THE EFFECT OF MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

Uce Karna Suganda¹, Andi², Dede Hernawan³
Widyatama University, Bandung, Indonesia
¹Corresponding Email: uce.karna@widyatama.ac.id

ABSTRACT

This study aims to determine the effect of motivation and work discipline on employee performance. The method used in this research is quantitative and the type of research used is associative research. The population in this study were employees at the Perusahaan Daerah Air Minum Tirtawening, the sample of the study were all respondents at the Perusahaan Daerah Air Minum Tirtawening, as many as 75 people. The results of the study partially show that the motivation and work discipline variables have a positive and significant effect on employee performance. Meanwhile, the test results simultaneously state that there is a positive and significant influence on the motivation and work discipline variables on employee performance. The results of the determination test show that the R square value of the company's employee performance is influenced by independent variables, namely motivation and work discipline, while the rest is explained by variables outside the research.

Keywords: motivation, work discipline, employee performance

I. INTRODUCTION

The accelerating economic development and the amount of competition determine the existence of both short-term and long-term policies. Increasingly tight competition between companies requires company management to plan and control company activities effectively and efficiently to achieve company goals. The company has certain goals it wants to achieve. In this case Human Resources play an active role in achieving company goals. With good human resources it will help accelerate the goals of a company. Developing human resources is basically to increase employee productivity and performance. The company seriously develops and develops its Human Resources. Rivai and Basri (2005) state that performance is the result or level of success of a person or overall during a certain period in carrying out a task compared to various possibilities, such as standard work results, targets or targets or criteria that have been determined in advance and have been mutually agreed. The company must be able to have high and good productivity to meet the targets the company has set. Employee performance can help in meeting the targets set by the company for profit. Therefore, the company must be able to manage employees well so that the employee's performance can be maximized. there is no conflict between employees and the achievement of employee work performance. Efforts to improve employee performance, there are several factors that influence it, such as motivation and work discipline. In this case the management of a company plays an important role in supporting the progress of its employees. Motivation and work discipline can support and encourage employees of a company to be able to work properly in accordance with the wishes of the company in order to achieve company goals. Motivation has a direct relationship with an employee's performance. The work motivation of an employee is very important and must be paid more attention by the company. Motivating employees can be identified by looking at the motives and motivations of an employee in working at the company as well as what goals an employee wants to achieve. In that way, the manager can provide direction and support in achieving the employee's goals. That way employees will have enthusiasm for work and can achieve the planned company goals. Veithzal Rivai (2015) states that motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Motivation includes unique feelings, thoughts and past experiences that are part of the company's internal and external relationships. In addition, motivation is defined as an individual's encouragement to take action because he wants to do it. In addition, the discipline factor at work also plays an important role in improving the performance of an employee. According to Lijan Poltak Sinambela, work discipline is the ability of a person to
work regularly, persistently and work in accordance with applicable rules without violating predetermined rules. Employees have a high work discipline attitude in a company that will provide good performance results for the company. An employee's work discipline attitude can be done by providing rules for company employees and providing simple work procedures that can be easily understood by an employee. Motivation and work discipline in a company are forms of support and training for employees, as well as efforts to improve and shape the attitudes, behavior and knowledge of an employee, so that employees try to work cooperatively with other employees. With the cooperation between other employees in an effort to improve their work performance. Good motivation and high work discipline can encourage an employee to be innovative and enthusiastic in doing his job.

Perusahaan Daerah Air Minum Tirtawening motivation and work discipline are important things in advancing the performance of an employee to achieve company goals. Regional Drinking Water Company is a socially oriented company. Generally, socially oriented companies do not aim to pursue profit per se, but are more oriented towards community service. Perusahaan Daerah Air Minum Tirtawening is a company owned by BUMD, of course with the development of this company will help the Regional Government in increasing its development.

II. LITERATURE REVIEW

Motivation

Sardiman (2006: 73) states that motivation is the driving force from within to carry out activities to achieve goals. Wahjosumidjo (2005) explains that motivation has two unique sides. On the one hand, motivation is seen as something important, but on the other hand, motivation is also perceived as something difficult. Motivation is an important subject because a leader must work closely with his subordinates or through other people. It takes the ability to provide motivation to subordinates. Motivation is a puzzling subject because motivation cannot be observed and measured with certainty. If you want to observe and measure motivation, that means we have to examine further the behavior of each subordinate.

It is increasingly clear that motivation is a psychological process that reflects interactions or relationships between attitudes, needs, perceptions and decisions that exist within a person. Motivation as a psychological process arises because of two factors, namely factors that exist within the individual himself and factors that exist outside the individual, factors that exist within the individual can be in the form of personality, attitudes, experiences, education, and various individual expectations. Meanwhile, factors that exist outside the individual can be in the form of the influence of leaders, colleagues, and various very complex matters.

Indicators of work motivation according to Sondang P. Siagian (2008: 138)

1. Propulsion. The driving force is a kind of instinct, which is in the form of an impulse force to move a person in behaving in order to achieve goals. However, the methods used differ from each individual according to their respective cultural backgrounds.

2. Willingness. Willingness is the urge to do something because it is stimulated / influenced from outside (other people or the environment). Willingness indicates a certain reaction as a result of an offer from another person.

3. Willingness. Willingness is a form of approval of someone else's request so that he can grant the request without feeling compelled

4. Forming Expertise. Forming expertise is the process of creation or formation, the process of changing one's proficiency in a particular field of knowledge.

5. Shaping Skills. Skills are a person's ability to perform complex and neatly structured patterns of behavior smoothly and according to circumstances to achieve certain results / achievements. Forming skills not only includes motoric movements, but also mastery of mental functions that are cognitive in nature. A person who is able to properly utilize / use other people is also considered a skilled person.
6. Responsibilities. Responsibility means a further consequence of the performance of the role, either in the form of rights and obligations or power. Responsibility is defined in general as an obligation to do something or behave in a certain way.

7. Obligations. Liability is something that must be carried out for something that is imposed on him. For example, in the field of work, you will be given tasks that must be completed.

8. Purpose. Purpose refers to a statement about the desired state in which the company intends to make it happen and as a statement about a situation in the future which the organization as a collectivity tries to create.

**Work Discipline**

Discipline is the most important operational function of human resource management because the better the employee's work discipline, the better the performance that can be achieved. Without good discipline, it is difficult for organizations to achieve optimal results. Discipline is the main factor needed as a warning tool for employees who do not want to change their character and behavior. So that an employee is said to have good discipline if the employee has a sense of responsibility for the task assigned to him. Discipline is a management action to encourage organizational members to meet the demands of various company / organizational regulations. Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that employees voluntarily try to work cooperatively with other employees and improve their work performance. Sinambela (2018: 335) concludes that work discipline is the awareness and willingness of employees to comply with all applicable organizational regulations and social norms, meaning that without the support of good employee work discipline, it is difficult for the organization to achieve its goals. Work discipline is a tool used by managers to change behavior and as an effort to increase one's awareness and willingness to comply with all company regulations and prevailing social norms. Work discipline is a tool or means for an organization to maintain its existence, because with high discipline, employees or subordinates will obey all the existing regulations so that the implementation of work can be in accordance with a predetermined or targeted plan. Hasibuan (2016) argues that discipline is the awareness and willingness of a person to obey all applicable social rules and norms. Discipline is a mental attitude that is reflected in the actions or behavior of individuals, groups or society, in the form of obedience to regulations set by the government or the ethics, norms and rules that apply in society for certain purposes. Work discipline is defined when employees always come and go home on time, do all work well, comply with all company regulations and prevailing social norms. In essence, discipline is an action taken by employees by being responsible for the work being done, emphasizing the smallest possible problems, and preventing possible mistakes from developing. Anoraga (2009) defines work discipline as the psychological attitude of a person or group who always wishes to follow or comply with all predetermined regulations. From some of these opinions, it can be concluded that work discipline is an attitude of loyalty and obedience to a person or group of people to written or unwritten rules that are reflected in the behavior and actions of an organization to achieve certain goals.

According to Sutrisno (2009), four indicators of work discipline are:

1. Obey the rules of time. Judging from the hours to come to work, time to go home, and rest hours that are on time according to the rules applicable in the company.

2. Compliance with company regulations. Basic rules about how to dress, and behave at work.

3. Obeying the rules of conduct at work. Shown by ways of doing jobs in accordance with the position, duties and responsibilities as well as how to relate to other work units.

4. Compliance with other regulations in the company. Rules about what can and should not be done by employees in the company.

**Employee Performance**

Employee performance is an individual thing, because every employee has different qualification levels and different performance in relation to their duties. Management can measure employee performance based on the performance of each of these employees. Moetheriono (2010) states that employee performance is the result of
performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively in accordance with their respective authorities, duties and responsibilities. Each in an effort to legally achieve the goals of the organization concerned without breaking the law and in accordance with morality or ethics. Performance is the achievement of a production result in the form of quality and quantity of a good or service through a work process carried out by an employee based on the duties and responsibilities that have been previously assigned to him.

Robbins (2006: 260) states that there are six indicators for measuring individual employee performance, namely:

1. Quality.

The quality of work is measured by employees' perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees.

2. Quantity.

Represents the amount produced expressed in terms such as the number of units, the number of activity cycles completed.

3. Punctuality.

Is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.

4. Effectiveness.

Is the level of use of organizational resources (manpower, money, technology, raw materials) maximized with the intention of increasing the results of each unit in the use of resources.

5. Independence.

It is the level of an employee who will later be able to carry out his work duties.


Is a level where employees have a work commitment with the agency and employee responsibilities to the office.

**Conceptual Framework**

![Conceptual Framework Diagram]

Source: Results of Data Processing (2019)

**Hypothesis**

H₁: Motivation and Work Discipline affect employee performance

H₂: Motivation has a significant effect on employee performance

H₃: Work discipline has a significant effect on employee performance
III. RESEARCH METHODS

The population in this study were employees of PDAM Tirtawening in 2018 - 2019 with a total of 75 people. The sample taken from the population must be truly representative. This research in sampling is saturated sample, which means that the entire population is sampled.

IV. RESULTS AND ANALYSIS

Multiple Linear Regression Test

Table 1. Multiple Linear Regression Test Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>4.155</td>
<td>1.458</td>
<td>2.850</td>
<td>.006</td>
</tr>
<tr>
<td>Motivation</td>
<td>.176</td>
<td>.068</td>
<td>.195</td>
<td>2.594</td>
</tr>
<tr>
<td>Work Discipline</td>
<td>.612</td>
<td>.065</td>
<td>.712</td>
<td>9.464</td>
</tr>
</tbody>
</table>

a. Dependent Variable: total performance

Source: Results of Data Processing (2019)

Based on the results of the multiple linear regression test the regression equation is as follows:

\[ Y = 4.155 + 0.176 \times X1 + 0.612 \times X2 \]

Interpretation of the Regression Equation

1. A constant value of 4.155 indicates that if the motivation and work discipline variables are constant, the employee performance will increase by 4.155.

2. The regression coefficient value of 0.176 states that each increase in the Motivation variable of 1 will increase the employee's performance by 0.176 units assuming the other independent variables are constant.

3. The coefficient value of work discipline) of 0.612 states that each increase in work discipline by 1 unit will increase employee performance by 0.612 assuming the other independent variables are constant.

V. RESEARCH DISCUSSION

The Influence of Motivation and Work Discipline on the Employee Performance at the Perusahaan Daerah Air Minum Tirtawening

The results of the hypothesis test state that in simultan work motivation and work discipline affect the performance of employees at the Perusahaan Daerah Air Minum Tirtawening. This is indicated by H₀ rejected and H₁ accepted, because \( F_{\text{count}} \) is greater than \( F_{\text{table}} \) or the significance of F is smaller than the value of α. This study uses motivation and work discipline variables which can be seen simultaneously that there is a significant influence between motivation and work discipline on the performance of the employees at the Tirtawening Drinking Water Company. The results of this study are in line with research conducted by Habiburrahman (2017) which states that Employee Performance at the Financial and Asset Management Revenue Service (DP2KA) in Way Kanan Regency is influenced by motivation and discipline of work which have a significant effect.

The Influence of Motivation on Employee Performance at the Perusahaan Daerah Air Minum Tirtawening

The results of the \( t \) test conducted, stated that motivation has a significant effect on employee performance at the Perusahaan Daerah Air Minum Tirtawening. The results of the calculation of the regression coefficient obtained the value of \( t_{\text{count}} > t_{\text{table}} \), namely H₀ is rejected and H₁ is accepted, the regression coefficient is obtained with a significance level smaller than α. The beta coefficient value is positive, which means that motivation has an effect on employee performance at the Perusahaan Daerah Air Minum Tirtawening. Therefore, work motivation is
usually called a morale booster, company employees will improve their performance if the motivation for their work is fulfilled. The results of this study state that motivation is one of the determinants of an employee's performance, so motivation has an effect on employee performance. The results of the study indicate that motivation is an inseparable factor from the performance of employees at the Perusahaan Daerah Air Minum Tirtawening, because the significant value of motivation will have an effect on improving employee performance. The results of this study are in line with the results of research conducted by Iga Mawarni Marpaung, Djamhur Hamid, Mohammad Iqbal (2015) which states that motivation affects employee performance. Wexley and Yukl (1977) who stated that work motivation is something that raises morale.

The Effect of Work Discipline on Employee Performance at the Perusahaan Daerah Air Minum Tirtawening

The results of the analysis test show that work discipline has a positive and significant effect on employee performance at the Perusahaan Daerah Air Minum Tirtawening. The results of the calculation of the regression coefficient obtained \( t_{\text{count}} > t_{\text{table}} \), namely H0 is rejected and H1 is accepted, the regression coefficient is obtained with a significance level smaller than \( \alpha \). The beta coefficient value is positive, which means that work discipline affects the performance at the Perusahaan Daerah Air Minum Tirtawening. The research facts conclude that work discipline is an inseparable factor from employee performance, because the significant value of work discipline will have an effect on improving employee performance. One of the goals of work discipline is to take effective disciplinary action that can spur individual employees to improve work performance which ultimately results in achievement for the individual concerned. Work discipline is one of the determinants of an employee's performance, so that work discipline can affect employee performance. Therefore, if an employee performs good work discipline and according to procedures, it will increase the employee's performance. The results of this study are in line with the results of research conducted by Nur Avni Rozalia, Hamida Nayati, Utami Ika Ruhana (2016) which states that work discipline has a significant effect on employee performance. Based on the results of the research, work discipline has an influence because with work discipline on an employee, it will increase the performance at the Perusahaan Daerah Air Minum Tirtawening.

VI. CONCLUSION

a. Motivation and work discipline simultaneously have a significant influence on employee performance at Perusahaan Daerah Air Minum Tirtawening

b. Motivation has a significant effect on Employee Performance at the Perusahaan Daerah Air Minum Tirtawening

c. Discipline has a significant effect on Employee Performance at the Perusahaan Daerah Air Minum Tirtawening

REFERENCES


