
**THE EFFECT OF WORK MOTIVATION AND WORK DISCIPLINE ON
EMPLOYEE PERFORMANCE AT PT BANK RAKYAT INDONESIA KC
SOEKARNO - HATTA AIRPORT**

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ABSTRACT

This study aims to determine and analyze the magnitude of the Influence of Work Motivation and Work Discipline on Employee Performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport partially and simultaneously. The research method used in this study is Quantitative research. The population used in this study were employees of PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport. The sampling method used by the author in this study is the saturated sample method, where the sample is employees of PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport totaling 65 employees. The data collection method used in this study is primary data. The primary data taken is data from the answers of respondents totaling 65 respondents. The results of this study indicate that Work Motivation has a partial effect on employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport which has been proven by the value of the results of $t_{count} > t_{table}$ or $(2.594 > 1.998)$. Work discipline has a partial effect on employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport, the results of $t_{count} > t_{table}$ or $(2.594 > 1.998)$ this is also reinforced by the results of the sig value < 0.05 or $(0.012 < 0.05)$. Work motivation and work discipline have a simultaneous effect on employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport which has been proven by $F_{count} > F_{table}$ or $(139.625 > 3.145)$ this is also reinforced by the sig value < 0.05 or $(0.000 < 0.05)$.

Keywords: Work Motivation, Work Discipline, Employee Performance

INTRODUCTION

In today's era of globalization, competition between countries and companies is increasing. The development of technology and information has erased physical boundaries between countries, leading to the formation of a competitive global market. Competition in this era of globalization has a significant impact on many aspects of life, including economics, politics, and social. With globalization, companies can now market their products worldwide without significant barriers.

Globalization has also driven technological advances and innovation. Companies that want to remain competitive must continue to develop and implement new technologies and innovate their products and services. Companies that fail to adapt to these changes risk being left behind in the competition. To survive and thrive in an increasingly competitive business world, a company must have the ability to develop and process its various resources, such as capital, materials, and machines, to achieve their goals.

Corporations also need human resources, namely employees. Employees are an important resource for companies because they have the talent, energy, and creativity

that are needed by the company to achieve its goals. The performance sought by the company depends on the ability, motivation, and support received by the individual.

Human Resources (HR) are the main assets that have a very large influence on the progress of a company. According to (Hasibuan, 2016) Human Resource Management is the science and art of regulating the relationship and role of the workforce to be active and efficient in helping to realize the goals of the company, employees, and society. Basically, human resources emphasize the idea that humans are the key to the success of everything. One of the company's goals is to improve employee performance, better performance is expected to accelerate the achievement of the company's goals and missions.

In a competitive work world, employee performance is an important factor for the success of an organization. The success of a company is greatly influenced by the performance of individual employees. Every company always tries to improve employee performance to achieve goals. Performance is still a problem that is always faced by management, so management needs to know the importance of employee performance, because a company needs employees as its workforce to improve quality products, many things need to be considered related to improving its performance. Performance as something that is visible, namely individuals are relevant to the organization's goals in achieving high productivity.

Achieving good performance cannot be separated from the quality of better human resources. Human resources in a company

Even though they have been recruited through good selection, in carrying out their duties they still always face problems that they cannot solve on their own. One of the factors that potentially affect employee performance is work motivation and work discipline. Work motivation is an internal and external factor that affects the extent to which a person is motivated to achieve their work goals. Meanwhile, work discipline includes an individual's ability to comply with rules, procedures, and their responsibilities in carrying out work tasks. When employees feel motivated, they tend to have high levels of energy, enthusiasm, and strong commitment to achieving the work goals set. In addition, high work motivation can also increase employee job satisfaction, productivity, and innovation.

Meanwhile, good work discipline also plays an important role in improving employee performance. Employees who have high work discipline tend to have a high level of compliance with the rules and procedures set by the organization. They can manage time effectively, carry out tasks with good quality, and have consistent attendance levels.

Meanwhile, motivation according to Sutrisno (2010:109) in Arief Yusuf Hamali, SS, MM (2018:133) is as follows: "Motivation is a factor that drives someone to do a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. Every activity carried out by a person must have a factor that drives the activity. The driving factor for a person to do a certain activity is generally the person's needs and desires. A person's needs and desires are different from the needs and desires of other people. The difference in a person's needs and desires occurs because of the mental process that occurs within that person. The mental process is the formation of perception in the person concerned and the process of

forming self-perception is essentially a person's learning process about everything they see and experience from the environment around them. "

In the context of this study, the main objective is to analyze the influence of work motivation and work discipline on employee performance. This study will discuss the factors of work motivation and work discipline that can affect employee performance in an organization. In addition, this study will also identify management strategies and practices that can be used to improve employee work motivation and work discipline in order to achieve optimal performance.

Bank Rakyat Indonesia or BRI is a government-owned banking institution, in this case a state-owned company, in Indonesia. In its organizational management structure, Bank Rakyat Indonesia (BRI) is led by a President Director who is currently held by Sunarso. Bank Rakyat Indonesia (BRI) is one of the oldest commercial banks in Indonesia. This bank was founded on December 16, 1895. For now PT Bank Rakyat Indonesia Tbk (BRI) noted that by the end of June 2023 it had 7,890 office network outlets. This number has decreased by 229 offices when compared to the position at the end of 2022.

BRI also has a Sharia banking unit, but since 2009 it has separated itself as BRI Syariah (now merged into Bank Syariah Indonesia). Branch offices are usually just another location from the head office, and are still involved in banking business activities such as receiving and deposits and providing loans without having to visit the head office. Each branch office is managed by a responsible person called a branch manager who is assisted by several staff.

RESEARCH METHODOLOGY

This study uses quantitative methods. Margono in Darmawan (2016:37) said that quantitative research is a process of finding knowledge that uses data in the form of numbers as a tool to find information about what we want to know. So this study aims to provide an explanation of the position of the variables studied and the relationship between variables. The position of the variables is explained through hypothesis testing.

In accordance with the title and background that have been described in the previous chapter, the location of this research is Bank Rakyat Indonesia KC Soekarno-Hatta International Airport Building 600 Head Office of PT Angkasa Pura II. Tangerang City, Banten.

As for the time it will be implemented This research was carried out in stages, starting from the preparation of the proposal, testing of measuring instruments to data collection which began in August.

According to Sugiyono (2015:7), Population is the total number consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions are drawn. Therefore, the target population in this study is employees at PT Bank Rakyat Indonesia Tbk KC Soekarno-Hatta International Airport Tangerang totaling 65 people.

According to Sujarweni (2018:205), Sample is part of a number of characteristics possessed by the population used for research. The sampling technique is done by total sampling or saturated sample or also called census sample, is a sampling technique that is done by taking the entire population, because the population is 65

employees, all populations are used as samples. The sample to be studied is 65 people who are employees at PT Bank Rakyat Indonesia Tbk KC Soekarno-Hatta International Airport Tangerang

The first data collected is primary data, which is defined by Mulyadi (2014:176) as data obtained or collected by researchers directly from the data source. So to obtain primary data, researchers must collect it directly at the specified research locus.

RESEARCH RESULTS AND DISCUSSION

Normality Test

**Table 1. Kolmogorov - Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		65
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	0.98311464
Most Extreme Differences	Absolute	0.084
	Positive	0.045
	Negative	-0.084
Test Statistics		0.084
Asymp. Sig. (2-tailed)		.200 ^{c,d}

From the table above, it can be seen that the test results using the non-parametric Kolmogorov-Smirnov statistical test obtained an Asymp. Sig. (2-tailed) value of 0.200 which is greater than 0.05. So it can be stated that the research data conducted is normally distributed.

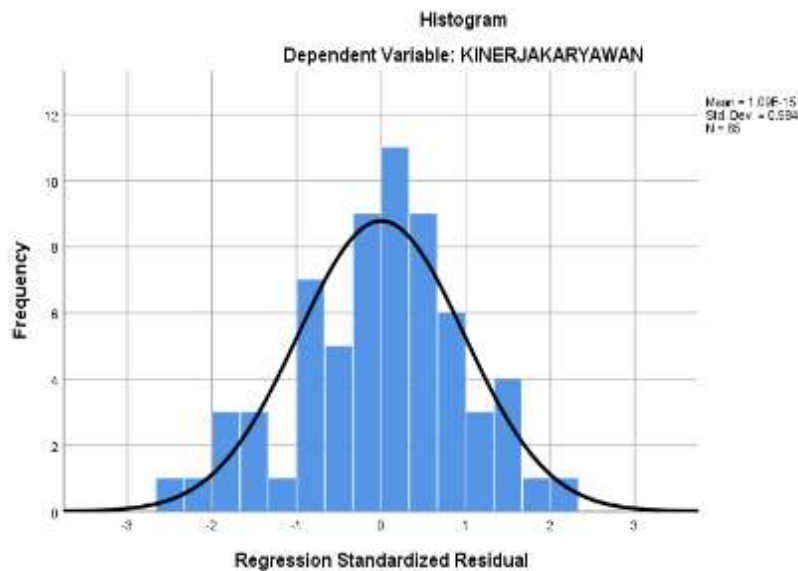


Figure 1. Histogram of Normality Test

In the image above, the test results show that the histogram has a balanced pattern and is not skewed to the left or right. This indicates that the data meets the assumption of normality because its distribution approaches a normal distribution

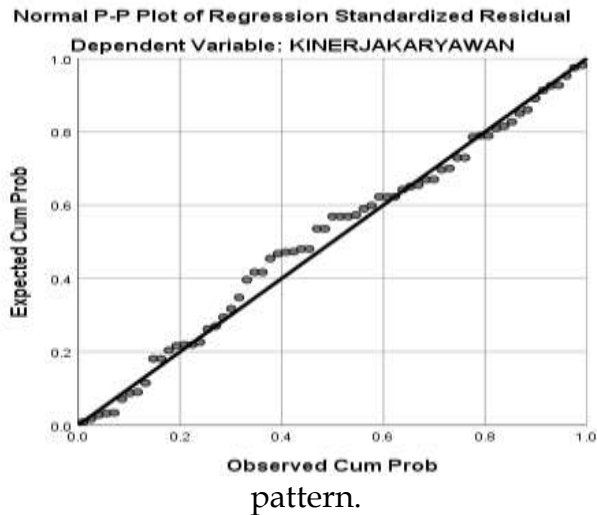


Figure 2. P-Plot of Normality Test

In Figure 4.4, it can be seen that the probability plot graph shows a normal graph pattern. This can be seen from the distribution of points around the diagonal line or the distribution of points following the diagonal line.

Heteroscedasticity Test

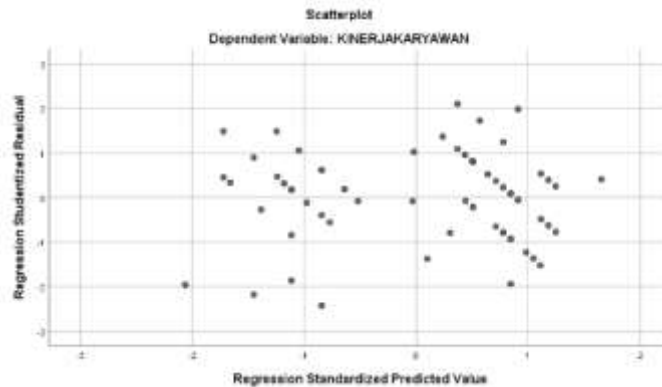


Figure 3. Heteroscedasticity Test

Based on Figure 4.5 from the results of the heteroscedasticity test, it can be seen that the points on the ScatterPlot graph do not have a clear distribution pattern or form a certain pattern. Thus, it can be concluded that there is no heteroscedasticity interference in the regression model so that this regression model is suitable for use.

Multicollinearity Test

Table 4.2 Multicollinearity Test Coefficientsa

Model	Unstandardize d Coefficients		Standardize d Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Toleranc e	VIF

1	(Constant)	12.13	2.205		5,49 9	0		
	MOTIVATIO N	0.138	0.053	0.142	2,59 4	0.01	0.975	1.03
	WORK DISCIPLINE	0.564	0.035	0.871	15.8 9	0	0.975	1.03

SPSS Version 26 Output Source

Based on table 4.2 above, it can be seen that the work motivation variable has a tolerance value of 0.975 and the work discipline variable also has a tolerance value of 0.975. Where the value of the results of the two variables is greater than 0.10 And the Variance Inflation Factor (VIF) value of the work motivation variable is 1.026 and the VIF value of the work discipline variable is 1.026, where the value of the two variables is less than 10. Thus, this regression model does not have multicollinearity interference.

Linear Regression Analysis

Table 4.3 Results of Simple Linear Regression Test of Motivation Variable (X1) on Employee Performance (Y)

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	29.23	4.302		6.79	0
	MOTIVATION	0.271	0.117	0.28	2.31	0.02

SPSS Version 26 Output Source

From the results of the regression equation above, the following conclusions can be drawn:

- The constant value is 29.228, which can be interpreted as the work motivation variable (X1) has no value or its value is zero (0), then employee performance (Y) will remain at 29.228.
- The value of the work motivation regression coefficient (X1) is 0.271. Which can be interpreted that if the constant remains, then every time there is a change of one point (1), in the work motivation variable (X1) it will result in a change in employee performance (Y) of 0.271 points.

Table 4.4 Results of Simple Linear Regression Test of Employee Discipline Variable (X2) on Employee Performance (Y)

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	16.61	1,432		11.6	0
	WORK DISCIPLINE	0.578	0.037	0.894	15.81	0

SPSS Version 26 Output Source

From the results of the regression equation above, the following conclusions can be drawn:

- a. The constant value is 16.609, which means that if the work discipline variable (X2) does not exist or its value is zero, then the employee performance value (Y) will remain at 16.609 points.
- b. The value of the work discipline regression coefficient (X2) is 0.578, which means that if the constant remains constant, then every change of one point (1) in the work discipline variable (X2) will result in a change in employee performance (Y) of 0.578 points.

Table 4.5 Results of Multiple Regression Test of Motivation Variables (X1) and Work Discipline (X2) on Employee Performance (Y) Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.13	2.205		5,499	0
	MOTIVATION	0.138	0.053	0.142	2,594	0.01
	WORK DISCIPLINE	0.564	0.035	0.871	15.89	0

SPSS Version 26 Output Source

From the equation above, we can conclude the following:

- a. The constant value of 12.129 means that if the work motivation (X1) and work discipline (X2) variables are not considered, employee performance (Y) will only be worth 12.129 points.
- b. The work motivation value (X1) of 0.138 can be interpreted as if the constant remains the same and there is no change in the work discipline variable (X2), then for every one point change (1) in the employee performance variable (Y) of 0.138 points.
- c. The work discipline value (X2) is 0.564, which means that if the constant remains the same and there is no change in the work motivation variable (X1), then every change of one point (1) in the work discipline variable (X2) will result in a change in employee performance (Y) of 0.564 points.

Table 4.6 Results of Determination Coefficient Analysis Model Summary

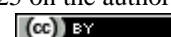
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905a	0.818	0.812	0.999

- a. Predictors: (Constant), WORK DISCIPLINE, MOTIVATION
- b. Dependent Variable: Employee Performance

Partial Test (t-Test)

Table 4.7 Results of the t-test of the variables of motivation (X1) and work discipline (X2) on employee performance (Y) Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.13	2.205		5,499	0



	MOTIVATION	0.138	0.053	0.142	2,594	0.01
	WORK DISCIPLINE	0.564	0.035	0.871	15.89	0

Source: SPSS Output Results Version 26 (2025)

A. The Influence of Work Motivation on Employee Performance

It can be seen from the test results in table 4.7 above, showing that the results of $t_{count} > t_{table}$ or $(2.594 > 1.998)$ this is also strengthened by the results of the sig value < 0.05 or $(0.012 < 0.05)$. Thus H_02 is rejected and H_{a2} is accepted, this shows that there is a significant partial influence between work motivation and employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport.

B. The Influence of Work Discipline on Employee Performance

It can be seen from the test results in table 4.7, showing that the results of $t_{count} > t_{table}$ or $(15.892 > 1.998)$ this is also reinforced by the sig value < 0.05 or $(0.000 < 0.05)$. Thus, H_02 is rejected and H_{a2} is accepted, this shows that there is a significant partial influence between work discipline and employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport.

Simultaneous Test (F Test)

Table 4.8 Results of the F Test Between Work Motivation (X1) and Work Discipline (X2) on Employee Performance (Y)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	278,605	2	139,302	139.63	.000b
	Residual	61,857	62	0.998		
	Total	340,462	64			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), WORK DISCIPLINE, MOTIVATION

SPSS Version 26 Output Source

It can be seen from table 4.8 above, showing that the results of $F_{count} > F_{table}$ or $(139.625 > 3.145)$ this is also strengthened by the sig value < 0.05 or $(0.000 < 0.05)$. Thus H_03 is rejected and H_{a3} is accepted, this shows that there is a significant simultaneous influence between work motivation and work discipline on employee performance at PT Bank Rakyat Indonesia KC Soekarno - Hatta Airport.

DISCUSSION

The Influence of Work Motivation (X1) on Employee Performance (Y)

Based on the results of the simple linear regression test, the equation $Y = 29.228 + 0.271X_1$ is obtained. Which can be interpreted that the value of the work motivation regression coefficient (X_1) is 0.271, which means that if the constant remains, then every change of one point (1) in the work motivation variable (X_1) will result in a change in employee performance of 0.271 points. Based on the results of the partial hypothesis test, the value of $T > T_{table}$ or $((2.594 > 1.998))$ is obtained which is strengthened by sig, 0.05 or $(0.12 < 0.05)$. Thus, H_01 is rejected and H_{a1} is accepted. This shows that there is a partial and significant influence between work motivation and employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport.

The Influence of Work Discipline (X2) on Employee Performance (Y)

Based on the results of the simple linear regression test, the following equation was obtained:

$Y = 16.609 + 0.578X_2$, Which can be interpreted that the value of the work discipline regression coefficient (X_2) is 0.578 which can be interpreted if the constant remains, then every change of one point (1) in each work discipline variable (X_2) will result in a change in employee performance of 0.578 points. Based on the results of the partial hypothesis test, the t_{count} value $> t_{table}$ or ($2.594 > 1.998$) is obtained, this is also strengthened by the results of the sig value < 0.05 or ($0.012 < 0.05$). Thus H_{o2} is rejected and H_{a2} is accepted, this shows that the partial influence is significant between work discipline and employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport

The Influence of Work Motivation (X1) and Work Discipline (X2) on Employee Performance (Y)

Based on the results of the simple linear regression test, the equation $Y = 12.129 + 0.138(X_1) + 0.564(X_2)$ was obtained. Then the results of the calculation of the coefficient of determination model analysis (R^2) obtained an R Square figure of 0.818. This can be interpreted as 82% of the influence of employee performance can be caused by work motivation and work discipline variables, while the remaining 12% is caused by other factors not included in this study. Based on the results of the simultaneous hypothesis test, the F_{count} value $> F_{table}$ or ($139.625 > 3.145$) can be obtained. This is also reinforced by the sig value < 0.05 or ($0.000 < 0.05$). Thus H_{o3} is rejected and H_{a3} is accepted, this shows that there is a significant simultaneous influence between work motivation and work discipline on employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport

CONCLUSION

Based on the results of the research analysis that has been carried out in this study, the author has formulated several conclusions, including the following:

1. Motivation has a partial effect on employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport, which has been proven by the results of the Motivation regression equation (X_1) which is $Y = 29.228 + 0.271X_1$, the regression coefficient value is $0.271X_1$, so the effect of $X_1 - Y$ is 0.271.
2. Work discipline has a partial effect on employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport, which has been proven by the results of the Discipline regression equation (X_2) which is $Y = 16.609 + 0.578X_2$, the regression coefficient value is $0.578X_2$, so the effect of $X_2 - Y$ is 0.578.

Work motivation and work discipline have a simultaneous influence on employee performance at PT Bank Rakyat Indonesia KC Soekarno-Hatta Airport, which has been proven by the results of the regression equation $Y = 12.129 + 0.138(X_1) + 0.564(X_2)$, so the influence of X_1 and X_2 on Y is 0.818.

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