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The Effects of Work Discipline, Work Motivation, and Work Loyalty on the Performance of Office Employees at PT Bima Adikarya Persada (BAP)

Inna Nisawati[1*], Sellyna[2]
[1-2] Universitas Pelita Bangsa, Indonesia
email: inna@pelitabangsa.ac.id[1]

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Abstract

This study examines the effects of work discipline, work motivation, and work loyalty on the performance of office employees at PT Bima Adikarya Persada (BAP). Using a quantitative survey, the research involved 100 purposively selected respondents from a population of 140 employees. Data were collected through questionnaires administered directly and via Google Forms between September 2023 and July 2024. Responses were analyzed using SPSS version 26, including validity and reliability testing, regression assumption assessments, and multiple linear regression. Work discipline demonstrated a positive, statistically significant association with performance ($B = 0.263$; $t = 2.694$; $p = 0.008$), as did work motivation ($B = 0.314$; $t = 2.575$; $p = 0.012$) and work loyalty ($B = 0.537$; $t = 8.076$; $p < 0.001$). Work loyalty had the largest standardized coefficient ($\beta = 0.562$), followed by discipline ($\beta = 0.211$) and motivation ($\beta = 0.200$). The model explained 77.2% of performance variation ($R^2 = 0.772$; adjusted $R^2 = 0.765$). These findings identify all three factors as relevant correlates of performance, with loyalty showing the strongest association. Interpretation also requires caution because residual normality tests yielded conflicting significance values and indicators overlapped. The single-company, non-probability design limits generalizability and does not establish causality.

Keywords: *Employee Performance, Human Resource Management, Work Discipline, Work Loyalty, Work Motivation.*

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INTRODUCTION

Employee performance remains a central concern of human resource management in service-oriented companies because organizational continuity depends on the timely and accurate execution of assigned responsibilities. Empirical research on employee performance has examined work motivation, work discipline, and workplace conditions as organizational factors associated with employee outcomes, indicating that performance management extends beyond individual technical competence (Emela et al., 2024). Evidence from public administration has similarly positioned work discipline and motivation alongside organizational culture as relevant dimensions in examining employee performance (Kome et al., 2024). Work discipline reflects compliance with established procedures and schedules, while motivation concerns employees' willingness to direct effort toward organizational responsibilities. Employee loyalty introduces another dimension involving commitment, organizational attachment, and the continuity of employee contributions, particularly within administrative functions requiring consistent coordination. Research involving tax administration employees has incorporated loyalty and discipline into the examination of employee performance, supporting the relevance of these behavioral dimensions to office-based employment (Suma & Siregar, 2023). Established in 2005 and operating in the Jababeka area of Cikarang, Bekasi, PT Bima Adikarya Persada (BAP) presents a specific organizational setting in which employee attendance records for 2022 and 2023, as illustrated in Figure 1, provide an empirical background for examining potential relationships between workplace behavior and employee performance.

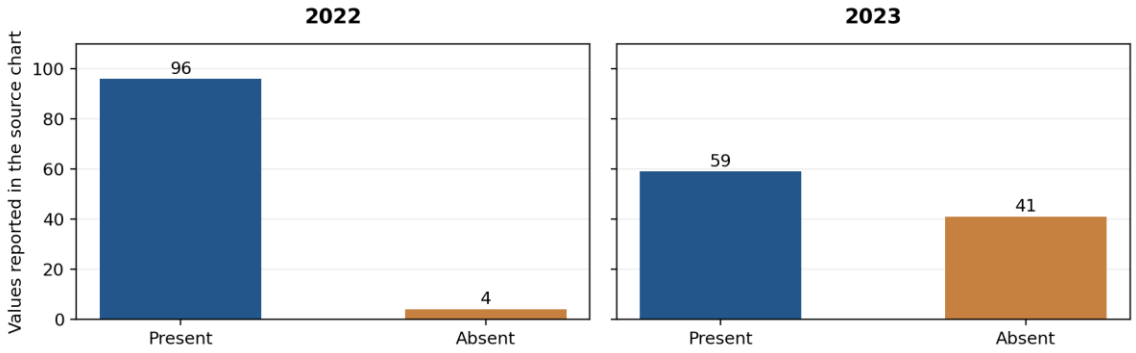


Figure 1. Office employee attendance at PT Bima Adikarya Persada (BAP), 2022–2023

Contemporary employee performance research increasingly examines multiple organizational and behavioral determinants rather than treating individual attributes as isolated explanations of workplace outcomes. Research involving retail employees has incorporated motivation, discipline, job satisfaction, and loyalty within a multidimensional performance model, demonstrating the relevance of considering employee attitudes and organizational behavior together (Camelie et al., 2023). Similar analytical approaches have examined work motivation, discipline, and loyalty simultaneously in private-sector organizations, providing a conceptual foundation for assessing their relationships with employee performance (Farizka et al., 2022). The literature nevertheless differs in its specification of the relationships among these constructs, particularly when employee loyalty is positioned as an intervening variable between organizational factors and performance rather than an independent explanatory factor (Silaen et al., 2023). Research examining discipline and motivation as determinants of employee loyalty introduces a different analytical relationship, suggesting that loyalty may also be understood as an outcome of workplace conditions (Yasmine & Wijaya, 2024). These differences indicate that the existing state of knowledge contains several explanatory configurations, making it necessary to distinguish the direct contribution of each variable from relationships involving loyalty as an intermediate or dependent construct.

The empirical literature further reveals differences in organizational settings, research populations, and combinations of explanatory variables that limit the direct transferability of previous findings to particular workplaces. Research conducted at the Batujajar District Office examined the relationship between work discipline, loyalty, and employee performance, providing evidence from a public administrative setting rather than a private service enterprise (Anggraeni et al., 2026). Other investigations have concentrated on discipline and loyalty as performance-related variables without incorporating work motivation within the same stated analytical framework (Harahap, 2023). Studies involving private-sector employees have also evaluated motivation and loyalty in relation to performance, although these models do not necessarily account for the simultaneous contribution of disciplinary behavior (Rohmatilah, 2024). A more closely related investigation incorporated all three variables within a private company, but its organizational setting and employee characteristics differ from those of PT Bima Adikarya Persada (Farizka et al., 2022). These variations establish a contextual research gap concerning the extent to which previously examined relationships remain applicable to office employees operating under different organizational expectations and employment conditions. The unresolved issue is not the absence of research on discipline, motivation, or loyalty, but the lack of evidence within the cited literature concerning their combined relationship with employee performance at PT BAP, particularly in relation to the organizational concerns reflected in its attendance records.

The absence of company-specific evidence creates practical uncertainty when management attempts to identify which employee-related factors should receive priority in performance improvement initiatives. Attendance records may indicate patterns of workplace compliance, but they cannot independently explain employee productivity, the quality of completed assignments, or the motivational conditions underlying work behavior. Research incorporating discipline and motivation into employee performance analysis supports the need to examine these factors jointly rather than assuming that attendance compliance represents employee performance in its entirety (Emela et al., 2024). Investigations involving public-sector employees also illustrate that behavioral factors operate alongside organizational conditions, making institutional characteristics relevant when interpreting

performance relationships (Kome et al., 2024). Employee loyalty requires distinct consideration because previous research has positioned it as a potential consequence of motivation and discipline, raising questions about how commitment should be incorporated into organizational performance evaluations (Yasmine & Wijaya, 2024). The use of loyalty as an intervening variable in administrative employee performance research further reinforces the importance of specifying its analytical position before drawing managerial conclusions about the determinants of workplace effectiveness (Silaen et al., 2023).

The present investigation occupies a specific position within human resource management research by examining work discipline, work motivation, and work loyalty as explanatory variables associated with office employee performance at PT Bima Adikarya Persada. Previous research involving retail employees has employed a broader set of behavioral and attitudinal variables, including job satisfaction, whereas the present investigation concentrates on three organizational factors directly aligned with the stated research objectives (Camelie et al., 2023). Research conducted in governmental offices provides relevant comparisons concerning discipline and loyalty, although its institutional environment differs from the operational requirements of a private service company (Anggraeni et al., 2026). Studies within taxation administration have considered work attitudes alongside loyalty and discipline, indicating that the composition of explanatory models varies according to the organizational setting and research emphasis (Suma & Siregar, 2023). Investigations involving motivation and loyalty in private enterprises provide additional empirical reference points, but their narrower variable configurations do not directly address the combined specification proposed for PT BAP (Rohmatilah, 2024). The proposed novelty therefore lies in the contextual and empirical integration of three performance-related factors within a specifically identified office workforce, supported by organizational attendance information rather than a claim to introduce previously unexamined human resource management constructs. This contribution addresses the identified research gap by establishing a defined organizational population and explanatory framework through which the relevance of discipline, motivation, and loyalty can be assessed without presuming that findings from other institutional environments apply unchanged.

This research aims to examine the effects of work discipline, work motivation, and work loyalty on the performance of office employees at PT Bima Adikarya Persada. Work discipline is examined in relation to employees' adherence to organizational regulations and responsibilities, while work motivation concerns their willingness to direct effort toward achieving assigned objectives. Work loyalty represents employees' commitment to organizational duties and their willingness to maintain constructive employment relationships, whereas employee performance constitutes the principal outcome of the investigation. The analysis seeks to determine the individual contributions of these explanatory factors and assess their combined relevance to employee performance within the organizational setting. Attendance information from 2022 and 2023 provides a contextual basis for identifying workforce management concerns without serving as a substitute for direct evidence of employee performance. The anticipated scientific contribution is a more context-specific understanding of the relationships among discipline, motivation, loyalty, and performance within office-based employment. The practical contribution concerns the provision of empirical evidence that may assist PT BAP management in developing human resource policies related to disciplinary compliance, motivational support, employee commitment, and the improvement of organizational performance.

RESEARCH METHODS

A quantitative survey design was employed to examine the effects of work discipline (X1), work motivation (X2), and work loyalty (X3) on employee performance (Y) at PT Bima Adikarya Persada (BAP). The research was conducted from September 2023 to July 2024 at Jababeka II Industrial Estate, Ruko Sunter Niaga Mas 3, Block F3, Bekasi Regency, West Java. The population comprised 140 employees, with 100 respondents selected through non-probability purposive sampling, while the original sampling procedure also specified Slovin's formula with a 5% margin of error. Primary data were collected through questionnaires distributed directly and via Google Forms, with work discipline and loyalty treated as distinct explanatory factors in employee performance analysis (Suma & Siregar, 2023). Work discipline was operationalized through attendance, attitude, and responsibility, reflecting the importance of employee compliance and accountable workplace behavior in organizational performance (Anggraeni et al., 2026). Work motivation, work loyalty, and employee performance were

measured using the indicators presented in Table 1, maintaining the distinction between motivational characteristics, organizational commitment, and measurable work outcomes examined in previous performance research (Emela et al., 2024).

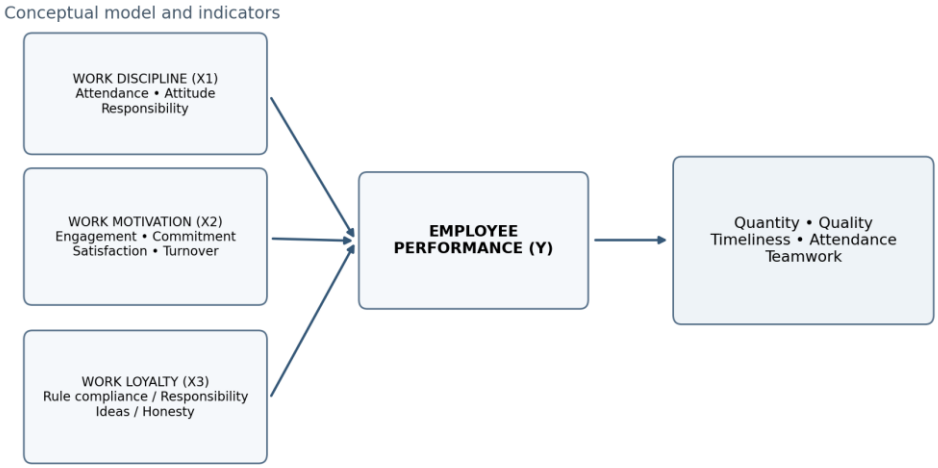


Figure 2. Research Framework Linking the Three Predictors to Employee Performance

Table 1. Operational Definitions of Research Variables

Variable	Indicator	Operational Definition
Work Discipline (X1)	Attendance	Employee presence and punctuality in accordance with established working schedules and attendance regulations.
Work Discipline (X1)	Attitude	Employee disposition toward complying with organizational rules, workplace standards, and expected professional conduct.
Work Discipline (X1)	Responsibility	Employee willingness to complete assigned duties conscientiously and accept accountability for work-related decisions and outcomes.
Work Motivation (X2)	Engagement	The degree of employee involvement, attention, and active participation in performing assigned work activities.
Work Motivation (X2)	Commitment	Employee determination and sustained effort to accomplish assigned tasks and achieve established work objectives.
Work Motivation (X2)	Satisfaction	Employee evaluation of job experiences, working conditions, and the extent to which work-related expectations are fulfilled.
Work Motivation (X2)	Turnover	Employee separation and replacement resulting from resignation, contract expiration, or termination.
Work Loyalty (X3)	Rule Compliance	Employee willingness to observe organizational regulations, follow established procedures, and maintain expected workplace conduct.
Work Loyalty (X3)	Responsibility	Employee commitment to fulfilling organizational duties and accepting accountability for assigned responsibilities.
Work Loyalty (X3)	Contribution of Ideas	Employee willingness to provide constructive suggestions, initiatives, and ideas that support organizational improvement.

Work Loyalty (X3)	Honesty	Consistency between employees' statements and actions, including integrity and transparency in performing organizational duties.
Employee Performance (Y)	Quantity	The amount of work completed within a specified period relative to assigned responsibilities or output expectations.
Employee Performance (Y)	Quality	The accuracy, completeness, and standard of work outcomes in relation to organizational requirements.
Employee Performance (Y)	Timeliness	Employee ability to complete assigned duties and deliver required outputs within established deadlines.
Employee Performance (Y)	Attendance	Employee presence at work in accordance with scheduled working hours and organizational attendance requirements.
Employee Performance (Y)	Teamwork	Employee ability to cooperate, coordinate responsibilities, and contribute effectively to shared organizational objectives.

Questionnaire responses were processed using SPSS version 26 through descriptive statistics, instrument validity and reliability testing, classical regression assumption assessments, and multiple linear regression analysis. Instrument validity was evaluated using product–moment correlations between individual item scores and total scores, with the resulting coefficients compared against the relevant critical values at $n - 2$ degrees of freedom, while internal consistency was examined using Cronbach's alpha. Residual normality was assessed using the Kolmogorov–Smirnov test with the reported significance criterion of $p > 0.05$, whereas multicollinearity was examined through predictor correlations, tolerance values, and variance inflation factors. Multiple linear regression was applied to evaluate the relationships between the three independent variables and employee performance, consistent with previous empirical investigations incorporating behavioral and organizational predictors into employee performance models (Camelie et al., 2023). Work loyalty was specified as a direct explanatory variable rather than an intervening construct, distinguishing the analytical framework from research examining employee loyalty as a mediating factor in performance relationships (Silaen et al., 2023). Partial t-tests and a simultaneous F-test were designated to examine the individual and joint contributions of work discipline, work motivation, and work loyalty to employee performance, following the multivariable analytical orientation adopted in related private-sector research (Farizka et al., 2022).

RESULTS AND DISCUSSION

Instrument Reliability, Validity, and Regression Assumption Diagnostics

The assessment of questionnaire quality preceded the interpretation of employee performance determinants at PT Bima Adikarya Persada (BAP). Responses from 100 office employees provided the basis for evaluating work discipline, work motivation, work loyalty, and employee performance as measured constructs. The quantitative analysis required the questionnaire items to demonstrate acceptable item–total relationships and internal consistency before their composite scores could be interpreted in regression analysis. This sequencing is relevant to empirical research that examines motivation, discipline, and loyalty within a common employee performance model (Camelie et al., 2023). The original output reported item-validity decisions, Cronbach's alpha coefficients, residual normality statistics, and multicollinearity diagnostics. Each diagnostic addressed a different issue, ranging from measurement consistency to the interpretation of the regression model. These procedures required separate evaluation because satisfactory measurement properties do not automatically establish that every statistical assumption underlying the estimated model has been satisfied.

Item validity was evaluated through product–moment correlations between individual questionnaire items and their corresponding total scores. The analysis applied a critical correlation coefficient of 0.196 as the reference value for determining item validity. All questionnaire items measuring work discipline, work motivation, work loyalty, and employee performance were reported

to have calculated correlation coefficients exceeding this threshold. The original analysis consequently classified the questionnaire items as valid under the specified statistical criterion. Distinguishing these constructs is necessary when interpreting employee performance research that treats discipline and loyalty as separate explanatory factors (Harahap, 2023). However, the absence of individual item correlation coefficients in the available results prevents an independent assessment of their relative strength and does not establish the broader construct validity of the instruments.

Internal consistency was examined using Cronbach's alpha to evaluate the reliability of the four measured variables. Table 2 presents the reliability coefficients, comprising 0.824 for work discipline, 0.745 for work motivation, 0.822 for work loyalty, and 0.856 for employee performance. All coefficients exceeded the minimum reliability criterion of 0.60 adopted in the original research. Employee performance recorded the highest reliability coefficient, whereas work motivation demonstrated the lowest coefficient among the four constructs. These differences indicate variation in internal consistency rather than differences in the explanatory contributions of the variables to employee performance. The distinction is relevant to multidimensional performance research incorporating motivational and disciplinary measures as separate explanatory variables (Emela et al., 2024). The reported results support the reliability classification adopted by the researchers, although the absence of item-level statistics limits further examination of the measurement characteristics of each construct.

Table 2. Reliability Test Results

No.	Variable	Cronbach's α	Minimum α	Interpretation
1	Work discipline	0.824	0.60	Reliable
2	Work motivation	0.745	0.60	Reliable
3	Work loyalty	0.822	0.60	Reliable
4	Employee performance	0.856	0.60	Reliable

Source: Processed research data (2024).

Residual normality was evaluated through a one-sample Kolmogorov–Smirnov test applied to the unstandardized residuals of the multiple linear regression model. The test included 100 observations and reported a residual mean of 0.0000000 with a standard deviation of 2.16021398. The largest absolute difference between the empirical and reference distributions was 0.105, with positive and negative differences of 0.093 and −0.105, respectively. These statistics describe the distributional assessment of regression residuals rather than the observed distribution of employee performance scores. Examining regression assumptions is relevant when interpreting multivariable employee performance models involving work discipline and motivation as explanatory factors (Kome et al., 2024). The normality output nevertheless contained two significance measures requiring separate consideration before determining whether the residual distribution satisfied the criterion adopted in the research.

Table 3 reproduces the complete Kolmogorov–Smirnov normality test results, including the asymptotic and exact significance values reported in the original statistical output. The asymptotic two-tailed significance value was 0.008, which falls below the specified significance threshold of 0.05. The exact two-tailed significance value was 0.202, exceeding the same threshold and producing a different statistical interpretation. The original analysis relied on the exact significance value to conclude that the residual distribution satisfied the normality assumption. The difference between these two values indicates that acceptance of the normality assumption depends on the selected significance procedure and its statistical appropriateness. The available output identifies a Lilliefors correction for the asymptotic significance value but does not provide sufficient methodological information to resolve the discrepancy conclusively. Explicit recognition of this limitation is necessary when comparing the resulting regression evidence with previous multivariable investigations of employee performance (Farizka et al., 2022).

Table 3. One-sample Kolmogorov–Smirnov Normality Test

Statistic/Parameter	Value
N	100
Normal parameters: mean	0.0000000
Normal parameters: standard deviation	2.16021398
Most extreme differences: absolute	0.105
Most extreme differences: positive	0.093
Most extreme differences: negative	−0.105
Test statistic	0.105
Asymptotic significance (two-tailed)	0.008
Exact significance (two-tailed)	0.202
Point probability	0.000

Source: Processed research data (2024).

Multicollinearity was assessed through tolerance and variance inflation factor statistics to examine potential linear relationships among the three independent variables. Work discipline recorded a tolerance value of 0.387 and a VIF of 2.584, whereas work motivation recorded corresponding values of 0.391 and 2.555. Work loyalty demonstrated the highest tolerance value of 0.490 and the lowest VIF of 2.042. All predictors satisfied the original study's criteria of tolerance values above 0.10 and VIF values below 10. These findings indicate that severe multicollinearity was not identified under the adopted thresholds, although the predictors cannot be considered statistically independent solely on this basis. The simultaneous consideration of discipline, loyalty, and employee attitudes is also represented in previous organizational performance research, supporting the relevance of evaluating relationships among explanatory constructs (Suma & Siregar, 2023).

Table 4. Regression Coefficients and Multicollinearity Diagnostics

Predictor	B	Std. error	β	t	p	Tolerance	VIF
Constant	−5.532	3.541	—	−1.562	0.122	—	—
Work discipline	0.263	0.097	0.211	2.694	0.008	0.387	2.584
Work motivation	0.314	0.122	0.200	2.575	0.012	0.391	2.555
Work loyalty	0.537	0.066	0.562	8.076	0.000	0.490	2.042

Source: Processed research data (2024).
Dependent variable: Employee performance.

The regression output presented in Table 4 also provides the estimated coefficients and partial test statistics required for examining the relationships between the independent variables and employee performance. Work discipline recorded an unstandardized regression coefficient of 0.263 and a standardized coefficient of 0.211. Work motivation demonstrated an unstandardized coefficient of 0.314 and a standardized coefficient of 0.200. Work loyalty showed an unstandardized coefficient of 0.537 and a standardized coefficient of 0.562. The positive coefficient signs indicate that each predictor was positively associated with employee performance after accounting for the other explanatory variables in the estimated model. Previous research has similarly considered work discipline and loyalty as organizational factors associated with employee performance, providing a relevant empirical basis for interpreting these relationships (Anggraeni et al., 2026). The comparative strength and statistical significance of the coefficients require further substantive interpretation, while their observational nature prevents the establishment of causal relationships solely from the regression estimates.

The measurement and diagnostic findings provide a qualified statistical foundation for interpreting the partial regression relationships examined in the subsequent analysis. Questionnaire validity was supported under the reported correlation criterion, while all four variables exceeded the minimum internal consistency threshold adopted by the researchers. Tolerance and VIF statistics remained within the specified limits, indicating that the estimated regression model did not exhibit severe multicollinearity according to the applied criteria. Residual normality remains less certain

because the exact and asymptotic Kolmogorov–Smirnov significance measures produce different conclusions at the 0.05 threshold. The available results also do not include additional diagnostic outputs, such as heteroscedasticity assessments, preventing a comprehensive conclusion that all regression assumptions were satisfied. Recognizing these limitations preserves the distinction between the statistical associations estimated for PT BAP and the broader relationships examined in previous research on motivation, loyalty, and employee performance (Rohmatilah, 2024).

Effects of Work Discipline and Work Motivation on Employee Performance

The partial regression analysis assessed the relationships between work discipline (X1), work motivation (X2), and the performance of office employees at PT Bima Adikarya Persada (BAP). The model was estimated using questionnaire responses from 100 employees and included work loyalty (X3) as an additional explanatory variable. The coefficients for discipline and motivation consequently represent their respective relationships with employee performance after accounting for the other predictors included in the regression model. This conditional interpretation is relevant because discipline, motivation, and loyalty represent related but analytically distinct dimensions of organizational behavior. Previous research involving private-sector employees has incorporated these behavioral factors within a common performance model, emphasizing the relevance of examining their relationships simultaneously rather than treating them as isolated determinants (Camelie et al., 2023). The estimated coefficients therefore provide a statistical basis for evaluating partial associations within the observed workforce without establishing causal relationships between the explanatory variables and employee performance.

Work discipline demonstrated a positive unstandardized regression coefficient of 0.263 and a standardized coefficient of 0.211. The unstandardized estimate indicates that a one-unit increase in the discipline score is associated with a 0.263-unit increase in the predicted employee performance score when motivation and loyalty remain constant. This interpretation applies to the questionnaire measurements employed in the research and does not represent an equivalent increase in objectively recorded productivity. The standardized coefficient indicates a positive relationship between disciplined workplace behavior and employee performance after adjustment for differences in measurement scales. The operational dimensions of discipline included attendance, attitude, and responsibility, reflecting organizational expectations concerning punctuality, compliance, and accountability. Research examining discipline and loyalty among public administrative employees provides relevant evidence for considering these factors in performance evaluation, although institutional differences require caution when transferring findings across organizations (Anggraeni et al., 2026). The positive coefficient identifies discipline as a relevant performance-related factor at PT BAP without establishing which individual disciplinary indicator contributes most strongly to the observed association.

The partial hypothesis test for work discipline produced a t statistic of 2.694 and a significance value of 0.008. The calculated statistic exceeded the critical t value of 1.66071 reported in the original research, while the significance value remained below the conventional threshold of 0.05. These results support a statistically significant positive partial association between work discipline and employee performance after controlling for work motivation and loyalty. The finding indicates that disciplinary behavior contributes information to the regression model beyond that represented by the other explanatory variables. Previous investigations examining discipline and loyalty as predictors of performance provide a relevant comparative foundation for understanding why their statistical relationships may differ across organizational settings (Harahap, 2023). The present evidence nevertheless remains observational, preventing a definitive conclusion that improvements in employee discipline would independently produce proportional increases in performance.

The substantive interpretation of work discipline depends on the relationship between its operational indicators and the organizational responsibilities performed by office employees. Attendance represents compliance with established working schedules, while attitude concerns employees' willingness to observe workplace expectations and maintain appropriate professional conduct. Responsibility reflects the fulfillment of assigned duties and acceptance of accountability for work-related decisions and outcomes. These dimensions describe complementary forms of disciplined behavior that may be relevant to administrative coordination, task completion, and workplace reliability. The measurement framework nevertheless includes attendance under both work discipline and employee performance, introducing potential conceptual overlap between an independent variable

and the dependent variable. Research examining employee attitudes, discipline, and loyalty within performance models reinforces the importance of distinguishing explanatory behaviors from the outcomes used to evaluate organizational effectiveness (Suma & Siregar, 2023). The observed positive association should consequently be interpreted with consideration of this measurement overlap, although the available questionnaire results do not permit its magnitude to be independently evaluated.

Table 5. Partial t-test Results for Employee Performance

Predictor	B	Std. error	Standardized β	t	Sig.
Constant	−5.532	3.541	—	−1.562	0.122
Work discipline (X1)	0.263	0.097	0.211	2.694	0.008
Work motivation (X2)	0.314	0.122	0.200	2.575	0.012
Work loyalty (X3)	0.537	0.066	0.562	8.076	0.000

Source: Processed research data (2024).
Dependent variable: Employee performance (Y).

Work motivation also demonstrated a positive relationship with employee performance, as indicated by an unstandardized regression coefficient of 0.314 and a standardized coefficient of 0.200. The unstandardized estimate indicates that a one-unit increase in the motivation score is associated with a 0.314-unit increase in predicted employee performance when discipline and loyalty remain constant. The larger unstandardized coefficient relative to work discipline does not establish a stronger relationship because the predictors were measured using separate questionnaire scales. The standardized coefficient provides a scale-adjusted comparison, indicating that motivation maintains a positive association with employee performance of a magnitude relatively close to that of discipline. Previous employee performance research has similarly incorporated work motivation and discipline as distinct explanatory factors, supporting their simultaneous examination in organizational performance models (Emela et al., 2024). The estimated coefficient indicates that motivational characteristics retain statistical relevance after accounting for the other explanatory variables included in the PT BAP regression model.

The partial t-test for work motivation produced a calculated statistic of 2.575 and a significance value of 0.012. The test statistic exceeded the reported critical value of 1.66071, while the significance value was below the 0.05 threshold, supporting a statistically significant positive association between motivation and employee performance. The result indicates that the motivation measure explains a distinct component of performance variation after accounting for differences in discipline and loyalty within the estimated regression. The operational framework measured motivation through engagement, commitment, satisfaction, and turnover, representing the indicators specified in the original questionnaire design. The inclusion of turnover requires interpretive caution because employee separation and replacement represent employment outcomes rather than direct measurements of an individual's willingness to exert work effort. Research incorporating motivation and discipline into employee performance models demonstrates the relevance of examining how motivational characteristics are operationalized when interpreting their statistical relationships with workplace outcomes (Kome et al., 2024). The coefficient should consequently be understood as an association involving the specific motivational measure adopted at PT BAP rather than as evidence that every individual dimension of motivation independently improves employee performance.

Comparison of the standardized regression coefficients indicates that work discipline recorded a value of 0.211, while work motivation recorded a value of 0.200. The difference of 0.011 indicates a slightly larger standardized coefficient for discipline within the estimated regression model. This numerical distinction does not demonstrate that the two associations differ statistically because the original analysis did not report a formal comparison of regression coefficients. The respective significance values of 0.008 and 0.012 indicate that both variables have statistically significant partial relationships with employee performance under the reported testing procedure. Previous research incorporating motivation, discipline, and loyalty within a common employee performance framework provides an appropriate basis for interpreting these variables as complementary organizational factors rather than mutually exclusive explanations (Farizka et al., 2022). The relatively close standardized coefficients suggest that discipline and motivation should both receive consideration in employee

performance evaluation without assigning managerial priority solely on the basis of their numerical ranking.

The regression findings identify work discipline and work motivation as positive and statistically significant partial predictors of employee performance among office employees at PT Bima Adikarya Persada. Work discipline reflects compliance with organizational expectations and responsible task execution, while motivation concerns the engagement and commitment dimensions represented within the questionnaire. These findings indicate that both behavioral consistency and motivational characteristics are relevant when examining differences in employee performance within the observed organizational setting. Managerial interpretation nevertheless requires caution because the cross-sectional questionnaire evidence cannot establish causal effects, while overlapping attendance indicators and the operational definition of turnover may influence construct interpretation. The discrepancy between the asymptotic and exact residual-normality significance values reported in the preceding diagnostic analysis also places qualifications on the regression inference. Previous investigations examining motivation and loyalty in private-sector organizations support the relevance of these constructs to employee performance research while emphasizing the need to interpret findings according to their particular institutional characteristics (Rohmatilah, 2024). The assessment of work loyalty and the collective explanatory capacity of the three-predictor regression model provides the remaining analytical basis for evaluating employee performance determinants at PT BAP.

Work Loyalty and the Explanatory Power of the Employee Performance Model

Work loyalty emerged as the strongest predictor of employee performance in the multiple linear regression model estimated for office employees at PT Bima Adikarya Persada (BAP). The unstandardized regression coefficient of 0.537 indicated a positive relationship between loyalty and employee performance after accounting for work discipline and work motivation. A one-unit increase in the measured loyalty score was associated with a 0.537-unit increase in the predicted performance score, assuming the other explanatory variables remained constant. The standardized coefficient of 0.562 further indicated that loyalty had the largest scale-adjusted association with employee performance among the three predictors. These estimates suggest that organizational commitment, responsible behavior, and employees' willingness to maintain constructive employment relationships represent relevant dimensions of workplace performance. Previous research examining work motivation and loyalty within private-sector employment provides empirical support for considering loyalty as a performance-related organizational characteristic (Rohmatilah, 2024). The observed relationship nevertheless represents a conditional statistical association rather than evidence that increasing employee loyalty would independently cause a proportional improvement in performance.

The partial hypothesis test for work loyalty produced a t statistic of 8.076 and a significance value reported as 0.000. The calculated t statistic exceeded the critical value of 1.66071 specified in the original research, supporting rejection of the null hypothesis under the reported testing procedure. The significance value displayed as 0.000 should be interpreted as $p < 0.001$ rather than an exact probability of zero. This result indicates a statistically significant positive relationship between work loyalty and employee performance after controlling for discipline and motivation. Research examining discipline and loyalty in public administrative employment has similarly investigated their relationships with performance, although differences in organizational characteristics may influence the interpretation of these associations (Anggraeni et al., 2026). Statistical significance establishes evidence of an association within the estimated model but does not independently demonstrate practical effectiveness, causal direction, or the sustainability of performance improvements associated with loyalty.

The operational framework measured work loyalty through rule compliance, responsibility, contribution of ideas, and honesty, representing behavioral dimensions associated with employees' organizational commitment. Rule compliance reflects employees' willingness to follow organizational regulations and established procedures, contributing to the consistency of workplace behavior. Responsibility concerns employees' commitment to fulfilling assigned duties and maintaining accountability for organizational obligations. Contribution of ideas represents constructive participation in organizational improvement through suggestions and initiatives arising from employees' concern for workplace development. Honesty reflects integrity and consistency between employees' statements and actions, which may support dependable professional relationships within administrative operations. Research examining work attitudes, employee loyalty, and discipline highlights the relevance of

behavioral commitment when assessing employee performance in organizational settings (Suma & Siregar, 2023). The inclusion of rule compliance and responsibility under both loyalty and discipline nevertheless introduces potential conceptual overlap, requiring caution when interpreting the independent contribution of each construct to employee performance.

Comparison of the standardized regression coefficients identifies work loyalty as the largest predictor, with $\beta = 0.562$, followed by work discipline at $\beta = 0.211$ and work motivation at $\beta = 0.200$. These estimates indicate that loyalty exhibited the strongest conditional association with employee performance after accounting for differences in the measurement scales of the explanatory variables. The larger standardized coefficient suggests that variation in the loyalty measure was more closely associated with variation in employee performance than the other measured predictors within the estimated model. However, comparing coefficient magnitudes does not establish statistically significant differences between predictors because the original analysis did not report formal tests of those differences. Previous research has positioned work loyalty as an intervening variable between organizational factors and employee performance, demonstrating that the analytical role assigned to loyalty may differ across empirical models (Silaen et al., 2023). The present research treated loyalty as an independent variable, while the explanatory capacity of the complete three-predictor model is summarized in Table 6.

Table 6. Multiple Regression Model Summary

Model	R	R^2	Adjusted R^2	Std. error of estimate
1	0.879	0.772	0.765	2.19371

Source: Processed research data (2024).
Predictors: Constant, work discipline, work motivation, work loyalty. Dependent variable: Employee performance.

Table 6 presents a multiple correlation coefficient of 0.879, indicating a strong association between the employee performance scores predicted by the regression model and the observed performance scores. The coefficient of determination was 0.772, representing the proportion of observed variation in employee performance statistically accounted for by work discipline, work motivation, and work loyalty. This value indicates that the three independent variables collectively explained approximately 77.2% of the variation in employee performance among the 100 respondents. The remaining 22.8% represented variation not accounted for by the specified regression model and could reflect unmeasured organizational characteristics, individual differences, measurement error, or other relevant factors. The coefficient of determination does not indicate that employee performance increased by 77.2% or that the included variables caused an equivalent proportion of performance improvement. Previous research incorporating motivation, discipline, satisfaction, and loyalty into employee performance analysis demonstrates the relevance of examining multiple organizational dimensions when evaluating differences in employee outcomes (Camelie et al., 2023). The relatively high explanatory proportion indicates substantial model fit within the observed sample, although its generalizability remains dependent on the measurement framework, population characteristics, and statistical assumptions underlying the regression analysis.

The adjusted coefficient of determination was 0.765, indicating that the regression model accounted for approximately 76.5% of employee performance variation after adjustment for the number of explanatory variables and sample size. The difference between R^2 of 0.772 and adjusted R^2 of 0.765 was 0.007, suggesting that the adjustment produced a relatively small reduction in the reported explanatory proportion. The model also recorded a standard error of estimate of 2.19371, representing the residual dispersion around predicted employee performance scores in the measurement units used by the study. These statistics provide complementary information because the adjusted coefficient of determination describes explanatory capacity, whereas the standard error reflects the magnitude of prediction residuals. Research examining employee performance through motivational, disciplinary, and workplace-related factors reinforces the importance of considering several organizational characteristics when interpreting model explanatory power (Emela et al., 2024). The reported estimates nevertheless do not establish the completeness of the explanatory framework because other performance-related factors were not included in the regression specification.

The positive partial regression coefficients and their associated significance values provide evidence that work discipline, work motivation, and work loyalty were each statistically associated with employee performance in the observed sample. The corresponding significance values were 0.008 for discipline, 0.012 for motivation, and less than 0.001 for loyalty, indicating that each predictor retained a statistically significant partial relationship after accounting for the remaining variables. The model summary further indicated that the three predictors collectively accounted for a substantial proportion of observed performance variation, but this descriptive finding should be distinguished from a formal simultaneous hypothesis test. Although the research methodology identified an F-test as part of its analytical procedures, the available results did not report the numerical F statistic or its associated significance value. A definitive conclusion concerning the reported simultaneous hypothesis test therefore cannot be drawn directly from the supplied statistical output without the corresponding analysis of variance results. Previous private-sector research has examined motivation, discipline, and loyalty within a common employee performance framework, providing a relevant basis for comparing multivariable relationships while recognizing differences in organizational populations and model specifications (Farizka et al., 2022). Interpretation also requires consideration of the conflicting Kolmogorov–Smirnov significance measures, overlapping questionnaire indicators, and potential omitted variables, which limit the strength of statistical inference beyond the reported associations.

The empirical findings indicate that work loyalty exhibited the strongest standardized association with employee performance, while work discipline and motivation also demonstrated positive and statistically significant partial relationships at PT Bima Adikarya Persada. These results provide a basis for management to consider employee commitment, compliance with organizational responsibilities, and motivational conditions when reviewing workforce performance and human resource development practices. The distinction between loyalty as a predictor and loyalty as an outcome of workplace discipline and motivation remains relevant because alternative organizational models may represent these relationships differently (Yasmine & Wijaya, 2024). The study's non-probability sample of 100 respondents from a single company, its questionnaire-based measurements, and the absence of several regression diagnostics restrict generalization and causal interpretation. Future investigations should examine additional organizational determinants, assess possible overlap between disciplinary and loyalty indicators, and evaluate the robustness of regression findings using more comprehensive statistical diagnostics. The present findings contribute company-specific evidence on the relationships between work discipline, motivation, loyalty, and employee performance while identifying work loyalty as the largest standardized predictor within the estimated regression model.

CONCLUSION

This study examined the effects of work discipline, work motivation, and work loyalty on the performance of office employees at PT Bima Adikarya Persada (BAP). Based on questionnaire responses from 100 employees and multiple linear regression analysis, all three variables exhibit positive associations with employee performance. Work discipline has a positive and statistically significant coefficient ($B = 0.263$; $t = 2.694$; $p = 0.008$). Work motivation also has a positive and significant coefficient ($B = 0.314$; $t = 2.575$; $p = 0.012$), as does work loyalty ($B = 0.537$; $t = 8.076$; $p < 0.001$). These results indicate that disciplinary compliance, motivational engagement, and organizational commitment are statistically relevant factors in explaining differences in employee performance. The positive relationships suggest that consistent workplace behavior and employee dedication warrant consideration in organizational performance management. The estimated coefficients nevertheless represent conditional statistical associations rather than definitive evidence that changes in these factors directly cause improvements in employee performance.

Among the independent variables, work loyalty has the largest standardized regression coefficient ($\beta = 0.562$), followed by work discipline ($\beta = 0.211$) and work motivation ($\beta = 0.200$). The model's R^2 of 0.772 indicates that the three predictors jointly account for 77.2% of the variation in employee performance, while 22.8% remains outside the explanatory variables examined. These findings underscore the relevance of employee discipline, motivation, and loyalty for performance management at PT BAP, particularly in developing organizational practices that promote accountability, employee engagement, and commitment to assigned responsibilities. The practical implications include strengthening disciplinary consistency, maintaining supportive motivational conditions, and encouraging organizational loyalty without assuming that a single factor independently

determines performance outcomes. The conclusions are based on the reported questionnaire and regression evidence, and they do not establish causality or confirm the significance of the simultaneous F-test because its numerical results were unavailable. The non-probability sample, single-company setting, overlapping measurement indicators, and differing residual-normality significance values further limit the generalizability and statistical interpretation of the findings. Future research should employ broader organizational samples, more clearly differentiated measurement indicators, and comprehensive regression diagnostics to examine the stability of these relationships and identify additional determinants of employee performance.

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