

## The Effect of Motivation and Work Discipline on Performance of Locket Officers at PT KCI Rute Jakarta Kota Bogor

Abul Latif Muqaffi<sup>1</sup>, Wahyuddin Latunreng<sup>2</sup>, Rudi Hermawan<sup>3</sup>, Antoni Ludfi Arifin<sup>4</sup>

<sup>1,2,3,4</sup>Institut Ilmu Sosial dan Manajemen STIAMI, Jakarta

[ludfi@stiami.ac.id](mailto:ludfi@stiami.ac.id)

### Abstract

*The object of this study is to find out the correlation between motivation and work discipline on the performance of counter officers. The objective is to find out how much motivation and work discipline can boost the performance of counter officers at the Jakarta Kota-Bogor Commuter Line Stations. The data for this research was collected with the Questionnaire and Literature Study methods. The method used for this study is the quantitative analysis method. The sample population for this study was 137 PT KCI counter officers working at the Jakarta Kota-Bogor Commuter Line Stations. The results of the study are: a) The results of the correlation coefficient of (r) X1 against Y is 0.459 or 45.9%, which based on the correlation interpretation table means that there is a moderately high correlation between the motivation variable and officer's performance variable. The higher the value of the correlation coefficient means the greater the effect and correlation between the X1 variable and the Y variable. The amount of correlation on how the X1 variable affects the Y variable is around 45.9%; b) the results of the correlation coefficient (r) X2 against Y is 0.722 or 72.2%, which based on the correlation interpretation table shows that there is a strong or high correlation between the discipline variable and the officer performance variable. The greater the correlation coefficient value means the stronger the correlation is between the X2 variable and Y variable. The amount of how the X2 variable will affect the Y variable is 72.2%; and c) the results of the correlation coefficient (r) of X1 and X2 to Y show the value of the correlation coefficient (r) between the variables of motivation (X1) and discipline (X2) together with officer performance (Y) of 0.732. This value reflects that the relationship between motivation (X1) and discipline (X2) together with officer performance (Y) qualitatively is a very strong and positive correlation of 73.2%. Based on the interpretation table, the multiple correlation coefficient (r) is an estimate of how far the correlation between the two or more independent variables is from the dependent variable. The correlation coefficient between variables is around 0-1. If the result of r is closer to one (1), the the influence of the independent variable on the dependent variable is bigger. If the result of r is closer to zero (0), then the influence of the independent variable is weaker on the dependent variable.*

### Keywords

Motivation; discipline; performance.



## I. Introduction

PT KCI is one of the subsidiaries of PT KAI which is engaged in the transportation industry, especially in conducting the business of electric transportation services in the Greater Jakarta area and its surroundings.

The vision and mission of PT KCI is to realize commuter rail transportation services as the main and best choice and, to provide rail transportation services that prioritize safety, service, comfort and punctuality and are environmentally friendly.

To create the vision and mission of PT KCI, it is also necessary to service officers at stations who have good abilities and skills, especially in services at stations, namely counter officers. Counter officers must be able to provide good and polite service to passengers using KRL in order to provide comfortable service to passengers, therefore good performance is needed, motivation to always be disciplined at work.

Performance is a description of the level of achievement of an activity plan or policy in achieving the goals, objectives, vision, and mission of the organization, which is outlined through the organization's strategic planning. If individuals or groups of employees already have standards or benchmarks for success criteria set by the organization, then performance can be understood and measured.

The performance action itself is made up of many components, and it's not a one-shot result. Basically, performance is an individual thing, because each employee has a different level of ability at work. Performance depends on a combination of competence, effort and opportunity, so that reliable human resources (HR) are needed to optimize employee performance.

Creating reliable HR requires good management so that employees can work better. The achievement of agency/company goals is influenced by the performance of the employees themselves. Therefore, every agency/company requires human resources who have the potential and quality of both leaders and employees, both in terms of duties, responsibilities, efficiency and supervision are determinants of the realization of the agency/goal. Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020).

Motivation describes a consistent combination of internal and external drives within a person which is indicated by the presence of desire and interest. The right motivation will spur the driving force to create one's work enthusiasm so that they want to work together effectively and are integrated with all their efforts to achieve satisfaction. optimal results.

In addition to motivation, there are other factors that affect performance, namely work discipline. Work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and work to increase individual awareness and willingness to comply with all applicable company rules and norms. Performance is closely related to employee work discipline. The better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for a company to be organized to its best effect.

At PT KCI the Jakarta Kota-Bogor route, indiscipline often occurs by counter officers in the form of delays during picket hours, such as there are still officers who are not on time when carrying out their picket duties at the Jakarta Kota-Bogor route. Discipline can be said to be dynamic, if it is influenced by several things. One of them is influenced by work motivation, and every officer has motivation in carrying out their obligations at the Jakarta Kota-Bogor Route counter. Most officers think that salary is the motivation to keep them going, there are also those who admit that one of the motivations that influence them is the bonuses given by their employers, and the environment is also another factor that motivates them to keep working.

## II. Review of Literature

According to Saputra (2021: 52) Individuals who have high work motivation are characterized by clear work goals (goal choice and goal setting) and a willingness to direct all resources to achieve goals (goal striving).

Farida and Hartono, (2015: 43) Work discipline can be external, i.e. if obedience, perseverance, attitude of behavior, respect for work rules are perceived as something that is determined from outside by other people (supervisors or leaders), so that a negative sense of discipline will arise. namely as an element in the obedient attitude due to the "Overlapping of interest" but because of fear of being punished.

Employee performance measurement according to Dharma (2012: 24), considers the following:

1. Quantity

Measurement of an employee's performance can be seen from the quantity of work completed within a certain time. With this quantity, an employee has the ability or confidence to do organizational work. In this case, it includes the level of attendance of employees who are less competent in terms of the ability of employees to complete work, and the lack of responsibility for individual employees in accordance with SOPs such as morning apples, afternoon absences.

2. Quality

An employee's assessment is to see the quality of work done as expected. Completion is not only seen from the completion but seen from the skills and results.

3. Punctuality

Punctuality is in accordance with the planned time. This includes a disciplinary process that is less efficient in the manufacturing process.

## III. Research Method

The research method chosen is survey research, which is carried out with a quantitative descriptive analysis method approach. The survey research in question refers to the notion as stated by Silaen (2018: 20) which states that the survey method is research conducted to obtain facts and existing symptoms and seek factual information.

Based on this information, the research on the Effect of Motivation and Work Discipline on the Performance of Counter Officers at PT KCI Jakarta Kota-Bogor Route uses quantitative survey research methods. According to Silaen (2018: 18) explaining quantitative research, namely quantitative methodology as a research procedure that produces data in the form of numbers and is generally analyzed using descriptive or inferential statistics. Quantitative research methods are used to examine the population or samples using research instruments with the aim of testing the formulated hypotheses.

## IV. Result and Discussion

In quantitative research, data analysis activities include processing and presenting data, performing calculations to describe data and testing hypotheses using statistical tests. Data presentation and data analysis through data collected from the field can be presented in the form of tables, graphs, or diagrams. The final goal to be achieved in conducting research using a quantitative approach is to test theories, build facts, show relationships and effects and comparisons between variables, provide statistical descriptions, estimate

and predict results. The following are the results of research obtained from primary data conducted by researchers:

#### 4.1 Linear Regression Analysis

Linear regression analysis will form an equation whose results can be explained below:

**Table 1.** Regre Analysesesi Linear Variable X1, X2 against Y  
**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	878,009	2	439,004	77,238	.000a
	Residual	761,626	134	5.684		
	Total	1639,635	136			

a. Predictors: (Constant), DISCIPLINE\_X2, MOTIVATION\_X1

b. Dependent Variable: PERFORMANCE\_PETUGAS\_Y

**Table 2.** Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,504	2,093		2.152	.033
	MOTIVATIO N X1	.164	.082	.135	2,000	.047
	DISCIPLINE_ X2	.660	.068	.655	9,682	.000

a. Dependent Variable: PERFORMANCE\_PETUGAS\_Y

To determine the significance of the effect of Motivation (X1) and Discipline (X2) together on Officer Performance (Y), then the Fcount value obtained needs to be first compared with the Ftable value. In the table above, it is known that the Fcount value obtained is 77,238. While the value of Ftable at the 95% confidence level ( $\alpha = 5\%$ ) with degree of freedom (df) = 137 is 3.06371. Thus, when compared between the value of Fcount (77.238) and the value of Ftable (3.06371), the value of Fcount is greater than the value of Ftable. The second hypothesis in this study is as follows, if the value of Fcount > Ftable, then Ho is rejected and H1 is accepted:

Ho:  $b_1 = 0$ : There is no significant effect of motivation and discipline together on the performance of counter officers at PT KCI on the Jakarta Kota-Bogor route;

H1:  $b_1 \neq 0$ : There is a significant influence of motivation and discipline together on the performance of counter officers at PT KCI on the Jakarta Kota-Bogor route;

This means that the null hypothesis (Ho) reads: There is no significant effect of Motivation (X1) and Discipline (X2) together on the Performance of Counter Officers at PT KCI On the Jakarta Kota-Bogor Route "rejected"; and the alternative hypothesis (H1) which reads: There is a significant influence of Motivation (X1) and Discipline (X2) together on the Performance of Counter Officers at PT KCI On the Jakarta Kota-Bogor Route, "accepted". Based on the results of the calculation of the constant value (a) and the regression coefficient (b) as shown in the table above, the regression equation can be arranged as follows:  $\hat{Y} = 4,504 + 0.164X_1 + 0.660X_2$ .

From the results of the above equation, it appears that the constant value is 4,504. Mathematically, the constant value states that when the Motivation (X1) and Discipline (X2) variables are jointly valued at 0, the Officer Performance (Y) is worth 4,504. Then the positive value (0.164) contained in the regression coefficient of the independent variable Motivation, and a positive value (0.660) contained in the regression coefficient of the independent variable Discipline, this illustrates the positive influence of Motivation (X1) and Discipline (X2) together on Officer Performance (Y), where each increase in one unit of the Motivation variable (X1) and Discipline (X2) together will cause an increase in the Officer Performance variable (Y) by 0.164 and 0.660.

### 1. Coefficient of Determination (R<sup>2</sup>)

The results of the calculation of the correlation coefficient of the influence of Motivation (X1) and Discipline (X2) on Officer Performance (Y) obtained with the help of the program SPSS (Statistical Product and Service Solutions), summarized in the following table:

**Table 3.** Results Coefficient of Determination X1 and X2 to Y  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732a	.535	.529	2,384

a. Predictors: (Constant), DISCIPLINE\_X2, MOTIVATION\_X1

Source: SPSS version 25.00 (processed, 2022)

The results of the coefficient of determination (R square) of the Officer Performance variable (Y) can be explained by the Motivation (X1) and Discipline (X2) variables obtained, namely 0.535 or in a percentage of 53.5%. This value reflects that the variation of changes in the Officer Performance variable (Y) can be explained by the Motivation (X1) and Discipline (X2) variables together of 53.5%. As for the rest, which is 46.5% is the influence of other variables that are not involved in this study.

## 2. Coefficient of Determination (R2)

The F test is a test of the significance of the equation used to determine how much influence the independent variables (X1 and X2) together on the dependent variable. If  $F_{count} < F_{table}$ , then  $H_0$  is accepted and  $H_a$  is rejected, meaning that there is no simultaneous effect. If  $F_{count} > F_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a simultaneous effect. And from the statistical test using SPSS version 26.00, the results of the significance test of the equations on the Motivation and Discipline variables together on Officer Performance are:

**Table 4.**Equation Significance Test  
**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	878,009	2	439,004	77,238	.000a
Residual	761,626	134	5.684		
Total	1639,635	136			

a. Predictors: (Constant), DISCIPLINE\_X2, MOTIVATION\_X1

b. Dependent Variable:  
PERFORMANCE\_PETUGAS\_Y

Source: SPSS version 26.00 (processed, 2022)

From the table above, it is known that the  $F_{count}$  value obtained is 77,238. While the value of  $F_{table}$  at the 95% confidence level ( $\alpha = 5\%$ ) with degree of freedom ( $df = 137$ ) is 3.0637. Thus, when compared between the value of  $F_{count}$  (77.238) and the value of  $F_{table}$  (3.0637), the value of  $F_{count}$  is greater than the value of  $F_{table}$ . Based on the results of the significance test of the above equation, it is obtained that  $F_{count} > F_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence of Motivation (X1) and Discipline (X2) together on Officer Performance (Y).

## 3. T-test or partial regression coefficient test (partial test)

The t test is an individual partial regression coefficient test that is used to determine whether the independent variable (X) individually affects the dependent variable (Y). The T-test is a t-test of unrelated or independent samples, meaning that there is no relationship between the two samples to be tested. The Independent Sample T-Test is a part of parametric inference statistics (Difference Test). If the value is significant or  $\text{Sig. (2-tailed)} > 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected, and if the value is significant or  $\text{Sig. (2-tailed)} < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted. In this T-test, the presumptive hypotheses used are:

$H_0$  : There is no difference between motivation and discipline;

$H_a$  : There is a Difference between Motivation and Discipline.

And from the statistical test using SPSS version 26.00, the results of the T-test on the Motivation and Discipline variables are:

**Table 5.** Independent T-Test

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
AMOUNT	Equal variances assumed	1,683	.196	.533	272	.594	.20438	.38318	-.55000	.95876
	Equal variances not assumed			.533	263.294	.594	.20438	.38318	-.55011	.95887

Source: SPSS version 25.00 (processed, 2022)

Based on the results of the T-Test above, the sig. (2-tailed) value is  $0.594 > 0.05$ , then according to the hypotheses suspected in the Independent Sample T-Test, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that there is the difference between Motivation (X1) and Discipline (X2).

#### 4.2 Discussion

##### a. The Effect of Motivation (X1) on Officer Performance (Y)

The results of the study of the value of the correlation coefficient (r) showed that it was 0.459 or 45.9%, then based on table IV 9 the correlation interpretation showed that there was a moderate or high enough relationship between the relationship between the motivation variable and the officer's performance variable. Where the strength of the relationship between the X1 variable will affect the Y variable is 45.9%. When compared with research conducted by (Andika et al., 2017) the coefficient obtained has a low number, the results of the study also explain that work motivation and work discipline simultaneously affect employee performance by 32.6% while the remaining 67.4% is influenced by other variables not examined in this study. Work motivation has a partial effect with a significant value of 0.11 which is smaller than  $= 0.050$ . While work discipline also has a partial effect with a value of 0.034 which is smaller than  $= 0.50$ . So it is hoped that PT Tentrem Sejahtera will always improve work motivation and work discipline so that employee performance is more satisfying.

Referring to (Saputra, 2022: 52) that individuals who have high work motivation are characterized by clear work goals (goal choice and goal setting) and a willingness to direct all resources to achieve goals (goal striving). From the two research results above, it can be said that the PT KCI counter officers on the Jakarta Kota-Bogor route do not yet have high performance motivation in carrying out their duties at the PT KCI counter for the Jakarta Kota-Bogor route. When compared with research results (Tusholihah et al., 2019) stated that the motivation and work discipline of employees have an effect of 70.7% on the performance of employees at PT. CITUS, while the remaining 29.3% was influenced by other factors not explained by this study.

So motivation and work discipline are carried out and implemented properly by all employees, so employee performance will also increase. The higher the work motivation of the employees and the higher the discipline of the employees, the performance of the employees will also increase.

### **b. The Effect of Discipline (X2) on Officer Performance (Y)**

Work discipline can be external, that is, if obedience, perseverance, attitude of behavior, respect for work rules are perceived as something that is determined from outside by other people (supervisors or leaders). Based on the results of research conducted by the author, the results of the study indicate that the level of strength of the relationship between work discipline and officer performance is 0.722 or 72.2%, these results explain that there is a strong or high relationship between the relationship between the discipline variable and the officer performance variable, the value of the correlation coefficient is very strong, the relationship between the X2 variable and the Y variable will be very strong. Where the strong relationship between the X2 variable will affect the Y variable is 72.2%. The correlation coefficient with the result is 72,

### **c. The Effect of Motivation (X1) and Discipline (X2) on Officer Performance (Y)**

The correlation coefficient (r) between Motivation (X1) and Discipline (X2) variables together with Officer Performance (Y) is 0.732. This value reflects that the relationship between Motivation (X1) and Discipline (X2) together with Officer Performance (Y) qualitatively has a very strong and positive relationship of 73.2%. On the results of research conducted (Tusholihah et al., 2019) states that the contribution of motivation and discipline to employee performance is (R<sup>2</sup>) of 0.707 or 70.7%. Based on this, it can be concluded that the mix between motivation and work discipline of employees has an effect of 70.7% on employee performance at PT. CITUS. If motivation and work discipline are carried out and applied properly by all employees, employee performance will also increase. But different from by (Esthi & Marwah, 2020) in his research explains that motivation has a positive effect on employee performance with a value of tcount (2.746) > ttable (1.991). However, the coefficient of determination obtained only means 24.7% or 0.247. With 75.3% employee performance is influenced by other variables not examined in this study.

## **V. Conclusion**

The conclusions obtained from the discussion of the research results obtained the following conclusions:

1. When compared between the tcount (8,862) and the ttable value (1,98397), then tcount is greater than ttable (8,862 > 1.98397) or significantly t is less than 5% (0.000 < 0.50), then these results indicate that the influence of motivation variable (X1) on Officer Performance (Y) is Very Mean. And the results of the coefficient of determination (R square) obtained are 0.211 or in the percentage is 21.1%. This value reflects that the variation of changes in the Officer Performance variable (Y) can be explained by the Motivation variable (X1) of 21.1%. As for the rest, which is equal to 78.9% is the influence of other variables that are not involved in this study;
2. When compared between the tcount (9.403) and the ttable value (1.98397), then tcount is greater than ttable (9.403 > 1.98397) or significantly t is less than 5% (0.000 < 0.50), then these results indicate that the influence of the Discipline variable Work (X2) on Officer Performance (Y) is Very Mean. And the results of the Coefficient of Determination on the Officer Performance variable (Y) can be explained by the Discipline variable (X2) of 0.522 or 52.2%, which means that the Regional Officer Performance variable is influenced by the Discipline variable (X2) of 52.2% while the rest, which is 47.8% is influenced by other variables outside the Discipline variable, which in this study were not analyzed further;
3. The value between Fcount (60.811) and Ftable value (3.09), then Fcount is greater than ttable (60.811 > 3.09) or significant F is less than 5% (0.000 < 0.50), then these results indicate that the influence of the motivation variable (X1) and Discipline (X2) on Service Satisfaction (Y) is Very Mean. The results of the coefficient of determination (R square) of the Officer Performance variable (Y) can be explained by the Motivation (X1) and Discipline (X2) variables obtained, namely 0.535 or in a percentage of 53.5%. This value reflects that the variation of changes in the Officer Performance variable (Y) can be explained by the Motivation (X1) and Discipline (X2) variables together



of 53.5%. As for the rest, which is 46.5% is the influence of other variables that are not involved in this study.

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