

The Effect of Work Discipline and Motivation on Employee Performance at the Soebono Mantofani Foundation, Ciputat, South Tangerang

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Abstract. The purpose of this study was to determine the effect of Work Discipline and Motivation on Employee Performance at the Soebono Mantofani Foundation, Ciputat, South Tangerang both partially and simultaneously. The method used is quantitative. The sampling technique used sampling and obtained a sample in this study totaling 82 respondents. data analysis using validity test, reliability test, classical assumption test, regression analysis, correlation coefficient analysis, coefficient of determination analysis and hypothesis testing, the result of this study is the regression equation $Y = 19.350 + 0.390 X_1 + 0.325 X_2$. This is proven by the results of simultaneous hypothesis testing. The hypothesis test obtained the value of $F_{count} > F_{table}$ ($30.374 > 3.11$) and strengthened by a significant value < 0.50 ($0.000 < 0.050$) the test results of the coefficient of determination of discipline (X_1) and motivation (X_2) have an influence of 56.6% on employee performance at the Soebono Mantofani Foundation, South Tangerang. Thus H_0 is rejected and H_3 is accepted. This means that it is proven that there is a simultaneous significant influence between work discipline (X_1) and motivation (X_2) on employee performance (Y).

Keywords. Employee Performance; Human Resources; Motivation; Quantitative Method; Work Discipline.

1. INTRODUCTION

In the era of digital and rapidly developing globalization, organizations are required to optimize resources effectively to achieve company goals, where human resources (HR) play the most fundamental role.(Ridho et al., 2025);(Hanafi & Irma, 2026) In the context of educational institutions such as the Soebono Mantofani Education Foundation, competent and professional human resource management is key to facing intense competition and meeting the quality demands of stakeholders such as students, parents, and the government.

However, the reality on the ground shows that employee performance at the Soebono Mantofani Foundation continues to fluctuate and has not consistently reached optimal standards. Based on data from 2021-2023, key performance indicators such as quality, quantity, effectiveness, and independence show instability in target achievement, with the independence indicator recording the lowest average of 69.6%.

In addition to work performance issues, employee discipline at this foundation also faces serious challenges that directly impact the institution's productivity. Attendance data for the 2021-2023 period shows a fluctuating trend, with absences, particularly due to illness, often unaccompanied by a doctor's note, and an increase in the number of absentees, indicating that compliance with work rules and regulations is less than optimal.

Another factor that influences the rise and fall of employee performance and discipline is the level of work motivation felt by employees (Octavia et al., 2023);(Mariska & Kholilah, 2025). The results of a pre-survey conducted on 50 respondents at the Soebono Mantofani Foundation showed that work motivation is still considered poor, with the lowest percentages being in the aspects of work atmosphere (48%) and employee welfare (44%).

This situation demonstrates a research gap between the foundation's expectations of providing high-quality educational services and the reality on the ground, including low levels of work independence, discipline issues, and suboptimal fulfilment of motivational aspects such as welfare and work environment. The striking performance differences between educational units, such as between elementary and high schools, also reinforce the urgency of an in-depth evaluation.

Therefore, structuring the human resource management system through strengthening leadership styles, enforcing work discipline, and increasing motivation is crucial for research. This research is urgent because the results of periodic evaluations and improvements to the performance management system will have a direct impact on improving graduate quality and achieving the Soebono Mantofani Education Foundation's vision and mission on an ongoing basis.

2. RESEARCH METHODS

This research uses a quantitative associative approach which was implemented at the Soebono Mantofani Foundation, South Tangerang (Sugiyono, 2020). The population in this study included all 82 employees, with the sampling technique using the rule of thumb, taking the entire population as a sample (82 respondents). The data sources used consisted of primary data obtained directly through observation, interviews, and questionnaires, as well as secondary data supported by literature studies and documentation from agency documents and related scientific literature.

The data analysis technique used a Likert scale to measure respondents' responses and was processed using the SPSS version 26 program. The quantitative analysis stages included testing classical assumptions (normality, multicollinearity, autocorrelation, and

heteroscedasticity tests), simple and multiple linear regression analysis, multiple correlation coefficient tests, and determination coefficient tests. Furthermore, hypothesis testing was carried out partially through the t-test and simultaneously through the F-test to determine the significant influence between the variables studied.

3. RESULTS AND DISCUSSION

Results

Classical assumption test

Normality Test

Table 1. Normality Test Results.

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			82
Normal Parameters ^{a,b}	Mean		33.49
	Standard Deviation		3,917
Most Extreme Differences	Absolute		.211
	Positive		.175
	Negative		-.211
Test Statistics			.211
Asymp. Sig. (2-tailed)			.200 ^{c,d}
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

Source: Processed data, 2024.

Based on the test results in the table above obtained a significance value of 0.200 > 0.050). Thus, the assumption of the distribution of the equation in this test is normal.

Multicollinearity Test

The test results using SPSS Version 26 are as follows:

Table 2. Results of Multicollinearity Testing with Collinearity.

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	12,617	2,747		4,592	.000	
	Work Discipline	.279	.064	.412	4,343	.000	.797 1,255
	Motivation	.325	.085	.362	3,817	.000	.797 1,255

a. Dependent Variable: Employee Performance

Source: Processed data, 2024.

Based on the results of the multicollinearity test in the table above, the value obtained istoleranceThe work discipline variable is 0.797 and the motivation variable is 0.797, the value is less than 1, and the Variance Inflation Factor (VIF) value for the work discipline variable is 1.255 and the motivation variable is 1.255, the value is less than 10. Thus, this regression model is statedthere are no symptoms of multicollinearity.

Autocorrelation Test

Table 3. Results of Autocorrelation Test with Durbin-Watson.

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	,659a	,435	,420	2.98176	1,961
a. Predictors: (Constant), Motivation, Work Discipline					
b. Dependent Variable: Employee Performance					

Source: Processed data, 2022

Based on the test results in the table above, this regression model has no autocorrelation, this is proven by the Durbin-Watson value of 1,961 which is between the interval 1,550 – 2,460.

Heteroscedasticity Test

Table 4. Results of Heteroscedasticity Test.

Coefficientsa					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1,488	1,919		.775
	Work Discipline	-.082	.045	-.225	.070
	Motivation	-.107	.060	-.221	.076
a. Dependent Variable: RES2					

Source: Processed data, 2024

Based on the test results in the table above, the Glejser test model on the work discipline variable (X1) obtained a significance value of 0.070 and motivation (X2) obtained a significance value of 0.076 where both significance values (Sig.) > 0.05. Thus, the regression model on this data does not have heteroscedasticity interference, so this regression model is suitable for use as research data.

Quantitative Analysis

Linear Regression Analysis

Table 5. Results of Simple Linear Regression Testing of Work Discipline Variable (X1) on Employee Performance (Y).

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	19,350	2,278		8,495
	Work Discipline	.390	.062	.575	6,283
a. Dependent Variable: Employee Performance					

Source: Processed data, 2024.

Based on the results of the regression calculations in the table above, the regression equation $Y = 19.350 + 0.390 X_1$ can be obtained. From the equation above, the following conclusions can be drawn: (a) The constant value is 19,350 interpreted that if the work discipline variable (X_1) does not exist then there is an employee performance value (Y) of 19,350 point and (b) Mark the work discipline regression coefficient (X_1) is 0,390 this means that if the constant remains the same and there is no change in the motivation variable (X_2), then every 1 unit change in the work discipline variable (X_1) will result in a change in employee performance (Y) of 0.390 points.

Table 6. Results of Simple Linear Regression Testing of Motivation Variable (X_2) on Employee Performance (Y).

		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	17,225	2,803		6,146
	Motivation	.492	.084	.547	5,852
a. Dependent Variable: Employee Performance					

Source: Processed data, 2024.

Based on the results of the regression calculations in the table above, the regression equation $Y = 17.225 + 0.492 X_2$ can be obtained. From the equation above, the following conclusions can be drawn: (a) the constant value is 17,225 interpreted that if the motivation variable (X_2) does not exist, then there is an employee performance value (Y) of 17.225 points. And (b) Mark the motivation regression coefficient (X_2) of 0.492 means that if the constant remains constant and there is no change in the work discipline variable (X_1), then every 1 unit

change in the motivation variable (X2) will result in a change in employee performance (Y) of 0.492 points.

Table 7. Results of Multiple Regression Testing of Work Discipline (X1) and Motivation (X2) Variables on Employee Performance (Y).

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	12,617	2,747		.000
	Work Discipline	.279	.065	.412	.000
	Motivation	.325	.085	.362	.000

a. Dependent Variable: Employee Performance

Source: Processed data, 2024.

Based on the results of the regression calculation analysis in the table above, the regression equation $Y = 12.617 + 0.279X_1 + 0.325X_2$ can be obtained. From the equation above, the following conclusions can be drawn: (a) The constant value is 12,617 interpreted that if the work discipline (X1) and motivation (X2) variables do not exist, then there is an employee performance value (Y) of 12.617 points. (b) The work discipline value (X1) of 0.279X1 means that if the constant remains the same and there is no change in the motivation variable (X2), then every 1 unit change in the work discipline variable (X1) will result in a change in employee performance (Y) of 0.279X1 points. And (c) The motivation value (X2) is 0.325X2, meaning that if the constant remains the same and there is no change in the employee performance variable (X1), then every 1 unit change in the motivation variable (X2) will result in a change in employee performance (Y) of 0.325X2 points.

Analysis of the Coefficient of Determination

Table 8. Results of Partial Determination Coefficient Test of Work Discipline (X1) on Employee Performance (Y).

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.575a	.330	.322	3.22476

a. Predictors: (Constant), Work Discipline
b. Dependent Variable: Employee Performance

Source: Processed data, 2024.

Based on the test results in the table above, the coefficient of determination value obtained is 0.330, so it can be concluded that the work discipline variable has an effect on employee performance variables by 33.0%, while the remainder of $(100-33.0\%) = 67.0\%$ is influenced by other factors that were not carried out in this study.

Table 11. Results of Partial Determination Coefficient Testing of Motivation (X2) on Employee Performance (Y).

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.547a	.300	.291	3.29788
a. Predictors: (Constant), Motivation				
b. Dependent Variable: Employee Performance				

Source: Processed data, 2024.

Based on the test results in the table above, a determination coefficient value of 0.300 was obtained, so it can be concluded that the motivation variable influences the employee performance variable by 30.0%, while the remainder of $(100-30.0\%) = 70\%$ is influenced by other factors that were not carried out in this study.

Table 12. Results of Simultaneous Testing of the Determination Coefficient of Work Discipline (X1) and Motivation (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.659a	.435	.420	2.91436
a. Predictors: (Constant), Motivation, Work Discipline				
b. Dependent Variable: Employee Performance				

Source: Processed data, 2024.

Based on the test results in the table above, the coefficient of determination value obtained is 0.435, so it can be concluded that the work discipline and motivation variables influence the employee performance variable by 43.5%, while the remaining $(100-43.5\%) = 56.5\%$ is influenced by other factors that were not carried out in this study.

Hypothesis Testing

Partial Hypothesis Testing (t-Test)

Table 13. Hypothesis Test Results (t-Test).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	12,617	2,747	4,592	.000
	Work Discipline	.279	.064	.412	.000
	Motivation	.325	.085	.362	.000
a. Dependent Variable: Employee Performance					

Source: Processed data, 2024.

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

Based on the test results in the table above, the calculated t value is obtained $> t$ table or $(4.343 > 1.990)$. This is also strengthened by the p value $< \text{Sig.}0.050$ or $(0.000 < 0.050)$.

Thus, H0 is rejected and H2 is accepted, this shows that there is a significant influence between work discipline on the performance of employees of the Soebono Mantofani Foundation, South Tangerang.

The Influence of Motivation (X2) on Employee Performance (Y)

Based on the test results in the table above, the calculated t value is obtained $> t$ table or $(3.817 > 1.990)$. This is also strengthened by the p value $< \text{Sig.} 0.050$ or $(0.000 < 0.050)$. Thus, H0 is rejected and H2 is accepted, this shows that there is a significant influence between motivation on the performance of employees of the Soebono Mantofani Foundation, South Tangerang.

Simultaneous Hypothesis Testing (F Test)

Table 14. Hypothesis Results (F Test) Simultaneous Effect of Work Discipline (X1) and Motivation (X2) on Employee Performance (Y).

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	540,109	2	270,054	30,374	,000b
	Residual	702,379	79	8,891		
	Total	1242,488	81			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Motivation, Work Discipline

Source: Processed data, 2024.

Based on the test results in the table above, the calculated F value is obtained $> F$ table or $(30.374 > 3.11)$, this is also strengthened by the p value $< \text{Sig.} 0.050$ or $(0.000 < 0.050)$. Thus, H0 is rejected and H3 is accepted, this shows that there is a significant simultaneous influence between work discipline and motivation on the performance of employees of the Soebono Mantofani Foundation, South Tangerang.

Discussion

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

Based on the results of the analysis, the regression equation value obtained is $Y = 419.350 + 0.390X_1$, the determination or contribution value the effect is 0.330 or of 33.0% while the remainder $(100 - 33.0\%) = 67\%$ is influenced by other factors. Test hypothesis obtained t count value $> t$ table or $(4,343 > 1,990)$. D Thus, H0 is rejected and H1 is accepted, meaning that there is a significant influence of work discipline on employee performance.

The results of this study are in line with (Putra et al., 2017), which found that work discipline influences employee performance at Telkom Corporate University, PT Telkom Indonesia. Similar findings were also obtained (Arsindi et al., 2020), which shows that work

discipline has a positive and significant effect on employee performance at the Makassar City Drinking Water Company. In addition, (Saraswati & Zulkifli, 2024) found that work discipline had a positive and significant effect on employee performance at PT Trimitra Cikarang. Thus, this study's findings reinforce previous research that work discipline is a factor contributing to improved employee performance.

The Influence of Motivation (X2) on Employee Performance (Y)

Based on the test results, the regression equation value obtained was $Y = 17.225 + 0.492X_2$, the determination or contribution value the effect is 0.300 or as much as 30.0% while the remainder $(100 - 30.0\%) = 70\%$ is influenced by other factors. Test hypothesis obtained t count value $> t$ table or $(3,817 > 1,990)$. Thus, H_0 is rejected and H_2 is accepted, meaning that there is a significant influence of motivation on employee performance.

The results of this study are in line with (Winanda & Anwar, 2024), also shows the influence of work motivation on employee performance. Furthermore (Irawan et al., 2024), proving that motivation has a positive and significant effect on employee performance. These findings reinforce the research findings that motivation is a crucial factor that can motivate employees to improve work quality and performance.

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

Based on the research results, it shows that work discipline (X_1) and Motivation (X_2) influential significant employee performance by obtaining the regression equation $Y = 12.617 + 0.279X_1 + 0.325X_2$. The value of the coefficient of determination or the simultaneous contribution of its influence is 43.5% while the rest 43.5% while the remainder $(100 - 43.5\%) = 56.5\%$ is influenced by other factors.. Test the hypothesis obtained F count value $> F$ table or $(30.374 > 3.11)$. Thus, H_0 is rejected and H_3 is accepted. This means that there is a significant simultaneous influence of work discipline and motivation that has a positive effect on employee performance.

Research by Arsindi et al. (2022) also shows that motivation and work discipline jointly have a positive and significant effect on employee performance at the Makassar City Drinking Water Company. Similar results were found by (Afriyani et al., 2023), at Wahana Visi Indonesia and (Rasjid, 2022), which also examined the influence of work discipline and motivation on employee performance. Therefore, the results of this study are consistent with several previous studies showing that increased work discipline accompanied by positive motivation can contribute to improved employee performance.

4. CONCLUSION AND SUGGESTIONS

It can be concluded that work discipline has a significant effect on employee performance, indicating that better work discipline leads to better employee performance. Motivation also has a significant effect on employee performance, so that increased work motivation can encourage improved employee performance. In addition, work discipline and motivation together have a significant effect on employee performance, indicating that the implementation of good work discipline accompanied by high work motivation can support improved employee performance at the Soebono Mantofani Foundation, South Tangerang.

Based on the results of the analysis and discussion regarding the influence of work discipline and motivation on employee performance at the Soebono Mantofani Foundation, South Tangerang, it can be concluded that work discipline has a significant effect on employee performance, which shows that the better the work discipline, the better the employee performance. Motivation also has a significant effect on employee performance, so that increasing work motivation can encourage increased employee performance. In addition, work discipline and motivation together have a significant effect on employee performance, which shows that the implementation of good work discipline accompanied by high work motivation can support increased employee performance at the Soebono Mantofani Foundation, South Tangerang.

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