JOURNAL OF ACCOUNTING RESEARCH, UTILITY FINANCE AND DIGITAL ASSETS (JARUDA) | 2962-973X
Website: https://jaruda.org/index_php/go/index | Volumes 5 No. 3 (2026)

THE EFFECT OF WORK DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE WORK PRODUCTIVITY OF PT. BERKAT GADAI SUMATERA

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Received: 01/08/2026 | **Revised:** 10/08/2026 | **Accepted:** 26/08/2026 | **Published:** 11/09/2026

Abstract

This study aims to determine the effect of work discipline and work motivation on employee productivity at PT Berkat Gadai Sumatera. This research uses a quantitative approach with an associative research design. The population consisted of 42 employees, all of whom were selected as the research sample using a saturated sampling technique. Data were collected through questionnaires, observations, interviews, and documentation. The data were analyzed using multiple linear regression with hypothesis testing through the t-test and F-test. The results showed that work discipline had a positive and significant effect on employee productivity, with a t-count of 3.261 and a significance value of 0.002 < 0.05. Work motivation also had a positive and significant effect on employee productivity, with a t-count of 8.060 and a significance value of 0.000 < 0.05. Simultaneously, work discipline and work motivation had a positive and significant effect on employee productivity, with an F-count of 94.915 and a significance value of 0.000 < 0.05. Therefore, improving work discipline and work motivation simultaneously can contribute to increasing employee productivity at PT Berkat Gadai Sumatera.

Keywords: Work Discipline, Work Motivation, Employee Work Productivity

INTRODUCTION

Human resources are a key factor in determining the success of an organization. Companies are required to manage human resources effectively to improve employee performance and productivity. Work productivity is a key indicator in assessing a company's success in achieving its targets. PT Berkat Gadai Sumatera (BGS) is a private pawnbroker operating in Sumatra, particularly in Medan, with a focus on pawn-based lending services. The company was established as a merger of several local pawnbrokers and obtained a business license from the Financial Services Authority (OJK) on December 21, 2020, based on Decree No. KEP-170/NB.1/2020. PT Berkat Gadai Sumatera's operations are strictly monitored to ensure compliance with applicable regulations. PT Berkat Gadai Sumatera offers fast and easy pawn services, operating hours are Monday through Saturday, 9:00–22:00 WIB (Western Indonesian Time) and Sunday, 9:00–18:00 WIB (Western Indonesian Time). The company serves the public by appraising various types of goods, such as electronics and vehicles. As a growing company, PT Berkat Gadai Sumatera has a vision to improve public financial access through optimal service. However, in its development, the company also faces challenges, particularly in increasing work productivity. According to Sinambela (2022), work productivity is the ratio between work results and the resources used in the work process. The higher an employee's work productivity, the greater their contribution to achieving organizational goals. Therefore, work productivity is an aspect that companies must seriously consider.

Table 1. Recapitulation of Employee Work Productivity Based on Targets and Actual Revenue at PT. Berkat Gadai Sumatera 2025-2026

No	Month	Target (Rp)	Realization (Rp)	Percentage Achievement	Difference (Rp)	Category
1	December	240.000.000	225.150.000	93,81%	-14.850.000	Not Good
2	January	230.000.000	226.050.000	96,19%	-8.950.000	Enough
3	February	230.000.000	238.600.000	101,53%	+ 3.600.000	Good
	Total			97,18%		

Based on Table 1. shows that employee productivity at PT Berkat Gadai Sumatera has fluctuated over the past three months. In December, revenue realization of Rp 225,150,000 fell short of the target of Rp 240,000,000, with a 93.81% achievement percentage, indicating low productivity. In January, productivity increased, with revenue realization reaching Rp 226,050,000, or 96.19% of the target, but still falling short of the established target. This indicates that employee performance is improving but not yet optimal. Furthermore, in February, productivity increased significantly, with revenue realization reaching Rp 238,600,000, or 101.53%, exceeding the target. This indicates improved employee performance, supported by increased discipline and work motivation. This research aligns with research conducted by Sari et al. (2022), which states that employee productivity is influenced by work discipline and work motivation. One factor influencing work productivity is work discipline.

Work discipline reflects the level of employee compliance with company regulations, such as attendance, punctuality, and responsibility at work. According to Marwansyah (2021), work discipline is a tool-managers use to increase employee awareness and willingness to comply with all company regulations.

Table 2. Summary of Employee Work Discipline Based on PT. Berkat Gadai Sumatera Attendance Data 2025-2026

No	Work Discipline Indicators	December (%)	January (%)	February (%)	Average (%)	Category
1	Present	73.9%	76.6%	85.4%	78.6%	Enough
2	Alpa	3.5%	2.2%	0.0%	1.9%	Good
3	Permission	1.7%	0.8%	0.1%	0.9%	Good
4	Sick	1.5%	0.8%	0.3%	0.9%	Good
	Total	80.6%	79.6%	85.8%		

Based on Table 2. PT Berkat Gadai Sumatera's attendance data, employee discipline levels from December 2025 to February 2026 still show room for improvement. The average attendance percentage only reached 78.6%, with the highest figure in February 2026 at 85.4%. Although absences, leave, and sick leave were relatively low, the attendance rate, which fell below 90% in the first two months, indicates that employee discipline is suboptimal. This research aligns with research conducted by Sa Harahap et al. (2024), which found that work discipline has a positive and significant effect on employee productivity. In addition to work discipline, work motivation is also a crucial factor influencing employee productivity. Work motivation is the drive that drives a person to work optimally to achieve specific goals.

According to Abraham Maslow, motivation is influenced by individual needs, from basic needs to self-actualization. Interviews with Department Heads also indicate that work motivation plays a significant role in increasing employee productivity. In conditions of high absenteeism and declining targets, work motivation is a key motivating factor for employees to continue performing optimally. Furthermore, a positive work environment, communication, and working relationships also influence employee motivation and work discipline.

Table 3. Results of the Pre-Survey of Employee Work Motivation at PT. Berkat Gadai Sumatera 2026

No	Item Statement	Respondents' Answers				
		Strongly Agree	Agree	Disagree Less	Disagree	Strongly Disagree
1	I always strive to achieve set work targets.	52.4%	42.9%	0.0%	0.0%	4.8%

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No	Item Statement	Respondents' Answers				
		Strongly Agree	Agree	Disagree Less	Disagree	Strongly Disagree
2	I am motivated when there are challenges at work.	38.1%	57.1%	0.0%	0.0%	4.8%
3	I take the initiative to learn new things related to my work.	52.4%	38.1%	4.8%	0.0%	4.8%
4	My motivation increases if my work is appreciated	76.2%	19.0%	0.0%	0.0%	4.8%
5	I am motivated to work hard to keep my position secure.	52.4%	42.9%	0.0%	0.0%	4.8%

Sources: Employees of PT. Berkat Gadai Sumatera (2026)

Based on Table 3. it can be seen that the majority of respondents responded in the "Agree" and "Strongly Agree" categories, indicating that the work motivation of PT Berkat Gadai Sumatera employees is considered good. However, there were still a few respondents who responded in the "Disagree" to "Disagree" range, particularly regarding the initiative to learn new things indicator. This indicates that employee work motivation is not yet fully optimal and still needs to be improved. Based on the results of a pre-survey using a questionnaire distributed to PT Berkat Gadai Sumatera employees, it was found that employee work motivation is in the "fair to high" category. However, several indicators still indicate a decline in work enthusiasm, particularly when targets are not met or working conditions are less than supportive. This indicates that employee work motivation is not yet fully stable.

The problematic phenomenon is the gap between the pre-survey and interview results in this study. This discrepancy may be caused by differing perspectives between employees and management. Furthermore, other factors beyond work discipline and motivation also influence employee productivity. Even though employees achieve or even exceed revenue targets, the company does not provide adequate bonuses or financial incentives. Relatively low salaries and the lack of rewards for achieving targets lead employees to feel underappreciated. This can lower their work motivation, even if initial discipline and enthusiasm are quite good.

This research aligns with research conducted by Mardiansyah and Badar (2023), which found that work motivation has a positive and significant influence on work productivity. Furthermore, Irama (2025) also stated that work discipline and motivation simultaneously have a significant effect on employee productivity. Thus, it can be concluded that work discipline and motivation are important factors influencing employee productivity. The problems encountered at PT Berkat Gadai Sumatera indicate a discrepancy between ideal and actual conditions, thus requiring further research to determine the effect of work discipline and motivation on employee productivity. Based on the background above, the researcher is interested in conducting research with the title: "The Influence of Work Discipline and Work Motivation on Employee Work Productivity at PT Berkat Gadai Sumatera."

LITERATURE REVIEW

Employee Work Productivity

According to Sinambela (2022), in his book Human Resource Management and Work Productivity, work productivity is the ratio between work results achieved and the resources used in the work process. This indicates that the higher the work results achieved with efficient resource use, the higher the level of employee work productivity. Meanwhile, Hasibuan, in Sari et al. (2022), states that employee work productivity is influenced by various factors, including work discipline and work motivation. This shows that work productivity is not only determined by individual abilities but also influenced by factors related to employee attitudes and work behavior.

Work Discipline

According to Marwansyah (2021), in his book "Human Resource Management," work discipline is a tool used by managers to increase employee awareness and willingness to comply with all company regulations. This demonstrates the role of work discipline in creating order and smooth organizational operations. According to Sutrisno (2017), in his book "Human Resource Management," work discipline is a person's willingness and

willingness to comply with all applicable regulations and norms. High work discipline reflects employee responsibility in their work, thus increasing work productivity. Meanwhile, according to Afandi et al., in Harahap et al. (2024), work discipline has a positive and significant effect on employee productivity. This indicates that the higher the level of employee discipline, the higher the resulting work productivity. Good work discipline is reflected in employee attitudes such as attendance, punctuality, and responsibility in completing work.

Work Motivation

According to Maslow, in his theory "A Theory of Human Motivation," work motivation is a drive that arises from an individual's needs, arranged in a hierarchy, from physiological needs to self-actualization. This theory explains that a person will be motivated to work if their needs are met. According to Hasibuan et al., as cited in Mardiansyah and Badar (2023), work motivation has a positive and significant influence on employee productivity. High work motivation will make employees more enthusiastic about their work and strive to achieve maximum results. Meanwhile, according to Hasibuan et al., as cited in Irama (2025), work discipline and work motivation are important factors that have a positive and significant influence on employee productivity, both partially and simultaneously. This indicates that the higher an employee's work motivation, the higher their productivity.

Conseptual Framework

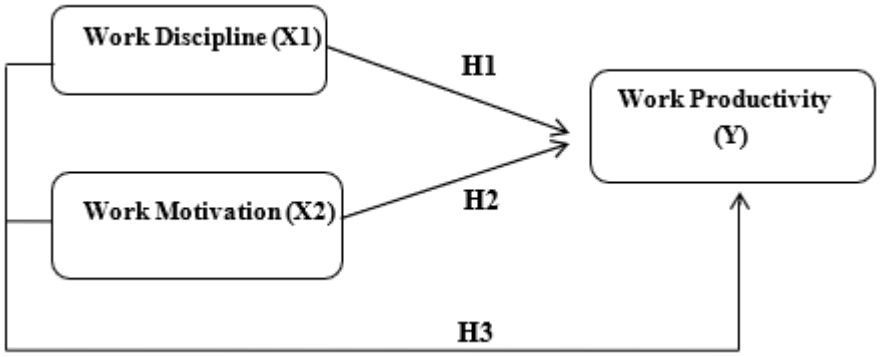


Figure 1. Conceptual Framework

Research Hypothesis

H1: Work discipline partially has a positive and significant effect on employee work productivity at PT. Berkat Gadai Sumatera.
H2: Work motivation partially has a positive and significant effect on employee work productivity at PT. Berkat Gadai Sumatera.
H3: Work discipline and motivation partially have a positive and significant effect on employee work productivity at PT. Berkat Gadai Sumatera.

METHOD

This study applies a quantitative approach with an associative research type. The quantitative approach is used because the data obtained are in the form of numbers which are then analyzed using statistical techniques. In this study, the independent variables consist of work discipline (X_1) and work motivation (X_2), while the dependent variable is employee work productivity (Y). This research was conducted at PT. Berkat Gadai Sumatera located at Jamin Ginting Street No. 245. The research implementation time began in March 2026 and continued until the entire research process was completed. The population in this study were all employees of PT. Berkat Gadai Sumatera, totaling 42 people. The sampling technique used saturated sampling with a saturated sampling method, namely all members of the population were used as samples. Thus, the number of respondents in this study was 42 people. Data collection techniques used questionnaires, pre-surveys and interviews. The study used multiple linear regression analysis with an analysis tool, namely SPSS version 25.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test Results

Table 4. Validity Test Results

Item	r-count	r-table	Description
X1.1	0,805	0,361	valid
X1.2	0,800	0,361	valid
X1.3	0,798	0,361	valid
X1.4	0,764	0,361	valid
X1.5	0,814	0,361	valid
X1.6	0,693	0,361	valid
X2.1	0,866	0,361	valid
X2.2	0,763	0,361	valid
X2.3	0,777	0,361	valid
X2.4	0,726	0,361	valid
X2.5	0,602	0,361	valid
X2.6	0,661	0,361	valid
Y1	0,731	0,361	valid
Y2	0,700	0,361	valid
Y3	0,573	0,361	valid
Y4	0,769	0,361	valid
Y5	0,756	0,361	valid
Y6	0,820	0,361	valid
Y7	0,564	0,361	valid
Y8	0,659	0,361	valid

Sources: Data was processed using SPSS 25

Based on the table above, it can be seen that all variable items are declared valid because the calculated r-count > r-table 0.361.

Table 5. Reliability Test Results

Variable	*Cronbach Alpha*	Description
Work Discipline (X1)	0,867	Reliabel
Work Motivation (X2)	0,831	Reliabel
Employee Work Productivity (Y)	0,856	Reliabel

Sources: Data was processed using SPSS 25

Based on the table above, the Cronbach Alpha value for all research variables on discipline and motivation towards employee work productivity is > 0.60, so it can be said that the results of the reliability test are reliable.

Normality Test Results

Table 6. Normality Test Results

		Unstandardized Residual
N		42
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.25292516
Most Extreme Differences	Absolute	.094
	Positive	.094
	Negative	-.088
Test Statistic		.094
Asymp. Sig. (2-tailed)		.200[c,d]

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a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on the table above, it is known that the Asymp. Sig. (2-tailed) value of 0.200 > 0.05 is a significant value so it can be concluded that the data tested is normally distributed.

Multicollinearity Test Results

Table 7. Multicollinearity Test Results

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	**Tolerance**	**VIF**
1	(Constant)	.912	2.159		.423	.675		
	Work Discipline	.298	.091	.284	3.261	.002	.578	1.730
	Work Motivation	.828	.103	.701	8.060	.000	.578	1.730

a. Dependent Variable: Employee Work Productivity

Sources: Data was processed using SPSS 25

Based on the table above, it is known that the results of the multicollinearity test for the work discipline variables (X1), work motivation (X2) have a Tolerance value > 0.10 and VIF <10, so this study is declared not to have occurred or is free from multicollinearity problems.

Multiple Linear Regression Test Results

Table 8. Multiple Linear Regression Test Results

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		**B**	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.912	2.159		.423	.675		
	Work Discipline	.298	.091	.284	3.261	.002	.578	1.730
	Work Motivation	.828	.103	.701	8.060	.000	.578	1.730

a. Dependent Variable: Employee Work Productivity

Sources: Data was processed using SPSS 25

The regression equation from the above values is:

$$\mathbf{Y = 0.912 + 0.298X_1 + 0.828X_2 + e}$$

This can be seen in the following information:

1. The constant (a) of 0.912 indicates that if the variables Discipline (X1) and Motivation (X2) are held constant, then Productivity (Y) will be influenced by these variables by 0.912.
2. The variable Discipline (X1) of 0.298 indicates that discipline has a positive effect on work productivity, meaning that every increase in discipline will result in a 29.8% increase in work productivity.
3. The variable Motivation (X2) of 0.828 indicates that motivation has a positive effect on work productivity, meaning that every increase in motivation will result in an 82.8% increase in work productivity.
4. The variable with the greatest influence on work productivity is motivation (X2), at 82.8%. Based on this information, it is known that increases in work productivity tend to be influenced by the Motivation variable.

Partial Test Results

Table 9. Partial Test Results

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	**t**	**Sig.**	Tolerance	VIF
1	(Constant)	.912	2.159		.423	.675		
	Work Discipline	.298	.091	.284	3.261	.002	.578	1.730
	Work Motivation	.828	.103	.701	8.060	.000	.578	1.730

a. Dependent Variable: Employee Work Productivity

Sources: Data was processed using SPSS 25

Based on the table above, the numbers used to find the t-value are as follows:

df = n - k

= 42 - 3 = 39

Therefore, the t-value at the 5% significance level is 2.022.

1. Based on the results of the t-test, the hypothesis test criterion is accepted, i.e., calculated t > table t. The table above shows the effect of discipline on employee productivity, with a calculated t value of 3.261 > 2.022, tending to be positive, with a probability of 0.002 < (0.05). Therefore, based on the partial test conditions, H1 is accepted, meaning discipline has a significant influence on employee productivity.
2. Based on the results of the t-test, the hypothesis test criterion is accepted, i.e., calculated t > table t. In the table above, it can be seen that the influence of motivation on employee work productivity is obtained with a calculated t value of 8.060 > 2.022 with a sig probability in the discipline of 0.000 < (0.05), so the basis of the partial test provisions can be concluded that H1 is accepted, which means that motivation has a significant influence on employee work productivity.

SimultaneousTest Results

Table 10. Simultaneous Test Results

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	**F**	**Sig.**
1	Regression	313.280	2	156.640	94.915	.000[b]
	Residual	64.363	39	1.650		
	Total	377.643	41			

a. Dependent Variable: Employee Work Productivity

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

Sources: Data was processed using SPSS 25

Based on the table above, the numbers used to find the F-value are as follows:

df1 = k - 1

= 3 - 1

= 2

df2 = n - k

= 42 - 2

= 40

Therefore, df1 = 2 and df2 = 40.

Therefore, the F-value for my research is 3.23, and this value will later be compared with the calculated F-value from the data processing results. This test was conducted to determine whether Discipline (X1) and Motivation (X2) simultaneously have a significant effect on Employee Work Productivity (Y). This test uses a 95% confidence level or a 5% significance level (α = 0.05). Based on the F-test results in the table above, the calculated F-value was 94.915 with a significance level of 0.000. because the significance value is smaller <0.05, it can be concluded that H0 is rejected and H1 is accepted, which means that Discipline and Motivation together have a significant effect on the Work Productivity of PT. Berkat Gadai Sumatera Employees.

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Determination Test Results

Table 11. Determination Test Results

Model Summary				
Model	R	R Square	**Adjusted R Square**	Std. Error of the Estimate
1	.911[a]	.830	.821	1.285

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

Sources: Data was processed using SPSS 25

Based on the table above, the adjusted R square value is 82.1%, which means that Discipline (X1) and Motivation (X2) have an influence on the Employee Work Productivity variable (Y) at PT. Berkat Gadai Sumatera. While the remaining 17.9% is influenced by other variables not examined by this study.

Discussion

The Effect of Work Discipline on Employee Work Productivity

Based on the results of partial hypothesis testing using the t-test, the work discipline variable obtained a calculated t-value of 3.261 with a significance level of 0.002. This calculated t-value is greater than the t-table value of 2.022 (3.261 > 2.022), while the significance level is less than 0.05 (0.002 < 0.05). Therefore, it can be concluded that work discipline has a positive and significant effect on employee productivity at PT Berkat Gadai Sumatera. These results indicate that the first hypothesis (H1), which states that work discipline has a positive and significant effect on employee productivity, is accepted. These results illustrate that the level of employee discipline has a significant relationship with work productivity. The better the discipline implemented by employees in carrying out their work, the greater the likelihood that work can be completed effectively and in accordance with established targets. Work discipline, in this context, is not only understood as compliance with company regulations, but also encompasses employee awareness of fulfilling obligations, maintaining punctuality, arriving on schedule, following work procedures, and completing assigned tasks.

Employees with a high level of discipline tend to have more organized work patterns. They better manage their work time, understand their responsibilities, and strive to complete work within specified deadlines. This can help reduce delays and support optimal work results. Thus, discipline can be a foundation for developing work behaviors that support increased employee productivity. The results of this study can also be linked to the work discipline situation at PT Berkat Gadai Sumatera. Based on employee attendance data from December 2025 to February 2026, the average employee attendance rate was 78.6%. In December, the attendance rate was recorded at 73.9%, then increased to 76.6% in January and again to 85.4% in February. Despite an increase in attendance in February, the average attendance rate during the period indicates that discipline, particularly in attendance, still requires attention. Employee attendance is a crucial component of productivity, as each employee has duties and responsibilities to fulfill. If employees attend according to the established schedule, work can be carried out consistently according to the assigned tasks. Conversely, if there is repeated absence or tardiness, work that should have been completed may be delayed or have to be delegated to other employees. This situation can impact the smooth flow of work activities and ultimately have the potential to hinder the achievement of company targets.

In addition to attendance, discipline can also be seen in employee punctuality and adherence to work procedures. When employees adhere to applicable regulations and carry out their work according to procedures, the risk of errors and delays is minimized. Performing work in accordance with procedures can also help maintain the quality of work results. Therefore, work discipline is not only related to employee attendance but also to how employees carry out their work responsibly and consistently. Continuously implementing work discipline can also foster positive work habits. Employees accustomed to working in a disciplined manner will find it easier to prioritize work and utilize their work time effectively. These habits can encourage employees to complete tasks on time and increase consistency in work production. If these behaviors are implemented by all employees, it will create a more orderly work environment and support increased overall productivity.

Based on the results of this study, it is clear that discipline is a crucial element in supporting employee productivity at PT Berkat Gadai Sumatera. The results indicate that improving work discipline will have a positive impact on productivity. Therefore, employee discipline, particularly regarding attendance, punctuality, compliance with regulations, and responsibility in completing work, is a relevant aspect to consider in efforts to improve work productivity. The findings of this study align with those of Sa Harahap et al. (2024), which showed that work discipline has a positive and significant effect on employee productivity. This similarity of results reinforces the study's finding that employee discipline plays a role in driving improved work productivity. Therefore, the better the

level of discipline employees possess in carrying out their work, the greater the opportunity for achieving optimal work productivity.

The Effect of Work Motivation on Employee Work Productivity

Based on the results of the partial test (t-test) conducted in this study, the work motivation variable obtained a calculated t-value of 8.060 with a significance value of 0.000. This calculated t-value is greater than the t-table value of 2.022 (8.060 > 2.022) and a significance value less than 0.05 (0.000 < 0.05). Based on these results, it can be concluded that work motivation has a positive and significant effect on employee productivity at PT Berkat Gadai Sumatera. Therefore, the second hypothesis (H2), which states that work motivation has a positive and significant effect on employee productivity, is accepted. The results of this study indicate that the higher an employee's work motivation, the higher their work productivity. Work motivation is the driving force that motivates employees to carry out their work, achieve targets, face challenges, and strive to deliver optimal work results. Employees with strong work motivation tend to be more motivated to complete their work diligently and contribute to the achievement of company goals. Regarding the situation at PT Berkat Gadai Sumatera, several aspects still need attention to improve employee motivation. Based on pre-survey results, most employees are driven to achieve work targets and face challenges. However, there are still aspects that need improvement, such as employee initiative in learning new things and encouragement when work targets are not met. This situation indicates that employee motivation is generally quite good, but still needs to be improved so that employees can deliver optimal work results. Furthermore, providing rewards and incentives for target achievement is also one factor that can influence employee motivation.

Employees who successfully achieve targets will be more motivated if their work is appropriately recognized. Conversely, if employee achievements are not adequately recognized, this can reduce employee motivation to improve work performance. Therefore, companies need to focus on providing rewards, incentives, and other forms of appreciation as an effort to maintain employee motivation. This indicates that work motivation plays a crucial role in increasing employee productivity. Employees with high work drive and enthusiasm will strive harder to complete tasks and achieve set targets. Based on the regression analysis, work motivation also had a standardized beta value of 0.701, while work discipline had a standardized beta of 0.284. This indicates that work motivation has a more dominant influence on employee productivity than work discipline in this study. These results align with research by Mardiansyah and Badar (2023), which found that work motivation has a positive and significant effect on employee productivity. Therefore, these findings reinforce the importance of work motivation as a crucial factor for companies to consider in improving employee productivity at PT Berkat Gadai Sumatera.

The Effect of Work Discipline and Work Motivation on Employee Work Productivity

Based on the results of simultaneous testing using the F-test, the calculated F-value was 94.915, while the F-table value was 3.23. Therefore, the calculated F-value is greater than the F-table (94.915 > 3.23), and the significance value of 0.000 is less than 0.05 (0.000 < 0.05). Based on these results, it can be concluded that work discipline and work motivation simultaneously have a positive and significant effect on employee work productivity at PT Berkat Gadai Sumatera. Therefore, the third hypothesis (H3), which states that work discipline and work motivation simultaneously have a positive and significant effect on employee work productivity, is accepted. The results of this study indicate that work discipline and work motivation together play a significant role in increasing employee work productivity. Work discipline encourages employees to carry out their work in accordance with the rules, regulations, and responsibilities established by the company. Meanwhile, work motivation is the driving force that fuels employees' enthusiasm to carry out tasks, achieve targets, and deliver optimal results. If these two factors work well together, employees will be better able to carry out their work regularly and be driven to deliver maximum results.

In relation to the situation at PT Berkat Gadai Sumatera, employee productivity can be increased through simultaneous improvements in discipline and motivation. From a discipline perspective, the average employee attendance rate from December 2025 to February 2026 was 78.6%, indicating that discipline, particularly in terms of attendance, still needs improvement. Improving attendance and punctuality can help ensure that work is carried out according to each employee's schedule and responsibilities. This can lead to smoother company operations and increased productivity. From a motivational perspective, employees are inherently driven to achieve targets and complete their work. However, several aspects still need to be considered, such as rewarding employee achievements, incentives for successfully achieving targets, and opportunities to improve skills. If the company is

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able to provide appropriate rewards and create a supportive work environment, employee motivation can increase. High motivation can then encourage employees to work more diligently and deliver optimal results.

The results of this study also indicate that these two variables have a strong contribution in explaining employee productivity. Based on the coefficient of determination, the Adjusted R Square value was 0.821, or 82.1%. This indicates that work discipline and work motivation together explain 82.1% of the variation in employee productivity, while the remaining 17.9% is influenced by other factors not examined in this study.Thus, the results of this study indicate that increasing employee productivity cannot be achieved solely through improving discipline or motivation. Companies need to address both factors simultaneously. Work discipline is necessary to foster orderly, responsible work behavior that complies with company regulations, while work motivation is needed to encourage employees to have the enthusiasm and will to achieve optimal work results.

Based on these results, it can be concluded that work discipline and work motivation simultaneously have a positive and significant effect on employee productivity at PT Berkat Gadai Sumatera. This means that better work discipline and higher employee motivation lead to higher work productivity. Therefore, companies need to improve discipline through consistent implementation of rules, strong supervision, and improved punctuality and attendance. Furthermore, companies need to increase employee motivation through appropriate rewards and incentives, good communication, and a supportive work environment. By continuously addressing these two factors, it is hoped that employee productivity will increase and PT Berkat Gadai Sumatera's goals can be more optimally achieved.

CONCLUSION

Based on the data analysis and discussion regarding work discipline and work motivation on employee productivity at PT Berkat Gadai Sumatera, the following conclusions can be drawn:

1. Work discipline has been shown to have a positive and significant impact on employee productivity at PT Berkat Gadai Sumatera. This is evident from the partial test results, which show a calculated t-value of 3.261, higher than the t-table of 2.022, with a significance level of 0.002, which is below the 0.05 threshold. These results indicate that improved work discipline can be followed by increased employee productivity. Employees who maintain attendance, comply with company regulations, arrive and work on time, and carry out their responsibilities well will be more able to produce work effectively and support the achievement of company targets.
2. Work motivation has a positive and significant impact on employee productivity at PT Berkat Gadai Sumatera. Based on the t-test results, the calculated t-value was 8.060, which is greater than the t-table value of 2.022, with a significance value of 0.000, or less than 0.05. This finding indicates that increased work motivation can drive increased employee productivity. The drive to achieve targets, the desire to face work challenges, receiving recognition for work results, and the opportunity to develop skills can increase employee enthusiasm in carrying out their duties optimally.
3. Work discipline and work motivation have been shown to have a positive and significant influence on employee productivity at PT Berkat Gadai Sumatera. The F-test results show a calculated F-value of 94.915, greater than the F-table value of 3.23, with a significance value of 0.000, or less than 0.05. These results demonstrate that employee productivity can be simultaneously influenced by the level of discipline and motivation they possess in carrying out their work. With good discipline and high work motivation, employees will be better able to carry out their tasks regularly and have the drive to achieve maximum work results.
4. Work discipline and work motivation have a strong ability to explain changes in employee work productivity. This is indicated by the Adjusted R Square value of 0.821 or 82.1%. This means that the two variables together are able to explain 82.1% of the variation in employee work productivity, while the remaining 17.9% is related to other factors not analyzed in this study. When viewed from the standardized beta value, work motivation obtained a value of 0.701, while work discipline was 0.284. Thus, work motivation is the variable that has a more dominant influence on employee work productivity compared to work discipline in this study.

Based on the research results and conclusions obtained, several recommendations can be provided for consideration by relevant parties, namely:

1. PT Berkat Gadai Sumatera needs to make ongoing efforts to strengthen employee work discipline. This can be achieved by ensuring that company regulations are consistently implemented and regularly monitoring employee discipline. The company also needs to pay more attention to employee attendance and punctuality,

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considering that the average attendance rate found in the study was still at 78.6%. With increased discipline, it is hoped that work activities will run more orderly and tasks can be completed according to established targets.

2. Improving work motivation needs to be a company priority, as research shows that motivation has a more dominant influence on work productivity than work discipline. The company can reward employees who demonstrate good work performance, including providing incentives commensurate with the results or targets achieved. This appreciation is expected to foster a sense of appreciation and increase employee desire to maintain and improve their performance.
3. The company also needs to provide opportunities for employees to improve their competencies. This can be done through training, coaching, and skills development programs tailored to job requirements. With increased knowledge and skills, employees are expected to become more confident in completing tasks and better prepared to face various work demands. Ultimately, this can support increased work productivity.
4. Employees at PT Berkat Gadai Sumatera are expected to increase awareness and commitment in carrying out their duties and complying with applicable company regulations. Employees need to maintain attendance rates, improve punctuality, carry out their responsibilities effectively, and complete work according to assigned targets. Furthermore, employees are expected to have an internal drive to continuously improve their abilities and deliver the best work results for the company.
5. For future researchers, this study can be expanded by including other variables that potentially influence work productivity, such as compensation, work environment, leadership style, job satisfaction, workload, or other factors. This is based on the research results showing that work discipline and work motivation explain 82.1% of the variation in work productivity, while the remaining 17.9% can be explained by factors outside the research model. Future researchers can also expand the research object, increase the number of respondents, or use different company characteristics to provide a broader perspective on the factors influencing employee work productivity.

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