

Research Article

The Influence of Work Discipline and Motivation on Employee Performance at Bank Sulut Go Tondano

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Abstract: This study aims to analyze the influence of work discipline and work motivation on employee performance at Bank Sulutgo Tondano. The research method used is a quantitative approach with multiple linear regression analysis. The population in this study consists of all 76 employees of Bank Sulutgo Tondano, and the sample was obtained using a saturated sampling technique. Data collection was carried out through questionnaires. The results of the study indicate that partially, work discipline has a positive and significant effect on employee performance, and work motivation also has a positive and significant effect on employee performance. Simultaneously, work discipline and work motivation have a significant effect on employee performance, with a coefficient of determination of 44.4%, indicating that these two variables are able to explain the variation in employee performance. Meanwhile, 55.6% is influenced by other factors outside the scope of this study. Therefore, it can be concluded that improving work discipline and work motivation will have an impact on employee performance at Bank Sulutgo Tondano.

Keywords: Work Discipline; Work Motivation; Employee Performance; Banking Sector; Human Resource Management

1. Introduction

In an era of globalization and increasingly fierce business competition, organizations are required to optimally improve their performance to survive and thrive. One of the primary factors determining organizational success is the quality of their human resources. Employee performance is a crucial aspect because it directly relates to the achievement of organizational goals (Dina Ulayya Azizah, 2025). Therefore, companies need to pay attention to various factors that can influence employee performance, including work discipline and work motivation.

Work discipline is the attitude and behavior of employees that shows compliance with the regulations and norms that apply in the organization (Mulya, 2025). Meanwhile, work motivation is the drive that comes from within or outside the individual to do their work as well as possible (Ekhsan, 2019). These two factors play a crucial role in improving employee performance. Discipline and work motivation have been shown to positively influence employee performance (Aditya et al., 2025). However, several other studies have shown inconsistent results, with the influence of these two variables varying depending on organizational conditions and workforce characteristics. In the banking industry, employee performance becomes even more crucial because this sector operates in the service sector, which demands excellent customer service. As a financial institution, banks must be able to provide fast, precise, and accurate service. Therefore, employees are required to have high discipline and strong work motivation to meet established service standards.

One regional bank that plays a strategic role in regional economic development is Bank SulutGo. As a regional development bank, Bank SulutGo is responsible not only for its business aspects but also for supporting public services and regional economic growth. Particularly at the Tondano branch, employee performance is a crucial factor in maintaining the quality of service to the public. However, based on the current situation, several issues related to employee performance remain. These include suboptimal levels of discipline, such as late arrivals, lack of adherence to work regulations, and suboptimal use of working hours. Furthermore, employee motivation still needs to be improved, as evidenced by a lack of initiative, work enthusiasm, and suboptimal target achievement. These issues have the potential to impact overall employee performance.

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The novelty of this research lies in combining the variables of work discipline and work motivation into a single research model, focusing on regional development banks, and conducted in a relatively understudied location, Bank Solutgo Tondano. This research is expected to provide a more specific empirical contribution and serve as a basis for policymaking to improve employee performance. Based on this description, this research is important to be conducted to determine the influence of work discipline and motivation on employee performance at Bank Solutgo Tondano.

2. Proposed Method

This study uses a quantitative approach with a causal associative approach, which aims to determine the relationship and influence between independent variables and dependent variables. This quantitative approach is used because this study emphasizes variable measurement and data analysis in the form of numbers that are processed statistically to test the established hypotheses (Sugiyono, 2022). The independent variables in this study are work discipline and motivation, while the dependent variable is employee performance. This research was conducted at the Tondano Branch of Bank SolutGo. The location was chosen based on the consideration that the bank is a regional development bank that plays a significant role in community services and regional economic activity.

The variables in this study consist of independent variables and dependent variables. The population in this study was all 76 employees working at Bank SolutGo, Tondano Branch. Given the relatively small population, the sampling technique used was saturated sampling (census), a sampling technique that uses all members of the population as respondents. Thus, the number of samples in this study is the same as the population, namely 76 people. The use of this saturated sampling technique aims to obtain more accurate research results because the entire population is used as the research object (Sugiyono, 2022). The independent variables include work discipline and motivation, while the dependent variable is employee performance.

Data collection techniques in this study were conducted through questionnaires, observation, and documentation. The questionnaire served as the primary instrument, employing a Likert scale consisting of five levels of assessment, ranging from strongly disagree to strongly agree. The Likert scale was used to measure respondents' attitudes, opinions, and perceptions regarding the variables studied (Sugiyono, 2022). In addition, observations were conducted to obtain a direct picture of employee working conditions, while documentation was used to complete data related to the research.

The data analysis techniques used in this study include instrument testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing. Instrument testing consisted of validity and reliability tests to ensure the validity and consistency of the questionnaire used (Ghozali, 2018). Classical assumption tests, including normality, multicollinearity, and heteroscedasticity, aim to ensure that the regression model meets the basic assumptions of statistical analysis. Next, data analysis was performed using multiple linear regression to determine the effect of work discipline and motivation on employee performance. The regression model used in this study is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Hypothesis testing was conducted using a t-test to determine the partial effect of each independent variable, and an F-test to determine the simultaneous effect of the independent variables on the dependent variable. Furthermore, the coefficient of determination (R^2) was also used to determine the extent of the work discipline and motivation variables' contribution in explaining employee performance. Based on these methods, it is hoped that this study can provide a clear picture of the effect of work discipline and motivation on employee performance at Bank SolutGo, Tondano Branch.

3. Results and Discussion

Result

Hypotesis 1

Table 1. Hypothesis Testing 1

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	14.445	2.844		5.079	.000
	Work discipline	.570	.098	.560	5.817	.000

a. Dependent Variable: employee performance

Based on the results of the regression test in the Coefficients table, a constant value of 14.445 was obtained, indicating that if the work discipline variable is considered non-existent or has a value of zero, then employee performance remains at 14.445 as the baseline value. Furthermore, the work discipline regression coefficient of 0.570 indicates a positive influence, meaning that every one unit increase in work discipline will increase employee performance by 0.570 units. The calculated t value of 5.817 with a significance level of 0.000 which is smaller than 0.05 indicates that work discipline has a significant effect on employee performance. In addition, the standardized coefficient (Beta) value of 0.560 indicates that the strength of the influence of work discipline on employee performance is quite strong. Thus, it can be concluded that work discipline has a positive and significant influence on employee performance, so that the hypothesis proposed in this study can be accepted.

Table 2. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560 ^a	.314	.304	3.44367
a. Predictors: (Constant), Work discipline				

Based on the Model Summary table, the R value is 0.560, indicating a strong relationship between work discipline variables and employee performance. The R Square value of 0.314 indicates that 31.4% of employee performance variation can be explained by work discipline variables, while the remaining 68.6% is influenced by other variables outside this research model. Furthermore, the Adjusted R Square value of 0.304 indicates that after adjusting for the number of samples and variables, the model's ability to explain employee performance is 30.4%, meaning the model still has limitations in explaining the overall performance variation. The Std. Error of the Estimate value of 3.44367 indicates the level of model prediction error, where the smaller this value, the better the model's ability to predict employee performance. Overall, it can be concluded that work discipline has a sufficient contribution to employee performance, although there are still other factors that influence it.

Hypothesis 2

Table 3. Hypothesis Testing 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.473	2.939		3.564	.001
	Work Motivation	.656	.094	.630	6.982	.000
a. Dependent Variable: employee performance						

Based on the Coefficients table, a constant value of 10.473 is obtained, indicating that if the work motivation variable is considered non-existent or has a value of zero, then employee performance remains at 10.473 as the baseline value. Furthermore, the work motivation regression coefficient of 0.656 indicates a positive influence, meaning that every one unit increase in work motivation will increase employee performance by 0.656 units. The calculated t value of 6.982 with a significance level of 0.000 which is smaller than 0.05 indicates that work motivation has a significant effect on employee performance. In addition, the standardized coefficient (Beta) value of 0.630 indicates that the influence of work motivation on employee performance is relatively strong. Thus, it can be concluded that work motivation has a positive and significant influence on employee performance, so that the hypothesis proposed in this study can be accepted.

Table 4. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 ^a	.397	.389	3.22774
a. Predictors: (Constant), Work Motivation				

Based on the Model Summary table, an R value of 0.630 was obtained, indicating a strong relationship between work motivation variables and employee performance. The R Square value of 0.397 indicates that 39.7% of employee performance variations can be explained by work motivation variables, while the remaining 60.3% is influenced by other variables outside this research model. Furthermore, the Adjusted R Square value of 0.389 indicates that after adjusting for the number of samples and variables, the model's ability to explain employee performance is 38.9%, which means the model is quite good but does not fully explain all performance variations. The Std. Error of the Estimate value of 3.22774 indicates the level of model prediction error, where the smaller this value, the better the model's ability to predict employee performance. Overall, it can be concluded that work motivation has a significant contribution to employee performance, although there are still other factors that influence it.

Hypotesis 3

Table 5. Hypothesis Testing 2

		Coefficients ^a			
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	7.920	3.022		2.621
	Work discipline	.281	.113	.276	2.482
	Work Motivation	.478	.116	.460	4.136

a. Dependent Variable: employee performance

Based on the Coefficients table, a constant value of 7.920 is obtained, indicating that if the work discipline and work motivation variables are zero, then employee performance is at 7.920 as the baseline value. The work discipline regression coefficient of 0.281 indicates a positive influence, meaning that every one-unit increase in work discipline will increase employee performance by 0.281 units, with a t-value of 2.482 and a significance of $0.015 < 0.05$, so that work discipline has a positive and significant effect on employee performance. Meanwhile, the work motivation regression coefficient of 0.478 also indicates a positive influence, where every one-unit increase in work motivation will increase employee performance by 0.478 units.

Table 6. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666 ^a	.444	.429	3.12076

a. Predictors: (Constant), Work Motivation, Work discipline

Based on the Model Summary table, the R value of 0.666 is obtained, indicating that the relationship between the variables of work discipline and work motivation together with employee performance is relatively strong. The R Square value of 0.444 indicates that 44.4% of the variation in employee performance can be explained by the two independent variables, namely work discipline and work motivation, while the remaining 55.6% is influenced by other variables outside this research model. Furthermore, the Adjusted R Square value of 0.429 indicates that after adjusting for the number of variables and samples, the model's ability to explain employee performance is 42.9%, which means the model is quite good but does not fully explain all performance variations. The Std. Error of the Estimate value of 3.12076 indicates the level of model prediction error, where the smaller the value, the better the model's ability to predict employee performance. Thus, it can be concluded that work discipline and work motivation simultaneously provide a fairly strong contribution to employee performance.

Discussion

Based on the results of the data analysis, it was shown that work discipline and motivation influence employee performance at Bank SulutGo, Tondano Branch. Hypothesis testing, conducted both partially and simultaneously, indicated that all hypotheses in this study were accepted.

The Influence of Work Discipline on Employee Performance

The results of this study indicate that work discipline has a positive and significant effect on employee performance. This means that the higher the level of employee discipline, the higher their performance. Work discipline, reflected in attendance, punctuality, compliance with regulations, and responsibility for their work, can motivate employees to work more effectively and efficiently. This finding aligns with the theory proposed by Andriani et al., (2025) which states that work discipline is a crucial factor influencing employee performance. Employees with high levels of discipline tend to work according to established standards, resulting in more optimal work results.

Furthermore Priyanto et al., (2025) also emphasized that work discipline can increase employee awareness and willingness to comply with organizational regulations. The results of this study are also supported by previous research conducted by Adinda et al., (2023) which stated that work discipline has a positive effect on employee performance. Therefore, these results reinforce previous findings that work discipline is a crucial factor in improving employee performance, particularly in the banking sector.

The Influence of Motivation on Employee Performance

The results of this study indicate that work motivation has a positive and significant effect on employee performance. This indicates that the higher an employee's work motivation, the better their performance. High motivation encourages employees to work harder, be enthusiastic in completing tasks, and strive to achieve predetermined targets.

This research is in accordance with research by Afandi & Bahri (2020) which states that motivation is a process that influences an individual's intensity, direction, and persistence in achieving goals. Work motivation is a factor that can improve employee performance because it is related to an individual's internal drive (Nurhalizah & Oktiani, 2024). The results of this study also align with previous research that found work motivation has a significant influence on employee performance. Therefore, this study reinforces previous research findings that work motivation is a crucial factor in improving employee performance (Pratama; & Sholeh, 2025) (Anggraini Hesti Novita et al, 2025).

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

The results of the simultaneous test (F-test) show that work discipline and motivation simultaneously have a significant effect on employee performance at Bank SulutGo, Tondano Branch. This indicates that these two variables complement each other in improving employee performance. Work discipline ensures that employees work in accordance with applicable rules and standards, while motivation provides internal drive to encourage employees to work enthusiastically. The combination of good discipline and high motivation will result in optimal performance.

This research also aligns with various previous studies showing that the combination of work discipline and motivation simultaneously has a significant effect on employee performance. Thus, the results of this study not only strengthen existing theory but also provide new empirical evidence in the context of regional banking, specifically at Bank SulutGo, Tondano Branch (Pratama & Jamaludin, 2025) (Putri et al., 2025)(Priyanto et al., 2025).

4. Conclusions

Based on the discussion above, it can be concluded that all hypotheses in this study are accepted, namely that work discipline and motivation, both partially and simultaneously, have a positive and significant effect on employee performance. These results indicate that improving work discipline and motivation is an effective strategy for improving employee performance.

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