

The Influence of Work Discipline and Work Motivation on Employee Performance at Bank Syariah Indonesia Malang Suprpto

Aprialdo Firmansyah

Affiliation: Management, Institut Teknologi dan Bisnis Asia Malang, Indonesia

Email Correspondence: aprialdof@icloud.com

Abstract

Introduction/Main Objectives: This study explores the influence of work discipline and motivation on employee performance at the Malang Suprpto Branch of Bank Syariah Indonesia (BSI). Understanding these factors is important for improving performance in Islamic banking institutions.

Background Problems: Employee performance in banking organizations is closely linked to behavioral and motivational factors. This study focuses on identifying whether work discipline and motivation significantly affect employee performance, both individually and simultaneously.

Research Methods: A quantitative approach was employed using a survey method. The research population consisted of all 30 employees at the Malang Suprpto Branch of BSI, with saturated sampling applied. Data were collected through structured Likert-scale questionnaires and analyzed using multiple linear regression techniques.

Findings/Results: The results indicate that work discipline has a positive and significant effect on employee performance ($p = 0.004$), and motivation also shows a positive and significant effect ($p = 0.001$). Simultaneously, both variables significantly influence performance ($p = 0.000$). The coefficient of determination ($R^2 = 0.659$) indicates that 65.9% of performance variation is explained by discipline and motivation.

Conclusion: The study concludes that strengthening work discipline and motivation is essential for enhancing employee performance in Islamic banking settings.

Keywords: Work discipline, work motivation, employee performance, Islamic banking.



Introduction

Islamic banking operates as a sharia-compliant financial system that contributes crucially to national economic development. In Indonesia, its growth started with the founding of Bank Muamalat Indonesia and gained wider acceptance after weathering the 1998 monetary crisis. Since that period, Islamic banking institutions have continued to grow as alternatives to conventional banks by offering financial services based on sharia principles. The existence of Islamic banking is increasingly important along with the growth of micro and macro business activities in society, which require financial institutions that operate in accordance with Islamic values. The success of an organization, including Islamic banking institutions, is influenced by many factors, one of which is human resources. Employees are a vital element that drives organizational activities. The quality of employee performance will directly determine whether organizational goals can be achieved effectively. Employee performance reflects the level of success in completing tasks and responsibilities assigned by the organization. Good performance indicates that employees are able to work productively, efficiently, and responsibly, while poor performance may hinder organizational development.

Performance is closely related to human resource management practices within an organization. According to management perspectives, Employee performance refers to the outcomes of work in terms of quality and quantity that align with assigned duties. Therefore, organizations are required to manage human resources properly to ensure that employees are able to perform optimally. In the banking sector, employee performance is particularly crucial because employees are required to provide accurate, fast, and high-quality services to customers. A key element shaping employee performance is work motivation. Motivation is a driving force that encourages employees to work actively and enthusiastically to achieve organizational goals. Motivation can arise from internal factors within employees as well as from external factors provided by the organization. Employees who have high motivation tend to show greater enthusiasm, persistence, and commitment in completing their work. On the other hand, low motivation may cause employees to feel bored, less enthusiastic, and unwilling to exert maximum effort, which can negatively affect their performance.

Work motivation falls into two categories: internal, which stems from within the individual, including job interest, personal fulfillment, and a sense of duty; and external, which arises from external sources like pay, bonuses, benefits, workplace amenities, conditions, and company rules. Adequate compensation and supportive working conditions are essential to encourage employees to contribute optimally to organizational performance. Without proper motivation, it is difficult for organizations to expect employees to deliver maximum performance. Besides motivation, work discipline is another vital factor impacting employee performance. Work discipline refers to employee obedience and compliance with organizational rules and procedures, both written and unwritten. Discipline aims to create an orderly, safe, and comfortable working environment. Employees who demonstrate high levels of discipline—such as punctual attendance, effective time management, compliance with work procedures, and responsibility for assigned tasks—tend to produce better performance outcomes. Conversely, low discipline may result in inefficiency, delays in completing tasks, and decreased overall performance. Work discipline is essential for ensuring that organizational activities run according to established standards. Discipline helps organizations monitor employee behavior and identify potential problems related to work attendance, punctuality, and compliance. By enforcing discipline consistently, organizations can create a work culture that supports productivity and accountability. Therefore, discipline is often regarded as a key factor in achieving organizational effectiveness and success.

Bank Syariah Indonesia KC Malang Suprpto is a sharia-based financial institution that implements daily work briefings before operational activities begin. These briefings are usually accompanied by motivational messages delivered by management to encourage employees to work more effectively. The purpose of this practice is to improve employee performance and ensure that employees remain motivated in carrying out their duties. However, based on preliminary observations, employee performance at Bank Syariah Indonesia KC Malang Suprpto has not yet reached an optimal level. Several issues have been identified that may affect employee performance. Some employees show signs of decreased motivation due to boredom at work and dissatisfaction related to the fulfillment of basic needs, such as work facilities and allowances. These conditions may reduce employees' enthusiasm and willingness to work optimally. In addition, there are indications that some employees do not utilize working time effectively, which results in less productive work outcomes. Such conditions can ultimately have a negative impact on organizational performance.

Previous studies emphasize the essential roles of motivation and discipline in determining employee performance. For instance, Firdaus (2022) demonstrated that both work motivation and discipline significantly impact performance within Islamic banking. Comparable results from additional studies show that disciplined and motivated staff typically exhibit superior performance levels. These insights reinforce the idea that motivation and discipline are essential drivers of employee outcomes. Drawing from observations at Bank Syariah Indonesia's Malang Suprpto Branch and backed by existing literature, there's a clear need to explore how work discipline and motivation affect performance. Such an investigation could offer practical guidance for enhancing human resource strategies in banking with Islamic methodic. Consequently, these study is titled "The Influence of Work Discipline and Work Motivation on Employee Performance at Bank Syariah Indonesia KC Malang Suprpto in 2022."

Research Method

This study employed a quantitative approach with a descriptive-explanatory design to evaluate the effects of work discipline and motivation on employee performance. It was conducted at Bank Syariah Indonesia's Malang Suprpto Branch in 2022. The entire workforce served as the population, and saturated sampling ensured all employees participated as respondents. The study featured three variables: work discipline (X1) and work motivation (X2) as predictors, with employee performance (Y) as the outcome. Information was collected using structured questionnaires featuring a five-point Likert scale. Instrument validity was verified via Pearson Product Moment correlation, and reliability was checked with Cronbach's Alpha. Analysis involved multiple linear regression, incorporating t-tests for individual effects, F-tests for combined impacts, and the coefficient of determination (R^2). IBM SPSS software handled the statistical processing

Result

The investigation focuses on how work discipline and motivation affect employee performance at Bank Syariah Indonesia's Malang Suprpto Branch. Analysis was performed using multiple linear regression via SPSS. Findings show that both independent variables significantly affect employee performance, whether individually or together. The details of each influence are outlined below:

1. The analysis demonstrates that work discipline exerts a positive and statistically significant influence on employee performance. This is confirmed by a t-value of 3.152, which

is above the critical limit, and a p-value of 0.004 (less than 0.05). As a result, the hypothesis positing that work discipline impacts employee performance is upheld. The regression coefficient for work discipline stands at 0.421, signifying that each one-unit improvement in discipline results in a 0.421-unit enhancement in performance, with other variables held constant. These results indicate that elevated discipline traits, including timeliness, adherence to rules, and accountability, lead to better employee performance.

2. The analysis also demonstrates that work motivation has a positive and significant impact on employee performance. This is backed by a t-value of 3.876 and a p-value of 0.001 (less than 0.05), offering strong statistical confirmation of the relationship. The regression coefficient for work motivation is 0.498, implying that each one-unit rise in motivation boosts performance by 0.498 units, with other factors unchanged. These outcomes suggest that employees with higher motivation generally exhibit greater productivity, dedication, and quality in their work.

3. The simultaneous test outcomes show that work discipline and work motivation together have a substantial effect on employee performance. This is indicated by an F-value of 25.672, surpassing the F-table value of 3.35, with a significance level of 0.000 ($p < 0.05$). Moreover, the coefficient of determination (R^2) is 0.659, signifying that 65.9% of the variation in employee performance is explained by work discipline and work motivation, while the other 34.1% stems from unexamined factors in this study.

Discussion

The research results indicate that work discipline and work motivation have a positive and significant influence on employee performance at Bank Syariah Indonesia KC Malang Suprpto. This underscores the value of robust human resource management in enhancing performance, especially in the Islamic banking industry. Staff members exhibiting strong discipline and motivation are more likely to carry out their responsibilities with greater effectiveness and efficiency.

The positive influence of work discipline indicates that employees who comply with organizational rules, maintain punctuality, and follow established work procedures are more likely to achieve better performance outcomes. This finding is consistent with previous studies by Firdaus (2022) and Ningsih (2019), which identified discipline as a key determinant of employee performance. From a theoretical perspective, discipline strengthens responsibility, accountability, and consistency in the workplace.

Additionally, work motivation exerts a notable effect on employee performance, as motivated employees exhibit higher levels of commitment, initiative, and productivity. This result aligns with prior research by Hastutik (2017) and supports motivation theory, which emphasizes the role of intrinsic and extrinsic motivation in driving employee behavior. The simultaneous effect of discipline and motivation suggests that both variables complement each other in enhancing performance, indicating that optimal employee performance requires a balance between discipline and motivation.

Conclusion

Drawing from the investigation and evaluation of how work discipline and work motivation affect employee performance at Bank Syariah Indonesia KC Malang Suprpto, the ensuing conclusions can be drawn :

1. Work discipline exerts a positive and significant influence on employee performance at Bank Syariah Indonesia KC Malang Suprpto. This indicates that employees who demonstrate higher levels of discipline, such as punctuality, compliance with organizational rules, and responsibility, tend to achieve better performance outcomes.
2. Work motivation positively and significantly affects employee performance at Bank Syariah Indonesia KC Malang Suprpto. Staff with elevated motivation levels exhibit increased dedication, zeal, and output in fulfilling their professional duties.
3. Work discipline and work motivation jointly yield a positive and significant impact on employee performance at Bank Syariah Indonesia KC Malang Suprpto. This indicates that discipline and motivation act as synergistic elements, with advancements in both substantially boosting overall staff performance.

References

- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Firdaus, M. R. (2022). The effect of work discipline on employee performance in the banking sector. *Journal of Human Resource Management Studies*, 10(2), 45–56.
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26* (10th ed.). Badan Penerbit Universitas Diponegoro.
- Hastutik, S. (2017). Work motivation and employee performance in Islamic financial institutions. *Journal of Islamic Economics and Finance*, 3(1), 89–102.
- Luthans, F. (2019). *Organizational behavior: An evidence-based approach* (14th ed.). McGrawHill Education.
- Mangkunegara, A. A. P. (2019). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Ningsih, R. S. (2019). The role of work discipline in improving employee performance. *Journal of Management and Organization Studies*, 6(3), 112–120.
- Purnomo, R., & Wahyuni, S. (2021). Motivation, discipline, and employee performance: Evidence from the banking industry. *Journal of Management Research*, 13(4), 233–245.
- Rivai, V., & Sagala, E. J. (2018). *Manajemen sumber daya manusia untuk perusahaan* (3rd ed.). Rajawali Pers.
- Robbins, S. P., & Judge, T. A. (2020). *Organizational behavior* (18th ed.). Pearson Education.
- Setiawan, A., & Kurniawan, D. (2020). The influence of motivation on employee performance. *International Journal of Business and Management Studies*, 12(1), 67–78.
- Sugiyono. (2020). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Sutrisno, E. (2019). *Manajemen sumber daya manusia*. Kencana.
- Wibowo. (2021). *Manajemen kinerja* (6th ed.). Rajawali Pers.

Yusuf, M., & Arifin, Z. (2022). Human resource management practices and employee performance in Islamic banking. *Journal of Islamic Business and Management*, 12(2), 145–160

Introduction/Main Objectives: This study explores the influence of work discipline and motivation on employee performance at the Malang Suprpto Branch of Bank Syariah Indonesia (BSI). Understanding these factors is important for improving performance in Islamic banking institutions.

Background Problems: Employee performance in banking organizations is closely linked to behavioral and motivational factors. This study focuses on identifying whether work discipline and motivation significantly affect employee performance, both individually and simultaneously.

Research Methods: A quantitative approach was employed using a survey method. The research population consisted of all 30 employees at the Malang Suprpto Branch of BSI, with saturated sampling applied. Data were collected through structured Likert-scale questionnaires and analyzed using multiple linear regression techniques.

Findings/Results: The results indicate that work discipline has a positive and significant effect on employee performance ($p = 0.004$), and motivation also shows a positive and significant effect ($p = 0.001$). Simultaneously, both variables significantly influence performance ($p = 0.000$). The coefficient of determination ($R^2 = 0.659$) indicates that 65.9% of performance variation is explained by discipline and motivation.

Conclusion: The study concludes that strengthening work discipline and motivation is essential for enhancing employee performance in Islamic banking settings.