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## THE EFFECT OF WORK MOTIVATION AND DISCIPLINE ON EMPLOYEE PRODUCTIVITY AT J&T EXPRESS DC CILEDUG, TANGERANG CITY

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### ABSTRACT

This study aims to determine the effect of motivation and work discipline on employee productivity at J&T Express DC Ciledug, Tangerang City. The method used is explanatory research with sampling using saturated samples where all members of the population are used as samples so that the sample in this study amounted to 66 respondents and data analysis techniques using statistical analysis with regression testing, correlation, determination and hypothesis testing. The results of this study indicate that motivation has a positive and significant effect on employee productivity as evidenced by the hypothesis test obtained  $t_{count} > t_{table}$  or  $(6.679 > 1.997)$  with an influence contribution of 41.1%. Work discipline has a positive and significant effect on employee productivity as evidenced by the hypothesis test obtained  $t_{count} > t_{table}$  or  $(7.305 > 1.997)$  with an influence contribution of 45.5%. Motivation and work discipline simultaneously have a positive and significant effect on employee productivity, as proven by the hypothesis test, which obtained  $F_{count} > F_{table}$  or  $(51.355 > 2.750)$  and the regression equation  $Y = 6.318 + 0.364X_1 + 0.509X_2$  was obtained and had a contribution effect of 62.0%.

**Keywords:** Motivation, Work Discipline, Employee Productivity.

### INTRODUCTION

Competition in the Indonesian delivery service industry is fierce, driven by the rapid growth of e-commerce and the proliferation of domestic and international delivery service providers. To attract customers, delivery companies continue to innovate, offering more specialized services such as home/office moves, and engaging in price wars to compete for market share. A company that is able to survive well is one that has employees or human resources who are able to work well to achieve the company's desired goals. In this case, every company requires human resources with high productivity, so they can provide maximum results for the company. For a company to compete, the demand for awareness of the importance of quality Human Resources (HR), which is one response to addressing these changes, is very important. Quality Human Resources (HR) is very important for a company. In fact, the availability of quality HR is believed to be the main key to success. Therefore, to realize quality HR, optimal participation is needed from the company itself as a development platform for HR itself (HR investment). To obtain the human resources expected by the organization to contribute positively to all company activities in achieving its goals, every employee is expected to have high work

discipline so that it will increase high productivity. Motivation according to Kreitner and Kinicki in Wibowo (2016:322), "Motivation is a psychological process that arouses and directs behavior towards achieving goals or goal-directed behavior." Managers need to understand this psychological process if they want to successfully guide workers towards completing organizational goals.

J&T Express is an international logistics and expedition service company founded in Indonesia in 2015, focusing on fast (express) delivery services and cross-border logistics. The company was founded by Jet Lee and Tony Chen and has now grown into a multinational company with networks in many countries in Asia, even to Latin America and the Middle East, which has a document and package delivery service with a fast estimated time. Cross-border Logistics Services by providing inter-country delivery services as well as diverse services that offer several types of services to meet customer needs.

Given the importance of motivation for every employee, companies need to continuously maintain employee discipline. It's important to understand that every employee works to fulfill their needs, both conscious and unconscious. Meeting these needs will undoubtedly foster employee discipline, increasing productivity and helping the company achieve its goals. Good motivation and discipline reflect a strong sense of responsibility for the tasks assigned to them. This fosters work ethic and the achievement of company, employee, and community goals. Therefore, every manager strives to ensure that their subordinates are well-motivated. A manager is said to be effective in his leadership if his employees are well-disciplined. Maintaining and improving good discipline is difficult, as many factors influence it.

Regulations are essential to provide guidance and counseling for J&T Express DC Ciledug Kota Tangerang employees in creating good order, increasing employee morale, efficiency, and effectiveness. If J&T Express DC Ciledug Kota Tangerang employees do not comply with these company regulations, it will be difficult to achieve the company's goals. A company's discipline is said to be good if most employees comply with existing regulations.

Discipline is the sixth operative function (planning, organizing, directing, supervising, controlling, and procuring) of human resource management. Discipline is the most important function of human resource management, because the better employee discipline, the higher their work performance. Without good employee discipline, it is difficult for an organization to achieve optimal results.

According to Sutrisno (2016:99) productivity is the relationship between output (goods or services) and input (labor, materials, money). Productivity is a measure of productive efficiency. A comparison between output and input. Input is often limited to labor, while output is measured in physical units, form, and value. According to Sutrisno (2016:101) there are three main aspects that need to be reviewed in ensuring high productivity, namely: a) Aspects of workforce management capabilities, b) Aspects of workforce efficiency, c) Aspects of work environment conditions.

These three aspects are interrelated and integrated within a system and can be measured using a variety of relatively simple metrics. Productivity must be an integral part of developing a business strategy that encompasses production, marketing, finance, and other areas.

An individual's performance can be improved if there is a match between the job

and their abilities. One human resource management program is to place employees in the right place, or according to their abilities. This program is established to address slow, unmotivated, and inaccurate employees. If employees hired do not have the high productivity required by the company, the company will not achieve its targets, which will be detrimental to the company itself. Therefore, in the recruitment, selection, and placement of employees, it is important to place employees in jobs that match their abilities. This is crucial for achieving company goals and optimizing employee productivity.

Based on the observation results, it was found that absenteeism increased from year to year, as indicated by the increasing percentage figures. According to the researcher's initial findings, the researcher found a high level of absenteeism. Employee turnover at J&T Express DC Ciledug Tangerang City in Jakarta continues to increase, if this is not immediately taken action it will have a negative impact on achieving the company's goals, for this reason company leaders must pay more attention to providing discipline in the company so that employees can return to being enthusiastic about working and show good productivity in helping achieve the company's goals.

## LITERATURE REVIEW

### 1. Motivation

According to Danang Sunyoto (2016:11) defines motivation as how to encourage a person's work ethic, encouraging them to work optimally, utilizing their abilities and skills to achieve organizational goals. Motivation is important because it is expected that every employee will work hard and enthusiastically to achieve high work productivity. A person's behavior is influenced and stimulated by desires, the fulfillment of needs, goals, and satisfaction. Stimuli arise from both internal and external sources. These stimuli will create a drive in a person to carry out activities.

### 2. Work Discipline

According to Sutrisno (2016) defines "Discipline is a person's behavior that is in accordance with regulations, existing work procedures or attitudes and behavior and actions that are in accordance with the regulations of the organization, both written and unwritten". In this study, the indicators used include: obeying time rules, obeying organizational rules, obeying rules of behavior at work, obeying other regulations.

### 3. Employee Productivity

According to Simamora (2017:612) argues that productivity is a comparison between the results achieved by a person and the targets set within a certain time with the resources used. He further stated that productivity indicators according to Simamora (2017:612) indicators used in measuring productivity include quantity of work, quality of work and punctuality.

## METHODS

This research focuses on the entire workforce at J&T Express DC Ciledug, Tangerang City. The population for this study consists of 67 respondents who are

active employees at this specific location. Given that the population size is manageable and allows for comprehensive data collection, the researcher utilized a total sampling technique. Consequently, the sample used in this study involves all 66 respondents from the population, ensuring that the collected data provides a highly accurate representation of the actual conditions on the ground while minimizing the risk of generalization errors often associated with smaller sample sizes.

Regarding its nature and objectives, this study is categorized as associative research with a quantitative approach. The primary goal of using an associative method is to identify, explain, and measure the strength of the relationship and influence between the independent variables and the dependent variable. The researcher aims to explore how specific factors influence performance or other phenomena, both partially and simultaneously, through rigorous statistical testing. By employing this approach, the research results are expected to go beyond simple descriptive observations, providing scientific evidence of significant influences through precise numerical data.

To process the data collected from the respondents, a comprehensive and systematic series of data analysis methods were applied. The analysis begins with instrument testing, which includes validity and reliability tests, to ensure that the questionnaire serves as a consistent and accurate measurement tool. This is followed by classical assumption tests, such as normality, multicollinearity, and heteroscedasticity tests, to ensure the regression model is unbiased and reliable. Once the data meets these requirements, the analysis proceeds to linear regression to map the direction of the relationship between variables. The researcher also calculates the coefficient of determination to evaluate how much the independent variables contribute to explaining the variance in the dependent variable. Finally, the process concludes with hypothesis testing through t-tests and F-tests to determine whether the initial research hypotheses are supported or rejected.

## RESEARCH RESULT

### 1. Descriptive Analysis

This test was used to determine the minimum and maximum scores, mean score, and standard deviation of each variable. The results are as follows:

Table 1. Results of Descriptive Statistics Analysis

|                           | Descriptive Statistics |         |         |       |                    |
|---------------------------|------------------------|---------|---------|-------|--------------------|
|                           | N                      | Minimum | Maximum | Mean  | Standard Deviation |
| Motivation (X1)           | 66                     | 28      | 45      | 35.82 | 4,042              |
| Work Discipline (X2)      | 66                     | 29      | 44      | 36.74 | 3,245              |
| Employee Productivity (Y) | 66                     | 30      | 47      | 38.06 | 3,318              |
| Valid N (listwise)        | 66                     |         |         |       |                    |

Motivation obtained a minimum variance of 28 and a maximum variance of 45 with a mean score of 3.582 with a standard deviation of 4.042.

Work discipline obtained a minimum variance of 29 and a maximum variance of 44 with a mean score of 3.674 with a standard deviation of 3.245.

Employee productivity obtained a minimum variance of 30 and a maximum variance of 47 with a mean score of 3.806 with a standard deviation of 3.318.

## 2. Quantitative Analysis.

This analysis aims to determine the influence of the independent variable on the dependent variable. The test results are as follows:

### a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

Table 2. Multiple Linear Regression Test Results

| Model                | Coefficients <sup>a</sup>   |            | Standardized Coefficients | t     | Sig. |
|----------------------|-----------------------------|------------|---------------------------|-------|------|
|                      | Unstandardized Coefficients | Std. Error |                           |       |      |
|                      | B                           |            | Beta                      |       |      |
| 1 (Constant)         | 6,318                       | 3,176      |                           | 1,990 | .048 |
| Motivation (X1)      | .364                        | .070       | .443                      | 5,231 | .000 |
| Work Discipline (X2) | .509                        | .087       | .498                      | 5,886 | .000 |

a. Dependent Variable: Employee Productivity (Y)

Based on the test results in the table above, the regression equation  $Y = 6.318 + 0.364X_1 + 0.509X_2$  is obtained. This equation is explained as follows:

- 1) The constant of 6.318 means that if there is no or zero motivation and work discipline, then the employee productivity value is 6.318 points.
- 2) The motivation regression coefficient is 0.364, this figure is positive, meaning that every time there is an increase in motivation of 0.364, employee productivity will also increase by 0.364 points.
- 3) The work discipline regression coefficient is 0.509, this figure is positive, meaning that for every 0.509 increase in work discipline, employee productivity will also increase by 0.509 points.

### b. Correlation Coefficient Analysis

Correlation coefficient analysis is intended to determine the strength of the relationship between the independent variable and the dependent variable, both partially and simultaneously. The test results are as follows:

Table 3. Results of Testing the Correlation Coefficient of Motivation on Employee Productivity.

|                           |                     | Correlations <sup>b</sup> |                           |
|---------------------------|---------------------|---------------------------|---------------------------|
|                           |                     | Motivation (X1)           | Employee Productivity (Y) |
| Motivation (X1)           | Pearson Correlation | 1                         | .641**                    |
|                           | Sig. (2-tailed)     |                           | .000                      |
| Employee Productivity (Y) | Pearson Correlation | .641**                    | 1                         |
|                           | Sig. (2-tailed)     | .000                      |                           |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=66

Based on the test results, a correlation value of 0.641 was obtained, meaning that motivation has a strong relationship with employee productivity.

Table 4. Results of Testing the Correlation Coefficient of Work Discipline on Employee Productivity.

| Correlations <sup>b</sup> |                     | Work Discipline (X2) | Employee Productivity (Y) |
|---------------------------|---------------------|----------------------|---------------------------|
| Work Discipline (X2)      | Pearson Correlation | 1                    | .674**                    |
|                           | Sig. (2-tailed)     |                      | .000                      |
| Employee Productivity (Y) | Pearson Correlation | .674**               | 1                         |
|                           | Sig. (2-tailed)     | .000                 |                           |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=66

Based on the test results, a correlation value of 0.674 was obtained, meaning that work discipline has a strong relationship with employee productivity.

Table 5. Results of Testing the Correlation Coefficient of Motivation and Work Discipline Simultaneously on Employee Productivity.

| Model Summary |       |          |                   |                                |
|---------------|-------|----------|-------------------|--------------------------------|
| Model         | R     | R Square | Adjusted R Square | Standard Error of the Estimate |
| 1             | .787a | .620     | .608              | 2,078                          |

a. Predictors: (Constant), Work Discipline (X2), Motivation (X1)

Based on the test results, a correlation value of 0.787 was obtained, meaning that motivation and work discipline simultaneously have a strong relationship with employee productivity.

### c. Analysis of the Coefficient of Determination

The coefficient of determination analysis aims to determine the percentage influence of the independent variable on the dependent variable, both partially and simultaneously. The test results are as follows:

Table 6. Results of Testing the Coefficient of Determination of Motivation on Employee Productivity.

| Model Summary |       |          |                   |                                |
|---------------|-------|----------|-------------------|--------------------------------|
| Model         | R     | R Square | Adjusted R Square | Standard Error of the Estimate |
| 1             | .641a | .411     | .402              | 2,567                          |

a. Predictors: (Constant), Motivation (X1)

Based on the test results, a determination value of 0.411 was obtained, meaning that motivation has a 41.1% contribution to employee productivity.

Table 7. Results of Testing the Determination Coefficient of Work Discipline on Employee Productivity.

### Model Summary

| Model | R     | R Square | Adjusted R Square | Standard Error of the Estimate |
|-------|-------|----------|-------------------|--------------------------------|
| 1     | .674a | .455     | .446              | 2,470                          |

a. Predictors: (Constant), Work Discipline (X2)

Based on the test results, a determination value of 0.455 was obtained, meaning that work discipline has a 45.5% contribution to employee productivity.

Table 8. Results of Testing the Coefficient of Determination of Motivation and Work Discipline Simultaneously on Employee Productivity.

#### Model Summary

| Model | R     | R Square | Adjusted R Square | Standard Error of the Estimate |
|-------|-------|----------|-------------------|--------------------------------|
| 1     | .787a | .620     | .608              | 2,078                          |

a. Predictors: (Constant), Work Discipline (X2), Motivation (X1)

Based on the test results, a determination value of 0.620 was obtained, meaning that motivation and work discipline simultaneously have a 62.0% contribution to employee productivity, while the remaining 38.0% is influenced by other factors.

#### d. Hypothesis Testing

##### Partial Hypothesis Test (t-Test)

Hypothesis testing with the t-test is used to determine which partial hypothesis is accepted.

First hypothesis: There is a significant influence of motivation on employee productivity.

Second hypothesis: There is a significant influence of work discipline on employee productivity.

Table 9. Results of the Motivation Hypothesis Test on Employee Productivity.

#### Coefficients<sup>a</sup>

| Model |                 | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|-----------------|-----------------------------|------------|---------------------------|-------|------|
|       |                 | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)      | 19,213                      | 2,839      |                           | 6,767 | .000 |
|       | Motivation (X1) | .526                        | .079       | .641                      | 6,679 | .000 |

a. Dependent Variable: Employee Productivity (Y)

Based on the test results in the table above, the calculated t value was obtained  $> t$  table or  $(6.679 > 1.997)$ , thus the first hypothesis proposed that there is a significant influence of motivation on employee productivity is accepted.

Table 10. Results of Hypothesis Testing of Work Discipline on Employee Productivity.

#### Coefficients<sup>a</sup>

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 12,728                      | 3,481      |                           | 3,656 | .001 |

|                         |      |      |      |       |      |
|-------------------------|------|------|------|-------|------|
| Work Discipline<br>(X2) | .689 | .094 | .674 | 7,305 | .000 |
|-------------------------|------|------|------|-------|------|

a. Dependent Variable: Employee Productivity (Y)

Based on the test results in the table above, the calculated t value was obtained  $> t$  table or ( $7.305 > 1.997$ ), thus the second hypothesis proposed that there is a significant influence of work discipline on employee productivity is accepted.

### Simultaneous Hypothesis Test (F Test)

Hypothesis testing with the F test is used to determine which simultaneous hypothesis is accepted.

Third hypothesis: There is a significant influence between motivation and work discipline on employee productivity.

Table 11. Results of the Hypothesis Test of Motivation and Work Discipline on Employee Productivity.

| ANOVA |            |                |    |             |        |       |
|-------|------------|----------------|----|-------------|--------|-------|
| Model |            | Sum of Squares | df | Mean Square | F      | Sig.  |
| 1     | Regression | 443,638        | 2  | 221,819     | 51,355 | .000b |
|       | Residual   | 272,120        | 63 | 4,319       |        |       |
|       | Total      | 715,758        | 65 |             |        |       |

a. Dependent Variable: Employee Productivity (Y)

b. Predictors: (Constant), Work Discipline (X2), Motivation (X1)

Based on the test results in the table above, the calculated F value  $> F$  table or ( $51.355 > 2.750$ ) was obtained, thus the third hypothesis proposed that there is a significant influence of motivation and work discipline on employee productivity is accepted.

## DISCUSSION

### 1. The Influence of Motivation on Employee Productivity

Motivation significantly influences employee productivity with a correlation of 0.641, indicating a strong relationship with a contribution of 41.1%. Hypothesis testing yielded a calculated t value  $> t$  table, or ( $6.679 > 1.997$ ). Therefore, the first hypothesis proposed that motivation significantly influences employee productivity is accepted.

### 2. The Influence of Work Discipline on Employee Productivity

Work discipline significantly influences employee productivity with a correlation of 0.674, indicating a strong relationship with a contribution of 45.5%. Hypothesis testing yielded a calculated t value  $> t$  table, or ( $7.305 > 1.997$ ). Therefore, the second hypothesis proposed that there is a significant influence between work discipline and employee productivity is accepted.

### 3. The Influence of Motivation and Work Discipline on Employee Productivity

Motivation and work discipline have a significant effect on employee productivity with the regression equation  $Y = 6.318 + 0.364X_1 + 0.509X_2$ , a correlation value of 0.787 or having a strong relationship with an influence

contribution of 62.0% while the remaining 38.0% is influenced by other factors. Hypothesis testing obtained a calculated F value  $> F$  table or  $(51.355 > 2.750)$ . Thus, the third hypothesis proposed that there is a significant influence between motivation and work discipline on employee productivity is accepted.

## CONCLUSION

The results of this study indicate that motivation plays a critical role in enhancing employee productivity, accounting for a significant contribution of 41.1%. This finding is statistically supported by hypothesis testing, which yielded a calculated t-value of 6.679, surpassing the t-table threshold of 1.997. Similarly, work discipline emerged as a powerful determinant of productivity, providing a substantial contribution of 45.5%. The statistical analysis for this variable also confirmed its significance, with a calculated t-value of 7.305, which is notably higher than the t-table value of 1.997. When analyzed collectively, motivation and work discipline exert a dominant influence on employee productivity, explaining 62.0% of the variance, while the remaining 38.0% is attributed to external factors not covered in this model. This simultaneous effect is further validated by the calculated F-value of 51.355, which significantly exceeds the F-table value of 2.750.

Based on these findings, several strategic recommendations are proposed to further optimize organizational performance. First, the management must proactively foster an environment that encourages employees to remain enthusiastic and driven in fulfilling their daily work obligations and duties, as high motivation is a proven catalyst for output. Second, the company should ensure that regulations are strictly and fairly enforced across all levels of the organization. By applying discipline consistently regardless of a person's position, the company demonstrates its commitment to professional integrity, which in turn strengthens employee compliance. Finally, it is essential for the company to encourage employees to be more strategic and calculating in their workflow. By improving time management and focusing on task completion efficiency, the workforce can ensure that projects are finalized on schedule, thereby maintaining the overall momentum of the business.

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