

# The Influence of Discipline and Motivation on Employee Performance: Empirical Study from PT. Food and Beverages Indonesia, QBig BSD City Branch, Tangerang

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## ABSTRACT

This study examines the influence of discipline and motivation on team member performance at PT. Foods Beverages Indonesia, QBig BSD City Branch. A quantitative approach with a descriptive-associative method is employed. The population consists of all 50 employees at the company, and the sample is determined using a saturated sampling technique, which includes the entire population. Data are collected through questionnaires and analyzed using multiple linear regression. The results indicate that discipline and motivation significantly and positively affect team member performance, with discipline having a more substantial influence. This suggests that employees who adhere to workplace rules and are motivated tend to demonstrate higher performance levels. These findings highlight the importance of maintaining team member discipline and enhancing motivation to achieve optimal organizational goals. The study provides valuable insights for management in formulating effective strategies to improve workforce productivity.

**Keywords:** Discipline, Motivation, Employee Performance.

## I. Introduction

According to Abdullah (2014), management is defined as the activities involved in executing organizational tasks through planning, organizing, directing, and controlling. These activities aim to achieve predetermined organizational goals efficiently and effectively by utilizing available resources—namely, human, financial, mechanical, and methodological (man, money, machine, and method). Similarly, Malayu S.P. Hasibuan (2016) explains that management is both a science and an art that governs utilizing human and other resources effectively and efficiently to achieve specific objectives.

In line with this, Werther and Davis, as cited in Sutrisno (2016), argue that human resources consist of prepared, capable, and motivated individuals to achieve organizational goals. The contribution of human resources to organizational performance—and how this contribution is managed—is fundamental in determining overall capability and quality of life. Furthermore, Hasibuan (2017) adds that human resources represent an integration of intellectual and physical potential within individuals, shaped by both heredity and environmental factors. He also states that performance is driven by a desire to achieve personal satisfaction.

Discipline is considered one of the key factors supporting the success of organizational activities. Employees who exhibit strong discipline are likelier to comply with company regulations and carry out their responsibilities to expectations; however, field observations at PT. Food and Beverage Indonesia reveals ongoing discipline-related issues, including repeated lateness, unexplained absences, and sick leave taken without proper medical documentation. These issues are reflected in team member attendance records from 2017 to 2020. Although there has been a decline in the frequency of such occurrences, the numbers still indicate a need for serious managerial attention. Likewise, team member performance is vital in determining whether a company can achieve its objectives. Observations during the same period show fluctuating numbers of cashier errors—138 cases in 2021–2022, 105 cases in 2022–2023, and 67 cases in 2023–2024—suggesting that employee performance has not been stable or consistently improving. These inconsistencies highlight the importance of understanding internal factors, such as discipline and motivation, as key drivers of employee productivity.

Motivation, in particular, is a critical psychological factor that influences an employee's willingness to perform optimally. According to Winardi (2015), motivation is the energy that initiates, directs, and sustains behavior toward achieving goals. It arises from internal and external sources and is influenced by material and non-material factors. Furthermore, motivation can vary depending on an individual's educational attainment and economic status. Therefore, individuals who are highly educated and financially independent may respond differently to motivational strategies, requiring a more tailored approach from management.

The success of an organization largely depends on how well employees perform in their respective roles. Mangkunegara (2016) defines performance as the output, both in quantity and quality, achieved by an employee executing their duties based on assigned responsibilities. Thus, cultivating a motivated and disciplined workforce is not merely a function of human resource management but a strategic imperative for ensuring the sustainability and growth of business operations. Previous studies have produced mixed findings regarding the influence of discipline and motivation on employee performance. For example, Kartika et al. (2019) found that motivation significantly affected employee performance at PT Pegadaian, Nganjuk Branch. Meanwhile, Safitri and Supiandi (2021) demonstrated that work discipline significantly influenced performance at PT Indomarco Prismaatama in Bogor. In contrast, Santiago and Syahnur (2019) reported that while discipline had a significant positive impact, motivation did not significantly affect employee performance at the South Sulawesi KSDA Office. Similarly, Zella (2018) found that work discipline had a significant positive effect, whereas motivation had a negative and insignificant effect on performance at PT Permodalan Nasional Madani, Padang Branch.

These inconsistencies in research findings suggest that the relationship between discipline, motivation, and employee performance is not universally consistent and may vary depending on organizational context, industry sector, and workforce characteristics. Moreover, most existing studies have focused on office, governmental, or manufacturing settings, leaving a gap in understanding how these variables interact within the fast-service beverage industry—an industry in which frontline service quality and employee responsiveness are essential for operational success. Therefore, this study is particularly relevant in exploring and analyzing the influence of discipline and motivation on employee performance within the specific context of PT. Food and Beverages Indonesia. This research aims to provide valuable insights for improving human resource management practices and enhancing service quality in the competitive food and beverage industry by identifying key factors contributing to employee effectiveness.

## II. Literature Review and Hypothesis Development

### 2.1 Discipline

Discipline is a fundamental aspect of human resource management and is a key determinant of an organization's success in achieving its goals. According to Hasibuan (2012), work discipline refers to an individual's ability to work regularly, diligently, and consistently by established rules. This suggests that

discipline is not merely about compliance but also reflects integrity and a sense of responsibility in task execution.

Rivai (2011) offers a similar perspective, asserting that discipline is a tool managers use to communicate with employees to influence behavior and increase awareness of company regulations. Thus, discipline functions not only as a control mechanism but also as a means of building character and fostering collective awareness in the workplace. Sutrisno (2016) further expands this definition by describing discipline as an individual's attitude and behavior that aligns with written and unwritten workplace rules. In this context, discipline encompasses a personal commitment to organizational values, and any violation is regarded not only as a procedural breach but also as a deviation from professional ethics. In practice, discipline takes various forms, each contributing to organizational effectiveness. One such form is managerial discipline, in which employees heavily depend on leadership guidance to fulfill their responsibilities. Here, the leader's role is central in shaping employee behavior. Another form is team discipline, where performance success is based on mutual trust and the collective commitment of team members. In this model, the failure of one individual can negatively impact the entire team, making synergy and cooperation essential to fostering collective discipline. Finally, self-discipline originates from an individual's personal awareness and intrinsic motivation. In this case, employees can regulate and direct their actions without constant supervision. This discipline is essential in cultivating a workplace culture grounded in independence and accountability.

Discipline provides several benefits within an organization, including the promotion of order, the enhancement of employee morale, and the improvement of work efficiency and effectiveness. A strong sense of discipline is built upon two key foundations: awareness of the need to follow rules and the willingness to carry out responsibilities. Awareness is a crucial component of discipline, characterized by voluntary adherence to rules without external enforcement. On the other hand, willingness reflects an individual's attitude toward compliance, whether driven by intrinsic motivation or external pressure; such behavior still demonstrates a positive orientation toward established regulations. In practice, organizational rules are the primary basis for cultivating work discipline. Clear and well-communicated rules offer direction and guidance for employees, forming the foundation for rewards and disciplinary actions. Fairness and consistency in enforcing sanctions are critical to establishing effective and credible discipline.

According to Singodimedjo, as cited in Sutrisno (2016), discipline indicators include adherence to working hours, compliance with company policies, professional behavior in the workplace, and observance of other applicable regulations. Specific measures such as punctuality, proper dress code, cooperation across departments, and respect for what is permitted or prohibited within the company indicate how disciplined employees are in performing their duties.

## 2.2 Motivation

Motivation is a driving force that energizes individuals, particularly employees, to perform their work with enthusiasm and purpose. In a corporate setting, motivation is essential to ensure that employees possess the necessary competencies and skills and inspire them to work diligently toward achieving optimal outcomes. Motivational strategies become especially important when employees exhibit low morale, frequent mistakes, or lack enthusiasm. Through consistent and effective motivation, employees are more likely to improve the quality of their work, thereby supporting the overall effectiveness of organizational management. According to Sutrisno (2013), motivation is a factor that prompts an individual to engage in a specific activity and is often regarded as the internal driver behind one's behavior. This implies that motivation is central to influencing an individual's willingness to act, particularly in a work context. Even the most capable employee may underperform in the absence of sufficient motivation. Winardi (2015) reinforces this view by describing motivation as the force that initiates, channels, and sustains human behavior in pursuit of optimal performance. Motivation influences how individuals approach tasks, how much energy they invest, and how long they persist in striving for their goals. Hasibuan (2013) adds that motivation provides an internal drive that fosters enthusiasm for work, encouraging individuals to cooperate and perform effectively to achieve

satisfaction. In this sense, motivation represents the alignment between personal aspirations and organizational objectives, making it a core element of effective performance management. It goes beyond material incentives, encompassing the alignment of employee values with those of the organization.

The purpose of motivation in the workplace is multifaceted. According to Hasibuan (2013), motivation aims to enhance employee morale, job satisfaction, productivity, discipline, loyalty, and well-being. It also plays a role in employee retention, fosters greater participation and creativity, and encourages individuals to take full responsibility for their tasks. Ultimately, compelling motivation contributes to a positive work environment where employees feel appreciated and committed. Motivation can be delivered through two main approaches: direct and indirect. Direct motivation includes tangible and immediate recognition, such as praise, bonuses, or awards. Indirect motivation, on the other hand, involves supportive measures that improve the work environment, such as ergonomic workspaces, opportunities for career development, or flexible scheduling. Both approaches aim to enhance employee engagement, satisfaction, and long-term retention. Motivation can also be categorized into two forms: positive and negative. Positive motivation arises when managers inspire employees by offering rewards for outstanding performance. This approach typically promotes long-term engagement, enthusiasm, and a sustained commitment to excellence. In contrast, negative motivation relies on threats or penalties to enforce compliance. While this method may yield short-term increases in productivity due to fear of consequences, its effectiveness tends to diminish over time and can negatively impact employee morale.

Wibowo (2011) identifies several key dimensions and indicators of motivation. The first is the need for achievement, which includes setting clear work goals, maintaining high-quality standards, accepting responsibility, and demonstrating a willingness to take calculated risks. Employees motivated by achievement are driven to excel and take pride in the results of their efforts. The second dimension is the need for social affiliation, reflected in effective communication and cultivating workplace friendships. Employees who engage in positive social interactions and build strong interpersonal relationships will likely find satisfaction in their work, collaborate effectively, and remain motivated. A supportive social environment encourages trust, mutual learning, and greater team cohesion. The third dimension is the need for power or control, encompassing leadership, organizational identification, and role modeling. Employees who feel empowered by their leaders, who see themselves as ambassadors of the company, and who serve as positive role models tend to perform at higher levels and maintain strong intrinsic motivation. These individuals are typically proactive, resilient, and committed to mastering their roles, significantly contributing to organizational success.

### 2.3 Performance

Performance is commonly defined as the outcome of work accomplished by an individual or a group within an organization, based on the authority and responsibilities assigned to them. It reflects the successful execution of work tasks in alignment with organizational objectives. Therefore, employee performance essentially represents the effectiveness and efficiency of fulfilling responsibilities. According to Mangkunegara (2013), performance refers to the results employees achieve in carrying out their duties and responsibilities, as measured by quality and quantity. From this perspective, employee performance plays a critical role in determining the overall success of an organization, as it directly impacts productivity and the achievement of strategic goals. Wibowo (2012) defines performance as the output or accomplishment of an individual's work. Similarly, Mulyadi (2015) describes performance as the quality and quantity of tasks employees complete based on their assigned duties. Thus, performance is a measurable outcome and a reflection of an employee's commitment and competence in fulfilling their responsibilities. Based on these expert opinions, it can be concluded that performance encompasses evaluating how productively an employee performs their tasks, ultimately contributing to the organization's overall effectiveness. Performance evaluation becomes a strategic aspect of human resource management to foster continuous improvement.

Performance appraisal is a systematic and formal process used to evaluate employee achievements. Mangkunegara (2011) defines it as the formal assessment of employee performance by company leaders, based on their assigned duties. Hasibuan (2012) emphasizes that performance appraisal involves comparing actual work outcomes with predefined quality and quantity standards. Sutrisno (2013) adds that performance appraisal is conducted periodically to evaluate employee performance, with the dual purpose of assessing past results and facilitating future development, including career growth. The objectives of performance appraisal are multifaceted. According to Rivai (2013), these objectives include assessing employee performance levels, determining appropriate rewards such as salary adjustments and incentives, fostering accountability, distinguishing performance among employees, supporting human resource development, increasing motivation, and strengthening the relationship between supervisors and employees. Furthermore, performance appraisals help maintain productivity and ensure individual contributions align with organizational goals.

Sutrisno (2013) identifies several key factors that influence employee performance. These include work outcomes (quality and quantity), job knowledge, initiative in handling tasks and solving problems, a positive work attitude, punctuality and attendance, and competencies acquired through training and education. Collectively, these factors determine the extent to which employees can perform effectively and contribute to the organization's success. Mangkunegara (2013) identifies key indicators for measuring employee performance. These include work quality, which refers to the neatness, accuracy, and relevance of the work produced, and work quantity, which measures the work completed within a given timeframe, emphasizing efficiency and effectiveness. Other important performance indicators include task execution, which assesses how accurately and without error employees complete their responsibilities, and accountability, which reflects their awareness and willingness to fulfill the duties assigned by the organization. These indicators are essential benchmarks for evaluating and enhancing employee performance in a professional setting.

### III. Research Method

This research adopts a quantitative method, where data is expressed numerically to facilitate statistical analysis. According to Sugiyono, quantitative data refers to information presented in numerical or measurable form, which allows the researcher to uncover problem-solving strategies based on actual data. This study's quantitative data includes figures related to the number of employees at PT. Foods Beverages Indonesia, QBig BSD City Branch, Tangerang. Additionally, qualitative data is also referenced, as it involves non-numerical information such as words, diagrams, or images that aid in interpreting the results. The research was conducted at PT. Foods Beverages Indonesia, QBig BSD City Branch, Tangerang. The object of the study is the employees of this company, who represent the primary subjects for analyzing the impact of work discipline and motivation on performance. Data collection took place over three months, from July to September 2024, during which primary and secondary data were gathered using various instruments.

This study includes three core variables: work discipline and motivation as independent variables (X1 and X2), and employee performance as the dependent variable (Y). Discipline, as defined by Singodimedjo in Sutrisno, refers to the willingness and readiness of an individual to adhere to prevailing organizational norms. Its indicators include punctuality, compliance with company rules and behavioral standards, and adherence to specific conduct within the workplace. Motivation, as stated by Wibowo, refers to a psychological process that drives individuals toward goal-directed behavior. It encompasses dimensions such as the need for achievement, social interaction, and mastery of job tasks. Employee performance, the dependent variable, is defined by Mangkunegara as the outcome of work achieved in terms of quality and quantity, based on the duties and responsibilities assigned. Performance indicators include work quality, the quantity of output, task execution accuracy, and responsibility. These three variables are operationalized and measured using a Likert scale, ranging from "Strongly Disagree" to "Strongly Agree" for each item on the questionnaire.

The population for this study consists of all 50 employees at PT. Foods Beverages Indonesia, QBig BSD City Branch. Given the relatively small number, the research applies a saturated sampling method, meaning the entire population was used as the sample. This ensures that the study captures comprehensive data from the organizational setting. Data collection was conducted through field research, which included direct observation of employee behavior and interactions and the distribution of structured questionnaires to gather responses regarding discipline, motivation, and performance. The study also incorporated a literature review to gather secondary data from previous studies, academic references, and relevant theories supporting the research framework.

Data analysis was performed using statistical tools, primarily SPSS version 24. The analysis began by assigning scores to responses using the Likert scale, followed by validity and reliability testing. The validity test assessed whether the instrument accurately measured the intended variables, while the reliability test used Cronbach's Alpha to determine the internal consistency of the questionnaire. A Cronbach's Alpha score above 0.60 was considered reliable. Several diagnostic tests were conducted to test classical assumptions. Using the Kolmogorov-Smirnov method, normality testing assessed whether the data were normally distributed. Multicollinearity was checked by analyzing the variance inflation factor (VIF) and tolerance levels; a VIF above 10 indicated multicollinearity. Autocorrelation was examined using the Durbin-Watson statistic, and heteroscedasticity was tested using the Glejser method and scatter plot analysis to ensure no variance inconsistency in the residuals.

The analysis was conducted using both simple and multiple linear regression methods. Simple regression was employed to test the individual influence of each independent variable (discipline and motivation) on employee performance, while multiple regression examined their combined effect. The regression equations allowed for predictions and interpretations of how variations in the independent variables influenced the dependent variable. Hypothesis testing was then performed using the t-test and F-test. The t-test assessed the partial influence of each independent variable on performance, while the F-test evaluated their simultaneous effect. Additionally, the coefficient of determination ( $R^2$ ) was calculated to determine the percentage of variation in employee performance that could be explained by discipline and motivation. All statistical tests were conducted with a significance threshold 0.05, ensuring a 95% confidence level in interpreting the findings.

## IV. Results and Discussion

### 4.1. Company Profile

PT. Foods Beverages Indonesia, popularly known as Chatime, is a quick-service beverage company that entered the Indonesian market in February 2011. Feronia Wibowo, a third-generation member of the founding family of the Kawan Lama Group, founded it. The name "Chatime" is derived from the word "Cha," meaning "tea" in Taiwanese, and "Time" from English, reflecting the brand's philosophy of enjoying tea time. The concept of Chatime originated in Taiwan, where a growing coffee culture emerged around 2003. Traditional teas, known for their distinct leaf and branch flavors, became popular alternatives during this time. Capitalizing on this trend, Chatime was established with a fresh and creative approach to tea, aiming to offer innovative flavors and a modern tea-drinking experience. Chatime's first outlet in Indonesia opened at Living World Alam Sutera, Tangerang, on February 25, 2011. This was quickly followed by opening two more stores: one at Mall Artha Gading on May 12, 2011, and another at Mall Puri Indah on June 23, 2011. These early expansions marked the beginning of Chatime's rapid growth in the country. By 2019, Chatime had expanded to over 300 outlets across Indonesia. This aggressive expansion strategy reflects the company's commitment to meeting consumer demands and continuously improving service quality to meet customer expectations. PT. Foods Beverages Indonesia envisions becoming the leading bubble tea retail brand in Indonesia. Its mission is to deliver high-quality products with a wide range of options and professional service, targeting the upper-middle market at fair and competitive prices.

#### 4.2. Respondent Characteristics

This section presents the descriptive data of the respondents, providing an overview of their general profile and offering additional context to understand the research findings better. The demographic information includes gender, age, and length of service at the company. Based on gender distribution, male respondents were more dominant than female respondents. Of the 50 participants, 37 were male, representing 74% of the sample, while 13 were female, accounting for the remaining 26%. This indicates that the workforce at PT. Foods Beverages Indonesia, QBig BSD City branch, is predominantly male. When classified by age, most respondents were in the 23 to 30-year-old age group, comprising 64% of the total. Respondents aged 18 to 22 made up 30%, while only a small portion, 6%, were over 30. These findings suggest that the workforce is composed mainly of young adults, particularly those in the early stages of their careers. Regarding tenure, most respondents had relatively short work experience with the company. Employees with 0 to 2 years of service accounted for 80% of the sample. Those with 3 years of service comprised 16%, while only 4% had been employed for over 4 years. This indicates many new or recently hired employees within the organization. Overall, the demographic profile of the respondents reveals that the workforce at PT. Foods Beverages Indonesia's QBig BSD City branch predominantly comprises young, male employees in the early stages of their professional careers. These characteristics provide valuable insights when analyzing the variables of discipline, motivation, and performance in this study.

#### 4.3. Validity Test

**Table 1. Validity Test Table for Discipline (X1)**

No Item	r count	r table	Decision
1	0.411	0.284	Valid
2	0.539	0.284	Valid
3	0.624	0.284	Valid
4	0.658	0.284	Valid
5	0.53	0.284	Valid
6	0.457	0.284	Valid
7	0.492	0.284	Valid
8	0.687	0.284	Valid
9	0.766	0.284	Valid
10	0.796	0.284	Valid

**Table 2. Validity Test Table for Motivation (X2)**

No Item	r count	r table	Decision
1	0.58	0.284	Valid
2	0.711	0.284	Valid
3	0.771	0.284	Valid
4	0.79	0.284	Valid
5	0.866	0.284	Valid
6	0.574	0.284	Valid
7	0.793	0.284	Valid
8	0.807	0.284	Valid
9	0.729	0.284	Valid
10	0.608	0.284	Valid

**Table 3. Validity Test Table for Employee Performance (Y)**

No Item	r count	r table	Decision
1	0.556	0.284	Valid
2	0.756	0.284	Valid
3	0.676	0.284	Valid

No Item	r count	r table	Decision
4	0.631	0.284	Valid
5	0.478	0.284	Valid
6	0.705	0.284	Valid
7	0.788	0.284	Valid
8	0.733	0.284	Valid
9	0.739	0.284	Valid
10	0.77	0.284	Valid

The data in Table 3 shows that all items have a correlation coefficient (r count) greater than the r table value of 0.284. Therefore, it can be concluded that all the statements used in this study are valid.

#### 4.4. Reliability Test

**Table 4. Reliability Test Results for Variables X1, X2, and Y**

Item	Cronbach's Alpha	r table	Decision
X1	0.799	0.6	Reliable
X2	0.901	0.6	Reliable
Y	0.869	0.6	Reliable

The reliability test results in Table 4 show that all research variables—X1 (Discipline), X2 (Motivation), and Y (Employee Performance)—have Cronbach's Alpha values greater than the 0.60 threshold, indicating that all instruments are reliable. Specifically, Discipline scored 0.799, Motivation 0.901, and Performance 0.869, all falling within the high to very high reliability range. This confirms that the questionnaire items used in this study are consistent and dependable, ensuring the accuracy and credibility of the data collected for further analysis.

#### 4.5. Classical Assumption Test

##### 4.5.1. Normality Test

**Table 5. Kolmogorov-Smirnov Normality Test**

One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	50
Normal Parameters	
Mean	0
Standard Deviation	0.37637206
Most Extreme Differences	
Absolute	0.111
Positive	0.1
Negative	-0.111
Test Statistic	0.111
Asymp. Sig. (2-tailed)	0.169

- a. Test distribution is normal.
  - b. Calculated from data.
  - c. Lilliefors Significance Correction.
- Source: Processed primary data

Based on the output above, the significance value is 0.169, greater than 0.05. Therefore, it can be concluded that the data under study is usually distributed.

#### 4.5.2. Multicollinearity Test

**Table 6. Multicollinearity Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics
		B	Std. Error	Beta	T	Sig.	Tolerance
1	(Constant)	10.304	5.073		2.031	0.048	
	Discipline	0.48	0.146	0.437	3.287	0.002	1.571
	Motivation	0.262	0.106	0.328	2.467	0.017	1.571

Based on the output in Table 6, it can be concluded that the tolerance value for X1 is 0.636, and for X2, it is also 0.636, both of which are greater than 0.10. Meanwhile, the VIF value for X1 is 1.571, and for X2, it is also 1.571, which is less than 10.00. Therefore, no multicollinearity is present. As a result, this research can proceed to the following analysis stage.

#### 4.5.3. Autocorrelation Test

**Table 7. Durbin-Watson Test Results  
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	0.686	0.471	0.449	3.843	2.239

a. Predictors: (Constant), Motivation, Discipline

b. Dependent Variable: Employee Performance

Based on the results of the Durbin-Watson test applied to the residuals of the regression equation, a value of 2.239 was obtained. The table above indicates that the regression model does not exhibit autocorrelation, as the Durbin-Watson value of 2.239 falls within the acceptable range of 1.550 to 2.460.

#### 4.5.4. Heteroscedasticity Test

**Table 8. Results of Heteroscedasticity Test**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.491	3.288		2.278	0.027
	Discipline	-0.066	0.095	-0.125	-0.701	0.487
	Motivation	-0.045	0.069	-0.115	-0.647	0.521

a. Dependent Variable: Abs\_Res

Based on the output in Table 8, it can be concluded that the significance values for X1 and X2 are 0.487 and 0.521, respectively, both greater than 0.05. Therefore, it can be inferred that there is no indication of heteroscedasticity. As a result, the research can proceed to the following analysis stage.

#### 4.6. Multiple Linear Regression Test

**Table 9. Multiple Linear Regression Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.304	5.073		2.031	0.048
	Discipline	0.48	0.146	0.437	3.287	0.002
	Motivation	0.262	0.106	0.328	2.467	0.017

a. Dependent Variable: Employee Performance

Based on the table above, the multiple linear regression equation is:

$$Y = 10.304 + 0.480X_1 + 0.262X_2$$

This equation can be interpreted as follows:

- The constant value of 10.304 indicates that if both discipline ( $X_1$ ) and motivation ( $X_2$ ) are zero, employee performance ( $Y$ ) would be 10.304. The regression coefficient for discipline ( $X_1$ ) is 0.480, which means that for every one-unit increase in discipline, assuming motivation remains constant, employee performance increases by 0.480. This positive coefficient indicates a direct relationship—higher discipline leads to better performance. Similarly, the coefficient for motivation ( $X_2$ ) is 0.262, suggesting that a one-unit increase in motivation, while holding discipline constant, will result in a 0.262 increase in employee performance. This also confirms a positive relationship—greater motivation contributes to enhanced performance.

Based on the data above, the t-test results can be summarized as follows:

- The t-value for the discipline variable is 3.287 with a significance level of 0.02. Since the t-value exceeds the critical value ( $3.287 > 2.01174$ ) and the significance level is below 0.05, it can be concluded that discipline significantly affects employee performance. For the motivation variable, the t-value is 2.467 with a significance level of 0.017. As the t-value also exceeds the critical value ( $2.467 > 2.01174$ ) and the significance level is less than 0.05, it can be concluded that motivation significantly influences employee performance.

Therefore, both hypotheses (H1 and H2) are accepted, indicating that discipline and motivation play significant and essential roles in improving employee performance.

**Table 10. F-Test Results**

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	618.606	2	309.303	20.944	0,000
Residual	694.114	47	14.768		
Total	1312.72	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Discipline

This table presents the results of the F-test using ANOVA to evaluate the influence of the independent variables (discipline and motivation) on the dependent variable (employee performance). The F-value obtained is 20.944, with a significance value of 0.000. Since the significance value is less than 0.05, it can be concluded that the regression model is statistically significant. This indicates that discipline and motivation, when considered together, significantly impact employee performance.

**Table 11. Coefficient of Determination Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.686	0.471	0.449	3.843

a. Predictors: (Constant), Motivation, Discipline

Based on the results presented in Table 11, the R Square value is 0.471, or 47.1%. This indicates that 47.1% of the variation in employee performance ( $Y$ ) can be explained by the independent variables: discipline ( $X_1$ ) and motivation ( $X_2$ ). The remaining 52.9% is attributed to other factors not examined in this study. The adjusted R Square value of 0.449 supports the model's moderate explanatory power.

#### 4.7. Discussion

The findings of this study demonstrate that both discipline and motivation have a significant positive impact on employee performance at PT. Foods Beverages Indonesia, QBig BSD City Branch. The regression analysis reveals that discipline contributes more substantially than motivation, indicating that adherence to structured behavioral norms influences employee output. This supports Mangkunegara's (2016) assertion that performance is the result of work achieved based on responsibility and expectations, closely tied to employee discipline. The significant effect of discipline on employee performance can be theoretically supported by Hasibuan (2012), who describes discipline as an employee's awareness and willingness to comply with established rules. Employees with high levels of discipline are likelier to adhere to schedules, follow operational procedures, and fulfill responsibilities without constant supervision, positively influencing productivity and service quality, especially in a retail environment such as Chatime. This finding is consistent with the research of Kartika et al. (2022), who concluded that discipline positively correlates with performance among service sector employees. Furthermore, the positive influence of motivation on employee performance reinforces Wibowo's (2011) theory, which defines motivation as a psychological force that drives behavior toward goal achievement. In this study, employees who demonstrated high motivation, particularly in achievement, responsibility, and communication, achieved better performance outcomes. This finding aligns with the work of Safitri & Supiandi (2020), who revealed that motivation significantly enhances performance across different organizational roles.

The statistical significance of both independent variables underscores the practical implication that management should prioritize cultivating a disciplined work culture while simultaneously fostering motivation through recognition, incentives, and career development. This dual-focus approach is supported by Sutrisno (2016), who emphasized the importance of synergy between internalized discipline and extrinsic motivation in improving overall performance. Discipline emerged as the strongest predictor in the regression model, as indicated by its higher standardized beta coefficient. This suggests that, even when motivation is present, discipline remains a more consistent determinant of employee behavior. This finding lends empirical support to Abdullah's (2014) argument that discipline provides the structural foundation necessary for sustaining performance over time, particularly in work environments that demand consistent service quality and operational reliability. At the same time, motivation plays a significant role, highlighting that psychological engagement and goal alignment are critical complementary performance drivers. This aligns with Rivai's (2011) view that motivated employees are more proactive, resilient, and capable of exceeding performance expectations—traits essential for frontline service roles in dynamic retail settings.

The consistent significance of both variables is also in line with prior studies conducted by Mulyani et al. (2021) and Kurniawan & Safitri (2022), which found that discipline and motivation are consistently strong predictors of employee performance across various organizational contexts. These findings reinforce the broader relevance and generalizability of the current study within the Indonesian organizational landscape.

These results hold particular strategic value for management in the beverage retail industry, where customer interaction, service speed, and teamwork are critical success factors. Discipline ensures compliance with operational standards, while motivation inspires employees to exceed expectations, especially in high-volume environments such as Chatime outlets. Practically, this suggests that companies should invest in strengthening internal regulations, employee training, and performance monitoring systems to support discipline. At the same time, motivation can be enhanced through performance-based rewards, recognition programs, and career advancement opportunities. In conclusion, the significant effects of discipline and motivation on employee performance are empirically demonstrated in this study and strongly supported by established theoretical frameworks. Enhancing both variables simultaneously offers a comprehensive approach to workforce development, ensuring that employee behavior is aligned with organizational standards and performance expectations.

## V. Conclusion

This study concludes that discipline and motivation significantly influence employee performance at PT. Foods Beverages Indonesia, QBig BSD City Branch. The regression analysis results indicate that discipline has a more dominant effect than motivation, suggesting that adherence to rules, work schedules, and job responsibilities directly contributes to increased employee productivity. Motivation also positively impacts performance, as enthusiasm for work and a strong drive to achieve goals encourage employees to deliver optimal results. The simultaneous testing confirms that these two independent variables—discipline and motivation—jointly contribute to improving employee performance. Therefore, it is recommended that the company consistently promote discipline through structured guidance and adequate supervision while enhancing employee motivation by offering rewards, incentives, and a supportive work environment. These findings highlight that the combination of discipline and motivation is a critical factor in achieving organizational objectives and sustaining high levels of employee performance over the long term.

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