

Analysis of Work Discipline, Work Motivation, and Job Design on Employee Performance at PT Belawan New Container Terminal

Surya Dharma Barus, Maya Macia Sari, Hasrul Azwar Hasibuan

Abstract

This study aimed to analyze the effect of Work Discipline, Work Motivation, and Job Design on Employee Performance at PT Belawan New Container Terminal. The research employed a quantitative approach with an associative design to examine causal relationships and the magnitude of influence among variables. The population consisted of 210 employees, with a sample of 138 respondents determined using the Slovin formula at a 5 percent error rate through purposive sampling technique. Primary data were collected through structured questionnaires and were analyzed using multiple linear regression with the assistance of SPSS version 24. The results indicated that partially Work Discipline, Work Motivation, and Job Design had a positive and significant effect on Employee Performance ($\text{sig} < 0.05$). Simultaneously, the three variables also had a significant effect on Employee Performance ($\text{sig} < 0.05$). Work Motivation was identified as the most dominant variable influencing performance. The coefficient of determination value of 0.933 indicated that 93.3 percent of the variation in Employee Performance could be explained by the three independent variables, with a very strong level of relationship ($R = 0.967$).

Keywords: Work Discipline, Work Motivation, Job Design, Employee Performance.

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Introduction

PT Belawan New Container Terminal is one of the port service companies that plays a strategic role in supporting the smooth flow of logistics in the Belawan Port area, North Sumatra [1]. Container terminal operations require a high level of precision, speed, and accuracy, as they are directly related to loading and unloading activities, document management, and cargo flow control [2]. Employee performance is a key factor that determines the effectiveness and reliability of the company's services [3]. Optimal performance not only affects operational continuity but also influences the efficiency of resource utilization and the achievement of port service standards [4].

Based on preliminary observations, employee performance across several work units showed variations in terms of work quality, output quantity, timeliness in task completion, efficiency in resource utilization, compliance with supervisory instructions, and interpersonal work relationships. The results of a pre survey involving 20 employees indicated that 70 percent of respondents stated that work quality had not fully met operational standards, 60 percent assessed that the quantity of work had not reached the expected targets, and 65 percent reported that tasks were not always completed on time. In addition, 60 percent of respondents considered that resource utilization was not optimal, 60 percent stated that task execution did not fully follow supervisory directives, and 50 percent perceived that work relationships were not entirely harmonious. These findings indicate that there remains room for comprehensive improvement in employee performance.

One factor presumed to influence performance is work discipline [5]. Discipline reflects compliance with regulations, punctuality, consistency in following procedures, and responsibility in completing tasks [6]. Observations revealed inconsistencies in punctual attendance, adherence to regulations, and the implementation of standard operating procedures. Pre survey data showed that 70 percent of respondents reported not always arriving on time, 65 percent had not fully complied with all regulations, and 60 percent were not consistent in performing tasks in accordance with standard operating procedures or completing assignments on schedule. Such conditions may affect operational rhythms that require scheduled and accurate coordination.

Another factor is work motivation, which relates to internal drives, expectations regarding work outcomes, and incentives received [7]. Adequate motivation encourages employees to perform more optimally and to focus on achieving targets [8]. The pre survey results indicated that 75 percent of respondents felt they lacked strong personal drive to achieve the best results, 70 percent were not fully convinced that maximum effort would lead to favorable performance evaluations, and 55 percent assessed that the incentives received had not fully enhanced their work enthusiasm. These data highlight the need to strengthen motivational aspects to support performance improvement.

In addition to discipline and motivation, job design also plays a role in determining the effectiveness of task implementation [9]. A clear job design minimizes task overlap, improves time efficiency, and ensures alignment between tasks and employee competencies [10]. Observations indicated a need for improvement in task clarity and resource optimization. The pre survey revealed that 65 percent of respondents considered task clarity insufficient, 60 percent stated that work procedures did not fully support timely completion without delays, 55 percent felt that tasks were not fully aligned with their skills, and 60 percent assessed that resource availability was not optimal. These conditions may affect both the effectiveness and quality of work outcomes.

Theoretically, performance represents the work results and behaviors achieved by an individual in carrying out tasks and responsibilities within a certain period [11]. Performance

is influenced by various factors, including work discipline, work motivation, and job design [11]. Previous studies have demonstrated that these three variables significantly affect employee performance [9][12]. This research is expected to provide an objective overview of the factors influencing employee performance.

Based on the above explanation, the research problem is formulated as follows: do work discipline, work motivation, and job design partially and simultaneously influence employee performance?

This study aims to analyze the effect of work discipline, work motivation, and job design on employee performance, both partially and simultaneously. The findings are expected to contribute academically to the development of human resource management theory and to serve as strategic considerations for companies in optimizing employee performance management sustainably while upholding professionalism and good governance principles.

Research Methodology

This study employed a quantitative approach with an associative design aimed at analyzing the influence of work discipline, work motivation, and job design on employee performance [13]. The associative design was selected because the research focuses on testing causal relationships and measuring the magnitude of influence of independent variables on the dependent variable through inferential statistical analysis [14]. The study was conducted at PT Belawan New Container Terminal, located in Medan City, North Sumatra.

The research population consisted of all permanent employees of the company, totaling 210 individuals distributed across operational and administrative divisions. The sample size was determined using the Slovin formula with a 5 percent margin of error, resulting in 138 respondents [15].

$$n = \frac{N}{1 + N e^2} = \frac{210}{1 + 210(0,05^2)} = \frac{210}{1,525} = 137,70 = 138 \text{ (rounded)}$$

The sampling technique applied was purposive sampling with the following criteria: permanent employees, having worked for at least one year, and not holding managerial positions. This approach was chosen to ensure that respondents possessed adequate work experience and a clear understanding of the company's operational system [15].

The type of data used was primary data. Primary data were collected directly through structured questionnaires distributed to respondents and supported by observation and structured interviews to strengthen the understanding of research variables [16]. The research instrument was developed based on the indicators of each variable and measured using a five point Likert scale, ranging from 1 strongly disagree to 5 strongly agree [17].

The independent variables in this study were work discipline X1, work motivation X2, and job design X3, while the dependent variable was employee performance Y. Work discipline was measured through indicators of attendance, compliance with regulations, adherence to work procedures, and responsibility [6]. Work motivation was measured through motive, expectation, and incentive indicators [7]. Job design was measured through task clarity, time efficiency, skill suitability, and resource availability [18]. Employee performance was measured through quality, quantity, timeliness, cost efficiency, supervision, and work relationships [11].

Data analysis was conducted using multiple linear regression with the assistance of SPSS software. Prior to hypothesis testing, data quality tests were performed through validity and reliability testing [19]. Validity was tested using product moment correlation with the criterion that the calculated r value exceeded 0.30, while reliability was measured using Cronbach's Alpha with a minimum threshold of 0.70 [20]. Classical assumption tests were

then conducted, including tests of normality, multicollinearity, and heteroscedasticity, to ensure that the model met the criteria of the Best Linear Unbiased Estimator [21].

Hypothesis testing was carried out partially using the t test and simultaneously using the F test at a significance level of 5 percent [22]. In addition, the coefficient of determination R squared was used to measure the ability of independent variables to explain variations in employee performance [23].

Results

3.1 Data Quality Testing Validity and Reliability

Table 1. Validity Test Results

Items	Work Discipline (X1)	Work Motivation (X2)	Job Design (X3)	Employee Performance (Y)	Conclusion
	r _{value}	r _{value}	r _{value}	r _{value}	
1	0,601	0,637	0,689	0,623	Valid
2	0,640	0,606	0,544	0,641	Valid
3	0,587	0,762	0,677	0,590	Valid
4	0,687	0,577	0,815	0,534	Valid
5	0,767	0,684	0,600	0,818	Valid
6	0,744	0,820	0,674	0,634	Valid
7	0,727	0,636	0,809	0,821	Valid
8	0,519	0,807	0,590	0,686	Valid
9	-	0,762	-	0,690	Valid
10	-	-	-	0,727	Valid
11	-	-	-	0,628	Valid
12	-	-	-	0,744	Valid

The calculated r value obtained from each statement item exceeded 0.30, indicating that the data were valid [15].

Table 2. Reliability Test Results

Variabel	Reliability Statistics		Conclusion
	Cronbach's Alpha	N of Items	
Work Discipline (X1)	0,886	8	Reliable
Work Motivation (X2)	0,913	9	Reliable
Job Design (X3)	0,894	8	Reliable
Employee Performance (Y)	0,922	12	Reliable

The Cronbach's Alpha value obtained for each variable exceeded 0.70, indicating that the data were reliable [8].

Classical Assumption Testing Normality Multicollinearity and Heteroscedasticity

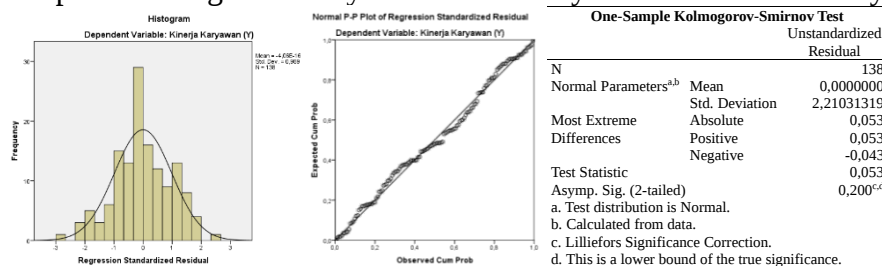


Figure 1. Normality Test Using Histogram Graph, P P Plot, and Kolmogorov Smirnov

The results of the normality test through the histogram graph showed that the residuals formed a pattern resembling a bell curve, centered around zero, and symmetrically distributed

on both sides. This indicates that the residuals were normally distributed; therefore, the normality assumption in regression was fulfilled and the model was appropriate for use [5].

Testing through the Normal Probability Plot P P Plot also demonstrated that the 138 data points followed and were close to the diagonal line. This condition confirms that the data were normally distributed and satisfied one of the classical assumptions of linear regression [20].

These findings were strengthened by the Kolmogorov Smirnov test, which showed a significance value greater than 0.05. Thus, it can be concluded that the data did not deviate from a normal distribution [9].

Table 2. Multicollinearity and Glejser Test Results

Coefficients ^a					
Model		Collinearity Statistics		Sig.	Conclusion
		Tolerance	VIF		
1	(Constant)			0,000	There was no correlation among the independent variables, and the regression model exhibited homoscedasticity.
	Work Discipline (X ₁)	0,212	4,724	0,296	
	Work Motivation (X ₂)	0,167	5,996	0,343	
	Job Design (X ₃)	0,170	5,873	0,340	
a. Dependent Variable: Employee Performance (Y)				a. Dependent Variable: Absolute_Residual	

In the multicollinearity test, all independent variables had tolerance values above 0.10 and Variance Inflation Factor values below 10. This indicates the absence of multicollinearity, meaning that the independent variables were not significantly correlated with one another [21].

The results of the Glejser test showed that all independent variables had significance values greater than 0.05, indicating that the model did not experience heteroscedasticity [5].

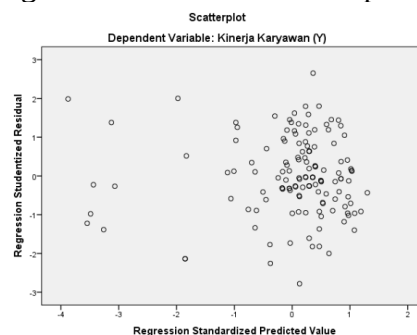


Figure 2. Heteroscedasticity Test Using Scatterplot Graph

The heteroscedasticity test using a scatterplot graph showed that the 138 data points were randomly distributed above and below the zero line without forming any specific pattern. Therefore, the regression model exhibited homoscedasticity and was appropriate for further analysis [9].

Table 3. Multiple Linear Regression Analysis, Hypothesis Testing, and Determination

Table 3: Multiple Linear Regression Analysis, Hypothesis Testing, and Determination								
Model	Coefficients ^a		t _{value}	Sig.	ANOVA ^a		Model Summary ^b	
	Unstandardized Coefficients	Standardized Coefficients			F Test		R	Adjusted R Square
	B	Beta			F _{value}	Sig.		
1 (Constant)	1,815		1,633	0,105	634,759	0,000 ^b	0,967 ^a	0,933
Work Discipline (X ₁)	0,434	0,311	6,454	0,000				
Work Motivation (X ₂)	0,492	0,376	6,940	0,000				
Job Design (X ₃)	0,478	0,323	6,008	0,000				
a. Dependent Variable: Employee Performance (Y)								
b. Predictors: (Constant), Job Design (X ₃), Work Motivation (X ₂), Work Discipline (X ₁)								

3.2 Multiple Linear Regression

Based on the analysis results, the multiple linear regression equation obtained was as follows [12]: $Y = 1.815 + 0.434X_1 + 0.492X_2 + 0.478X_3 + e$

The constant value of 1.815 indicates that when Work Discipline X_1 , Work Motivation X_2 , and Job Design X_3 are assumed to be constant or equal to zero, Employee Performance Y still has a value of 1.815 units [9]. This implies that even without the influence of the three independent variables, other factors outside the model still contribute to performance.

The regression coefficient of Work Discipline 0.434 is positive, meaning that every one unit increase in Work Discipline increases Employee Performance by 0.434 units, assuming other variables remain constant. The positive direction indicates that higher levels of discipline, such as punctuality, compliance with regulations, and responsibility, lead to improved performance [24]. This occurs because discipline creates order and work efficiency.

The coefficient of Work Motivation 0.492 is also positive, meaning that every one unit increase in Work Motivation increases performance by 0.492 units. High motivation encourages employees to work more diligently, focus on targets, and strive to achieve the best results, thereby directly enhancing performance [25].

The coefficient of Job Design 0.478 indicates a positive direction, meaning that every improvement in the quality of Job Design increases performance by 0.478 units. A clear Job Design aligned with employee competencies enables employees to work more effectively and systematically [26].

Based on the Standardized Beta values, the most dominant variable was Work Motivation beta equals 0.376, as it had the highest value compared to the other variables [21]. This finding indicates that internal drive and incentives exert the strongest influence on improving Employee Performance.

3.3 t Test Partial

The t table value was obtained from the t distribution with a significance level of 5 percent alpha equals 0.05 and degrees of freedom df equals n minus k equals 138 minus 4 equals 134, resulting in a t table value of 1.996 [15].

The analysis results showed that Work Discipline had a t calculated value of 6.454. Work Motivation had a t calculated value of 6.940. Job Design had a t calculated value of 6.008.

All t calculated values were greater than t table 6.454, 6.940, 6.008 greater than 1.996 and each significance value was 0.000 less than 0.05. This means that partially each independent variable had a significant effect on Employee Performance [27].

A significant effect means that the influence observed was not due to chance but was statistically proven to affect the dependent variable. Therefore, improvements in Work Discipline, Work Motivation, and Job Design individually will significantly and measurably enhance Employee Performance [12].

3.4 F Test Simultaneous

The F table value was obtained from the F distribution with df1 equals 3 and df2 equals 134 at alpha equals 0.05, which was 2.742 [9]. The analysis results showed an F calculated value of 634.759, so F calculated was greater than F table 634.759 greater than 2.742 and the significance value was 0.000 less than 0.05. This indicates that simultaneously Work Discipline, Work Motivation, and Job Design had a significant effect on Employee Performance. This significant effect demonstrates that the three variables collectively explain variations in performance in a substantial manner [9].

3.5 Coefficient of Determination

The R value of 0.967 indicates a very strong relationship between the independent variables and Employee Performance [8]. Meanwhile, the Adjusted R Square value of 0.933 means that 93.3 percent of the variation in Employee Performance can be explained by Work

Discipline, Work Motivation, and Job Design, while the remaining 6.7 percent is influenced by other factors outside the research model [28].

Discussion

4.1 The Effect of Work Discipline on Employee Performance

The results of the regression analysis and t test indicate that Work Discipline has a positive and significant effect on Employee Performance at PT Belawan New Container Terminal BNCT. This effect can be understood within the operational context of a container terminal that demands high levels of punctuality, procedural compliance, and work effectiveness. As one of the primary logistics gateways in North Sumatra, BNCT plays a strategic role in managing the continuously increasing flow of containers through service expansion, route optimization, and sustained growth in loading and unloading volumes. Employees hold a crucial role in this process, as loading and unloading activities, customs documentation, and interdivisional coordination require strong discipline to maintain service reliability and high operational productivity.

Work Discipline exerts a positive influence because disciplined employees tend to arrive on time, comply with company regulations, and consistently implement standard operating procedures [29]. In a terminal environment, delays, procedural violations, or absenteeism may disrupt loading and unloading schedules, create inefficiencies in workflow, and interfere with cross unit coordination. Employees who demonstrate higher discipline help ensure that BNCT operational processes run according to established schedules and quality standards. This is particularly important as BNCT continues to expand services and enhance international route connectivity to support regional economic growth. Consequently, consistency in individual performance becomes inseparable from overall organizational productivity.

The company has also undertaken several initiatives aimed at improving Employee Performance through programs that strengthen work culture, competency training, and human resource capacity development. Various internal activities that promote professionalism, occupational safety, and interunit collaboration reflect BNCT corporate values in building adaptive and competent human resources. By focusing on enhancing employee capability and aligning work roles with the dynamic operational needs of the terminal, the company creates a work environment that supports improved discipline, which in turn directly contributes to overall Employee Performance [30].

These findings are consistent with the theory proposed by Kasmir, which states that many factors influence Employee Performance, both in terms of outcomes and work behavior, one of which is Work Discipline [11]. The results of this study are also supported by previous research demonstrating that Work Discipline has a positive and significant effect on Employee Performance [24][28][29][30].

4.2 The Effect of Work Motivation on Employee Performance

The results of the regression analysis and t test indicate that Work Motivation has a positive and significant effect on Employee Performance at PT Belawan New Container Terminal. This effect occurs because Work Motivation serves as an internal driving force that encourages employees to be more proactive, focused, and responsible in performing complex operational tasks. As a modern container terminal, BNCT operates in a dynamic service environment that requires cross functional coordination to ensure smooth loading and unloading processes and high terminal productivity. Efficient operational activities require not only technical competence but also work attitudes driven by motivation, such as

commitment to completing tasks on time and determination to achieve service targets established by the company. With strong work motivation, employees tend to exert greater effort in completing tasks optimally, which ultimately enhances both individual and organizational performance [31].

BNCT has implemented various initiatives that contribute to strengthening employee Work Motivation. Organizationally, BNCT upholds corporate values such as competence, harmony, and adaptability, which are directed toward fostering a professional work culture. The company commitment to occupational safety, service efficiency, and reinforcement of operational standards creates a stable work environment oriented toward quality improvement. International recognition such as the Leadership Sustainability Award received by the company not only enhances institutional reputation but also serves as a source of pride and motivation for employees to continuously improve their performance in serving terminal users with high standards. Such recognition reinforces employees sense of belonging and intrinsic motivation by affirming that they are part of an organization with a globally acknowledged vision and achievements [25].

In addition, BNCT applies management practices that support employee capability development through training programs, open internal communication, and cross unit collaboration that fosters a sense of unity. Investment in modern operational technology and equipment also enhances the perceived meaningfulness of work, as employees feel supported by adequate tools in performing their duties. Overall, the relationship between high work motivation and employee performance at BNCT reflects synergy between organizational efforts to create a supportive work environment and individual aspirations to contribute optimally.

These findings are aligned with the theory proposed by Kasmir, which emphasizes that various factors influence Employee Performance, including Work Motivation [11]. The results are also supported by previous studies indicating that Work Motivation has a positive and significant effect on Employee Performance [20][21][22][31].

4.3 The Effect of Job Design on Employee Performance

The results of the regression analysis and t test demonstrate that Job Design has a positive and significant effect on Employee Performance at PT Belawan New Container Terminal. This effect can be explained by the function of Job Design as a structural framework that organizes tasks, workflow, and resource allocation within terminal operations. BNCT operates in a highly complex work environment involving multiple divisions, ranging from yard operations and gate management to document services and cargo flow control. Clear Job Design ensures that each employee understands their roles and responsibilities, facilitates smooth coordination across divisions, and minimizes task overlap. When Job Design is structured effectively and integrated systematically, it enhances task execution efficiency and contributes to improved individual and organizational performance [32].

The company has undertaken strategic measures to improve Job Design quality in correlation with enhanced Employee Performance. In operational management, BNCT implements a comprehensive system based on standard operating procedures that cover all stages of loading, unloading, and container handling services. These procedures are clearly communicated to all employees, providing structured work guidelines that can be consistently followed. Furthermore, the company emphasizes the development of detailed job descriptions for each position, ensuring that employees clearly understand task boundaries, output targets, and interunit work relationships. In this way, Job Design not only guides task execution but also strengthens team coordination and reduces uncertainty in daily work activities [26].

BNCT continuously evaluates and refines Job Design through internal feedback mechanisms and periodic training to align operational requirements with employee competencies. These training initiatives enhance not only technical skills but also employees' understanding of the relationship between work structure and task quality [29]. Regular evaluation of workflow and systematic improvement of work tools are conducted to ensure that Job Design remains relevant to the evolving dynamics of port operations. With clear, structured, and responsive Job Design, the company is able to create an efficient and productive work environment, which significantly enhances Employee Performance [10].

These findings are consistent with the theory proposed by Kasmir, which explains that Employee Performance is influenced by various factors, including Job Design [11]. The results of this study are also supported by previous research indicating that Job Design has a positive and significant effect on Employee Performance [10][26][32].

4.4 The Simultaneous Effect of Work Discipline, Work Motivation, and Job Design on Employee Performance

The results of the multiple linear regression analysis and F test indicate that Work Discipline, Work Motivation, and Job Design simultaneously exert a positive and significant effect on Employee Performance at PT Belawan New Container Terminal BNCT. Conceptually, this simultaneous effect demonstrates that performance improvement is not determined by a single factor, but rather by a combination of orderly work behavior, strong psychological drive, and a structured work system. In a dynamic container terminal operation that prioritizes speed and service accuracy, these three variables complement one another and form an integrated performance system [4].

BNCT operates in a work environment that demands high precision, cross unit coordination, and strict compliance with safety standards and operational procedures. Work Discipline ensures that employees arrive on time, comply with standard operating procedures, and maintain consistency in task implementation [5]. Job Design provides clarity of roles, coordination flow, and systematic division of responsibilities, thereby minimizing the potential for task overlap [33]. Meanwhile, Work Motivation functions as an internal driving force that encourages employees not only to work in accordance with regulations, but also to strive to achieve higher productivity targets and service quality standards [22].

The simultaneous effect occurs because when discipline, motivation, and Job Design operate concurrently, they create a conducive and productive work environment. Disciplined employees are more capable of implementing the established Job Design effectively, while high motivation encourages them to perform beyond minimum standards [12]. This synergy contributes to improved effectiveness of loading and unloading activities, smoother logistics flow, and enhanced satisfaction among terminal service users. Consequently, Employee Performance improves not only in terms of output quantity, but also in service quality and timeliness.

The company has undertaken various strategic initiatives, including the implementation of strict standard operating procedures, performance evaluation based on measurable indicators, technical competency and occupational safety training, and reinforcement of a professional work culture. In addition, the development of technology based work systems and routine interunit coordination further strengthens the integration of these three variables in supporting overall organizational performance.

Empirically, Work Motivation emerges as the most dominant variable, as it serves as the primary driver of employee work behavior. In the BNCT environment, which is oriented toward throughput targets and rapid service delivery, employees with high motivation tend to demonstrate initiative, responsibility, and willingness to exert additional effort during surges

in container volume. Performance recognition programs, career development opportunities, and acknowledgment of team achievements enhance employees sense of belonging to the company. This motivation encourages employees not merely to comply with regulations or follow Job Design, but to actively contribute to improving productivity and service quality [9]. Therefore, Work Motivation exerts the strongest influence on performance compared with Work Discipline and Job Design [8].

The findings of this study are consistent with the view of Kasmir, who explains that numerous factors influence Employee Performance, both in terms of work outcomes and behavior, including ability and expertise, knowledge, Job Design, personality, Work Motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and Work Discipline [11]. The results are also supported by previous studies demonstrating that Work Discipline, Work Motivation, and Job Design simultaneously have a positive and significant effect on Employee Performance [9][12].

Conclusion

Based on the findings of this study, it can be concluded that Work Discipline, Work Motivation, and Job Design have a positive and significant effect on Employee Performance at PT Belawan New Container Terminal, both partially and simultaneously. Simultaneously, these three variables explain the majority of the variation in Employee Performance, indicating that performance improvement results from the synergy between compliance with regulations, strong work drive, and a structured work system. Partially, Work Motivation is proven to be the most dominant variable influencing performance. These findings emphasize the importance of managing behavioral, psychological, and structural aspects in supporting productivity and operational effectiveness within the company.

Based on the research results, the company is recommended to strengthen strategies for enhancing Work Motivation through a transparent and measurable performance based reward system, including incentives, recognition of achievements, and career development opportunities. In addition, periodic evaluation of Work Discipline implementation should be conducted through consistent supervision and educational guidance. Regarding Job Design, the company may refine job descriptions and interunit coordination flows to ensure greater adaptability to operational dynamics. Continuous training programs that integrate the development of technical competencies and soft skills are also essential to maintain alignment between job demands and employee capabilities, thereby ensuring sustainable performance improvement.

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