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The Role of Motivation and Work Discipline Analysis on Auto2000 Cirebon Employee Performance

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Abstract

This study aims to analyze the influence of work motivation and work discipline on the performance of Auto2000 Cirebon employees, both partially and simultaneously. The study used an associative quantitative approach with a population of 250 permanent and contract employees of Auto2000 Cirebon, and a sample of 152 respondents determined through proportionate stratified random sampling. Primary data were collected through a Likert scale questionnaire (1–5) compiled based on 30 indicators of work motivation, work discipline, and employee performance variables, while secondary data were obtained from the company's internal reports and relevant previous studies. Data analysis was carried out using the PLS-SEM method with SmartPLS 4, through testing of the outer model (convergent validity, discriminant validity, and reliability) and inner model (multicollinearity, R-square, goodness of fit, and hypothesis testing). The results showed that work motivation had a negative and significant effect on employee performance with a path coefficient of -0.713 and a p-value of 0.000, while work discipline did not have a significant effect on employee performance with a p-value of 0.289. Simultaneously, work motivation and work discipline explained 48.6% of the variation in employee performance (R-square = 0.486), with the remaining 51.4% influenced by other variables outside the study model. These findings indicate an anomalous phenomenon in which the form of motivation applied has the potential to cause work pressure or burnout, suggesting that companies need to evaluate the design of their motivation systems and consider other factors such as work stress, job satisfaction, and leadership style.

INTRODUCTION

In recent years, attention to human resource management issues has increased, particularly in line with the dynamic development of the automotive sector and changes in the motor vehicle sales and service industry in Indonesia (Munaza Panggalih, 2025). International studies such as those conducted by Hoxha and Ramadani (2024) show that employee intrinsic motivation has a significant impact on sustainable extra-role performance, mediated by strong role involvement. These findings confirm that employees' internal psychological factors can drive productivity beyond primary tasks, which is relevant in the context of competitive industries such as automotive. Similarly, research by Ma et al. (2025) reveals that employee motivation enhanced through quality relationships and quality management systems contributes to team coordination and sustainable performance on large projects, wherein work discipline serves as a key driver for achieving long-term goals. However, in Indonesia — particularly in the context of automotive dealerships such as Auto2000 Cirebon — research addressing the relationship between work motivation, work discipline, and employee

performance remains limited, despite the sector facing challenges such as post-pandemic market demand fluctuations and intense competition from global brands.

Indonesia's automotive sector, encompassing sales and after-sales services, has experienced significant growth since 2020, with its contribution to national GDP reaching approximately 1.5% by 2024 according to data from the Central Statistics Agency (BPS). However, the latest empirical data indicates a decline in employee performance at the dealer level, with turnover rates reaching 15–20% per year due to low motivation and work discipline, as reported by the Indonesian Motorcycle Industry Association (AISI) in 2023. At Auto2000 Cirebon, as part of the largest network of authorized Toyota dealers in the West Java region, employees face high pressure to achieve monthly sales targets that often exceed 100 vehicles, coupled with strict customer service demands. This phenomenon reflects the actual issue of employees frequently experiencing burnout due to a lack of intrinsic incentives, which in turn affects discipline in adhering to standard operating procedures (SOPs). Local research such as that conducted by Nurhalizah and Oktiani (2024) in JIBEMA: Journal of Business, Economics, Management, and Accounting Sciences found that work motivation and work discipline together contributed to a 62% improvement in employee performance in service companies in Indonesia; however, this study remains general in scope without focusing specifically on the automotive sector.

At the corporate level, Auto2000 Cirebon — as part of Toyota's official dealer network in Indonesia — faces complex employee performance dynamics. As a company oriented toward sales targets and service quality, employee performance is measured through Key Performance Indicators (KPIs) such as sales volume, customer satisfaction, and compliance with SOPs. However, based on initial observations and internal company data, there are indications that performance achievement has not been consistently optimal, particularly as reflected in fluctuations in monthly target achievement and high work pressure in the sales and after-sales service divisions. This condition has the potential to cause burnout, which ultimately impacts service quality and employee productivity. This phenomenon is consistent with the findings of Koopmans et al. (2011), who state that employee performance is not only influenced by the ability to complete tasks (task performance), but also by psychological conditions and work behaviors that can lead to performance decline, such as counterproductive work behavior. Additionally, research by Lei et al. (2024) shows that excessive work pressure has a negative relationship with performance as it increases the risk of employee burnout. It is therefore important to examine more deeply the factors affecting employee performance, particularly work motivation and work discipline, in the context of Auto2000 Cirebon.

The research gap in this study is threefold. First, empirical studies specifically examining the automotive dealership sector in Indonesia — particularly Auto2000 Cirebon — remain limited (Putranto et al., 2022; Munawar & Hadiaty, 2024). Second, existing studies on motivation and work discipline have generally found positive effects (Utari et al., 2025); however, preliminary observations at Auto2000 Cirebon suggest possible anomalous negative effects that require rigorous testing (Muhajirin et al., 2024; Saksono & Sunyoto, 2022). Third, previous research has not extensively applied PLS-SEM to test the complex relationships between motivation, work discipline, and employee performance (Nurhalizah et al., 2024; Hair et al., 2022) in the Indonesian automotive sales context (Herwina, 2022). This study addresses these gaps by providing empirical evidence from a representative automotive dealership using

advanced statistical methods (Hair et al., 2022).

The research urgency stems from the critical need to understand the unexpected negative relationship between motivation and performance observed in the automotive sales sector (Augustin et al., 2022). As Auto2000 Cirebon faces high employee turnover rates (15–20% annually) (Wulandari et al., 2023) and performance fluctuations (Newman et al., 2022), understanding whether conventional motivation strategies are producing adverse effects is essential for both management and industry regulators (Haque, 2023). Without empirical evidence on these relationships during the post-pandemic recovery period (Liu et al., 2021), dealership management may continue applying motivation systems that inadvertently increase employee burnout (Gabriel & Aguinis, 2022; Afshari et al., 2022) and reduce performance (Wang et al., 2023).

The novelty of this research lies in three aspects. First, this study specifically focuses on the automotive dealership sector (Auto2000 Cirebon), which has not been extensively studied in the Indonesian context. Second, this study challenges the conventional assumption that motivation always positively affects performance by empirically testing for potential negative effects using PLS-SEM. Third, this study applies a comprehensive PLS-SEM approach with 30 indicators across three variables, providing robust statistical testing of both direct and simultaneous effects, including advanced validity, reliability, and goodness-of-fit testing.

This study was conducted to determine the extent of the influence of work motivation and work discipline on employee performance, both partially and simultaneously, with the specific aims of analyzing the influence of work motivation on employee performance, the influence of work discipline on employee performance, and the combined influence of both variables on employee performance. This research is expected to provide theoretical benefits by enriching the development of work motivation theory and organizational discipline, particularly within the study of organizational behavior in Indonesia. In addition, this research offers practical benefits as a reference for human resource managers at Auto2000 Cirebon in improving employee performance through motivation programs and the strengthening of work discipline. In terms of policy, the results of this research can serve as a basis for consideration for Auto2000 management in designing employee reward, training, and development policies oriented toward continuous performance improvement.

RESEARCH METHOD

Research Design

This study uses an associative quantitative approach, namely to analyze the relationship between variables (work motivation as X1, work discipline as X2, and employee performance as Y) as stated by Sugiyono (2019). This approach is focused on testing causal hypotheses and correlations between variables through systematically collected numerical data, without experimental intervention, to generate empirical-testable generalizations.

Population and Sample

The population in this study is all permanent and contract employees in AUTO2000 Cirebon, which amounts to 250 people based on internal company data as of the end of 2024. The sample in this study was 152 respondents who were determined using the proportional stratified random sampling technique, with stratification based on departments (sales, after-sales service, and administration). This sample size was calculated using the Joseph F. Hair Jr.

et al. (2010) formula for SmartPLS analysis which recommended a minimum of 5–10 times the number of measurable indicators. With a total of 30 indicators in this study, the minimum sample number is 150 respondents.

$$n = \frac{N}{1 + N\,(e^2)} = \frac{250}{1 + 250\,(0{,}05^2)} = \frac{250}{1{,}625} = 153{,}84 \approx 154$$

Data Types and Sources

Primary data were obtained through the distribution of questionnaires to sample respondents, which included direct perceptions of variables of work motivation, work discipline, and employee performance.

Secondary data were obtained from Cirebon's annual AUTO2000 report, the company's internal publications on employee performance, as well as relevant previous studies from journals such as Sustainability and Behavioral Sciences to support the conceptual framework of the research.

Data Collection Techniques

Primary data collection was carried out through a questionnaire instrument designed using a Likert scale of 1–5 (1 = Strongly Disagree, 5 = Strongly Agree) to quantitatively measure respondents' perceptions. The questionnaire was developed based on indicators from the previous literature, with a total of 30 question items proportionally divided for each research variable.

Table 1. Operational Variables

Variabel	Indicator	Skala Ukur
Motivation (X1)	I have an inner drive to achieve my monthly sales target. I feel excited to achieve the monthly sales target set by the company.	Likert
Source: Firnanda et al. (2025).		
Work Discipline (X2)	I always comply with SOPs in providing services to customers. I consistently follow the standard operating procedures (SOPs) according to the company's provisions	
Source : Maharani et al. (2023).		
Performance Employee (Y)	I managed to meet or exceed the KPIs set by the company in the last period. I met key performance targets (KPIs) as per company standards.	
Source : Dama et al. (2022).		

The application is distributed online via Google Forms and in person at the job site, with a maximum response time of two weeks to ensure a minimum return rate of 80%.

Data Analysis Techniques

The data analysis technique in this study uses the PLS-SEM (Partial Least Square Structural Equation Modeling) method with the help of the SmartPLS 3 application. The analysis was carried out through two stages, namely the measurement model test (outer model) and the structural model test (inner model). In the outer model, convergent validity, discriminant validity, and reliability tests were carried out to ensure that the indicators and research variables were valid and consistent in measuring the research construct. Convergent validity was assessed based on the loading factor value > 0.70 and AVE ≥ 0.50, while discriminant validity was assessed from the HTMT value < 0.90. The reliability test used Cronbach's Alpha and Composite Reliability with a value of > 0.70. Furthermore, in the inner

model, a multicollinearity test was carried out using a VIF value of < 10, an R-Square test to see the strength of the model, and a Goodness of Fit test using an SRMR value of < 0.10. Hypothesis testing is carried out by looking at P-Values, where the hypothesis is accepted if the P-Values value < 0.05 which indicates a significant influence between research variables.

The research was conducted at Auto2000 Cirebon, West Java, in November 2025 - February 2026.

RESULTS AND DISCUSSION

Overview of Research Objects

Respondent Profile Description

The purpose of this study is to see the influence of motivation and work discipline on employee performance. Respondent criteria in this study Auto200 Cirebon employees In this study, the data collection period was carried out from November 2025 to February 2026 Data was obtained by distributing questionnaires through Google Form which was distributed through Whatsapp, Instagram, and also barcodes containing links to Google Forms that will be given to Auto2000 Cirebon

Table 2. Respondent Data by Age

Yes	Remarks	Frequency	Percentage (%)
1.	<25	63	34,8%
2.	25-35	74	40,9%
3.	36-45	33	18,2%
4.	<45	11	6,1%

Source : Processed primary data (2026)

Based on table 2, the number of respondents under the age of 25 is 63 respondents or around 34.8%. The number of respondents aged 25 to 35 years was 74 respondents or around 40.9%. The number of respondents aged 36 to 45 years was 33 respondents or around 18.2%. And, for the number of respondents under 45 years old, there are 11 respondents or around 6.1%

Table 3. Respondent Data by Gender

No	Remarks	Frequency	Percentage (%)
1.	Dolls-dolls	80	44,2%
2.	Perempualn	101	55,8%

Source : : Primary data that is processed (2026)

Based on table 3, the number of respondents who are male is 80 respondents or around 44.2% and for the number of respondents who are of the type of discrimination is as many as 101 or around 55.8%

Table 4. Respondent Data by Year of Service

No	Remarks	Frequency	Presentase (%)
1.	<1	38	21%
2.	1-3	66	36,5%
3.	3-5	50	27,6%
4.	>5	27	14,9%

Source : Primary processed date (2026)

Based on table 4, the number of respondents who have worked for less than 1 year is 38 respondents or around 21%. The number of respondents who have worked for 1 to 3 years is 66 respondents or around 36.5%. The number of respondents who have worked for 3 to 5 years is 50 respondents or around 27.6%, And, for the number of respondents who have worked for more than 5 years, it is 27 respondents or around 14.9%.

Results of Research Data Analysis

1. Results of Measurement Model Test Analysis (Outer Model)

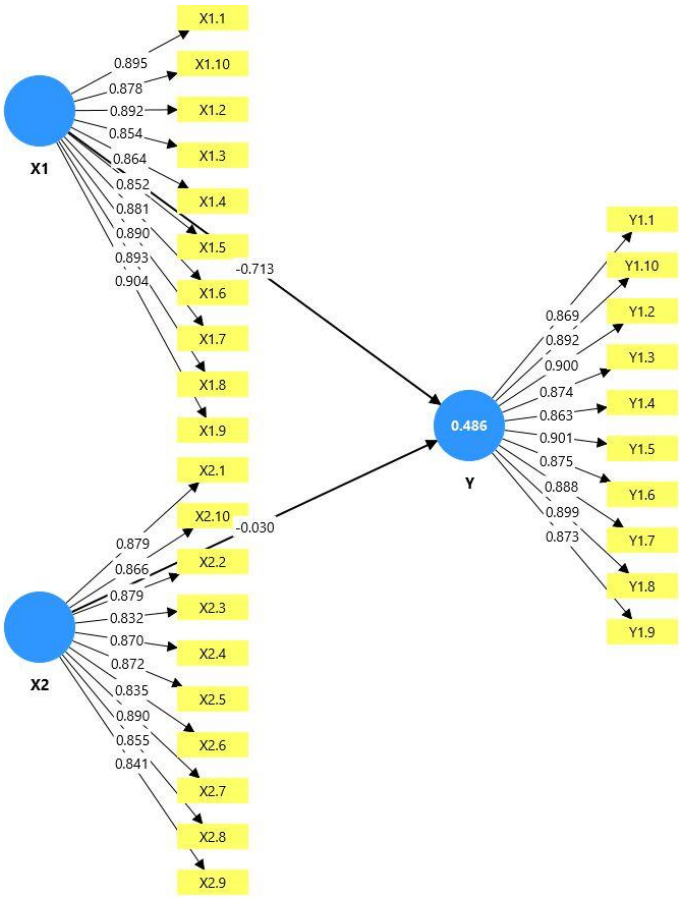

Figure 1. Final Result PLS-SEM algorithm

Based on data processing using SmartPLS 4, the outer model was used to test the validity and reliability of the instrument. In the image, the numbers on the arrow that leads to the yellow box (indicator) are the outer loading value. Motivation (X1) has 10 indicators (X1.1–X1.10) with loading values ranging from 0.55 to 0.71. Work Discipline (X2) has 10 indicators (X2.1–X2.10) with loading values ranging from 0.63 to 0.77, which shows that these indicators have a good level of validity in forming Work Discipline. Employee Performance (Y) has 10 indicators (Y1.1–Y1.10) with loading values ranging from 0.65 to 0.74, showing a fairly strong consistency in measuring Employee Performance.

2. Convergent Validity Test Results

Table 5. Outer Loading Test Results

Indicator	X1	X2	Y
X1.1	0.895		
X1.2	0.892		
X1.3	0.854		
X1.4	0.864		
X1.5	0.852		
X1.6	0.881		
X1.7	0.890		
X1.8	0.893		
X1.9	0.904		
X1.10	0.878		
X2.1		0.879	
X2.2		0.879	
X2.3		0.832	
X2.4		0.870	
X2.5		0.872	
X2.6		0.835	
X2.7		0.890	
X2.8		0.855	
X2.9		0.841	
X2.10		0.866	
Y1.1			0.869
Y1.2			0.900
Y1.3			0.874
Y1.4			0.863
Y1.5			0.901
Y1.6			0.875
Y1.7			0.888
Y1.8			0.899
Y1.9			0.873
Y1.10			0.892

Source : Ouput SmartPLS 4, 2026

Based on the results of data processing in Table 5, all research indicators show a very good outer loading value because it has exceeded the required threshold of 0.70. For the X1 variable, the indicator loading value is in the range of 0.852 to 0.904, where the X1.9 indicator is the strongest contributor in explaining the variable. This indicates that all question items in the X1 variable have a high degree of convergent validity to measure the construct in question. Similar conditions were also found in the X2 variable, where all indicators had a consistent outer loading value above 0.80, with a value range between 0.832 to 0.890. The X2.7 indicator was recorded to have the highest value which shows its dominant role in representing the X2 variable. Thus, it can be concluded that the X2 variable is supported by very reliable and valid indicators. Then, in the Y variable (endogenous variable), the resulting outer loading value ranges from 0.859 to 0.901. Indicator Y1.5 makes the highest contribution to the formation of variable Y. Since all indicators in all three variables (X1, X2, and Y) have values above 0.70, none of them should be removed (dropped) from the research model.

Table 6. Variance Extracted (AVE) Test Results

Variabel	Average variance extracted (AVE)
Motivation (X1)	0.775
Work Discipline (X2)	0.743
Employee Performance (Y)	0.781

Source : SmartPLS Output 4, 2026

Based on the results of data processing presented in Table 6, it is known that all variables in this study have met the established convergent validity requirements. The X1 variable shows an AVE value of 0.775, which means that the variable is able to explain 77.5% of the variance of the constituent indicators. Likewise, the X2 variable has an AVE value of 0.743, and the Y variable has the highest AVE value of 0.781. Overall, since the AVE value for all latent variables is above 0.50, it can be concluded that each variable in this model has a strong ability to represent its indicators, so that the condition of convergent validity at the constraint level has been fully met.

3. Results of the Discriminant Validity Test

Table 7. Heterotrait-Monotrait Ratio (HTMT) Test Results

Variabel	X1	X2	Y
Motivation (X1)			
Work Discipline (X2)	0.561		
Kinerjal Kalryawan (Y)	0.716	0.361	

Source : SmartPLS Output 4, 2026

In this study, the validity of the discriminant was measured using the Heterotrait-Monotrait Ratio (HTMT) value as presented in Table 7. Based on the assessment criteria, the validity of the discrimination is considered to be met if the HTMT value between constraints is below the threshold of 0.90 or more conservatively below 0.85.

The results of the data processing showed that all HTMT values between latent variables were well below the required threshold. In detail, the HTMT value for the relationship between the variables X2 and X1 is 0.561. Meanwhile, the relationship between variable Y and X1 shows a value of 0.716, and the relationship between variable Y and X2 shows the lowest value of 0.361. Thus, it can be concluded that there is no problem of discriminant validity in this model, so that each latent variable can be declared unique and able to measure different phenomena empirically.

4. Reliability Test Results

Table 8. Reability Test Results

Variabel	Cronbach's alpha	Composite reliability
Motivation (X1)	0.968	0.972
Work Discipline (X2)	0.962	0.967
Employee Performance (Y)	0.969	0.973

Source : Output SmalrtPLS 4, 2026

Based on the results of data processing in Table 8, it is known that all research variables have a very high level of reliability. The X1 variable has Cronbach's Alpha value of 0.968, rho_a of 0.969, and rho_c of 0.972. The X2 variable shows Cronbach's Alpha values of 0.962,

rho_a 0.976, and rho_c 0.967. Meanwhile, the Y variable has Cronbach's Alpha values of 0.969, rho_a 0.969, and rho_c 0.973. Since the overall value of the reliability parameter for all variables was well above the threshold of 0.70, it can be concluded that the instruments used in this study have excellent internal consistency and are reliable for further analysis.

Results of Structural Model Test Analysis (Inner Model)

1. Multicollinearity Test Results

Table 9. Colinearity Statistics (VIF) Test Results

	LIVE
X1 -> Y	1.433
X2 -> Y	1.433

Source : SmartPLS Output 4, 2026

Based on table 9 above, the evaluation of the structural model (inner model) begins with conducting a multicollinearity test to ensure that there is no too high linear relationship between independent variables that can interfere with the results of the research estimate. This test was carried out by looking at the Variance Inflation Factor (VIF) value, where the model is declared free of multicollinearity problems if the VIF value is below the threshold of 5.00. Based on the results of data processing in Table 4.10, the variable X1 to Y has a VIF value of 1.433, and the variable X2 to Y also has a VIF value of 1.433. Since the total VIF value produced is much smaller than 5.00, it can be concluded that there is no problem of multicollinearity between exogenous variables in this model. This shows that each independent variable is unique and does not correlate excessively with each other.

2. R-Square Test Results

Table 10. R-Square Test Results

	R-square	R-square adjusted
Y	0.486	0.479

Source : SmartPLS Output 4, (2026).

Based on the results of data processing in Table 10, the R2 value for the Y variable was 0.486 and the Adjusted R2 value was 0.479. The R2 value of 0.486 indicates that the independent variables X1 and X2 are simultaneously able to explain the variance of the dependent variable Y by 48.6%. Meanwhile, the remaining 51.4% was explained by other factors or variables outside of this research model. Referring to the assessment criteria, the value is at the threshold of the moderate category, which means that this research model has a fairly good level of predictive power in explaining the phenomenon in variable Y.

3. Goodness of Fit Test Results

Table 11. Fit Model Test Results

	Saturated model	Estimated model
SRMR	0.042	0.042
d_ULS	0.833	0.833
d_G	0.517	0.517
Chi-square	417.954	417.954
NFI	0.920	0.920

Source: Output SmalrtPLS 4, (2026)

Based on the results of data processing in Table 11, the SRMR value produced in both the Saturated Model and Estimated Model is 0.042. This value is well below the threshold of 0.10, so it can be concluded that this research model has an excellent fit rate and is worth using. In addition, the Normed Fit Index (NFI) value shows a figure of 0.920 (or 92%), which indicates that this model has a high level of suitability because an NFI value close to 1 indicates a more fit model. With the fulfillment of these criteria, this structural model is statistically valid to explain the relationship between the variables studied.

Results of Hypothesis Test Analysis

Table 12. Path Coefficients Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X1 -> Y	-0.713	-0.713	0.052	13.785	0.000
X2 -> Y	-0.030	-0.024	0.028	1.061	0.289

Source: SmartPLS Output 4, 2026

Based on the results of data processing in Table 12, the following interpretation can be made:

Effect of X1 on Y: The original sample value shows a number of -0.713 with a negative direction. The T-statistical value was recorded at 13.785 (> 1.96) and the P-value was 0.000 (< 0.05). This shows that the X1 variable has a negative and significant effect on the Y variable.

Effect of X2 on Y: The original sample value shows a number of -0.030. However, the T-statistical value was only 1.061 (< 1.96) and the P-values were recorded at 0.289 (> 0.05). These results indicate that the X2 variable does not have a significant effect on the Y variable.

CONCLUSION

Based on the results of data analysis and discussions that have been conducted, it can be concluded that work motivation has a negative and significant effect on employee performance, which shows that an increase in work motivation is actually followed by a decrease in employee performance, possibly due to work pressure or boredom arising from too high motivation. Meanwhile, work discipline does not have a significant effect on employee performance, so the level of discipline applied has not been able to have a direct impact on the increase or decrease in performance statistically. Simultaneously, work motivation and work discipline were able to explain the variation in employee performance by 48.6%, while the rest was influenced by other factors outside the study. Based on these results, companies are advised to evaluate the form of motivation provided so as not to cause work stress and pay more attention to other factors such as competence, work facilities, and leadership style. In addition, researchers are further advised to add other variables such as work stress, job satisfaction, compensation, organizational culture, and work environment to obtain more comprehensive research results.

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