

# HASIL CEK\_NASKAH 3

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# The Effect of Work Motivation and Work Discipline on Employee Performance

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**Abstract.** human resources management is one that is needed in the era of globalization. Every organizational goal always expects resources that are able to work effectively and so that the company can be achieved. Human Resources is a central factor in an organization. The research objective is to determine the effect of work discipline and work motivation on employee performance at Kopitiam Cafe and Restaurant partially and simultaneously. Research method with associative method then using a quantitative descriptive approach. Multiple linear regression is a data analysis technique. The results of this study are as follows: The more disciplined an employee is in working, the more employee performance increases. The effect of these variables is significant positive. The more an employee is motivated to be enthusiastic about work, the more employee performance increases. The effect of these variables is significant positive. The more disciplined an employee is in working and the more motivated an employee is to be enthusiastic at work when combined simultaneously, the more employee performance increases. The effect of these variables is significant positive.

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Keywords: work motivation; work discipline; performance

## I. INTRODUCTION

Motivation becomes important in improving employee performance. Motivation can be defined as providing a driving force that creates one's work enthusiasm so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction (Hasibuan, 2016, p. 143). Motivation is a driving force for someone to carry out an activity in order to get the best results. Employees who have high work motivation will give high performance as well.

Motivation is a potential force that exists within a human being, which can be developed independently or developed by a number of external forces whose essence revolves around material and non-material. Giving motivation is very important in every company. Employees who have motivation high work will be able to encourage these employees to work more enthusiastically and can make a positive contribution to the work that has become their responsibility. Without motivation, an employee

cannot fulfill his work according to standards or exceed standards because what motivates him to work is not fulfilled. The creation of employee performance so that it runs effectively, it is not only driven by motivation but also by having high work discipline.

Work discipline can be defined as a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Rivai, 2015). Without discipline, all activities that will be carried out will bring unsatisfactory results and are not in line with expectations. The discipline factor plays a very important role in carrying out the daily tasks of employees. An employee who has a high level of discipline will continue to work well even without being supervised by superiors, will not steal work time to do other things that are not related to work, will obey the existing regulations in the work environment with high awareness without there is

a sense of coercion, and in the end employees who have high work discipline will have good performance when compared to employees who are lazy because working time makes the best use of it to carry out work according to the targets that have been set. Kopitiam Cafe and Resto is one of the hangout places in Malang that serves a complete menu. Kopitiam Cafe and Resto is quite crowded with people, especially young people who live in Malang. With a total of 30 employees, management is expected to be able to provide maximum service to consumers so that consumers feel comfortable and are treated like kings.

Based on the preliminary survey, the researcher obtained information from several consumers who visited more than once and enjoyed food or drinks at the Kopitiam Cafe and Resto by asking about the complaints that consumers felt about the services at the Kopitiam Cafe and Resto. The majority of consumers complain that Kopitiam Cafe and Resto employees do not serve customers in a friendly manner. Employees sometimes do not take the initiative to come to the customer's table to offer menus but wait for the customer to call. Employees are also often careless and not careful in serving visitor orders such as spilled drinks on coasters and also the length of serving food or drinks ordered by visitors.

The above data related to complaints from consumers can be concluded that the poor performance of employees in Kopitiam Cafe and Resto. According to Surya as the Operational Manager of Kopitiam Cafe and Resto stated that Kopitiam Cafe and Resto always emphasizes on its employees to provide the best service to consumers so that consumers feel comfortable by always being friendly and careful in serving consumers. This also proves that employees lack discipline in obeying orders or rules set by the management of Kopitiam Cafe and Resto.

Table 1. Nominal Amount of Misstatement

Month	Error		Total (Rp)
	Food	Drink	
November 2019	1	3	Rp. 45.000
December 2019	2	6	Rp. 63.000
January 2020	5	7	Rp. 122.00
February 2020	2	-	Rp. 35.000
March 2020	-	3	Rp. 38.000

November 2019	1	3	Rp. 45.000
December 2019	2	6	Rp. 63.000
January 2020	5	7	Rp. 122.00
February 2020	2	-	Rp. 35.000
March 2020	-	3	Rp. 38.000

Source: Processed data (2020)

Nominal errors in presentation that occurred at Kopitiam Cafe and Resto from November 2019 – March 2020. The data shows an increase in presentation errors in November 2019 – January 2020. This error in presentation can indicate poor employee performance but is getting better due to experiencing a decrease in February 2020 – March 2020.

Poor employee performance could be due to a lack of employee motivation to work at Kopitiam Café and Resto. Employees will be motivated if their needs are met. There are 3 main needs in motivating people, namely the need for existence, the need for affiliation and the need for progress (Hasibuan, 2017, p. 220). The need for progress has not been met by Kopitiam Cafe and Resto employees because the opportunity for employees to develop themselves is very small, therefore employees are less motivated to work at Kopitiam Cafe and Resto. Surya as the operational manager of Kopitiam Cafe and Resto said that there is no career development at Kopitiam Cafe and Resto and the salary given is below the standard salary of the city of Malang even though the management provides rewards in the form of incentives to employees if the income of the Café and Resto exceeds the target. Several studies that examined motivation and discipline on performance such as those conducted by Tarigan and Priyanto (2021), Octaviani and Pricillia (2020) resulted that motivation and work discipline had a significant effect on performance. In line with Ekhsan (2019) statement which explains that an increase in employee performance is due to the encouragement of work motivation and company work discipline. So that the existence of these two factors can trigger an increase in employee performance to work more optimally so as to meet the desired company targets.

**II. Research Methodology**

The type of research carried out in this study is a type of descriptive research, namely research with the aim of explaining market characteristics marked by specific hypotheses and having a structured research design. This research is classified as a quantitative research with a questionnaire used as a data collection strategy (Ferdinand, 2014, p. 171). The questionnaire assesses work motivation and work discipline in the model that employee performance plays a role to improve company performance. A cross-sectional survey was conducted using total sampling with a total of thirty employees. Instruments in the study with an emphasis on the results of the validity and reliability of the data to be used for further analysis. All items were measured using a 4 (four) point Likert scale (ranging from 1 = "Strongly Disagree" to 4 = "Strongly Agree"). Data analysis used descriptive analysis, which was used to describe work motivation and work discipline. The data analysis technique used in this study is multiple linear regression analysis (Umar, 2013, p. 78).

**III. Result and Discussion**

From the results of data collection on 30 respondents to Kopitiam Café and Resto Malang employees, researchers categorize them based on a predetermined Likert scale. In general, the results of data collection can be grouped as presented below.

**Table 2.** Result Analysis Variable Work Motivation

Item	Respondent's Answer Score					Score	Information
	SS	S	N	TS	STS		
X <sub>1.1</sub>	4	12	14	0	0	110	Hight
X <sub>1.2</sub>	5	12	10	2	1	108	Hight
X <sub>1.3</sub>	4	9	10	5	2	98	Enough
X <sub>1.4</sub>	2	10	9	8	1	94	Enough
X <sub>1.5</sub>	2	15	11	2	0	103	Tinggi
X <sub>1.6</sub>	4	9	15	1	1	104	Tinggi
	<b>Mean</b>					103	<b>Hight</b>

Source: processed data (2020)

Based on the results of the analysis of the average motivation variable (X1), it is classified in the high category. This is because the average

score is 103. The high average results indicate that employees feel that the company is able to motivate employees. These results are based on the Existence needs indicators (X1.1 and X1.2) classified in the high category. Furthermore, Relatedness needs (X1.3 and X1.4) are categorized as quite high. While the indicators of Growth needs (X1.4 and X1.5) are classified as high categories. The lowest scale range score occurs in the indicator of communication between employees and superiors that is well established (X1.4) which reaches a value of 94. While the highest scale range score reaches 110 which occurs in the indicator that employees can meet their needs (X1.1).

**Table 3.** Result Analysis Variable Work Discipline

Item	Respondent's Answer Score					Score	Information
	SS	S	N	TS	STS		
X <sub>2.1</sub>	2	15	11	2	0	107	Hight
X <sub>2.2</sub>	2	8	15	4	1	96	Enough
X <sub>2.3</sub>	2	11	14	2	1	101	Enough
X <sub>2.4</sub>	4	10	15	0	1	106	Tinggi
X <sub>2.5</sub>	3	11	9	6	1	99	Enough
X <sub>2.6</sub>	2	15	11	2	0	107	Tinggi
X <sub>2.7</sub>	1	7	10	11	1	86	Enough
X <sub>2.8</sub>	2	8	10	7	3	89	Enough
X <sub>2.9</sub>	4	10	14	1	1	105	Hight
X <sub>2.10</sub>	10	17	2	0	1	125	Hight
	<b>Mean</b>					102	<b>Hight</b>

Source: processed data (2020)

The results of the analysis indicate that the work discipline variable (X2) is included in the high category, which is obtained with an average score of 102. The average result explains that the employees of Café and Resto Malang have high work discipline, which is indicated by high attendance, obedience. on work regulations, adherence to work standards, level of vigilance, and work ethically. The presence indicators, namely items X2.1 are classified as high category and X2.2 are classified as moderately high categories. Furthermore, the indicator of compliance with regulations, item X2.3 is classified as high category and X2.4 is classified as high category. In the indicator of obedience to work standards X2.5 is classified as high enough category and X2.6 item is classified as high category. In addition, indicators of a high level of alertness (X2.7 and X2.8) are categorized as



quite high. The last indicator, namely working ethically (X2.9 and X2.10), is in the high category. The score of the lowest scale range reached 86 on item X2.7 which indicates that employees are less careful in using equipment. While the score of the highest scale range reaches 125, namely X2.10 which shows employees have good ethics when communicating with customers

Table 4. Result Analysis Performance

Item	Respondent's Answer Score					Score	Information
	SS	S	N	TS	STS		
Y <sub>1</sub>	10	17	2	0	1	125	Hight
Y <sub>2</sub>	8	5	10	5	2	102	Hight
Y <sub>3</sub>	5	8	16	1	0	107	Hight
Y <sub>4</sub>	11	8	6	3	2	113	Hight
Y <sub>5</sub>	4	12	14	0	0	110	Tinggi
Y <sub>6</sub>	5	12	10	2	1	108	Tinggi
7	Mean					111	Hight

Source: Processed data (2020)

Based on the results of the analysis, it can be seen that the employee performance variable (Y) belongs to the high category, that is, an average score of is obtained 111. These results indicate that the performance of employees at Kopitiam Café and Resto is high. The statement is based on the high quantity of employee work results, which is indicated by the employee's ability to complete the main task (Y1) and additional tasks given by the company (Y2). Based on the results of data analysis for the work motivation and work discipline on performance using linear regression, the results are shown in Table 5.

Figure 5. Resul Analysis Regression Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,810	2,454		1,552	,132
1 X1	,610	,200	,646	3,058	,005
X2	,034	,191	,038	,178	,860

a. Dependent Variable: Y

Source: 18 processed data (2020)

From the above equation it can be interpreted as follows: = 3.810 is a constant value, which is an estimate of employee performance at Kopitiam Café and Resto, if the independent variables which include motivation

and work discipline have a value equal to 0. 1 = 0.610 is the slope or coefficient direction of work motivation variable (X1) The results of the analysis show that if work motivation increases by one unit, work motivation will increase by 0.610. That is, if the need for existence, the need for affiliation and the need for achievement in employees is higher, the employee's performance will be higher. 2= 0.034 is the slope or regression coefficient of work discipline (X2) which is positive. The results of the analysis show that if the work discipline increases by one unit, the work discipline will increase by 0.034. That is, the higher the work discipline which includes attendance, compliance with regulations, adherence to work standards, the level of vigilance, and working ethically, the higher the employee's performance will be.

The results of the t-test (t-test) can be explained through the results of multiple linear regression equation by looking at Figure 5. The results show that the t-test (t-test) between X1 (work motivation) and Y (employee performance) shows a sig value. t of 0.005 which is smaller than the value of (0.05) then effect of X1 (work motivation) on Y (employee performance) is significant. This means that H0 is rejected so that it can be concluded that employee performance can be significantly influenced by work motivation or the higher the employee's work motivation, the higher the employee's performance. Furthermore, the t test (t test) between X2 (work discipline) and Y (employee performance) shows the value of sig. t of 0.860 which is smaller than the value of (0.05) then the effect of X2 (work discipline) on Y (employee performance) is not significant at 5% alpha. This means that H0 is accepted so that it can be concluded that employee performance cannot be significantly affected by the work discipline variable.

From the results of the above analysis as it shows that. The results of the analysis of the scale range reveal that the work motivation of

employees at Kopitiam Café and Resto is high motivation. The motivation of employees to work in the company is because there are several factors that are considered to have been fulfilled. Among them are the need for existence (physiological and sense of security) that can be met properly by the company, the need for affiliation (relationships between employees and co-workers and superiors) is quite capable of being met, and the need for achievement (appreciation of work performance and conveying ideas) that is able to well catered for by the company. The results of the analysis in this study are different from the results of observations. Based on observations, the need for achievement has not been met, but based on the results of the analysis, the needs are already high. This condition shows that the company has facilitated employees to excel by providing an evaluation of their work once a month and employees who excel are rewarded in the form of rewards or incentives. However, basically employees are less enthusiastic to compete to achieve this achievement because the nominal bonus given is considered less, namely Rp. 40.000,00 to Rp. 110.000.00 per month given in accordance with the position.

The results of the study reveal that the need for existence is classified as high category. These results are not in accordance with the results of observations which state that the salary given is not in accordance with the Malang Regency Minimum Wage standard, which is Rp. 2,970,502.73. This situation shows that the salary given is actually able to meet the needs of employees, but the salary is still below the Malang Regency UMK. High employee motivation is very beneficial for the company because it will have an impact on increasing employee performance. Hasibuan (2016, p. 146) says that providing motivation benefits the company because it can improve employee performance.

Motivation directs how to encourage the morale of subordinates so that they want to be more active and work hard by using all their skills and abilities to be able to advance and achieve industry goals. "On the contrary, this motivation is the driving force that causes a member of the organization to want and be willing to take the time to carry out various activities as their responsibilities and fulfill their obligations in terms of achieving the goals and various organizational targets that have been set previously," (Siagian, 2016). The results of this study are supported by previous research conducted by Astria (2018), there is a positive and significant influence between motivation on employee performance. This is in line with research conducted by Wahyudi (2019), which states that work motivation has a positive and significant effect on employee performance. Also confirmed by research conducted by Sari and Masruroh (2018), motivation has a positive effect on employee performance at the Central Magelang District Office.

Employee work discipline at Kopitiam Café and Resto Malang shows a high category. This high work discipline means that Kopitiam Café and Resto employees have good work discipline. Good work discipline by employees is shown in several indications. First, on the attendance dimension, if the employee is absent from work, the employee attaches a permit. Second, the attitude of obeying the rules is shown by the discipline of employees while working by using company attributes, such as identification or identity. Furthermore, on the dimension of obedience to work standards, employees are able to serve customers in accordance with the standards set by the company. Fourth, employees prioritize work ethics. This is shown by employees having good ethics during work and good communication when serving customers.

The results of this study are in line with research conducted by Kumarawati, Suparta, & Yasa (2017) which states that high employee

performance is based on high work discipline in planning, implementing and evaluating the employee's performance. An increase in Work Discipline will certainly have an impact on increasing the Performance of the Employee. This is in line with research conducted by Wahyudi (2019), which states that work discipline has a positive and significant effect on employee performance. Also confirmed by research conducted by Darmanto (2015), work discipline has a positive and significant effect on the performance of environmental employees at the North Sumatra KSDA Center.

The results of this study are different from the results of the initial observations of the study. The operational manager of Kopitiam Café and Resto revealed that the employees did not work according to the work standards set by the company. While the results of the study revealed that the indicators of compliance with company standards were going quite well, because it was known that these indicators were classified in the fairly high category. This condition indicates that there is a need for stricter supervision of employee discipline related to compliance in accordance with established work standards. The company expects employees to be more agile and friendly when serving customers. Therefore, the company can remind or direct employees who do work that is not in accordance with work standards so that employee work discipline will increase. In addition to being related to compliance with work standards, the difference also lies in the indicators of the level of employee alertness. The results of the analysis show that these indicators are categorized as high enough. In contrast to the results of interviews with company managers, researchers stated that employees tend to be careless in their work. This situation shows that the company feels the need to concentrate a high level of employee vigilance at work. These efforts are made to improve employee work discipline, especially in terms of the level of vigilance during work. Work

discipline owned by Kopitiam Café and Resto Malang employees is one of the determinants of the effectiveness of employee performance. Having disciplined employees will support the achievement of organizational goals because it is a form of compliance with work rules and also as a self-responsibility of the company.

Employee performance at Kopitiam Café and Resto Malang based on the results of the analysis of the scale range is high. The high employee performance means that Kopitiam Café and Resto employees have good performance at work. Good performance in this work can be seen from employees who are able to complete all the work that is their main task. The majority of employees are able to complete additional tasks assigned by the company. these two things indicate the performance of Kopitiam Café and Resto employees.

Good performance is indicated by the timeliness applied by employees. Employees do not delay work that has been assigned. In addition, employees are also able to meet the targets set by the company. However, different employee performance results are shown in job quality indicators. Based on the results of the research, the quality of work is classified as high, which is based on work results that are in accordance with standards and in accordance with company goals. Meanwhile, on observation, it is known that there are fluctuations in misstatements made by employees every month, which has an impact on the company's total losses. These results indicate that the company needs to help employees to minimize ordering errors or find alternative steps for the wrong menus to order. This is done so that misstatements tend to be stable or even decrease. The lack of mistakes made by employees can have an impact on the stability of the company's goals.

Based on the results of data analysis, it is known that the work motivation variable has a significant influence on employee performance at



Kopitiam Café and Resto Malang. High motivation to work will support good performance from employees. Robbins (2013) defines motivation as a process that describes the intensity, direction, and persistence of an individual to achieve his goals. With all these needs, a person is required to work harder and more actively at work, because with someone who has high motivation in doing his job, the performance of a person within the company will increase and the company's targets can be achieved. The results of this study are supported by research from Budianto (2020) which shows that there is a significant influence between employee motivation and performance. In addition, Kuswati (2020) found that motivation had a significant effect on employee performance at the Semarang City Industry and Trade Office.

Based on the results of data analysis, employee work discipline is known that the work discipline variable does not have a significant effect on employee performance at Kopitiam Café and Resto. These results can be interpreted that work discipline cannot always improve employee performance. Work discipline is very important in a company. Majid, Hakim & Assadam (2021) stated that increasing discipline is an important part of human resource management as an important factor in improving performance. Work discipline has no effect on performance at Kopitiam Café and Resto because employees feel pressured because of the regulations or policies that apply in the company. The company demands that employees work well, which can have an impact on achieving company goals. Improved performance that is not based on internal encouragement from a person can lead to stress and ultimately lead to decreased performance.

The punishments imposed at Kopitiam Café and Resto for undisciplined employees are deductions from salaries or not getting bonuses. The manager of Kopitiam Café and Resto explained that employees' salaries would be

deducted if employees violated the SOP. Kopitiam Café and Resto regulations that aim to make employees work according to the standards desired by the company in order to create good performance are not ready to be accepted by employees. It can be said that the regulations applied are not in accordance with the conditions of employees who are mostly teenagers. However, the results of the disciplinary variable scale range produce a high scale range, which means that employees are very disciplined in working at Kopitiam Café and Resto.

Based on the results of the regression analysis that has been done, to find out the most dominant independent variable on the dependent variable using (beta) standardized, but because the independent variable of work discipline is not significant, the motivation variable remains, which means only motivation is the most dominant because there is no other variable. comparison because the comparison variable is not significant. Therefore, it can be seen that the most dominant variable influencing is motivation. The results of this study are supported by research conducted by Nadhiroh (2019), which states the motivation variable as the most dominant variable affecting employee performance variables compared to leadership and work discipline variables. From these results, H2 is accepted which states that motivation has the most dominant effect on employee performance.

With the most dominant work motivation variable affecting employee performance compared to work discipline at Kopitiam Café and Resto Malang, it proves that the most important factor in employee performance is motivation. Furthermore, the management of Kopitiam Café and Resto needs to pay more attention to and motivate employees. The way to motivate employees is to focus attention on their needs, such as the need for existence which includes physical needs, safety needs, and security needs. Not only the need for existence



but also the need for affiliation which is the need for relationships between individuals and society. Next is the need for progress where the management of Kopitiam Café and Resto can develop the potential of employees.

#### 15 IV. CONCLUSION

Based on the results of data analysis and discussions that have been carried out above, it can be concluded that:

1. Work motivation (X1) on Kopitiam Café and Resto employees is high. The work discipline (X2) of Kopitiam Café and Resto Malang employees is high. Employee performance (Y) at Kopitiam Café and Resto is high. 1
2. The work motivation variable (X1) has a partial effect on employee performance (Y). The work discipline variable (X2) has no partial effect on employee performance (Y). Meanwhile, motivation (X1) and work discipline (X2) variables have a simultaneous influence on employee performance (Y)
3. Work motivation variable (X1) is the dominant variable affecting performance

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