivation is essential in maintaining sustainable employee performance.

Based on the theoretical explanations above, work motivation is expected to positively influence employee performance as it drives employees to exert greater effort, maintain persistence, and demonstrate commitment in achieving organizational goals.

Work Discipline

Work discipline is an important aspect in organizational management because it reflects employees' willingness and awareness to comply with organizational rules, standards, and procedures. Discipline ensures that employees perform their duties in accordance with established regulations so that organizational activities can run effectively and efficiently. Employees

who demonstrate good discipline tend to show responsible behavior, punctuality, and consistency in carrying out their tasks.

According to Gordon (1996), discipline refers to employees' awareness and willingness to follow organizational rules and standards of behavior that regulate work activities within an organization. Discipline is not only related to obedience to rules but also reflects an individual's ability to control behavior and act responsibly in performing job duties.

Gordon (1996) explains that work discipline can be reflected through several behavioral aspects, including rule awareness, self-control, personal responsibility, open communication, and problem-solving approach. Rule awareness refers to employees' understanding of organizational rules and regulations that must be followed in the workplace. Self-control reflects the ability of employees to regulate their behavior in order to maintain professionalism and comply with organizational standards.

Personal responsibility indicates employees' willingness to carry out their duties seriously and accept responsibility for their work outcomes. Open communication reflects employees' ability to communicate with supervisors and colleagues regarding work-related matters, including problems that may arise during work activities. Meanwhile, a problem-solving approach refers to employees' ability to address work-related challenges constructively in order to maintain work effectiveness.

In addition, Hasibuan (2020) states that work discipline reflects employees' awareness and willingness to comply with all organizational regulations and norms. Discipline is closely related to employee responsibility in carrying out their duties.

Furthermore, Wibowo (2018) explains that discipline is a form of behavioral control that ensures employees perform their work in accordance with organizational expectations and standards. Organizations that implement effective disciplinary systems tend to have more consistent and productive employee performance.

Based on these perspectives, work discipline is considered a crucial factor in improving employee performance, particularly in organizations that require consistency, accuracy, and adherence to operational standards, such as project-based companies.

The Effect of Work Motivation on Employee Performance

Work motivation is considered an important factor that can influence employee performance in achieving organizational goals. Motivation encourages employees to perform their duties with enthusiasm, persistence, and commitment in completing assigned responsibilities. Employees who possess strong motivation tend to demonstrate greater effort and responsibility in performing their tasks within the organization.

According to Maslow (1943), motivation arises from the fulfillment of human needs which are structured in a hierarchical order consisting of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. When these needs are fulfilled, individuals are encouraged to exert greater effort in achieving personal and organizational goals.

Employees who experience higher levels of motivation are expected to perform their duties more effectively and contribute positively to organizational performance. This is supported by Robbins and Judge (Robbins & Judge,

2022), who state that motivation directly influences the intensity, direction, and persistence of employee effort.

Therefore, work motivation is considered an important behavioral factor that may influence employee performance within an organization.

H1: Work motivation has a positive and significant effect on employee performance at PT Bukit Bima Batara.

The Effect of Work Discipline on Employee Performance

Work discipline is considered an important factor that can influence employee performance because discipline reflects employees' awareness and willingness to comply with organizational rules, procedures, and work standards. Employees who demonstrate strong discipline tend to perform their duties more consistently and responsibly in accordance with organizational expectations.

According to Gordon (1996), discipline reflects employees' awareness and willingness to follow organizational rules and standards of behavior. Employees who possess high levels of discipline tend to demonstrate responsible behavior, consistency, and adherence to organizational procedures.

This is supported by Hasibuan (2020), who states that disciplined employees are more likely to complete tasks effectively and efficiently, thereby contributing to organizational performance.

Therefore, work discipline is considered an important behavioral factor that can support employee performance.

H2: Work discipline has a positive and significant effect on employee performance at PT Bukit Bima Batara.

The Simultaneous Effect of Work Motivation and Work Discipline on Employee Performance

Work motivation and work discipline are important behavioral factors that can influence employee performance within an organization. Motivation encourages employees to perform their duties with enthusiasm, while discipline ensures that employees perform their work in accordance with organizational rules and procedures.

According to Robbins and Judge (2022), employee performance is influenced by multiple factors, including motivation and behavioral control. The interaction between these factors determines the level of employee performance within an organization.

The presence of both strong motivation and high discipline is expected to create better employee performance. Motivation drives employees to perform their tasks enthusiastically, while discipline ensures that employees carry out their responsibilities consistently and responsibly.

Therefore, the combination of work motivation and work discipline is considered to play an important role in supporting employee performance within an organization.

H3: Work motivation and work discipline simultaneously have a significant effect on employee performance at PT Bukit Bima Batara.

Conceptual Framework

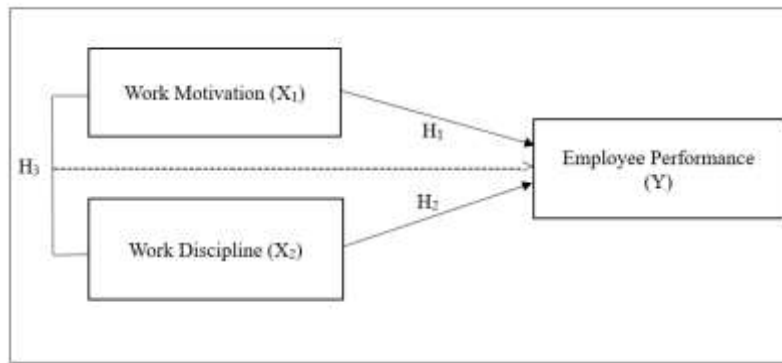


Figure 1. Conceptual Framework

The conceptual framework of this study illustrates the relationship between work motivation, work discipline, and employee performance. Work motivation and work discipline are treated as independent variables, while employee performance is the dependent variable.

Work motivation is expected to influence employee performance by encouraging employees to exert effort and achieve organizational goals. Meanwhile, work discipline ensures that employees perform their tasks in accordance with organizational rules and standards.

The interaction between work motivation and work discipline is expected to contribute to improving employee performance both partially and simultaneously.

RESEARCH METHODS

Design and Sample

This study employed a quantitative research approach with a descriptive and verificative research design to analyze the relationship between work motivation, work discipline, and employee performance. The quantitative approach was selected because the data collected in this study were numerical and analyzed using statistical techniques in order to test the proposed hypotheses objectively (Sugiyono, 2022). In

addition, the use of a quantitative approach allows for generalization of findings and provides empirical evidence regarding the relationships between variables.

The descriptive method was used to describe the condition of each research variable, namely work motivation, work discipline, and employee performance. Meanwhile, the verificative method was used to test the hypotheses regarding the influence of independent variables on the dependent variable. This combination of methods enables the researcher to both describe phenomena and verify causal relationships between variables.

The research was conducted at PT Bukit Bima Batara, a company operating in the telecommunications sector that focuses on the development of fiber optic network infrastructure, particularly Fiber To The Home (FTTH) projects. The company plays an important role in supporting the development of digital infrastructure and telecommunications services in Indonesia. In this organizational context, employee performance becomes an important factor in ensuring the achievement of operational targets and maintaining service quality.

The population in this study consisted of all employees working at PT Bukit Bima Batara, totaling 163 employees, including both permanent

and contract employees from operational and administrative divisions. This population was chosen because it represents all individuals directly involved in organizational activities and project execution.

To determine the appropriate sample size, the Slovin formula was used with a margin of error of 5%. The Slovin formula is expressed as:

$$n = \frac{N}{1+N(e)^2}$$

(1)

where n represents the sample size, N represents the population size, and e represents the margin of error. Based on this calculation, the sample size obtained was 116 respondents.

The sampling technique used in this study was proportional random sampling. This technique allows each member of the population to have an equal opportunity to be selected as a respondent while maintaining proportional representation from different divisions within the company. This approach ensures that the sample accurately reflects the characteristics of the population, thereby increasing the validity and reliability of the research findings.

This study examined two independent variables, namely work motivation (X_1) and work discipline (X_2), as well as one dependent variable, namely employee performance (Y). The research design aimed to analyze both the partial and simultaneous effects of work motivation and work discipline on employee performance at PT Bukit Bima Batara.

Data Collection

Data collection in this study was conducted using a structured questionnaire distributed to employees of PT Bukit Bima Batara as research respondents. The questionnaire method

was selected because it allows for efficient data collection from a large number of respondents and enables quantitative analysis of perceptions and attitudes (Sugiyono, 2022).

The questionnaire was developed based on relevant theoretical frameworks related to work motivation, work discipline, and employee performance in order to ensure measurement accuracy and construct validity. Each variable was operationalized into measurable indicators derived from established theories in human resource management.

The work motivation variable was measured using indicators based on Maslow's Hierarchy of Needs Theory, which includes physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Maslow, 1943). These indicators reflect employees' internal and external motivation in performing their work.

The work discipline variable was measured based on the indicators proposed by Gordon (Gordon, 1996), which include rule awareness, self-control, personal responsibility, open communication, and problem-solving approach. These indicators reflect employees' behavioral compliance with organizational rules and standards.

Meanwhile, employee performance was measured using indicators adapted from Campbell (1990) and Wibowo (2018), including work quality, work quantity, timeliness, cooperation, and responsibility. These indicators represent both the outcomes and behavioral aspects of employee performance.

All questionnaire items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The use of the Likert scale allows respondents to express their perceptions and attitudes systematically

and provides ordinal data suitable for statistical analysis.

Before conducting further analysis, the research instrument was tested for validity and reliability to ensure that the questionnaire items accurately represented the variables being measured and demonstrated internal consistency. The validity test was conducted using Pearson product-moment correlation, while the reliability test was performed using Cronbach's Alpha coefficient.

The distribution of questionnaires was carried out to 116 employees selected as research respondents using proportional random sampling. This approach ensured that each division within the organization was proportionally represented, thereby enhancing the representativeness of the data.

Data Analysis

Data analysis in this study was conducted using quantitative statistical techniques to examine the effect of work motivation and work discipline on employee performance at PT Bukit Bima Batara. The data obtained from the distributed questionnaires were processed and analyzed using IBM SPSS Statistics version 27 in order to generate accurate, systematic, and objective statistical interpretations.

The analysis began with descriptive statistical analysis to describe respondents' perceptions of the research variables, namely work motivation, work discipline, and employee performance. This analysis provided an overview of the distribution of respondents' answers through mean values and standard deviations, which helped illustrate the general condition of each variable within the organization.

Prior to conducting further statistical analysis, the research

instrument was tested through validity and reliability testing to ensure that the questionnaire items appropriately measured the intended variables. The validity test was conducted using the Pearson product-moment correlation method to determine the relationship between each item score and the total variable score. An item was considered valid if the value of r -count exceeded r -table at a significance level of 0.05. Meanwhile, the reliability test was conducted using the Cronbach's Alpha coefficient to assess the internal consistency of the measurement items. A variable was considered reliable if the Cronbach's Alpha value was greater than 0.70, indicating that the instrument was consistent in measuring the research variables (Ghozali, 2021).

Furthermore, classical assumption tests were conducted before performing regression analysis to ensure that the regression model met the required statistical assumptions. These tests included the normality test, multicollinearity test, and heteroscedasticity test. The normality test was used to determine whether the residual values were normally distributed. The multicollinearity test was conducted to identify whether strong correlations existed among the independent variables that could potentially affect the regression model. Meanwhile, the heteroscedasticity test was performed to examine whether the variance of residual values remained constant across observations.

After confirming that all classical assumptions were satisfied, multiple linear regression analysis was applied to examine the influence of work motivation and work discipline on employee performance. The regression model used in this study can be expressed as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

(2)

where:

- Y = Employee Performance
- α = Constant
- β_1, β_2 = Regression coefficients
- X_1 = Work Motivation
- X_2 = Work Discipline
- ε = Error term

Hypothesis testing was then conducted using the t-test to examine the partial effect of each independent variable on employee performance. In addition, the F-test was used to analyze the simultaneous effect of work motivation and work discipline on employee performance. The coefficient of determination (R^2) was also calculated to measure the proportion of variation in employee performance that could be explained by the independent variables included in the regression model.

The results of these statistical analyses were subsequently used to interpret the influence of work motivation and work discipline on employee performance at PT Bukit Bima Batara and to formulate conclusions based on the empirical findings of this study.

RESULTS AND DISCUSSIONS

Descriptive Statistical Analysis

Descriptive statistical analysis was conducted to provide an overview of respondents' perceptions regarding the variables of work motivation, work discipline, and employee performance at PT Bukit Bima Batara. This analysis aimed to describe the general condition of each research variable before conducting further inferential statistical analysis. The descriptive analysis was performed using IBM SPSS Statistics version 27 based on responses from 116 employees who participated in this study.

The results of the descriptive analysis indicate that the work motivation variable is generally at a good level. Employees demonstrate enthusiasm in completing their tasks, show willingness to achieve organizational goals, and exhibit responsibility in carrying out their assigned duties. These findings indicate that employees possess relatively positive motivational conditions in performing their work activities. This condition suggests that the organization has been able to meet several employee needs, particularly those related to basic and social needs as described in Maslow's hierarchy of needs (Maslow, 1943).

Similarly, the work discipline variable is also classified as good. Employees tend to demonstrate punctual attendance, comply with organizational regulations, follow operational procedures, and perform their responsibilities in accordance with company policies. These findings suggest that the discipline system implemented by the organization contributes to maintaining orderly work behavior among employees. This supports the view of Hasibuan (2020) that discipline reflects employees' awareness and willingness to comply with organizational rules.

Meanwhile, employee performance is also classified as good. Employee performance was measured through several indicators, including work quality, work quantity, punctuality in completing tasks, cooperation with colleagues, and responsibility in carrying out job duties. The results indicate that employees generally perform their duties in accordance with organizational expectations and contribute positively to achieving organizational objectives at PT Bukit Bima Batara.

Overall, the descriptive statistical results indicate that work motivation, work discipline, and employee performance among employees at PT Bukit Bima Batara are generally at a good level, indicating a relatively positive condition of employee behavior within the organization. However, despite these positive conditions, the company has not yet achieved its optimal performance targets, indicating the presence of underlying factors that need further analysis.

Validity and Reliability Results

Validity testing was conducted using the Pearson product–moment correlation method to determine whether each questionnaire item was able to measure the research variables appropriately. Based on the results of the validity test using IBM SPSS Statistics version 27, all questionnaire items obtained r-count values greater than the r-table value of 0.182 at a significance level of 0.05 with 116 respondents.

These results indicate that all questionnaire items are valid and capable of representing the constructs of work motivation, work discipline, and employee performance.

Reliability testing was conducted using the Cronbach's Alpha coefficient to evaluate the internal consistency of the research instrument. The results show that all research variables obtained Cronbach's Alpha values greater than 0.70, indicating that the research instrument demonstrates good internal consistency and reliability (Ghozali, 2021).

Thus, the questionnaire items used in this study are considered both valid and reliable, ensuring that the data collected are suitable for further statistical analysis.

Classical Assumption Test Results

Before conducting regression analysis, classical assumption tests were performed to ensure that the regression model satisfied the required statistical assumptions. These tests are essential in multiple linear regression analysis to ensure that the estimators obtained are unbiased, consistent, and efficient (Ghozali, 2021). The classical assumption tests conducted in this study included the normality test, multicollinearity test, and heteroscedasticity test.

Normality Test

The normality test was conducted using the Kolmogorov–Smirnov (K-S) test to determine whether the residual values in the regression model were normally distributed. The normality of residuals is an important assumption in regression analysis because it ensures the validity of hypothesis testing, particularly in the t-test and F-test (Ghozali, 2021).

Based on the test results obtained from IBM SPSS Statistics version 27, the Asymp. Sig. (2-tailed) value was 0.200, which is greater than the significance level of 0.05.

This result indicates that the residual data are normally distributed, meaning that the regression model satisfies the normality assumption required for multiple linear regression analysis. Therefore, it can be concluded that the distribution of residuals does not deviate significantly from a normal distribution, and the regression model is appropriate for further statistical testing.

Multicollinearity Test

The multicollinearity test was conducted to determine whether there were strong correlations among the independent variables included in the regression model. Multicollinearity can distort the estimation of regression

coefficients and weaken the statistical power of the analysis. Therefore, it is necessary to ensure that the independent variables are not highly correlated with each other (Ghozali, 2021).

The detection of multicollinearity was carried out using the tolerance value and the Variance Inflation Factor (VIF). The tolerance value indicates the proportion of variance of an independent variable that is not explained by other independent variables, while the VIF value indicates the degree of multicollinearity in the model.

The results show that the tolerance value for the work motivation variable is 0.548 with a VIF value of 1.826, while the tolerance value for the work discipline variable is also 0.548 with a VIF value of 1.826.

Since the tolerance values are greater than 0.10 and the VIF values are less than 10, it can be concluded that no multicollinearity problem exists between the independent variables. These results indicate that each independent variable contributes unique information to the model and does not exhibit high correlation with other variables. Therefore, both variables can be included simultaneously in the regression model without causing bias in the estimation of regression coefficients.

Heteroscedasticity Test

The heteroscedasticity test was conducted using the Glejser test to examine whether the variance of residuals remained constant across observations. Heteroscedasticity occurs when the variance of residuals is not constant, which can lead to inefficient estimates and affect the validity of hypothesis testing (Ghozali, 2021).

In the Glejser test, the absolute value of residuals is regressed against the independent variables. If the significance value of each independent variable is

greater than 0.05, it indicates that heteroscedasticity does not occur.

The results indicate that the significance value for the work motivation variable is 0.356, while the significance value for the work discipline variable is 0.421.

Since both significance values are greater than 0.05, it can be concluded that heteroscedasticity does not occur in the regression model. This means that the variance of residuals is constant (homoscedastic), and the regression model meets the assumption of homoscedasticity. Therefore, the regression results can be considered reliable and suitable for further analysis.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the effect of work motivation and work discipline on employee performance at PT Bukit Bima Batara. This analysis aims to determine the magnitude and direction of the relationship between independent variables and the dependent variable simultaneously (Ghozali, 2021). The analysis was performed using IBM SPSS Statistics version 27 based on data obtained from 116 respondents.

Based on the regression analysis results, the following regression equation was obtained:

$$Y = 6.154 + 0.058X_1 + 0.590X_2$$

(3)

where:

- Y represents employee performance,
- X_1 represents work motivation, and
- X_2 represents work discipline.

The regression equation shows that the constant value is 6.154, which indicates the baseline level of employee performance when the independent variables, namely work motivation and work discipline, are assumed to be constant or equal to zero. This value

represents the initial level of employee performance before considering the influence of the independent variables included in the model.

The regression coefficient for work motivation (0.058) indicates that every one-unit increase in work motivation will increase employee performance by 0.058 units, assuming that other variables remain constant. This finding suggests that higher levels of employee motivation tend to contribute positively to improving employee performance, although the magnitude of the effect is relatively small. The small coefficient value indicates that the contribution of motivation to performance improvement is limited in this research context.

Meanwhile, the regression coefficient for work discipline (0.590) indicates that every one-unit increase in work discipline will increase employee performance by 0.590 units, assuming that other variables remain constant. This result shows that work discipline has a stronger influence on employee performance compared to work motivation. The relatively large coefficient value indicates that discipline plays a more substantial role in determining employee performance outcomes.

Overall, these findings indicate that both work motivation and work discipline positively influence employee performance, with work discipline acting as the more dominant factor in improving employee performance at PT Bukit Bima Batara. This is consistent with the theory of organizational behavior which states that behavioral control factors such as discipline tend to have a stronger direct impact on performance compared to motivational factors (Robbins & Judge, 2022).

Hypothesis Testing

Partial Test (t-test)

The partial test (t-test) was conducted to examine the effect of each independent variable on employee performance individually. This test aims to determine whether work motivation and work discipline have a significant influence on employee performance at PT Bukit Bima Batara. The decision criteria used in this study is based on the significance level of 0.05, where a variable is considered significant if the significance value is less than 0.05 (Ghozali, 2021).

Based on the results of the t-test analysis using IBM SPSS Statistics version 27, the work motivation variable obtained a significance value of 0.228, which is greater than the significance level of 0.05. This indicates that work motivation does not have a statistically significant effect on employee performance. Therefore, the hypothesis stating that work motivation influences employee performance (H1) is not supported in this study.

This finding suggests that although employees may demonstrate motivation in carrying out their work responsibilities, the level of motivation does not significantly contribute to variations in employee performance at PT Bukit Bima Batara. This condition may occur because employee performance in project-based organizations is more influenced by operational demands, work procedures, and deadlines rather than internal motivational factors.

In contrast, the work discipline variable obtained a significance value of 0.000, which is smaller than the significance level of 0.05. This result indicates that work discipline has a positive and significant effect on employee performance. Therefore, the hypothesis stating that work discipline

influences employee performance (H2) is supported.

This finding suggests that employees who demonstrate higher levels of discipline, such as punctual attendance, adherence to organizational regulations, and consistency in performing their duties, tend to achieve better performance outcomes within the organization. This result is consistent with the theory proposed by Hasibuan (2020), which states that discipline is closely related to employee responsibility and has a direct impact on performance.

Simultaneous Test (F-test)

The simultaneous test (F-test) was conducted to determine whether the independent variables, namely work motivation and work discipline, jointly influence employee performance at PT Bukit Bima Batara. This test aims to examine the overall significance of the regression model in explaining the relationship between the independent variables and the dependent variable.

Based on the results of the F-test obtained from the regression analysis using IBM SPSS Statistics version 27, the F-count value is 72.587 with a significance value of 0.000. Since the significance value is smaller than the significance level of 0.05, it can be concluded that work motivation and work discipline simultaneously have a significant effect on employee performance.

These findings indicate that the regression model used in this study is statistically significant, meaning that the combination of work motivation and work discipline contributes to explaining variations in employee performance at PT Bukit Bima Batara. In other words, although work motivation does not show a significant effect individually, when combined with work discipline, both

variables together play an important role in influencing employee performance within the organization.

This result supports the theory proposed by Robbins and Judge (2022), which states that employee performance is influenced by the interaction of multiple factors, including motivation and behavioral control mechanisms such as discipline.

Coefficient of Determination (R²)

The coefficient of determination (R²) analysis was conducted to measure the extent to which the independent variables explain variations in the dependent variable. Based on the results of the regression analysis using IBM SPSS Statistics version 27, the R² value obtained is 0.562.

This result indicates that 56.2% of the variation in employee performance can be explained by the independent variables included in the regression model, namely work motivation and work discipline. This shows that both variables have a substantial contribution in explaining employee performance within the organization.

Meanwhile, the remaining 43.8% of the variation in employee performance is influenced by other variables not examined in this study, such as leadership style, organizational culture, compensation systems, and work environment conditions. These factors may also play an important role in determining employee performance within the organizational context.

This finding is consistent with organizational behavior theory, which states that employee performance is influenced by multiple factors beyond motivation and discipline, including environmental and managerial factors (Robbins & Judge, 2022).

Overall, this finding indicates that although work motivation and work

discipline contribute significantly to explaining employee performance, other organizational factors should also be considered in future studies to obtain a more comprehensive understanding of the determinants of employee performance.

CONCLUSION AND SUGGESTION

This study concludes that work motivation does not have a statistically significant effect on employee performance, while work discipline has a positive and significant influence on employee performance at PT Bukit Bima Batara. The results indicate that although employees may demonstrate motivation in carrying out their work responsibilities, the level of motivation does not significantly affect variations in employee performance. This suggests that employee performance in this organizational context is not primarily driven by motivational factors. In contrast, work discipline plays a more important role in improving employee performance, as reflected in employees' punctual attendance, compliance with organizational regulations, and consistency in performing their duties.

Furthermore, the results of the simultaneous test show that work motivation and work discipline jointly have a significant effect on employee performance. This finding indicates that the regression model used in this study is able to explain variations in employee performance, where both variables collectively contribute to improving organizational productivity. In this context, work motivation can be seen as a supporting factor, while work discipline acts as a controlling factor in shaping employee performance.

Based on these findings, PT Bukit Bima Batara is encouraged to strengthen the implementation of work discipline policies as a primary strategy to improve

employee performance. Organizations should maintain clear rules, consistent supervision, and fair enforcement of regulations to ensure employees maintain disciplined work behavior. In addition, although work motivation was not found to have a significant influence individually, the company is still encouraged to enhance employee motivation through recognition programs, career development opportunities, and supportive work environments to foster positive employee attitudes and engagement.

For future research, it is recommended to include additional variables that may influence employee performance, such as leadership style, compensation systems, organizational culture, and work environment conditions, in order to provide a more comprehensive understanding of the factors affecting employee performance.

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