

The Influence of Work Motivation and Work Discipline on Employee Performance at New Book Store in Malang Regency

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INDEXING	ABSTRACT
<p>Keywords: Keyword 1; Work Motivation Keyword 2; Work Discipline Keyword 3; Employee Performance Keyword 4; Multiple Linear Regression Keyword 5; Census</p>	<p>This study aims to analyze the influence of work motivation and work discipline on employee performance at the New Book Store in Malang Regency. The background of this research is based on the important role of human resources in increasing the competitiveness of retail businesses, especially in the face of increasingly fierce competition. The problems identified relate to fluctuations in work motivation and the level of employee discipline, which have the potential to impact employee performance. Influence performance achievement. This study uses a quantitative approach with a survey method. The study population consisted of 35 employees and all were sampled using a census technique (total sampling). Data were collected through a questionnaire with a Likert scale and analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression, t-tests, F-tests, and the coefficient of determination (R^2). The results of the study indicate that work motivation and work discipline simultaneously have a significant effect on employee performance. Partially, work discipline has a positive and significant effect on employee performance, while work motivation has no significant effect partially. These findings indicate that discipline is a dominant factor in improving the quality, quantity, and responsibility of employee work. This study is expected to be a consideration for management in formulating performance improvement strategies through strengthening the discipline system and managing work motivation more effectively.</p>

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INTRODUCTION

In this era of globalization, companies face increasingly fierce competition, both nationally and internationally. One of the key factors determining a company's success is the quality of its human resources (HR). HR is not merely viewed as a supporting asset but is also a key factor in achieving organizational goals. Therefore, companies must pay attention to the factors that influence employee performance in order to survive and grow (Diamantidis, 2019). To achieve these goals, companies need employees who are motivated to work and highly disciplined in carrying out their duties. Motivation is a critical factor because both internal and external drivers can influence employees' commitment to completing their work. Employees with high work motivation tend to be more enthusiastic, responsible, and driven to achieve the best possible results (Iriani, 2021). However, New Bookstore faces several issues related to employee motivation and work discipline. Based on observations and brief interviews with store management, it was found that some employees

exhibit inconsistent levels of motivation. This is evident in their low enthusiasm for performing daily tasks, frequent tardiness, and lack of initiative in serving customers. This situation has the potential to lower service quality and reduce customer satisfaction, which could ultimately have a negative impact on sales and the store's reputation. Additionally, work discipline issues are a significant concern. Some employees have not fully adhered to established rules, such as punctuality, uniform use, and the implementation of standard operating procedures, indicating that the level of work discipline among New Book Store employees has not yet been optimally established. Based on the above description, the researcher feels it is important to conduct a further study on "The Influence of Work Motivation and Work Discipline on Employee Performance at New Book Store in Malang Regency." This study is expected to provide a comprehensive overview of the state of employee motivation, discipline, and performance at New Book Store in Malang Regency, as well as offer practical recommendations for management to address existing issues. Thus, this study holds not only academic value but also practical value that can support human resource development within the store's environment.

LITERATURE REVIEW

1. Work motivation

Work motivation is a driving force that encourages employees to work and perform their duties. When employees are motivated, they experience joy and enthusiasm in their work, which leads to significant organizational development and growth. According to Firdaus (2025), work motivation is influenced by factors both within and outside the individual. Meanwhile, according to Lens & Vansteenkiste (2020), motivation is a force within a person that drives their behavior to take action. (Alfina Sri Rahayu Diana Novita Sari et al., 2024) The intensity of this internal force to perform a task or achieve a goal indicates the level of motivation.

2. Motivational Factors

According to Faustino Gomes (Astadi Pangarso, 2016), the factors influencing motivation are driven by two primary factors, which are needs, namely:

a. Motivational Factors

These are internal drives within individual employees, including:

1) Achievement

This refers to the success of the work performed by an employee. If an employee has performed well and is able to work in accordance with the company's standards, that employee is capable of achieving significant performance.

2) Recognition

This is the acknowledgment of an achievement attained by an individual; it serves as a strong motivator for them.

3) The Work Itself

The work referred to here is the daily tasks employees must perform to produce goods and services. At times, employees face monotonous and tedious work, leading to a tendency for them to derive little satisfaction from such tasks. Therefore, management must be able to motivate employees to prevent them from feeling bored or disengaged from their work.

- 4) Sense of Responsibility
A sense of belonging fosters a motivation to take responsibility.
 - 5) Opportunities for Growth
 - 6) The development of an individual's skills—whether through work experience or opportunities for advancement—can serve as a powerful motivator for employees to work harder or with greater enthusiasm. This is especially true when the company's growth is consistently linked to employee performance or productivity.
- b. Hygiene Factors
- These are motivators that originate from outside the individual or come from the company, including:
- 1) Salary
This is monetary compensation provided by the company to employees for work performed; it serves as a very strong motivator for employees.
 - 2) Working conditions
These refer to the state or situation at the workplace. If the workplace environment is comfortable and pleasant, it serves as a motivator for employees in their work.
 - 3) Company Policies
The legal requirements governing the day-to-day operations of the company.
 - 4) Interpersonal Relationships
Relationships between individuals, whether among employees or between management and subordinates within the company.
 - 5) Supervision
This refers to the quality of supervision within the company, with the responsibility of monitoring employees during work.
 - 6) Performance evaluation
This is the process of evaluating performance; regular performance evaluations foster a sense of enthusiasm in the workplace and serve as a strong motivator for employees. Working without any evaluation from the company will not serve as a motivator for achieving excellence or working productively.

3. Indicators of Work Motivation

According to Ridwan, work motivation can be measured using the following indicators:

- a. Fair wages/salaries, which can be measured by adequate pay and an amount commensurate with the standard of living.
- b. Incentives, which are measured by the provision of occasional bonuses, work incentives, and performance-based rewards.
- c. Maintaining self-esteem, measured by a conducive work environment, equal rights, and promotions.
- d. Meeting spiritual needs, measured by the freedom to practice religious teachings, respect for personal beliefs, and the facilitation of religious worship.
- e. Meeting the need for participation, measured through camaraderie, cooperation, a sense of belonging, and accountability.
- f. Placing employees in appropriate positions, measured by selection based on needs, consideration of abilities, consideration of education, consideration of experience,

- and assigning work according to ability.
- g. Fostering a sense of security for the future, such as through the provision of retirement benefits, pension payments, and housing assistance.
 - h. Paying attention to the work environment, measured by a comfortable workplace with adequate lighting, free from pollution and hazards.
 - i. Providing opportunities for advancement, measured by offering development initiatives, courses, and training programs.
 - j. Fostering healthy competition, measured through productivity, work performance, clear career development paths, bonuses, employee performance evaluations, and rewards and disciplinary actions.

4. Work Discipline

Work discipline is crucial for the growth of an organization or institution. Furthermore, it is essential for motivating employees to discipline themselves in performing their work, both individually and as a team. According to Harlie (2012), discipline is a process that fosters an individual's commitment to maintaining and advancing the organization's objectives objectively, through their adherence to organizational regulations. Discipline is the primary virtue that an individual or employee must uphold to demonstrate to the company that they are capable of fulfilling the responsibilities entrusted to them to the best of their ability, as well as any other duties assigned by the company. Thus, through work discipline, productivity can be enhanced.

5. Employee Performance

Performance is the work output achieved by an individual in carrying out the tasks assigned to them and the extent to which they can contribute to the organization. Performance is a crucial aspect in achieving organizational goals. According to Astuti & Kustini (2025), performance is a behavior that directly reflects the work achievements attained by an individual in fulfilling their duties and responsibilities within a company. (Rima et al., 2023).

RESEARCH METHOD

1. Research Location

The research location is the New Bookstore on Jalan Raya Sengkaling, Jetis, Mulyoagung, Malang Regency, East Java. The study will be conducted from October to November 2025.

2. Research Time

The research time is the time when the research was carried out by this researcher, which was carried out in October - November.

3. Types of research

This type of research is a quantitative approach (Hermawan, 2019). Quantitative methods are research methods that collect data in the form of numbers as material for analysis and conducting research studies related to the subject being studied. Quantitative research methods obtain data from the past and present regarding beliefs, opinions, attitudes, behaviors, relationships between variables and test many hypotheses about the relationships between variables. (Paryanti et al., 2024), the purpose of research is a scientific project to obtain data to produce conclusions in the form of explanations of the research object.

4. Data source

The types of data sources used in the research are primary data and secondary data:

a. Data Primer

Primary data is data obtained directly, data from first sources or the researcher himself through various methods such as interviews, observation and documentation.

b. Data Seconds

Secondary data is data that has been collected by other people and/or other institutions and is usually available in the form of reports, statistics, and documents. Researchers use secondary data. Seconds to support or complement the primary data collected.

5. Population and Sample

a. Population

According to Sugiyono (Purwanti, 2016), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn. Population is the total number of objects that will be studied. Investigated. Population in this study were all employees in the shop new bookstore Malang district with 35 employees.

b. Sample

A sample is a subset of the population and its characteristics. However, if the population is relatively small and can still be studied in its entirety, the study can use a census or total sampling method. According to Rahawarin & Arikunto (2015). , if the subjects are less than 100, it is better to take all of them, so the research is a population study. In quantitative methods, a census is a data collection method in which the entire population is sampled. In other words, all members of the population are respondents, so there is no partial sampling. Therefore, a special formula for calculating the sample is not necessary in a census, because the sample = the entire population.

Based on this opinion, because the population in this study was only 35 people, the sampling technique used was the census formula (total sampling), namely, all members of the population were used as the research sample. Therefore, the sample size in this study was:

Information:

Population = All individuals or objects that are the target of the research.

Sense= Data collection from 100% of the population.

Sample in the census= Equal to population. So:

$$n = N$$

Information:

n = Number of samples (respondents) N = Number of populations

$$n = 35$$

6. Data Collection Techniques

The data collection techniques used in this research are:

a. Questionnaire

questionnaire is a method of collecting information from people who provide answers using a list of questions. This technique involves distributing a pre-compiled list of questions, with the aim of obtaining data and information from the people

involved. Investigated. In this study, these people are employees who are in new bookstore, and the number of respondents involved was 35 people.

b. Observation

Observation is a research method where researchers make direct observations on object study.

c. Literature Study

Literature study is a data collection method carried out by reading books, literature, journals, references related to this research and previous researchers related to the research being carried out.

d. Documentation

Documentation is a way of collecting information by directly copying data obtained from New Book Store, which includes profile, history, and other things.

7. Data analysis

In doing analysis Data analysis, researchers use descriptive analysis that compares existing data with various supporting theories and is descriptive and explanatory in nature. This analysis uses formulas and interprets a clear picture through collection, compilation, so that it can be known general description of the company/office to be researched.

RESULT AND DISCUSSION

Table 1. Results of Multiple Linear Regression Analysis

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	28,404	7,300		3,891	,000		
MK	,007	,137	,009	,053	,958	,846	1,182
DK	,353	,169	,372	2,086	,045	,846	1,182

a. Dependent Variable: KK

Source: (processed data, 2025)

Based on the test results, the multiple linear regression equation was obtained as follows: $Y = 28.404 + 0.007X_1 + 0.353X_2$. This equation can be interpreted as follows.

- a. The constant value of 28.404 indicates that if Work Motivation (X1) and Work Discipline (X2) are zero, then Employee Performance (Y) has a value of 28.404. This value indicates that when Work Motivation and Work Discipline are in a constant condition or have no influence, then Employee Performance remains at the basic level of 28.404. This constant value reflects the contribution of other factors outside the research variables that also shape employee performance.
- b. The Work Motivation variable (X1) has a regression coefficient value of 0.007. This value indicates that every one unit increase in work motivation, assuming other variables are constant, will be followed by an increase in employee performance of 0.007 units. This coefficient is positive, but relatively very small, indicating that the contribution of work motivation to changes in employee performance in this model is very weak.

- c. The Work Discipline variable (X2) has a regression coefficient value of 0.353. This value indicates that every one-unit increase in work discipline, assuming other variables remain constant, will be followed by an increase in employee performance of 0.353 units. This positive coefficient indicates that work discipline makes a stronger contribution to improving employee performance than work motivation.

F Test (Simultaneous)

The F test is used to determine whether Work Motivation (X1) and Work Discipline (X2) jointly influence Employee Performance (Y). The basis for decision-making in this test is by looking at the significance value (Sig.) compared to a significance level of 0.05. The results of the F test are as follows:

Table 2. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21,245	2	10,622	6,626	,009 ^b
	Residual	129,441	32	4,045		
	Total	150,686	34			

ANOVA^a

a. Dependent Variable: KK

b. Predictors: (Constant), DK, MK

Source: (processed data, 2025)

Based on the results of the ANOVA test, an F value of 6.626 was obtained with a significance value of 0.009. This significance value is smaller than 0.05 ($0.009 < 0.05$), so it can be interpreted that Work Motivation and Work Discipline simultaneously have a significant effect on Employee Performance. Thus, the regression model used is able to explain the relationship between the independent variables and the dependent variable together, and is suitable for use in explaining variations in employee performance in this study.

t-test (Partial)

The t-test (partial) is used to determine the influence of each independent variable, namely Work Motivation (X1) and Work Discipline (X2), on Employee Performance (Y) individually. The basis for decision-making in this test is by comparing the significance value (Sig.) with a significance level of 0.05. The results of the t-test are as follows:

Table 3. t-Test Results

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2,825	2,207		1,280	,210		
MK	-,116	,041	-,458	-2,797	,009	,846	1,182
DK	,153	,051	,490	2,988	,005	,846	1,182

a. Dependent Variable: kk10

Source: (processed data, 2025)

- a. The Work Motivation variable (X1) obtained a t-value of 0.053 with a significance value of 0.958. This significance value is greater than 0.05, so that partial work motivation does not have a significant effect on employee performance. This indicates that the level of work motivation possessed by employees has not been able to provide significant changes to employee performance.
- b. The Work Discipline variable (X2) has a t-value of 2.086 with a significance value of 0.045. This significance value is smaller than 0.05, so partial work discipline has a significant effect on employee performance. This indicates that the better the employee's work discipline, the more employee performance tends to increase.

CONCLUSION

Based on the results of the analysis and discussion of the study on the influence of work motivation and work discipline on employee performance, the following conclusions can be drawn: 1). Work motivation does not have a direct effect on employee performance. Although employees have a relatively high level of work motivation, this motivation has not yet been able to have a tangible impact on improving employee performance. This situation indicates that work motivation needs to be supported by a more effective performance management system so that it can be implemented in work behavior. 2). Work discipline has a positive effect on employee performance. Employees with good work discipline tend to demonstrate more optimal performance. Adherence to working hours, timely task completion, and a sense of responsibility toward work are key factors in improving employee performance. 3). Work motivation and work discipline simultaneously influence employee performance. This indicates that employee performance is influenced by a combination of internal work motivation and the level of adherence to the rules and procedures in place within the organization.

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