



The influence of work motivation and work discipline on employee performance at PT Samsung Electronics Indonesia, South Jakarta Branch

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Article Info	ABSTRACT
<p>Article history:</p> <p>Received Oct 20, 2025 Revised Nov 2, 2025 Accepted Nov 28, 2025</p> <hr/> <p>Keywords:</p> <p>Employee Performance; Work Discipline; Work Motivation.</p>	<p>The purpose of this study was to determine whether work motivation and work discipline have a partial and simultaneous impact on employee performance at PT. Samsung Electronics Indonesia. A quantitative method was used. The sample consisted of 76 respondents, selected through a saturated sampling technique. Validity, reliability, classical assumptions, regression analysis, correlation coefficient analysis, determination coefficient analysis, and hypothesis testing were used to analyze the data. With the regression equation, the results of the study indicate that work motivation and work discipline have a significant effect on employee performance. $Y = 7.482 + 0.337X_1 + 0.504X_2$. The correlation coefficient, or the level of influence between the independent variable and the dependent variable, is 0.850. The coefficient of determination, or the contribution of simultaneous influence, is 0.722, or 72.2%, and other factors influence 27.8% of the total. The F table value is greater than the calculated F, or (94.890 is greater than 3.120). Therefore, H_0 is rejected and H_3 is accepted, indicating that work motivation and work discipline affect the performance of PT Samsun employees.</p>

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1. INTRODUCTION

PT Samsung Electronics Indonesia (SEIN) is a global company operating in various industries, including electronics, construction, and finance. With net sales of 303 trillion Korean won (approximately 3,266 trillion rupiah), Samsung has worked to make the world a better place. According to PT Samsung Electronics Indonesia (SEIN), Samsung is also a leader in efforts to create green, healthy energy, and biotechnology.

PT Samsung Electronics Indonesia (SEIN) is committed to creating superior and innovative products. This is because a product is anything created for use by consumers to fulfill their desires and needs. According to (Melisa, 2018), Samsung made a change by launching the Samsung i7500 in 2009, which is the parent of the current Samsung Galaxy name. PT Samsung Electronics produces a series of Android-based devices known as the Samsung Galaxy. Android is an operating system (OS) developed by Google for mobile devices that can be accessed open-source.

This condition also occurs at PT. Samsung Electronics Indonesia. To improve the company's performance results, the company made many changes in the areas of human resources, marketing,

operations, and finance, as well as providing high-quality machines. However, in carrying out work, it is necessary to work very well so that the expected performance is in accordance with the company's goals. The performance data below shows that the problems of PT. Samsung Electronics Indonesia, South Jakarta branch, are less than optimal or less than optimal.

From 2021 to 2023, the four main components salary, holiday allowance (THR), bonuses, and BPJS (Social Security) were consistently provided, as shown in the bar chart. This demonstrates the company's commitment to ensuring employee well-being and meeting basic employment standards.

Conversely, meal allowances, housing allowances, mobile/internet allowances, and vehicle facilities were not provided during the same period. This indicates a lack of flexible or performance-based benefits, which can impact employee motivation and retention.

Overall, the company's compensation system remains traditional and focuses on mandatory elements. Expanding non-salary benefits such as meal or transportation allowances could help improve employee satisfaction, motivation, and competitiveness.

In terms of employee discipline, the employee attendance data for PT. Samsung Indonesia, South Jakarta Branch from 2019 to 2023 is as follows: Data shows an increase in employee misconduct cases each year. The number of violations remained relatively stable from 2019 to 2021, ranging from 73 to 84 cases, indicating that employee discipline levels remained within controllable limits. However, starting in 2022, there was a significant spike, rising sharply to 134 cases, and then again to 160 cases in 2023.

This significant number could indicate a lack of employee discipline or that the company is not properly monitoring and enforcing regulations. This could be due to various factors, such as ineffective internal control systems, increased work pressure, or inconsistent implementation of company policies.

Upon observing this trend, management must immediately address it. This includes increasing enforcement of the code of ethics, providing disciplinary training, and implementing a firmer and fairer pay and punishment system. To restore a disciplined work culture and avoid the risk of declining productivity, morale, and the company's image, these efforts are crucial.

All organizations and businesses recognize the importance of performance improvement. Performance measurement should be conducted to ensure work is being completed on schedule and results are meeting expected levels.

The employee performance indicator graph for the 2020–2023 period shows that employee performance has not yet reached the 100% target in all evaluation aspects. These aspects have varying trends, but most have declined in recent years. From 85% in 2020 to only 63% in 2023, the ability to work together has declined most significantly. This condition indicates that employees are not working together effectively, and management needs to take immediate action. The quantity of work has remained relatively stable between 79 and 80 percent, indicating a fairly consistent level of productivity, but still not meeting targets.

Work quality, on the other hand, fluctuated, with an increase in 2023 to 85% after a decline in 2022, indicating an improvement in the quality of work output. Punctuality increased sharply in 2021 to 83%, but dropped again to 65% in 2023, indicating inconsistencies in time discipline. On the other hand, employee creativity increased sharply in 2021 to 82%, but stagnated again in 2023.

These results generally indicate that a comprehensive evaluation of work systems, leadership patterns, and organizational culture is necessary. To improve employee performance and achieve targets in the coming years, management needs to increase teamwork training, strengthen oversight of time discipline, and encourage innovation and creativity.

Researchers also used variable Y, employee performance. According to (Wibowo, 2017), "Performance is the implementation of a predetermined plan. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interest." Employee performance is one of the factors that influence a company's success rate. Employee performance is how well employees perform the work assigned by the company.

All businesses expect their employees to excel, as high-performing employees will contribute significantly to the company, and the company can improve its performance. All organizations and businesses recognize the importance of performance improvement. Performance measurement is necessary to ensure that work is being carried out on schedule and that results are being achieved as expected.

Over the past four years, from 2020 to 2023, the level of collaborative skills, which is crucial for companies to achieve higher targets, has continued to decline. Conversely, the element of delay, which has experienced a significant increase in realization but has not been maintained, has resulted in a decline in this element. If not evaluated together, this element will decline.

Previous studies have strengthened the relationship between employee motivation, work discipline, and their performance. In his study at PT Kantor Pos Kebayoran Lama Branch, Jakarta, (Abdul Rahman Safiih, 2020) found that work discipline and work motivation had a positive and significant impact on employee performance. Similar results were found by (Alfian and Amelia, 2024) in their study of employees at PT Panca Pilar Engineering in South Jakarta. Both found that work discipline and work motivation simultaneously improved employee performance. These results indicate that a company's ability to increase motivation and implement consistent work discipline in the workplace significantly impacts organizational success.

Based on an analysis of the company's internal conditions, several key factors within the PT Samsung Electronics Indonesia (SEIN) work environment significantly influenced the decline in employee discipline and motivation during the 2020-2023 period, namely: (1) An unfair and non-performance-based reward system, (2) Weak oversight and enforcement of regulations, (3) Lack of training and career development, (4) A leadership style that lacks communication, and (5) An organizational culture that is not adaptive and lacks recognition for achievement.

These factors are interrelated and form a cycle that lowers overall employee morale. Therefore, management needs to make improvements by creating a performance-based reward system, strengthening disciplinary oversight, providing ongoing training, improving internal communication, and building a work culture that supports motivation, innovation, and collaboration.

This research contributes to strengthening theories of motivation and work discipline, particularly in the context of multinational companies such as PT Samsung Electronics Indonesia. The results show that factors such as leadership, reward systems, and the work environment play a significant role in shaping employee motivation and discipline, in line with Herzberg and Vroom's theories. Furthermore, this study emphasizes the importance of adapting motivational principles to local cultural contexts, given the differences in values and work ethics between Korean and Indonesian cultures.

2. RESEARCH METHOD

This research is based on positive and quantitative philosophy and is used to study a specific population or sample. Data is collected using research instruments and analyzed quantitatively or statistically to test the hypotheses developed, (Sugiyono, 2016).

The location of this research is the office of PT. Samsung Electronics Indonesia. The office is located at Jl. Prof. Dr. Satrio Block C4 Floor 10 Unit C, Kuningan Timur Village, Setiabudi District, South Jakarta City. The office is located at RT.7/RW.2, Kuningan, Kuningan Tim., Setiabudi District, Jakarta, Special Capital Region of Jakarta 12950.

According to (Sugiyono, 2017), operational variables are "attributes, characteristics, or values of people, objects, or activities that have certain variations that are applied by researchers to be studied and then conclusions drawn." To determine the type, indicators, and size of variables in a study, variable operationalization is necessary. This is necessary to conduct hypothesis testing with statistical tools correctly. Human resource management (HRM) is an organizational strategy, according to (Sutrisno, 2018). According to (Sutrisno, 2019), HRM should be seen as an extension of the traditional perspective on managing people effectively. This requires knowledge of human behavior and the ability to manage it. One of the goals of HRM is to increase the productive

contribution of individuals or the workforce to a company or organization in a strategically, ethically, and socially responsible manner.

The authors used independent and dependent variables in their research. The following is an explanation for each variable:

Motivation comes from the word "Movore," which means to move or encourage. According to (Malayu SP Hasibuan, 2019), work motivation is the drive that drives someone to work, perform well, and integrate all their abilities to achieve satisfaction. 1) Salary, 2) Supervision, 3) Work Relationships, 4) Recognition and rewards, 5) Success are the indicators used.

According to (Malayu Hasibuan, 2019), "Work Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms." The indicators used include: 1) Absenteeism Rate, 2) Complying with company regulations, 3) Effective use of time, and 4) Responsibility.

Performance, according to (Mangkunegara, 2016), is defined as the quality and quantity of work results achieved by an employee when carrying out their duties according to their responsibilities. 1) Quality of work, 2) Quantity, 3) Timeliness, 4) Effectiveness, 5) Independence, are the indicators used.

The leadership style of managers or supervisors at PT Samsung Electronics Indonesia can be key to success in creating work motivation and maintaining discipline in the workplace. Therefore, this book can be used as an additional theoretical basis to explain the role of leadership as an indirect supporting factor in improving employee performance by strengthening work discipline and motivation, according to Winardi (2016). According to Irfan (2022), employee performance is the result of a combination of various internal and external factors that influence an individual's work behavior within a company. These factors include work motivation, work discipline, and leadership style. All three are crucial for creating a productive and achievement-focused workplace.

All the qualities and characteristics possessed by subjects or objects that can be taken as samples are called populations, according to (Sugiyono, 2017), which means "population is a generalization area consisting of; objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn." From this definition, it can be concluded that populations are all the qualities and characteristics possessed by subjects or objects that can be taken as samples. In this study, 76 employees of PT Samsung Electronics Indonesia were discussed.

According to (Sugiyono, 2019), The population in this study was 76 employees of PT Samsung Electronics Indonesia, so the sampling technique used was saturated sampling, namely the entire population was used because it was less than 100.

The effort to collect data that will be used to measure variables is known as data collection. "Data collection methods are scientific ways to obtain valid data with the aim of proving it, developing knowledge so that it can be used to solve and anticipate problems," said (Sugiyono, 2017).

According to (Sugiyono, 2017), "Data analysis is an activity of analyzing after data from all respondents has been collected." Data analysis includes grouping data based on variables, tabulating, presenting data from each variable studied, performing calculations to answer the problem formulation, and performing calculations to test the hypotheses that have been proposed.

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3. RESULTS AND DISCUSSIONS

All respondents have unique characteristics, so they must be categorized based on these characteristics. Gender, age, education, and length of service are the attributes used in this study. The following is a classification of respondents based on the distributed questionnaire; 1. The number of male respondents was 49 people or 64.5%, while the number of female respondents was 27 people or 35.5%. 2. The number of respondents aged between 20 and 30 years was 15 people or 19.7%,

between 21 and 30 years was 16 people or 21.1%, between 31 and 40 years was 23 people or 30.3%, and over 40 years was 22 people or 28.9%. 3. A total of 25 people or 32.9% of respondents had a high school education or equivalent, 10 people or 13.2% had a diploma, 35 people or 46.1% had a bachelor's degree (S1) and 6 people or around 7.9% had a postgraduate degree (S2). 4. A total of 19 people or 25.0% of respondents worked for less than 2 years, 34 people or 44.7% worked between 3 to 5 years, 11 people or 14.5% worked between 6-8 years, and 11 people or 14.5% worked for more than 8 years.

All questionnaire items were declared valid because the Work Motivation variable (X1) obtained a calculated r value greater than the r table, 0.226. Thus, the questionnaire used was suitable to be processed as research data. All survey items were declared valid because the Work Discipline variable (X2) obtained a calculated r value greater than the r table, 0.226. Thus, the questionnaire used was suitable for processing as research data. All questionnaire items were declared valid, because the Employee Performance variable (Y) obtained a calculated r value greater than the r table, 0.226. Thus, the questionnaire used was suitable for processing as research data.

With a Cronbach Alpha value of more than 0.60, the variables Work Motivation (X1), Work Discipline (X2), and Employee Performance (Y) are considered reliable.

Table 1. Results of Multiple Regression Test of Work Motivation (X1) and Work Discipline (X2) Variables on Employee Performance (Y)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	7.482	2.282			3.278	.002
Motivasi Kerja	.337	.112	.363		3.003	.004
Disiplin Kerja	.504	.118	.517		4.270	<.001

a. Dependent Variable: Kinerja Karyawan

Source: Primary Data Processed, 2025

Based on the results of the regression calculation analysis found in the table above, the regression equation can be found as follows: 1. The constant value of 7.482 indicates that the employee performance value (Y) is 7.482 points if there are no variables Work Motivation (X1) and Work Discipline (X2). 2. The constant value of 0.337 indicates that if the constant remains and there is no change, then the employee performance value (Y) is 7.482 points. 3. The Work Discipline value (X2) is 0.504, which shows that if the constant remains the same and the Work Motivation variable (X1) does not change, then every 1 unit change in the Work Discipline variable (X2) will cause a change in employee performance (Y) of 0.504 points.

Table 2. Correlation Coefficient Analysis Results

Model Summary							
Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
				R Square	F	Sig. F	
1	.850 ^a	.722	.715	2.630	.722	94.890	2 73 <.001

a. Predictors: (Constant), Disiplin Kerja, Motivasi Kerja

Source: Primary Data Processed, 2025

The test results shown in the table above show that the correlation coefficient value of 0.850 is between 0.80 and 1.000, which indicates that the variables of work motivation and work discipline are highly correlated with employee performance.

Table 3. Results of the Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850 ^a	.722	.715	2.630

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
a. Predictors: (Constant), Disiplin Kerja, Motivasi Kerja				

Source: Primary Data Processed, 2025

Based on the test results shown in the table above, it can be concluded that the variables Work Motivation and Work Discipline influence Employee Performance by 72.2 percent. Other variables not studied have an influence of 27.8 percent.

Table 4. Hypothesis Results (F Test) Simultaneously Between Work Motivation (X₁) and Work Discipline (X₂) on Employee Performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1312.735	2	656.367	94.890	<.001 ^b
	Residual	504.949	73	6.917		
	Total	1817.684	75			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Disiplin Kerja, Motivasi Kerja

Source: Primary Data Processed, 2025

The calculated F value is greater than the F table, or 94.890 is greater than 3.120. This value is also strengthened by the ρ value $< \text{Sig.}0.05$ or $(0.000 < 0.05)$. Therefore, H_0 is rejected and H_3 is accepted, indicating that work motivation and work discipline simultaneously affect employee performance at PT Samsung Electronic Indonesia, South Jakarta Branch.

4. CONCLUSION

Based on the explanation in the previous chapter, and from the results of the analysis and discussion regarding the influence of Work Discipline and Work Motivation on employee performance, the calculated F value is greater than F table, or 94.890 is greater than 3.120. H_0 is rejected, and H_3 is accepted. This means that the performance of PT Samsung Electronic Indonesia employees is influenced by the same work discipline and work motivation.

Overall, future research can be directed toward broadening the scope of analysis and deepening understanding of the factors influencing employee motivation and work discipline at PT Samsung Electronics Indonesia. Future research could examine the role of mediating or moderating variables, such as job satisfaction, organizational commitment, and leadership style, to determine the extent to which these factors strengthen or weaken the relationship between employee motivation, discipline, and performance.

The practical implications of this research for the management of PT Samsung Electronics Indonesia include the need for comprehensive improvements to the reward and punishment systems to make them more effective, fair, and motivating for employees. The results indicate that the decline in motivation and work discipline is caused by the traditional compensation system and the lack of consistency in the application of regulations.

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