

The Effect of Work Discipline and Motivation on Employee Performance at PT Georn Satria Nusantara

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ABSTRACT

KEYWORDS

Work Discipline; Work Motivation; Employee Performance.

This study examines the role of work discipline and work motivation in improving employee performance at PT Georn Satria Nusantara. In the context of increasing business competition, organizations are required to optimize human resource performance through effective management of behavioral and psychological factors. The purpose of this research is to analyze both the partial and simultaneous effects of work discipline and motivation on employee performance. This study employed a quantitative approach using an associative method, with data collected from 129 employees selected through simple random sampling from a population of 190 employees. Data were analyzed using multiple linear regression supported by statistical tests including validity, reliability, normality, and hypothesis testing. The results indicate that both work discipline and work motivation have positive and significant effects on employee performance, both individually and simultaneously. Work discipline contributes to punctuality, compliance, and task responsibility, while motivation enhances enthusiasm, initiative, and commitment to organizational goals. The coefficient of determination shows that these variables explain a substantial proportion of performance variation. In conclusion, improving employee discipline and motivation simultaneously can significantly enhance performance outcomes, making them essential strategic factors for organizational success and productivity improvement.

INTRODUCTION

In the era of globalization and increasingly fierce business competition, every company is required to have quality, disciplined, and highly motivated human resources (HR) (Agustian et al., 2023; Eko Listiwikono, 2022; Maliki et al., 2023; Soekiman, 2023). Human resources are a determining factor for the success of an organization, because no matter how sophisticated the systems and technology used, without optimal employee performance support, the company's goals will not be achieved (Kasmir, 2020).

One of the main factors that affect employee performance is work discipline. Discipline reflects the level of compliance of employees with the applicable regulations, policies, and procedures in the company (Dehotman, 2023; Dewa, 2023; Noviyanti & Asmalah, 2023; Tahir & Hajjad, 2023). Good discipline will create an orderly, efficient, and productive work environment (Marwansyah, 2019). In addition, the work motivation factor has a big role. Motivation is a driver from within a person to excel, provide the best work results, and contribute optimally to the organization (Sutrisno, 2018).

PT Georn Satria Nusantara is a company that focuses on the production and trading of products and equipment for outdoor activities (outdoor & adventure), under the trademark Georn Adventure. In carrying out its operational activities, this company relies on field workers who require high discipline, teamwork, and a strong work spirit (Clark, 2024; Ramsey, 2026).

However, based on initial observations, the company still faces challenges in maintaining employee discipline and motivation (Kurniawan & Mahdani, 2024; Malik et al., 2025; Perkasa et al., 2023). Some employees often arrive late, do not show up without information, and show a decrease in work morale. This indicates that there are problems in the discipline and motivation system that can have a direct impact on the company's performance. As empirical evidence, the following is shown employee attendance data of *PT Georn Adventure Indonesia* (January-September 2025) which illustrates the condition of employee discipline over the last nine months:

From the data, it can be seen that every month there are different numbers of employees who attend, are late, and do not attend. For example, in certain months the number of delays is higher than in others, which indicates that there are still employees who are not disciplined in complying with predetermined working hours. Likewise with the number of absences, which in some months show quite significant numbers compared to the total employees. Overall, the number of delays tends to be higher than absences, which means most employees are still present for work, but not on time.

This shows that the main problem in employee attendance lies in the aspect of punctuality (time discipline), not just attendance. In addition, the difference in the number of absences in each month indicates that the level of employee discipline has not been stable. In a month with high rates of tardiness and absenteeism, it can be assumed that work productivity has the potential to decrease, as the presence of non-optimal employees will affect team performance and the achievement of company targets.

This problem can be caused by low personal discipline or lack of motivation at work, for example due to a monotonous work environment, lack of rewards, or a suboptimal compensation system. Therefore, it is necessary to conduct further research on the influence of work discipline and motivation on employee performance at *PT Georn Satria Nusantara* so that the company can formulate a more effective performance improvement strategy.

Research on the influence of work discipline and motivation on employee performance has been conducted by various researchers before. Desy Puspita and Sri Widodo (2020) researched at *PT. Persada Arkana Buana* in Jakarta and found that work discipline and motivation have a positive and significant influence on employee performance. These results show that increased discipline and work motivation can encourage improved overall performance.

Furthermore, Rona Tanjung and Susi Susanti Manalu (2019) conducted a study at *PT Zurich Topas Life Batam* which also examined the influence of work discipline, work ability, and motivation on employee performance. The results of their study showed that work discipline had a significant effect on performance, while work motivation had no significant effect. This difference suggests that the factors that affect performance can vary depending on the conditions and characteristics of the organization. Another study by Chusnah and Heni Purwanti (2019) at *PT SGI* corroborates previous findings with the result that work discipline and work motivation have a positive and significant effect on employee performance. This emphasizes the importance of these two variables in increasing productivity and achieving employee work targets. Then, Atih Sulastri and Mila Karmelia (2025) conducted a study on the influence of competence, motivation, and work discipline on employee performance at *PT Tunas Muda Seruni*. The results of the study show that these three variables have a positive

and significant effect on performance. These findings expand the understanding that in addition to discipline and motivation, competence is also an important factor that supports optimal performance.

From the various results of the above research, it can be concluded that work discipline and motivation have an important role in improving employee performance, although the results can vary depending on organizational characteristics and other supporting factors. Based on this background, this study was conducted to further examine how the influence of work discipline and motivation on employee performance at *PT Georn Satria Nusantara*, so that it is expected to contribute to increasing work effectiveness and productivity in the company. The purpose of this study is to find out and analyze the influence of work discipline on employee performance at *PT Georn Satria Nusantara*, as well as to find out the influence of work motivation on employee performance in the company. In addition, this study also aims to simultaneously test the influence of work discipline and work motivation on the performance of employees of *PT Georn Satria Nusantara*, so that a comprehensive picture can be obtained of the role of these two variables in improving employee performance.

METHOD

This study used a quantitative approach with an associative method. The quantitative approach is used because this study focuses on hypothesis testing and measuring the relationships between variables expressed in the form of numbers. The associative method was used to determine the influence of work discipline (X_1) and work motivation (X_2) on employee performance (Y) at *PT Georn Satria Nusantara*.

The population in this study is all employees of *PT Georn Satria Nusantara*, which totals 190 people. The number of samples was determined using the Slovin formula with an error tolerance rate of 5% (0.05), so that a sample of 129 respondents was obtained. The sampling technique used is simple random sampling, which is a random sampling technique without paying attention to the employee's position or position, so that each member of the population has the same opportunity to be selected as a respondent.

RESULT AND DISCUSSION

Descriptive Analysis

Table 1. Characteristics of Research Respondents

Features	Category	Quantity	Persentase%
Gender	Women	78	60,5%
	Male	50	38,8%
Total		129	100%
Age	>20 – 25 Years	103	79,8%
	>25 – 30 Years	19	14,7%
	>30 Years	5	3,9%
	>30 Years	2	1,6%
Total		129	129
Long Time Working	> 0 Years	10	7,8%
	> 1 Year	100	77,5%
	> 2 Years	19	14,7%
Total		129	100%

Source : Excel Data Processing, 2026

Based on Table 1 Respondent Characteristics, it is known that the number of respondents in this study is 129 employees of *PT Georn Satria Nusantara*. In terms of gender, respondents were dominated by women as many as 78 people (60.5%), while male respondents amounted to 50 people (38.8%). This shows that the composition of the workforce in the company is dominated by female employees.

Judging from age, most of the respondents were in the range of 20-25 years, which was 103 people (79.8%), which shows that the majority of employees are at productive age with high levels of energy and work adaptability. Respondents aged 25–30 years amounted to 19 people (14.7%), while respondents over 30 years old were only 2 people (1.6%), so it can be concluded that the age structure of employees is relatively young.

Based on the length of work, the majority of respondents had a working period of more than 1 year, which was as many as 100 people (77.5%), which indicates that most employees have sufficient experience and understanding of the company's work system and culture. Meanwhile, respondents with a working period of less than 1 year amounted to 10 people (7.8%), and respondents with a working period of more than 2 years were 19 people (14.7%). This condition shows a fairly good level of workforce stability at *PT Georn Satria Nusantara*.

Respondent Answer Description

Validity Test

Table 2 Validity Test Results

Variabel	r-count	r-table	Remarks	Variabel	r-count	r-table	Remarks	Variabel	r-count	r-table	Remarks
X1.1	0,549	0,171	Valid	X2.1	0,411	0,171	Valid	Y1	0,486	0,171	Valid
X1.2	0,483		Valid	X2.2	0,604		Valid	Y2	0,589		Valid
X1.3	0,266		Valid	X2.3	0,428		Valid	Y3	0,537		Valid
X1.4	0,528		Valid	X2.4	0,531		Valid	Y4	0,507		Valid
X1.5	0,537		Valid	X2.5	0,581		Valid	Y5	0,505		Valid

Source: SPSS,26

Based on table 3 above, it shows that there is 1 variable X1,X2,Y considered as a good statement item because the value of r calculated has been sufficient r table from 0.171 so it is declared valid

Reliability Test

Table 3 Reliability Test Results

Variabel	Cronbah 's Alpha	Role of thumb	Remarks
Work stress	0,138	0,60	Reliabel
Work motivation	0,295	0,60	Reliabel
Employee performance	0,343	0,60	Reliabel

Source : SPSSv26

Based on Table 3 above, it shows that in this test, the value of cronbah's alpha is greater than 0.60 of the research instrument, so it can be said to be reliable.

Normality Test

Table 4 Normality Test Results

Kolmogorove-Smirnove	Asymp.Sig	Criteria	Curiosity
0,992	0,067	> 0,05	Distributed Normal

Source : SPSS,v26

Based on Table 5 above, it shows that the value produced in Asym.sig is 0.011 which can be said that the value of asymp.sig 0.011 is greater than 0.05, then it can be said that the data is normally distributed.

Kolmogorov-Smirnov

Table 5 Hasil Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		129
Normal Parameters ^{a,b}	Mean	.0000000
	Hours of deviation	2.65951911
Most Extreme Differences	Absolute	.112
	Positive	.070
	Negative	-.112
Test Statistic		.112
Asymp. Sig. (2-tailed)		.200 ^c
a. Test distribution is Normal.		
b. Calculated from data.		

c. Lilliefors Significance Correction.

Source : SPSS,v26

Based on table 6 above, it is explained that the value of Asymp. Sig below 0.05 Then it is not said to be Normal Value $0.200 > 0.05$ Meaning that the value is distracted Normal The interpretation is if the value is Asymp. Sig (2-tailed) 0.05 then the data is distributed normally, conversely if the value is Asymp. Sig (2-tailed) < 0.05 is said to be abnormal.

The interpretation is based on the value of the Asymp level. Sig (2-tailed) < 0.05 then the data is distributed normally, Conversely if the value is Asymp. Sig (2-tailed) > 0.05 is said to be abnormal.

Multicollinearity Test

Table 6 Multicollinearity Test Results

Variabel	Tolarance	LIVE	Remarks
Work Cylinder	0,839	1,192	Multicolonarity does not occur
Work motivation	0,839	1,192	Multicolonarity does not occur

Source : SPSS,v26

Based on the results of Table 7, it shows that both work discipline, work motivation and employee performance have a tolerance value of less than 1 and VIF has a value of less than 10, so it can be said that the data does not experience multicollinearity. Heteroscedasticity Test Tolerance Value X1 ($0.839 > 0.100$ and X2 value $0.839 > 0.100$ VIF Value X1 $1.192 > 10.00$ and X2 $1.192 > 10.00$ Then there is no Maltilinearity

Heteroscedasticity Test

Table 7 Heteroskedasticity Test Results

Variabel	T-Count	Sig	Remarks
Work discipline	-12.281	.000	No heteroskepticism occurs
Work motivation	3.726	.000	No heteroskepticism occurs

Source : SPSS,v26

Based on Table 8, it is shown that this test uses the Glejser test method whose value is seen from t sig. In the variables of Work discipline, work motivation, the risk of having a sig value greater than 0.05, it can be said that the data does not heteroscedasticity.

Multiple Linear Regression Test

Table 8 Multiple Linear Regression Results

Variabel	Coefficin β	Standard errors
Konstanta	28.456	4.062
Work stress	0,271	0,125
Work motivation	0,219	0,093

Source : SPSS,v26

Based on Table 8 above, the results of the multiple linear regression test were obtained, the regression equation $Y = 28.456 + 0.271X_1 + 0.219X_2$ was obtained. The value of the work discipline regression coefficient (X_1) of 0.271 shows that work discipline has a positive effect on employee performance, meaning that every increase in work discipline will improve employee performance. Meanwhile, the work motivation regression coefficient (X_2) of 0.219 is also positive, which shows that work motivation has a positive effect on employee performance. Thus, it can be concluded that work discipline and work motivation together contribute to improving employee performance at PT Georn Satria Nusantara.

UJI Hypothesis)

Table 9 T Test Results (Partial)

Variabel	R Count	R- table	Sig	Remarks
Work discipline	12.281	.1,192	.000	Significant Impact
Work motivation	3.726	.1,192	.000	Significant Impact

Source: SPSS,v26

Significant Testing of t-test (partial)

Based on the t-test, it can be explained in Table 10 that the calculated t-value produced on the Work Discipline variable is 4.074 with a sig of 0.003. Results of analysis. 0.003 is less than 0.05, meaning that individually the variable Work discipline has a significant effect on Performance decisions. The calculated t value generated on the Motivation variable is 3.180 with a sig of 0.002. The results of the analysis sig. 0.000 is less than 0.05, which means that individually the variable Work motivation has a significant effect on employee performance. The value t of the resulting calculation.

Accuracy Testing of Test Model F (Simultaneous)

Table 10 Test Results (Simultaneous)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	238.046	2	119.023	76.280	.000b
	Residual	196.602	126	1.560		
	Total	434.648	128			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work motivation, Work discipline						

Source : SPSS,v26

Based on table 10, the value of F is obtained to calculate 7.539 with F sig. 0.001 where F sig. 0.000 is smaller than 0.05 then H_0 is submitted. It can be interpreted that simultaneously Work discipline (X_1), Work motivation (X_2), have a significant impact on employee performance (Y).

Coefficient of Determination Test (R^2)

Table 11 Determination Coefficient Test Results (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740a	.548	.540	1.24913
a. Predictors: (Constant), Work Motivation, Work Discipline				

Source : SPSS,v26

R Square) 0,327

Based on table 10 above, the value of the R Square coefficient (R^2) is influenced by 0.548 or 54.8%, so it can be concluded that the magnitude of the influence of the Work Discipline variable on Employee Performance is 0.548 (54.8%)

Discussion of the Influence of Work Discipline (X_1) on Employee Performance

Based on the results of the partial test (t-test), a calculated t-value of 3.039 with a significance level of 0.003 was obtained, where the significance value was less than 0.05. These results show that work discipline has a positive and significant effect on the performance of PT Georn Satria Nusantara's employees. This means that the higher the level of employee discipline in complying with work regulations, punctuality of attendance, and responsibility in carrying out duties, the higher the performance produced.

These findings indicate that work discipline is an important factor in driving employee effectiveness and productivity. Employees who have high discipline tend to be able to work regularly, minimize errors, and complete work according to the standards and time that has been set. The results of this study are in line with the opinion of Rivai (2019) who stated that work discipline is an effective managerial tool to increase employee awareness and willingness to obey regulations, so that it has a direct impact on improving performance.

Discussion of the Influence of Work Motivation (X_2) on Employee Performance

The results of the t-test on the work motivation variable showed a calculated t-value of 3.180 with a significance level of 0.002, which means that the significance value was less than 0.05. Thus, it can be stated that work motivation has a positive and significant effect on the

performance of PT Georn Satria Nusantara employees. This shows that the higher the level of employee work motivation, the performance produced will also increase.

Good work motivation encourages employees to work more enthusiastically, take initiative, and strive to achieve the work targets set by the company. Employees who feel valued, safe, and recognized for their work will show a higher commitment to their work. This finding is in line with the theory of Hasibuan (2020) which states that work motivation is a driving force that creates work enthusiasm so that employees want to work effectively and integrated to achieve organizational goals.

CONCLUSION

The conclusion of this study shows that work discipline and work motivation have a very important role in improving employee performance at *PT Georn Satria Nusantara*. Partially, work discipline has been proven to have a positive and significant effect on employee performance, which means that the higher the level of employee discipline in complying with regulations, maintaining punctuality, and carrying out work responsibilities, the resulting performance will also increase. In addition, work motivation has also been proven to have a positive and significant effect on employee performance, where employees who have high work drive, feel appreciated, and get a comfortable work environment tend to show more optimal work performance. Simultaneously, work discipline and work motivation together have a positive and significant influence on employee performance, which confirms that performance improvement will be more effective if the company is able to manage the two factors in a balanced manner. Thus, work discipline and work motivation can be key factors in supporting the achievement of organizational goals and increasing overall employee productivity.

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