The Effect of Work Motivation and Work Discipline on Employees' Performance at Pt Telkom Akses Parepare

Abdillah Lubis[1] , Parman[2] , Firman Syah[3]
[1,2,3]Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Parepare, Parepare, Indonesia
Author Correspondence: Email: ramlan.firmansyah@gmail.com

ABSTRACT
Human resources represent one of the most critical determinants of organizational success, particularly for companies operating in highly competitive industries such as telecommunications infrastructure. This study aims to examine the effect of work motivation and work discipline on employee performance at PT Telkom Akses Parepare, both partially and simultaneously. The research problem was motivated by preliminary observations indicating several performance related issues within the company, including employees exhibiting low work motivation, delays in completing assigned tasks, and discipline levels that had not yet fully met the standards established by company regulations. These conditions were considered potentially detrimental to productivity and to the quality of service delivered to customers. To address these issues, a quantitative associative approach with an explanatory research design was employed. The study population consisted of 200 employees of PT Telkom Akses Parepare, from which a sample of 133 respondents was determined using the Slovin formula. Data were collected through a structured questionnaire employing a Likert scale and subsequently analyzed using multiple linear regression analysis with the assistance of SPSS software. The results of the analysis reveal that work motivation has a positive and statistically significant effect on employee performance (t = 3.221, p= 0.002), while work discipline also exerts a positive and significant effect on employee performance (t = 6.642, p = 0.000), with work discipline demonstrating a comparatively stronger influence than work motivation. Furthermore, when tested simultaneously, work motivation and work discipline jointly and significantly affect employee performance (F = 80.717, p = 0.000), accounting for 55.4 percent of the variance in employee performance (R2 = 0.554), while the remaining 44.6 percent is explained by other variables outside this study. These findings suggest that management should prioritize the consistent enforcement of workplace discipline while simultaneously strengthening motivational programs, particularly through incentive systems and career development opportunities, in order to enhance employee performance intelecommunication infrastructure companies such as PT Telkom Akses Parepare.
Keywords: Work Motivation; Work Discipline; Employee Performance

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INTRODUCTION

Human resources represent an indispensable component in determining the overall success and competitive strength of any modern organization (1). In an era characterized by intensifying business competition, organizations are increasingly compelled to manage their workforce effectively and efficiently to achieve corporate objectives. Corporate achievement relies not merely on modern infrastructure, technological capabilities, or financial capital, but is profoundly dictated by the performance quality of its workforce. High individual employee performance directly accelerates organizational goals, whereas sub-optimal performance hampers operational stability and long-term development (2).

Legally and structurally, human resource management in Indonesia is anchored in various regulatory mandates. Law No. 13 of 2003 concerning Manpower specifies that workers play a foundational role in national development and must be continually empowered and developed to enhance national productivity. Furthermore, Law No. 11 of 2020 concerning Job Creation highlights the essential nature of strengthening human capital through continuous competence enhancement and workplace efficiency (3). Under these statutory guidelines, business enterprises are expected to foster a conducive workplace environment that enhances employee drive, compliance, and overall productivity.

Theoretically, employee performance reflects the work outcomes achieved by an individual in executing assigned duties and responsibilities relative to established organizational standards (4). Work motivation serves as a fundamental catalyst driving employees to perform optimally. Motivation encompasses internal and external impulses that energize, direct, and sustain behavior toward goal attainment (5). In tandem with motivation, work discipline represents employee adherence to corporate regulations, operational procedures, and professional ethics (6). Highly disciplined employees demonstrate punctuality, task diligence, and compliance with safety and service quality guidelines, thereby minimizing errors and operational delays (7).

PT Telkom Akses Parepare operates as a major subsidiary of PT Telekomunikasi Indonesia, Tbk, specializing in the construction, maintenance, and deployment of broadband fiber-optic network infrastructure. In delivering telecommunication services across the Parepare region, operational effectiveness depends heavily on field technicians, engineering teams, helpdesk support, and administrative personnel. Initial field observations and interviews conducted at PT Telkom Akses Parepare revealed operational challenges, including varying levels of work motivation, occasional delays in task completion, and discipline issues regarding adherence to standard operational procedures (SOP). Such conditions pose direct risks to service quality, customer satisfaction, and timely network deployment.

This study seeks to analyze the partial and simultaneous effects of work motivation (X1) and work discipline (X2) on employee performance (Y) at PT Telkom Akses Parepare. The study provides empirical insights into human resource management strategies specifically tailored to the telecommunications infrastructure sector.

RESEARCH METHODS

This study conducted a quantitative research design utilizing an associative explanatory approach to examine causal relationships among the variables (8). The study was conducted at PT Telkom Akses Parepare over a two-month period covering field observations, instrument validation, survey distribution, and data analysis.

The research population comprised all 200 active employees at PT Telkom Akses Parepare across various operational divisions including Helpdesk, Construction, Maintenance, Network Assurance, Shared Service, and Provisioning. The sample size was determined using the Slovin formula with a 5% margin of error:

$$n = N / (1 + N \cdot e^2) = 200 / (1 + 200 \cdot (0.05)^2) = 200 / (1 + 0.5) = 133.33 \approx 133$$

A total of 133 respondents were selected using proportional random sampling to ensure representation across all job functions. Primary data were collected through a structured questionnaire utilizing a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire measured three operational constructs:

Work Motivation (X1): Evaluated via 5 indicators based on Hasibuan's framework—Physical Needs (X1.1), Safety Needs (X1.2), Social Needs (X1.3), Self-Esteem Needs (X1.4), and Self-Actualization Needs (X1.5). 2. Work Discipline (X2): Measured through 5 indicators following Putra & Prasetyo's dimensions—Attendance (X2.1), Vigilance/Carefulness (X2.2), Adherence to Work Standards (X2.3), Compliance with Regulations (X2.4), and Work Ethics (X2.5).

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Employee Performance (Y): Assessed via 4 core dimensions defined by Firdaus & Susanti—Work Quality (Y.1), Work Quantity (Y.2), Task Execution (Y.3), and Job Responsibility (Y.4).

Data were processed using SPSS software version 26. Statistical analysis included instrument quality tests (Pearson Product-Moment validity test and Cronbach's Alpha reliability test), classical assumption tests (Kolmogorov-Smirnov normality test, Tolerance/VIF multicollinearity test, and Scatterplot heteroscedasticity test), and Multiple Linear Regression Analysis incorporating partial t-tests, simultaneous F-tests, and the Coefficient of Determination (R^2).

RESULTS AND DISCUSSION

Respondent Profile

The descriptive demographic profile of the 133 survey respondents indicates that the workforce at PT Telkom Akses Parepare is predominantly male (68.4%) and highly youthful, with 82.4% aged 30 years or under (44.9% under 25 years; 37.5% aged 25–30). In terms of employment status, 79.4% are contract workers (PKWT) while 20.6% hold permanent status. Educationally, 60.3% hold senior high school/vocational diplomas (SMA/SMK) and 35.3% possess bachelor's degrees (S1).

Instrument Quality Tests

Validity testing revealed that all 14 questionnaire items yielded calculated r-values (r_count) ranging from 0.635 to 0.812, exceeding the critical r_table value of 0.170 (df = 131, α = 0.05). Reliability testing demonstrated high internal consistency across all constructs, with Cronbach's Alpha values of 0.764 for Work Motivation (X1), 0.734 for Work Discipline (X2), and 0.751 for Employee Performance (Y), all exceeding the 0.60 threshold.

Table 1. Validity and Reliability Summary

Variable	Item	r Table	r Count	Cronbach's Alpha	Status
Work Motivation (X1)	X1.1	0.170	0.635	0.764	Valid & Reliable
Work Motivation (X1)	X1.2	0.170	0.698	0.764	Valid & Reliable
Work Motivation (X1)	X1.3	0.170	0.666	0.764	Valid & Reliable
Work Motivation (X1)	X1.4	0.170	0.764	0.764	Valid & Reliable
Work Motivation (X1)	X1.5	0.170	0.728	0.764	Valid & Reliable
Work Discipline (X2)	X2.1	0.170	0.682	0.734	Valid & Reliable
Work Discipline (X2)	X2.2	0.170	0.648	0.734	Valid & Reliable
Work Discipline (X2)	X2.3	0.170	0.749	0.734	Valid & Reliable
Work Discipline (X2)	X2.4	0.170	0.765	0.734	Valid & Reliable
Work Discipline (X2)	X2.5	0.170	0.701	0.734	Valid & Reliable
Employee Performance (Y)	Y.1	0.170	0.798	0.751	Valid & Reliable

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Employee Performance (Y)	Y.2	0.170	0.812	0.751	Valid & Reliable
Employee Performance (Y)	Y.3	0.170	0.720	0.751	Valid & Reliable
Employee Performance (Y)	Y.4	0.170	0.733	0.751	Valid & Reliable

Data Source: Primary statistical output processed, 2026.

Classical Assumption Tests

Multicollinearity analysis produced Tolerance values of 0.521 (> 0.10) and Variance Inflation Factor (VIF) values of 1.920 (< 10) for both independent variables, confirming the absence of multicollinearity. Heteroscedasticity testing via Scatterplot displayed points dispersed randomly above and below zero on the Y-axis without forming structured patterns, confirming homoscedasticity. P-P plot inspection confirmed that residual errors aligned closely with the normal diagonal baseline.

Multiple Linear Regression Analysis

The multiple linear regression equation was derived from statistical computation as follows:

$$Y = 2.179 + 0.217\ X1 + 0.477\ X2$$

Table 2. Multiple Linear Regression and Partial t-Test Results

Model / Variable	Unstandardized B	Std. Error	t Count	t Table	Sig. (p)	Decision
(Constant)	2.179	1.176	1.853	-	0.066	-
Work Motivation (X1)	0.217	0.067	3.221	1.978	0.002	H1 Accepted
Work Discipline (X2)	0.477	0.072	6.642	1.978	0.000	H2 Accepted

Data Source: Primary statistical output processed, 2026.

The constant value of 2.179 signifies baseline employee performance when motivation and discipline are held at zero. The regression coefficient for Work Motivation (b1 = 0.217) indicates that every unit increase in work motivation improves employee performance by 0.217 units. The coefficient for Work Discipline (b2 = 0.477) indicates that every unit increase in discipline increases performance by 0.477 units, holding motivation constant. Work discipline demonstrates a substantially larger coefficient, establishing it as the dominant driver of performance at PT Telkom Akses Parepare.

Hypothesis Testing

Partial Effect of Work Motivation (H1): The t-test for Work Motivation yielded t_count = 3.221 > t_table = 1.978 with p = 0.002 (< 0.05). Hypothesis H1 is accepted, confirming that work motivation exerts a positive and statistically significant partial effect on employee performance.

Partial Effect of Work Discipline (H2): The t-test for Work Discipline yielded t_count = 6.642 > t_table = 1.978 with p = 0.000 (< 0.05). Hypothesis H2 is accepted, demonstrating that work discipline exerts a highly significant positive partial effect on employee performance.

Simultaneous Effect (H3) and Coefficient of Determination (R^2): The ANOVA test produced F_count = 80.717 > F_table = 3.07 with p = 0.000 (< 0.05), accepting Hypothesis H3. Work motivation and work discipline simultaneously exert a significant positive effect on employee performance.

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Table 3. Simultaneous F-Test and Coefficient of Determination (R^2)

F Count	F Table	Sig. (p)	R	R Square (R^2)	Adjusted R^2
80.717	3.07	0.000	0.744	0.554	0.547

Data Source: Primary statistical output processed, 2026.

The correlation coefficient (R = 0.744) indicates a strong relationship between the independent variables and employee performance. The Coefficient of Determination (R^2 = 0.554) reveals that 55.4% of the variance in employee performance at PT Telkom Akses Parepare is explained jointly by work motivation and work discipline. The remaining 44.6% is attributable to unexamined external variables such as leadership style, compensation structures, work environment, and organizational culture.

DISCUSSION

The findings confirm that work discipline serves as the primary predictor of employee performance at PT Telkom Akses Parepare. Field technicians and telecommunication staff operate under strict technical SOPs and service level agreements (SLAs). Adherence to attendance schedules, rigorous attention to safety precautions, and standardized network installation procedures directly influence service completion speed and installation quality. These empirical results align with research by Saraswati (2024) and Yulianto & Yanuarti (2024), who emphasized that workplace discipline ensures consistency, reduces operational errors, and directly enhances output reliability.

Work motivation also contributes significantly to performance outcomes. Given that 79.4% of employees are contract workers (PKWT) and over 82% are young professionals, motivational drives linked to career progression, achievement recognition, and financial incentives play a pivotal role. When young technicians feel valued and see clear pathways for advancement, their enthusiasm translates into proactive problem-solving and higher task completion rates. This supports Maslow's motivation framework and findings by Utami et al. (2023).

CONCLUSION

Work motivation exerts a positive and statistically significant partial effect on employee performance at PT Telkom Akses Parepare (t = 3.221, p = 0.002).

Work discipline exerts a positive and statistically significant partial effect on employee performance at PT Telkom Akses Parepare (t = 6.642, p = 0.000), emerging as the dominant variable.

Work motivation and work discipline simultaneously exert a positive and significant effect on employee performance (F = 80.717, p = 0.000), accounting for 55.4% of performance variance (R^2 = 0.554).

SUGGESTION

Practical Recommendations for Corporate Management: Management at PT Telkom Akses Parepare should prioritize consistent enforcement of work discipline through automated attendance tracking, regular field audits, and clear reward-and-punishment mechanisms. Concurrently, management should strengthen motivation programs by designing performance-based bonuses and offering career conversion opportunities for high-performing contract employees (PKWT).

Recommendations for Future Research: Future scholars are encouraged to expand the research model by incorporating additional explanatory variables such as transformational leadership, occupational health and safety (K3) climate, work environment, and job satisfaction to account for the remaining 44.6% of performance variance.

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