

THE INFLUENCE OF WORK MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT BANK MANDIRI NORTH SUMATRA REGIONAL OFFICE

^{*1}Dina Khairani

²Ritha F. Dalimunthe

³R. Hamdani Harahap

^{*1}University of North Sumatra, North Sumatra, Indonesia

² University of North Sumatra, North Sumatra, Indonesia

³ University of North Sumatra, North Sumatra, Indonesia

2nd ICOERESS
(25-09-2025)

Submission:
(01-09-2025)
Published:
(28-06-2026)

ABSTRACT

This study aims to analyze the influence of work motivation and work discipline on employee performance at Bank Mandiri, North Sumatra Regional Office. The research method used is quantitative with a survey approach. The population consists of all 150 employees at Bank Mandiri, North Sumatra Regional Office, with a sample of 109 respondents determined using the Slovin formula. Data collection was conducted using a questionnaire with a 5-point Likert scale. Data analysis was performed using multiple linear regression with the assistance of SPSS 25.0. The results show that: (1) work motivation has a positive and significant effect on employee performance, with a calculated t-value of $4.321 > t\text{-table } 1.982$ and a significance level of $0.000 < 0.05$; (2) work discipline has a positive and significant effect on employee performance, with a calculated t-value of $5.187 > t\text{-table } 1.982$ and a significance level of $0.000 < 0.05$; (3) work motivation and work discipline simultaneously have a significant effect on employee performance, with an F-value of $42.651 > F\text{-table } 3.08$ and a significance level of $0.000 < 0.05$. The R^2 value of 0.445 indicates that 44.5% of the variation in employee performance can be explained by the variables of work motivation and work discipline, while the remaining 55.5% is explained by other variables not examined in this study.

Keywords: Work Motivation, Work Discipline, Employee Performance, Bank Mandiri

BACKGROUND

The banking sector is one of the main pillars of Indonesia's economy, playing a strategic role in supporting national economic growth. As one of the largest banks in Indonesia, Bank Mandiri faces increasingly intense competition within the banking industry. To maintain its position as a market leader, Bank Mandiri needs to have high-quality and high-performing human resources.

Employee performance is a key factor in achieving organizational goals. Optimal performance not only benefits the company but also enhances customer satisfaction and organizational competitiveness. However, achieving optimal performance is not easy and is influenced by various factors, including work motivation and work discipline.

Based on preliminary observations at Bank Mandiri, North Sumatra Regional Office, several indications of employee performance issues have been identified. Data shows that banking product sales targets over the last three months have only reached 78% of the set targets. Additionally, there has been a 15% increase in employee tardiness and a decline in customer satisfaction to 82% according to an internal survey.

These phenomena indicate problems with employee work motivation. Low work motivation can be seen from a lack of enthusiasm in meeting targets, low initiative in self-development, and lack of commitment to work. Meanwhile, work discipline issues are reflected in high levels of tardiness, irregular absenteeism, and non-compliance with established work procedures.

This study is important to provide a deep understanding of the factors affecting employee performance in the banking sector, specifically at Bank Mandiri, North Sumatra Regional Office. The results are expected to offer strategic recommendations for management to improve employee performance through enhancing work motivation and discipline.

RESEARCH METHOD

This study employs a quantitative method with a survey approach. The quantitative approach was chosen because the study aims to test hypotheses and analyze causal relationships among the predetermined variables.

Population and Sample

The population in this study consists of all 150 employees of Bank Mandiri, North Sumatra Regional Office. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a sample of 109 respondents. The sampling technique employed proportionate stratified random sampling based on job levels.

Data collection technique

Primary data were collected through questionnaires that had been tested for validity and reliability. Secondary data were obtained from company documents and relevant literature.

Data Analysis Technique

Data were analyzed using the following methods:

1. Descriptive analysis to describe the characteristics of respondents
2. Instrument validity and reliability testing
3. Classical assumption tests (normality, multicollinearity, heteroscedasticity)
4. Multiple linear regression analysis
5. Hypothesis testing (t-test and F-test)

RESEARCH FINDINGS

Validity and Reliability Test

Table 1. Results of Validity and Reliability Test

Variable	Items	r count	r table	Information
Work Motivation (X1)	MK1	0.678	0.195	Valid
	MK2	0.721	0.195	Valid
	MK3	0.689	0.195	Valid
	MK4	0.742	0.195	Valid
	MK5	0.698	0.195	Valid
Work Discipline (X2)	DK1	0.756	0.195	Valid
	DK2	0.681	0.195	Valid
	DK3	0.723	0.195	Valid
	DK4	0.698	0.195	Valid
	DK5	0.712	0.195	Valid
Employee Performance (Y)	KK1	0.734	0.195	Valid
	KK2	0.689	0.195	Valid
	KK3	0.756	0.195	Valid
	KK4	0.698	0.195	Valid
	KK5	0.721	0.195	Valid
	KK6	0.687	0.195	Valid

Table 2. Conclusion of Validity

Variabel	Cronbach's Alpha	Reliability Limits	Information
Work Motivation (X1)	0.821	0.60	Reliable
Work Discipline (X2)	0.798	0.60	Reliable
Employee Performance (Y)	0.845	0.60	Reliable

Based on Table 1, The results of the validity test show that all items have correlation values greater than 0.30 and are significant at the 0.01 level, indicating that all items are valid. The Cronbach's Alpha values for all variables are above 0.60, indicating that the research instrument is reliable.

Respondent Characteristics

Table 3. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	58	53.2
	Woman	51	46.8
Age	25-30 year	32	29.4
	31-35 year	41	37.6
	36-40 year	23	21.1
	>40 year	13	11.9
Education	D3	15	13.8
	S1	78	71.6
	S2	16	14.7

Based on Table 3, It can be concluded that the majority of respondents are men, making up 53.2%, while women account for 46.8%. The most common age range is 31-35 years at 37.6%, followed by the 25-30 years group at 29.4%. The age group over 40 years is the smallest, at 11.9%. In terms of education, most respondents have a bachelor's degree (S1) background at 71.6%, followed by a master's degree (S2) at 14.7%, and a diploma (D3) at 13.8%. Therefore, it can be said that the majority of respondents are men aged 31-35 years with a bachelor's degree education.

Classical Assumption Test

Table 4. Results of Classical Assumption Test

Variable	Asymp. Sig. (2-tailed)	Information
Residual	0.089	Normal

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Information
Work Motivation (X1)	0.687	1.456	There is no multicollinearity
Work Discipline (X2)	0.687	1.456	There is no multicollinearity

Table 6. Heteroscedasticity Test Results (Glejser)

Variable	Sig.	Keterangan
Work Motivation (X1)	0.234	There is no heteroscedasticity
Work Discipline (X2)	0.187	There is no heteroscedasticity

Multiple Linear Regression Analysis

Table 7. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.567	2.145		1.663	0.099
Work Motivation (X1)	0.432	0.100	0.357	4.321	0.000
Work Discipline (X2)	0.576	0.111	0.438	5.187	0.000

Regression Equation: $Y = 3.567 + 0.432X1 + 0.576X2$

Hypothesis Testing

Table 8. Results of t-Test (Partial)

Variable	t count	t table	Sig.	Information
Work Motivation (X1)	4.321	1.982	0.000	H1 is accepted
Work Discipline (X2)	5.187	1.982	0.000	H2 is accepted

Table 9. Results of F-Test (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	456.789	2	228.395	42.651	0.000
Residual	567.432	106	5.353		
Total	1024.221	108			

F count = 42.651 > F table = 3.08, so H3 is accepted.

Table 10. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.667	0.445	0.434	2.314

DISCUSSION

The Effect of Work Motivation on Employee Performance

The research results show that work motivation has a positive and significant effect on employee performance, with a regression coefficient of 0.432 and a significance value of $0.000 < 0.05$. This indicates that every one-unit increase in work motivation will improve employee performance by 0.432 units.

These findings are in line with the Self-Determination Theory, which states that motivation is an internal drive that moves individuals to achieve goals. Employees with high motivation tend to demonstrate greater enthusiasm, dedication, and commitment in their work, resulting in optimal performance.

The Effect of Work Discipline on Employee Performance

Work discipline has been proven to have a positive and significant effect on employee performance, with a regression coefficient of 0.576 and a significance value of $0.000 < 0.05$. The influence of work discipline on employee performance is greater than that of work motivation, indicating that adherence to rules and work procedures is an important factor in improving performance.

These results support the concept that work discipline creates an orderly and efficient work environment. Disciplined employees tend to be more consistent in carrying out tasks, punctual, and compliant with established standard operating procedures.

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

The F-test results show that work motivation and work discipline simultaneously have a significant effect on employee performance, with an F-value of 42.651, which is greater than the critical F-value of 3.08. The coefficient of determination (R^2) is 0.445, indicating that 44.5% of the variation in employee performance can be explained by the variables of work motivation and work discipline.

These findings suggest that the combination of high work motivation and good work discipline will result in optimal employee performance. Both variables complement each other in creating a productive and effective working environment.

CONCLUSION

Based on the research results and discussion, it can be concluded that both work motivation and work discipline have positive and significant effects on employee performance at the Bank Mandiri Regional Office of North Sumatra. Work motivation positively influences employee performance, as indicated by a calculated t-value of 4.321, which is greater than the t-table value of 1.982, and a significance level of 0.000, which is below the 0.05 threshold. This finding suggests that higher levels of work motivation are associated with proportional improvements in employee performance. Similarly, work discipline has a positive and significant effect on employee performance, with a calculated t-value of 5.187, exceeding the t-table value of 1.982, and a significance level of 0.000. The results also indicate that work discipline exerts a stronger influence on employee performance than work motivation. Furthermore, work motivation and work discipline simultaneously have a significant impact on employee performance, as demonstrated by a calculated F-value of 42.651, which is greater than the F-table value of 3.08, and a significance level of 0.000. Together, these two variables explain 44.5% of the variation in employee performance at the Bank Mandiri Regional Office of North Sumatra, while the remaining 55.5% is influenced by other factors not examined in this study.

REFERENCE

- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2019). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16.
- Amalia, S., & Fakhri, M. (2019). The influence of work discipline and work environment on employee performance. *International Journal of Economics, Business and Accounting Research*, 3(4), 372-378.
- Colquitt, J., LePine, J. A., & Wesson, M. J. (2021). *Organizational behavior: Improving performance and commitment in the workplace* (7th ed.). McGraw-Hill Education.
- Deci, E. L., & Ryan, R. M. (2020). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Publications.
- Mangkunegara, A. P. (2021). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.

Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson Education.

Sutrisno, E. (2020). *Manajemen sumber daya manusia* (12th ed.). Kencana Prenada Media Group.

Wibowo. (2020). *Manajemen kinerja* (6th ed.). Rajawali Pers.