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## The Effect Of Work Motivation And Work Discipline On Employee Performance

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### Abstract

Results test between work motivation on employee performance obtained  $t_{count} > t_{table}$  ( $2.542 > 1.991$ ) according to the criterion  $t_{count} \geq t_{table}$  then  $H_0$  is rejected and  $H_a$  is accepted. Thus there is a significant influence between work motivation on employee performance. For the results of the  $t$  test between work discipline on employee performance, the value of  $t_{count} > t_{table}$  ( $4.371 > 1.991$ ) is obtained according to the criterion  $t_{count} \geq t_{table}$  then  $H_0$  is rejected and  $H_a$  is accepted. Thus there is a significant influence between work discipline on employee performance.  $F$  test results obtained  $F_{count} > F_{table}$  ( $38.095 > 3.12$ ) according to the criterion  $F_{count} \geq F_{table}$  then  $H_0$  is rejected and  $H_a$  is accepted. Thus there is a significant influence between work motivation and work discipline simultaneously (simultaneously) on employee performance.

**Keywords:** Work Motivation, Work Discipline, Employee Performance

### INTRODUCTION

Motivation comes from the word (motive), which means encouragement. Thus motivation means a condition that encourages or causes someone to do an act/activity, which takes place consciously. In an organization or company, carrying out activities is essentially one of the assets and plays an important role in achieving the goals of a company. Therefore companies need to manage human resources as well as possible. Because the key to the success of a company is not only technological superiority and the availability of capital but human or labor is the most important factor for the company's progress. Thus, work motivation is needed as a provision for employees or human resources owned by a company to achieve the desired goals.

Work motivation is a task for managers to influence other people (employees) in a company. When a person is motivated, he will try to repeat his previous actions. However, it is unlikely that a high level of effort will lead to performance and gains. If the effort is channeled in one direction that is beneficial to the company, it will be able to achieve the company's goals.

According to Wibowo (2015: 322) motivation is the impetus for a series of processes of human behavior in achieving goals. While the elements contained in motivation include elements of arousing, directing, maintaining, showing intensity, being continuous and having a purpose.

Work motivation is a process where the need encourages someone to carry out a series of activities that lead to the achievement of certain goals. Goals that, if successfully achieved, will satisfy or fulfill these needs (Ira Rahmadita, 2013).

High employee motivation will have a positive impact on the company and will affect the creation of organizational commitment (Miftahun N. Suseno and Sugiyanto, 2010). Seeing the meaning of motivation, people without motivation do not have high

work results. Work motivation can provide energy that drives all existing potential, creates high and noble desires and increases excitement and togetherness.

From some of the opinions above it can be concluded that work motivation is something that drives a person, both from within and outside a person, so that a person will have high enthusiasm, desire and willingness to carry out work activities.

One of the important things in maintaining an employee's work motivation is by way of a human relations approach. The human relations model is always associated with the opinion of Elton Mayo. Mayo found that boredom and repetition of multiple tasks were motivating factors, whereas social contact assisted in creating and maintaining motivation. As a conclusion from this approach, managers can motivate employees by meeting social needs and by making them feel useful and more important.

In addition to work motivation, work discipline is equally important in achieving employee performance goals in an organization or company. One of the roles of employees is to carry out work discipline related to regulations that have been made by an organization or company. This is not something new, because discipline has been applied or obtained from general institutions, namely from elementary school (elementary school) to tertiary institutions.

Work discipline is very necessary in a company because it is in an atmosphere of discipline that the company will be able to carry out its work programs to achieve the set targets. Employees who are disciplined and orderly obey all the norms and regulations that apply within the company will increase work efficiency and effectiveness. By having this knowledge and skills, employees are expected to be able to understand and comply with all the rules that have been made by the company's management.

According to Hasibuan (2017: 193) discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for corporate organizations to achieve optimal results.

The definition of work discipline can be interpreted as a person's awareness and willingness to comply with company or organizational regulations and applicable social norms, where employees always come and go home on time and do all their work well (Hasibuan, 2017: 193).

Work discipline also reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him. This encourages work passion, morale, and the realization of company, employee and community goals. Therefore, every manager always tries to make his subordinates have good discipline. A manager is said to be effective in his leadership, if his subordinates are well disciplined. To maintain and improve good discipline is a difficult thing, because many factors influence it. One of the indicators or indications of discipline that must be implemented is punishment because it plays an important role in maintaining employee discipline.

Punishment is needed in increasing discipline and educating employees to comply with all company regulations. Punishment must be fair and strict against all employees. With justice and firmness, the target of punishment will be achieved.

Regulations without being accompanied by strict punishments for violators are not an educational tool for employees.

In an organization or company by imposing increasingly severe punitive sanctions, employees will be increasingly afraid of violating company regulations, the attitude and disciplinary behavior of employees will decrease. The severity of the sanctions that will be applied also influences the good or bad of employee discipline. The punitive sanctions applied must be based on logical considerations, make sense, and be clearly informed to all employees.

Motivation and work discipline are very important to improve employee performance in order to achieve the goals to be achieved by an organization or company. In an organization or company in applying work motivation and work discipline is to achieve a goal to be achieved. Goals are distinct states that an individual or organization actively seeks to achieve. This understanding implies that the goal is not a requirement, nor is it a desire. A goal is a better state to be achieved in the future. Thus, the goal shows the direction in which performance must be carried out. To achieve the goal, individual, group and organizational performance is required.

Performance in an organization or company is the answer or result obtained from the goals set by a company. A boss or manager must continue to monitor the progress of employee performance both for employees who have just joined or employees who have joined a company for a long time. Usually, sooner or later, employees will experience burnout in their work, which will reduce employee performance. This must be considered and corrected so as not to have a negative impact in terms of achieving company goals.

Performance in an organization or company is formed to achieve a certain goal. Performance will be said to be good if the plans or activities that have been prepared or implemented in an organization or company have achieved the desired goals. Human resources in a company must be continuously improved in order to achieve good performance. This can be done by providing work motivation and work discipline which are continuously improved by company managers. Apart from that, in terms of improving employee performance, managers can also provide an assessment of the work performance carried out, so that the performance achievements carried out by these employees do not feel in vain because they are valued and valued by the company.

## LITERATURE REVIEW

### Human Resource Management (MSDM)

Human Resource Management is a science and art that regulates the relationship and role of the workforce so that it is effective and efficient in helping the company achieve its goals. Management that regulates the human element is often called personnel management or personnel management which is applied to a company to achieve the desired goals. The following are some definitions of Human Resource Management according to several experts, including:

According to Hasibuan (2016: 10) argues that human resource management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the realization of company, employee and

community goals. Ardana (2014: 5) argues that human resource management is a process of humanely empowering humans as workers, so that all their physical and psychological potentials function optimally to achieve goals. Thus it can be concluded that human resource management is a process consisting of: Recruitment, Selection of human resources, Development of human resources, Maintenance of human resources, and Use of human resources.

### **Work motivation**

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Work motivation is a process where the need encourages someone to carry out a series of activities that lead to the achievement of certain goals. Goals that, if successfully achieved, will satisfy or fulfill these needs (Ira Rahmadita, 2013).

High employee motivation will have a positive impact on the company and will affect the creation of organizational commitment (Miftahun N. Suseno and Sugiyanto, 2010). Seeing the meaning of motivation, people without motivation do not have high work results. Work motivation can provide energy that drives all existing potential, creates high and noble desires and increases excitement and togetherness.

### **Work Discipline**

According to Hasibuan (2017: 193) discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for corporate organizations to achieve optimal results.

Work discipline can be interpreted as a person's awareness and willingness to comply with company or organizational regulations and applicable social norms, where employees always come and go home on time and do all their work well (Hasibuan, 2017: 193).

According to Rivai and Sagala (2013: 825) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and to increase awareness as well as one's willingness to obey all rules and social norms that apply in a company.

### **Performance**

According to Wibowo (2015: 7) Performance comes from the word performance. There are also those who provide an understanding of performance as a result of work or work performance. However, performance actually has a broader meaning, not only the result of work, but also how the work process takes place.

According to Husein Fattah (Job satisfaction & employee performance: 2017) performance can basically be seen from two aspects, namely employee performance (individuals) and organizational performance. Employee performance is the performance of individuals in an organization, while organizational performance is the totality of work results achieved by an organization.

Employee performance and organizational performance have a very close relationship. The achievement of organizational goals cannot be separated from the

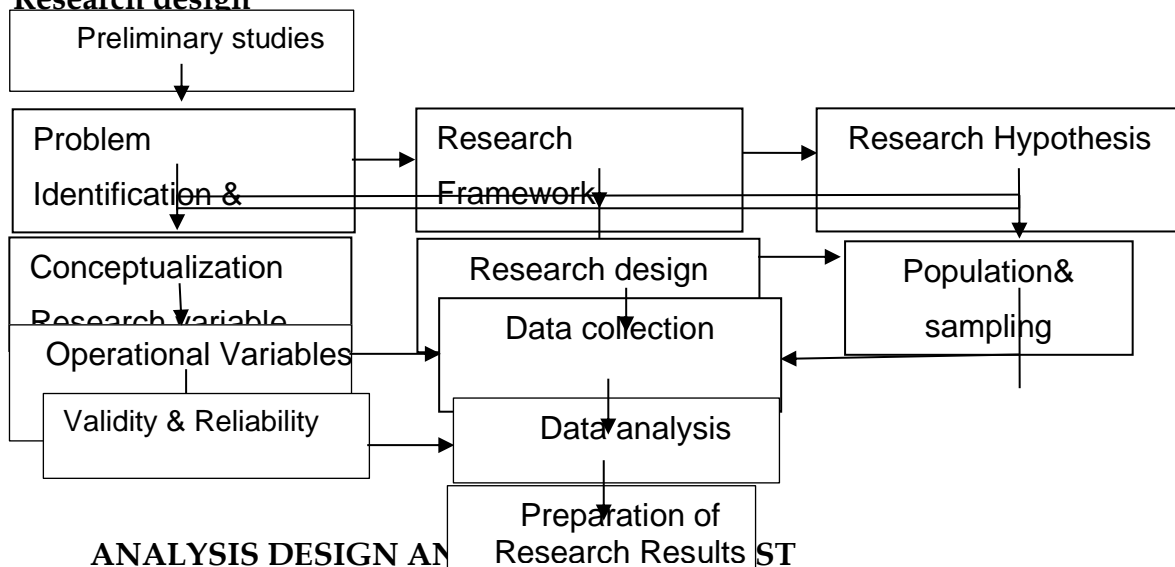
resources owned by an organization, employees who play an active role as actors in efforts to achieve the goals of the organization.

Meanwhile, according to Ainsworth, Smith, and Millership in Husein Fattah (Job satisfaction & employee performance: 2017) performance means an end result. Performance is the specific end point of people, resources and environment brought together with the intention of producing certain things.

## METHODE

The research method used in this study is the associative-quantitative statistical method, which emphasizes the analysis of numerical data (numbers) processed by statistical methods, while the form of the hypothesis formulation uses descriptive hypothesis formulation. The descriptive hypothesis is an assumption about the value of an independent variable and does not make comparisons or relationships, Sugiyono (2016: 86).

### Research design



### ANALYSIS DESIGN AND DATA QUALITY TEST

#### Validity test

Validity test is used to determine whether the research instrument used meets the requirements in terms of validity or validity.

According to the opinion expressed by Sugiyono (2016: 121), "validity is the level of reliability and validity of the measuring instrument used". The instrument is said to be valid, meaning that the measuring instrument used to obtain data is valid or can be used to measure what should be measured.

The technique for measuring the validity of the questionnaire is to calculate the correlation between the data in each statement with a total score, using the product moment correlation formula as follows:

$$r_{xy} = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{\{n \sum x^2 - (\sum x)^2\} \{n \sum y^2 - (\sum y)^2\}}}$$

Information :

r = Correlation Coefficient

N = Number of Subjects



$X$	= Item Score
$Y$	= Total Score
$\sum X$	= Number of Item Scores
$\sum Y$	= Total Score Sum
$\sum X^2$	= Sum of Item Score Squares
$\sum Y^2$	= Sum of Squares Total Score

### Reliability Test

After determining the validity of the research instrument, the next step is to measure the reliability of the data from the research instrument. Reliability is a measuring tool for measuring a questionnaire which is an indicator of a variable or construct. This reliability test is used to test the consistency of data within a certain period of time, namely to find out how far the measurements used can be trusted or relied upon. These variables are said to have a Cronbach alpha value greater than 0.70, which means that the instrument can be used as a reliable data collector, that is, the results of measurements are relatively coefficient if repeated measurements are made. This reliability test aims to see consistency (Ghozali, 2013:48).

### Normality test

The normality test is used to test whether in a regression model, the independent variables and the dependent variable have a normal data distribution distribution or not, in the opinion expressed by Ghozali (2016: 73), a good regression model is normally distributed or close to normal.

### Multicollinearity Test

According to the opinion expressed by Imam Gozali (2016: 105), the multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good regression model should not find a correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation values among independent variables are equal to zero. Multicollinearity testing can be seen from the amount of VIF (Variance Inflation Factor) and tolerance. Tolerance measures the variability of the selected independent variables that are not explained by other independent variables. So a low tolerance value is the same as a VIF value =  $1/\text{tolerance}$ . The cut off value that is commonly used to indicate the presence of multicollinearity is the tolerance value  $<0$ ,

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an unequal variance of the residuals, from one observation to another. If the variance of the residuals from one observation to another remains, then it is called homoscedasticity and if the variances are different, it is called heteroscedasticity.

To detect whether there is heteroscedasticity, the Scatterplot graphical method can be used which is generated from the output of the SPSS program version 26, if the figure shows that the points are spread randomly and are spread both above and below the number 0 on the Y axis, then this can be concluded not there is

heteroscedasticity in the regression test model, Ghozali (2016: 150).

### t test (Partial Test)

The t test aims to determine the effect of the independent variables on the dependent variable partially. To find out whether there is a significant influence from each independent variable, namely: career development, occupational safety and health, compensation for one dependent variable, namely job satisfaction on employee performance, the significant value of t is compared to the degree of confidence.

The significance level chosen in this study was 0.05 or (5%), meaning that it is most likely that the results of the conclusion have a probability of 95% or an error tolerance of 5%. The relationship between the independent variables and the dependent variable will be tested with the t test (testing the significance of the product moment correlation), namely by comparing  $t_{table}$  with  $t_{count}$ . The formula used according to (Sugiyono, 2016: 184) in testing the hypothesis (t test) of this study is as follows:

$$t_{hitung} = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Information:

t = Probability (Sum of t distribution)

r = Correlation coefficient

n = Number of samples/respondents

$r^2$  = Coefficient of determination

Hypothesis test by comparing  $t_{count}$  with  $t_{table}$

- a. If  $-t_{count} < -t_{table}$  or  $t_{count} > t_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning that the independent variables partially have a significant influence on the dependent variable.
- b. If  $t_{count} \leq t_{table}$  or  $-t_{count} \geq -t_{table}$ , then  $H_0$  is accepted and  $H_a$  is rejected, meaning that the independent variable partially has no significant effect on the dependent variable.

Hypothesis Test based on Significance

- a. If the sig. > 0.05, then  $H_0$  is accepted.
- b. If the sig. < 0.05, then  $H_0$  is rejected.

### F Test (Sultaneous Test)

The F test was carried out with the aim of testing all independent variables, namely: career development, occupational safety and health and compensation on one dependent variable, namely job satisfaction. Independently with a significance of 0.05, it can be concluded (Ghozali, 2013:98).

According to (Sugiyono, 2016: 257) it is formulated as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

R<sup>2</sup> = Coefficient of determination

k = Number of independent variables

n = Number of data members or cases

### Determination Coefficient Test

The coefficient of determination aims to measure how far the ability of the model can explain the variation in the dependent variable. In testing the first hypothesis the coefficient of determination is seen from the value (Adjusted R<sup>2</sup>) to find out how far the independent variables are. The coefficient of determination is an analysis to find out how much (percent) the independent variable contributes to the dependent variable. The amount of contribution from X to the value of Y can be calculated using the following formula:

$$KD = r^2 \times 100\%$$

Information:

KD :Coefficient of Determination

r :Correlation Coefficient between X and Y (which is squared)

100% : Multiply the percentage

## RESULT AND DISCUSSION

### 1. Partial t test

The t-test is used to test whether the independent variable has a significant effect on the dependent variable or not. The t-test is used to determine the t-test hypothesis testing if the price of the t-coefficient is used as a measure, then the value of the coefficient must be compared with the t-table value for the alpha level that has been set with the appropriate (dk). The criteria used are rejecting H<sub>0</sub> and accepting H<sub>a</sub> if t count > t table, and accepting H<sub>0</sub> and rejecting H<sub>a</sub> if t count < t table (Ghozali, 2013). Following are the results of the t (partial) statistical test for the first equation model on the research data using SPSS 26 which is shown in the following table:

#### Test Results t

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	16,759	7.172		4,853	.006
	Work motivation	.588	.353	.481	4,542	.000
	Work Discipline	.654	.304	.683	6,371	.000

#### a. Dependent Variable: Performance

Based on the results of the t test, the t count value is 2.542, so t count > t table (4.542 > 1.991) in the hypothesis test at a = 0.05 or 5% (significance 0.000 < 0.05) then H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. Thus there is a significant influence between work motivation (X<sub>1</sub>) on employee performance (Y).

Based on the results of the t test, the t count value is 4.371, so t count > t table (6.371 > 1.991) in the hypothesis test at a = 0.05 or 5% (significance 0.000 < 0.05) then



$H_0$  is rejected and  $H_a$  is accepted. Thus there is a significant influence between work discipline ( $X_2$ ) on employee performance ( $Y$ )

## 2. F Test (Simultaneous)

The F statistical test in decision making uses criteria if F count > F table and the significance value of the F test value < 0.05, it can be concluded that the model can be used to predict the dependent variable. It can also be said that the independent variables jointly affect the dependent variable (Ghozali, 2016). Following are the results of the F (simultaneous) statistical test on the research data using SPSS 26 which are shown in the table as follows:

### Statistical Test Results F

ANOVAa

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1213,995	2	606,998	40,095	.000b
residual	1226,892	77	15,934		
Total	2440,888	79			

Based on the results of the F test, the calculated F value is 40.095, so F count > F table ( $40.095 > 3.12$ ) in the hypothesis test at  $\alpha = 0.05$  or 5% (significance  $0.000 < 0.05$ ) then  $H_0$  is rejected and  $H_a$  is accepted. Thus there is a significant influence between work motivation ( $X_1$ ) and work discipline ( $X_2$ ) together (simultaneously) on employee performance ( $Y$ ).

## 3. Coefficient of Determination ( $R^2$ )

The coefficient of determination test ( $R^2$ ) is a test conducted to measure how far the model's ability to explain the variation of the dependent variable. The higher the coefficient of determination ( $R^2$ ) the higher the ability of the independent variables to explain the dependent variable. The value of the coefficient of determination is between zero and one. A small  $R^2$  value means that the ability of the independent variables to explain the dependent variable is very limited. However, if the  $R^2$  value is close to one, it means that the independent variable can provide all the information needed to predict the variation in the dependent variable (Gozali, 2016).

The following are the results of the coefficient of determination test on the research data using SPSS 26 which are shown in the following table:

### The coefficient of determination

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.905a	.697	.484	3,992

$R^2$  reflects the large proportion of variation in the dependent variable  $Y$  which can be explained using the independent variable  $X$  showing an R-squared value of 0.697 which means that the  $Y$  variable can be explained by the regression model by 69.7% and the remaining 30.3% is explained by other factors outside the model used.

## CONCLUSION

1. Based on the results of the t test, the t count value is 2.542, so t count > t table (4.542 > 1.991) in the hypothesis test at  $\alpha = 0.05$  or 5% (significance 0.000 < 0.05) then  $H_0$  is rejected and  $H_a$  is accepted. Thus there is a significant influence between work motivation (X1) on employee performance (Y).
2. Based on the results of the t test, the t count value is 4.371, so t count > t table (6.371 > 1.991) in the hypothesis test at  $\alpha = 0.05$  or 5% (significance 0.000 < 0.05) then  $H_0$  is rejected and  $H_a$  is accepted. Thus there is a significant influence between work discipline (X2) on employee performance (Y).
3. Based on the results of the F test, the calculated F value is 40.095, so F count > F table (40.095 > 3.12) in the hypothesis test at  $\alpha = 0.05$  or 5% (significance 0.000 < 0.05) then  $H_0$  is rejected and  $H_a$  is accepted. Thus there is a significant influence between work motivation (X1) and work discipline (X2) together (simultaneously) on employee performance (Y).

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