

The Influence of Motivation and Work Discipline on Employee Performance (Case Study at PT.Ninja Express Bandung)

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Submitted : 31-08-2025 Accepted : 16-09-2025 Published : 03-10-2025

Abstrack

Employees as human resources (HR) have an important role in supporting the success of the company. However, at PT. Ninja Express Bandung, low motivation and work discipline are still found, which impacts on employee performance that is not optimal. This study aims to determine the effect of motivation and work discipline on employee performance at PT. Ninja Express Bandung, both partially and simultaneously. The research method uses a quantitative approach with a saturated sample of 67 employees. Data were collected through questionnaires that have been tested for validity and reliability, then analyzed using multiple linear regression. The results of the study indicate that motivation and work discipline have an effect on employee performance, with R Square R^2 of 80.7%. The t and F tests support the influence partially and simultaneously. In conclusion, increasing motivation and work discipline is an important factor that management needs to pay attention to in order to optimize employee performance at PT. Ninja Express Bandung.

Keywords: Motivation; Work Discipline; Employee Performance; Human Resources.

Introduction

Competition in the logistics sector is increasingly fierce, requiring companies to develop competitive strategies, one of which is through improving the quality of human resources (HR). PT. Ninja Express Bandung experienced a decline in productivity despite an increase in the workforce. This phenomenon indicates possible problems with employee motivation and discipline. Motivation and discipline are important factors in improving individual performance. Motivated employees tend to have high work enthusiasm, while discipline reflects compliance with rules and work effectiveness. Therefore, this study is important to identify the extent to which these two factors influence employee performance at PT. Ninja Express Bandung.

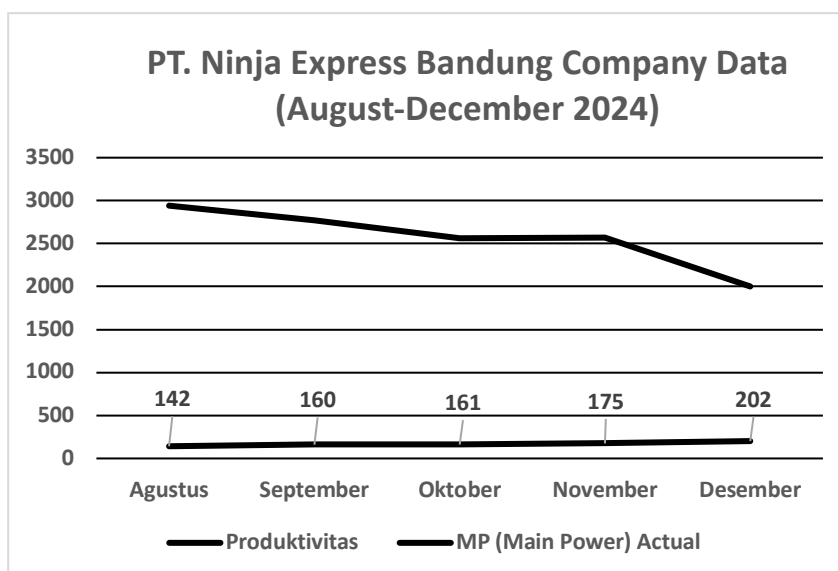


Figure 1.1 Relationship between Delivery Productivity and Main Power of PT. Ninja Express Bandung

Based on the data presented above regarding data from PT. Ninja Express Bandung experienced a significant decline in productivity during the period from August to December, while the number of workers (MainPower) actually increased. In August, the company recorded a productivity of 2942 with a workforce of 142 people. The downward trend began to appear in September with productivity decreasing to 2773 even though the number of workers increased to 160 people. The decline in productivity continued in October to 2565 with 161 workers, and in November there was a slight increase to 2572 with 175 workers. The most drastic decline occurred in December with productivity only reaching 2001, even though the number of workers increased significantly to 202 people. This phenomenon shows an imbalance between the addition of human resources and productivity results, where performance efficiency per employee decreased from 20.7 units per employee in August to only 9.9 units per employee in December.

Based on the pre-survey results for the motivation variable, the majority of PT. Ninja Express Bandung employees demonstrated a relatively low level of work motivation, with an average score of 3.0. This value indicates that most employees do not feel strongly motivated

to carry out their duties and responsibilities. The highest score was for work enthusiasm (4.0), while communication with superiors (3.6) was relatively lower.

The pre-survey results for the work discipline variable generally indicate that the level of work discipline at PT. Ninja Express Bandung remains relatively low. This is indicated by the average score for the absenteeism and tardiness indicator, which received a score of 2.8, the lowest compared to the other indicators. Although some indicators received high scores, such as work effectiveness (4.0), this does not adequately represent the overall work discipline of employees.

The pre-survey results for the employee performance variable generally indicate that employee performance at PT. Ninja Express Bandung is not yet fully optimal. This is evident in the disparity in scores between performance indicators. The work target achievement indicator received the highest score, with a score of 4.2, indicating that most employees are able to complete their work according to assigned targets. However, the opportunity for promotion indicator received the lowest score, namely (2.5). This value indicates that there is still employee dissatisfaction with the career system and job development in the company.

Literature Review

According to Hasibuan (2023), motivation is an internal drive that drives a person to act to achieve a specific goal. Indicators of motivation include salary, job security, stability, social interaction, recognition, and development opportunities. According to Siswanto (2019), work discipline is an attitude of obedience and compliance with organizational rules, reflected in attendance, punctuality, adherence to rules, and consistency of work. According to Fahmi (2023), employee performance is the work results achieved by an individual in terms of quality, quantity, timeliness, effectiveness, and efficiency.

Based on the opinions of several experts, it has been identified that motivation provides internal drive, while discipline provides an external regulatory framework. If the two are

balanced, employee performance will improve and organizational goals can be achieved effectively.

According to Siagian (2018:26), motivation is an internal state that drives them to engage in activities that are useful for achieving organizational goals. According to Irham Fahmi (2023:75), "Discipline is the level of obedience and compliance with applicable rules and the willingness to accept sanctions or punishment for violating those rules." According to Nurmaidah (2018), the word "performance" is derived from the word "work performance" and is also called "actual performance," or work achievement, or the actual accomplishments achieved by an employee.

Based on this understanding, it can be concluded that motivation and work discipline are closely related in determining employee performance. Motivation serves as an internal driver that fosters work enthusiasm, while discipline provides direction and control to ensure work is carried out according to regulations. When the two are balanced, employee performance will be optimal and organizational goals can be achieved.

Methods

This research uses a quantitative approach. This approach emphasizes the collection of numerical data that can be classified, measured, or grouped through statistical analysis to identify patterns and relationships, and generate generalizations. This approach is useful for determining the frequency, intensity, or level of occurrence of a phenomenon. The research design used is descriptive verification, a design with the primary objective of empirically testing previously formulated hypotheses. Data collection in this study was conducted through a survey method using a questionnaire as its instrument.

Results and Discussion

R² (R Square) Value

The R Square (R²) value as shown in the following table is 0.651.

Table 1 R-squared (R²) value

Model B Summary				
Pola	R	R Square	Customized R Box	Estimated Std. Error
1	.807a	0,651	0,641	3,198
a. Predictors: (Constant), Work Discipline, Motivation				
b. Dependent Variable: Employee Performance				

Source: Data processed by the researcher, 2025

The R-squared (R²) value of 0.651 indicates that 80.7% of the variation in the Employee Performance variable can be explained by two independent variables: Motivation and Work Discipline. In other words, the influence of Motivation and Work Discipline on Employee Performance is 80.7%. The remaining 19.3% (result 1 - R²) is caused by other variables outside the model that are not discussed in this study. The above results can be explained using the following formula :

$$KD = R^2 \times 100\% = KD = 0.807 \times 100\% = KD = 80.7\%.$$

Simultaneous Hypothesis Test (F-Test)

The results of the simultaneous hypothesis test analysis obtained through data processing using SPSS software are shown in the following figure:

Table 2 Nilai-F dalam ANOVA

ANOVAa						
Pola		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1223,416	2	611,708	59,816	000b
	Remainder	654,495	64	10,226		
	All over	1877,910	66			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Discipline, Motivation						

Source: Data processed by the researcher, 2025

This stage discusses testing to assess whether the independent variables, Motivation (X_1) and Work Discipline (X_2), simultaneously influence the dependent variable, Employee Performance (Y).

The hypothesis states:

H0-3: There is no simultaneous effect of Motivation and Work Discipline on Employee Performance.

H1-3: There is a simultaneous effect of Motivation and Work Discipline on Employee Performance.

1) Based on the data in the table above, the calculated F-test is 59.816 with a significance level of 0.000, with $\alpha = 5\%$, with the numerator df k (number of independent variables = 2) and the denominator df = $(n-k-1) = (67-2-1)$, with an error rate of 0.050, and the F-table value is 3.140. Because the calculated F value table $> F$ ($59.816 > 3.140$) then H0 is rejected and H3 is accepted, meaning that the Motivation (X_1) and Work Discipline (X_2) variables have a simultaneous effect on Employee Performance (Y).

Based on the table above, most respondents in this study work as private employees, totaling 50 people (51%). The second largest group consists of housewives with 31 respondents (31.6%), followed by students with 11 respondents (11.2%). Respondents working as traders and civil servants are relatively few, with 4 respondents (4.2%) and 2 respondents (2%) respectively. This indicates that the majority of respondents who filled out the questionnaire are private employees and housewives.

Partial Hypothesis Testing

A partial hypothesis test using a t-test was conducted to determine whether each independent variable, Motivation (X_1) and Work Discipline (X_2), individually influences the dependent variable, Employee Performance (Y).

This test was conducted to assess the significance level of each partial variable using a t-test at a significance level of $\alpha = 5\%$ (0.05). The t-table value was obtained based on the

calculation of degrees of freedom using the formula: $df = n - k = 67 - 2 = 65$. With 94 degrees of freedom and a significance level of 0.04, the t-table value used in the test was 1.997.

The decision-making criteria for hypothesis testing are as follows:

If the significance value (sig) $< 0.04 \rightarrow$ there is a significant effect.

If the significance value (sig) $> 0.04 \rightarrow$ there is no significant effect.

The results of the (partial) t-test were obtained through data processing using SPSS software, as shown in the following figure.

Table 4 Calculated t-value								
Coefficient								
		Unstandardized Coefficients	Standard Coefficient	Collinearity Statistics				
		Std. Error		Beta	T	Sig.	Tolerance	VIF
1	(Constant)	13,543	2,467		5,490	0,000		
	Motivation	0,221	0,073	0,256	3,022	0,004	0,759	1,318
	Work Discipline	0,514	0,067	0,650	7,672	0,000	0,759	1,318
a. Dependent Variable: Employee Performance								

Source: Data processed by the researcher, 2025

Based on the calculation results shown in the table above, the researcher concluded the following:

1) The Effect of Motivation on Employee Performance

The following analysis can be conducted to determine whether there is a correlation between Motivation and Employee Performance. Assuming:

H0-1: There is no effect of Motivation on Employee Performance.

H1-1: There is an effect of Motivation on Employee Performance.

Based on the table data above, the calculated T is 3.022 with a (sig) of 0.004, with $\alpha = 5\%$, with df denominator = $(n-2) = (67-2)$, and an error level of 0.050. The T table value is

1.997. Because the calculated T value is greater than the T table ($3.022 > 1.997$), H_0 is rejected and H_1 is accepted. This means that the Motivation variable (X_1) has a partial effect on Employee Performance (Y).

2) The Effect of Work Discipline on Employee Performance

The following analysis can be conducted to determine whether there is a correlation between Work Discipline and Employee Performance. Assuming that:

H_{0-2} : There is no effect of Work Discipline on Employee Performance.

H_{1-2} : There is an effect of Work Discipline on Employee Performance.

Based on the table data above, it is known that T_{hitung} is 7.672 with (sig) 0.000 with $\alpha = 5\%$ with df denominator = $(n-2) = (67-2)$ with an error level of 0.050, the T_{tabel} value is 1.997. Because the T_{hitung} value $> T_{tabel}$ ($7.672 > 1.997$) then H_0 is rejected and H_2 is accepted, meaning that the Work Discipline variable (X_2) has a partial effect on Employee Performance.

Discussion

1. Descriptive Analysis of Employee Performance

Based on the descriptive results of the Employee Performance variable, the maximum Employee Performance score at PT Ninja Express Bandung in 2024 was 50, while the minimum score was 18, with a standard deviation of 5.334 and an average score of 39.39. This indicates that PT Ninja Express Bandung's Employee Performance is generally in the good category, although there are still a small number of low-performing employees who require management attention.

2. Descriptive Analysis of Motivation

Based on the descriptive results of the Motivation variable, the maximum Motivation score at PT Ninja Express Bandung in 2024 was 46, while the minimum score was 10, with a standard deviation of 6.183 and an average score of 32.96. These results indicate that employee motivation is generally quite high. However, there is still variation in respondents' responses, indicating that some employees do not yet have optimal work motivation.

3. Descriptive Analysis of Work Discipline

Based on the descriptive results of the Work Discipline variable, the maximum Work Discipline score at PT Ninja Express Bandung in 2024 was 50, while the minimum score was 12. The standard deviation was 6.742, and the average score was 36.10. This indicates that employee Work Discipline is in the good category, but there are still significant differences between respondents. This means that most employees are disciplined in their work, but some are less consistent in adhering to company regulations.

The Influence of Motivation on Employee Performance

Based on the statistical test, it can be concluded that Motivation (X1) influences Employee Performance (Y). Therefore, the first hypothesis, stating that Motivation influences Employee Performance, is accepted. The decision to partially accept the hypothesis, with the t-value for Motivation (X1) being 3.022 and the t-value being 1.997, is based on the fact that t-value > t-value. Therefore, H0 is rejected and H1 is accepted. This means that Motivation (X1) influences Employee Performance (Y).

Furthermore, based on the correlation test, the correlation between Motivation (X1) and Employee Performance (Y) is 0.575. This indicates a moderate positive correlation between Motivation (X1) and Employee Performance (Y).

The Influence of Work Discipline on Employee Performance

Based on the statistical test, it can be concluded that Work Discipline (X2) influences Employee Performance (Y). Therefore, the second hypothesis, which states that Work Discipline influences Employee Performance, is accepted. The partial acceptance of this hypothesis is based on the calculated t-value for Work Discipline (X2) of 7.672 and the t-value of 1.997. Since t-value > t-value, H0 is rejected and H1 is accepted. This means that Work Discipline (X2) influences Employee Performance (Y).

Furthermore, based on the correlation test, the correlation between Work Discipline (X2) and Employee Performance (Y) is 0.776. This indicates a moderate positive correlation between Work Discipline (X2) and Employee Performance (Y).

The Effect of Motivation and Work Discipline on Employee Performance

Based on the results of the statistical test, it can be concluded that Motivation (X1) and Work Discipline (X2) simultaneously influence Employee Performance (Y). Therefore, the third hypothesis is accepted. The decision to accept the hypothesis is based on the results of simultaneous hypothesis testing where the F count is 59.816 with a p-value (sig) of 0.000 with $\alpha = 5\%$ and degrees of freedom with df numerator k (number of independent variables = 2) and df denominator = $(n-k-1) = (67-2-1)$ with an error level of 0.050, the F table value is 3.140. Because the F count > F table ($59.816 > 3.140$) then H_0 is rejected and H_3 is accepted, meaning that the Motivation (X1) and Work Discipline (X2) variables have a simultaneous effect on Employee Performance (Y). In addition, a determination coefficient test was conducted which obtained 80.7% which indicates that Motivation (X1) and Work Discipline (X2) on Employee Performance (Y) have a simultaneous (together) effect. While the Remainder of 19.3% is influenced by other factors.

Conclusion

Based on the research results and discussion, the following conclusions can be drawn:

1. The partial test yielded a calculated t-value of 3.022, which is greater than the t-table value of 1.997, with a significance value of 0.004, which is less than 0.05. Therefore, the Motivation variable influences Employee Performance.
2. The partial test yielded a calculated t-value of 7.672, which is greater than the t-table value of 1.997, with a significance value of 0.000, which is less than 0.05. Therefore, the Work Discipline variable influences Employee Performance.

The simultaneous test yielded a calculated F-value of 59.816, which is greater than the F-table value of 3.140, with a significance value of 0.000, which is less than 0.05. Therefore, the Motivation (X1) and Work Discipline (X2) variables simultaneously influence Employee Performance (Y).

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