Work Discipline and Work Motivation on Employee Performance

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ABTRACT

This study aims to determine partially and simultaneously the effect of work discipline and work motivation on employee performance at office Kantor Badan Pengelolaan Keuangan dan Aset Daerah Kabupaten Langkat. The population used in this study amounted to 50 employees. While the sample taken is 50 employees, the sampling technique used is total sampling. This study uses a type of quantitative research. The research results indicate that work discipline has a significant influence on employee performance. Work motivation has a significant effect on employee performance compliance. Then together, work discipline and work motivation have a moderate influence on employee performance.

Keywords: Work Discipline, Work Motivation, and Employee Performance

INTRODUCTION

Employee performance is the result of the activities carried out. Performance arises not only from formal education but in practice in the field. Performance arises from various training for operational employees and education for company management. Operational development and education for company management aim to improve results effectively, while technical development aims to improve concepts and strategies in planning and develop the potential in each company management. To improve performance, leaders must try to complete their work or tasks assigned to them. The development of the times demands that employees or employees have an excellent and quality performance to compete in work. Many factors affect an employee's performance at work, but two factors significantly influence employee performance, discipline at work and work motivation..

Discipline is one of the paths taken by the organization. To ensure achieving goals, you need tools, and an effective tool is to make rules. Although there is no guarantee that the goal will be achieved, efforts must still be made. According toWahyudi, (2019)said that self-confidence is contained in various policies and procedures, including regulating employee attitudes and behavior. In addition, to ensure that goals are achieved and discipline rules are implemented, it is necessary to think about an expectation, for example, providing motivation. The motivation in question can increase employee morale, for example, compensation, moral support, punishment for making mistakes, and so on.

Employee work discipline is the most dominant factor, so that work discipline needs to be improved so that employee expectations can be achieved and get job satisfaction. This can improve the performance of the employee. Companies must provide sanctions for employees who violate regulations and stricter supervision to improve employee performance.

Work discipline provides excellent benefits for the company as well as for employees. For companies, work discipline will ensure the maintenance of order and the smooth implementation of tasks so that optimal results are obtained. For employees, work discipline will create a pleasant working atmosphere and increase morale. This allows employees to carry out their work with full awareness.

Research results according toYusnandar et al.(2020), Jufrizen(2018), Nasution & Lesmana(2018), (Arifai, 2018), Tahir(2019), Jeffrey & Dinata(2017)andPawirosumarto *et al*.(2017)Proves that work discipline affects employee performance because the work discipline variable is more dominant in influencing employee performance variables.ButNelizulfa(2018)states that there is no influence between employee motivation variables on employee performance, this occurs due to a lack of employee discipline, so it does not affect employee performance improvement

employees so that they are willing to work together willingly and without being forced. Motivation arises due to two factors; namely, internal factors arise from within a person while external factors are factors outside of a person. This was stated by EdiWork motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions, and decisions that occur within a person. In our daily lives, *motivation* is defined as the whole process of giving encouragement or stimulation to employees so that they are willing to work together willingly and without being forced. Motivation arises due to two factors, namely internal factors are factors that arise from within a person while external factors are factors outside of a person Eldi *et al*.(2020).*Motivation* is an effort that can encourage someone to take the desired action, while the motive is a person's driving force to

act because a person's behavior tends to be goal-oriented and driven by a desire to achieve specific goals.

Employee motivation has a vital role because with this motivation, and it is expected that each employee will work hard and be enthusiastic about achieving good performance. Leaders must motivate their subordinates because of the dimensions of the division of work to be done and possible. In a measurable and planned manner, motivation is the provision of a driving force that creates a person's morale so that they are willing to cooperate and work effectively in an integrated manner with all their efforts to achieve a goal.

Research result Harahap & Tirtayasa(2020),Hasibuan & Silvya(2019), Prayogi & Nursidin(2018), Al-musadieq(2018), Kongcharoen et al.(2020)Arman et al.(2019), dan Rozi & Sunarsi(2020)This proves that work motivation affects employee performance because the work motivation variable is more dominant in influencing employee performance variables. But Inaray et al.(2016)and Nelizulfa(2018) states that there is no influence between employee motivation variables on employee performance due to the lack of motivation from the leadership to their subordinates. The motivation in question is a series of attitudes and values that influence individuals to achieve specific things according to individual goals.

It can be concluded that employee performance is influenced by work discipline and work motivation. As expected by employees, good work motivation can satisfy employees in carrying out and completing work with good results. Likewise, with maintained discipline, disciplined employees show that they have a solid attachment to the company, which will have a positive impact on the organization, and of course, disciplined employees can complete the work given so that the employee's work can meet the goals expected by the company.

Research resultolehHasibuan & Handayani(2017), Jeffrey & Dinata(2017)Arif *et al.*(2019), and Farisi et al.(2020), Proves that work discipline and work motivation affect employee performance because the variables of work discipline and motivation are more dominant in influencing employee performance variables. But Inaray Research Inaray et al.(2016) research, states that there is no influence between the variables of work discipline and work motivation on employee performance due to the lack of motivation from the leadership to their subordinates and the lack of employee discipline due to the lack of firmness from the company to deal with undisciplined employees.

Based on the explanation above, by adjusting to previous studies which concluded that work discipline and work motivation affect employee performance, the relationship can be described as follows:
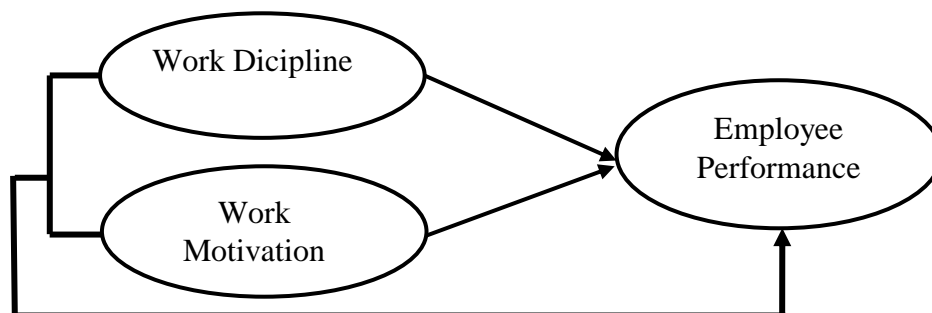
Figure1. Conseptual Framwork

Based on the research paradigm in Figure 1. So the hypothesis in this study is: There is a partial positive and significant effect between work discipline on employee performance at the Regional Financial and Asset Management Agency of Langkat Regency. There is a positive and significant influence partially between work motivation on employee performance at the Badan Pengelolaan Keuangan dan Aset Daerah Kabupaten Langkat. There is a positive and significant effect between work discipline and work motivation on employee performance at the Regional Financial and Asset Management Agency of Langkat Regency. There is an influence of work discipline and work motivation on employee performance at BPKAD Langkat Regency.

METODE

The research consists of four variables, namely work discipline (X1) and works motivation (X2), as the independent variable and employee performance (Y) as the dependent variable. The approach in this study is to use an associative approach. This research was conducted at BPKAD, Langkat Regency, North Sumatra, Indonesia. The population in this study were all 50 employees working at BPKAD Langkat Regency, and the entire population was used as a sample in this study. The data collection technique used is through a questionnaire (questionnaire). With a Likert scale with a score of 1-5. Data analysis technique using Structural Equation Model (SEM) based on Partial Least Square (PLS).

Table 1. Variable Measurement

Variable	Definition	Indicator	Scala
Employee Performance (Y)	Performance or performance is a description of the level of achievement of the implementation of a program or policy in realizing the organization's goals, objectives, vision, and mission as outlined through the strategic planning of an organization.	1. Work result 2. Workplace behavior 3. Personal nature Rita *et al.*(2017)	Likert
Work Discipline (X1)	Employee work discipline is a form of training that seeks to improve and shape employee knowledge, attitudes, and behavior so that these employees voluntarily try to work cooperatively with other employees and improve their work performance..	1. Preventive 2. Corrective 3. Progressive Jeffrey & Dinata, (2017)	Likert
Work motivation (X2)	Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are invisible things that provide the power to encourage individuals to behave in achieving goals.	1. Financial Motivation 2. External self concept 3. Enjoyment of work 4. Internal self concept 5. Goal internalization Chien *et al.*(2020)	Likert

HASIL DAN PEMBAHASAN

Descriptive statistics provide an overview of the research variables that show the maximum value, minimum value, average value, and standard deviation of each variable in this study. Descriptive statistics obtained from answers to the returned questionnaire regarding the research variables are presented in the table below.

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work Dicipline	50	3,00	5,00	4,0800	,60068
Work motivation	50	2,00	5,00	4,0400	,85619
Employee Performance	50	2,00	5,00	4,0000	,78246
Valid N (listwise)	50				

Based on the results of the analysis from the table above, it can be concluded that: The work discipline variable has a minimum value of 3, which means that the respondent who gives the lowest assessment the answer to work discipline is 3. The maximum value is 5, which means that the highest answer on the performance of all respondents who gave an assessment is 4. Then the mean value (average) is 4.04, meaning that of all respondents who gave answers to work discipline, the average respondent assessed 4. At the same time, the standard deviation of 0.60 means that the data spread of the work discipline variable is 0.60 out of 50 respondents. The work motivation variable has a minimum value of 2, which means that the respondent who gives the lowest assessment of work motivation is 2. The maximum value is 5, which means that of all respondents who gave the highest assessment of work motivation, the answer is 4. Then the mean value (average) of 4.04, meaning that of all respondents who gave answers to work motivation, the average respondent assessed 4. At the same time, the standard deviation of 0.85 means that the size of the data spread of the work motivation variable is equal to 0.85 of 50 respondents. The performance variable has a minimum value of 2, which means that the respondent who gives the lowest assessment of the answer to performance is 2. The maximum value of 5 is that of all respondents who gave the highest assessment of the answer to performance is 4. Then the mean value (average) of 4, meaning that of all respondents who gave answers to performance, the average respondent assessed 4. While the standard deviation of 0.78 means that the spread of data from the performance variable is 0.78 out of 50 respondents.

Measurement Model Test Results (Outer Model)

The construct validity test shows how well the results obtained from using a measurement are by the theories used to define a construct. A strong correlation between the construct and its statement items and a weak relationship with other variables is one way to test construct validity. Construct validity consists of *convergent validity* and *discriminant validity*.

The outer model test begins by estimating or estimating parameters, namely by calculating the PLS algorithm with the following results:
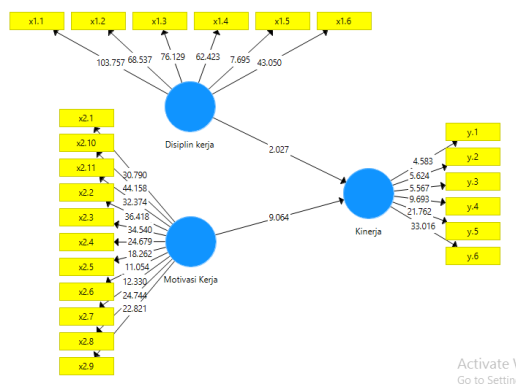
Figure 2. *Outer model*

Convergent validity test results

A convergent validity test is done by looking at the value of the loading factor on each construct. The loading factor value above 0.7 is an ideal or valid measure as an indicator in measuring the construct, 0.6. still acceptable, while values below 0.6 should be excluded from the model. Based on data calculations using the PLS algorithm method, the loading factor value of each variable indicator can be seen in the table below:

Tabe3. Loading Factor Value

Variable	Loading factor	Description
Work Discipline (X1)	0,974	Valid
	0,964	Valid
	0,964	Valid
	0,958	Valid
	0,719	Valid
	0,946	Valid
Work motivation (X2)	0,931	Valid
	0,899	Valid
	0,934	Valid
	0,881	Valid
	0,861	Valid
	0,732	Valid
	0,740	Valid
	0,878	Valid
	0,876	Valid

	0,946	Valid
	0,911	Valid
Performance (Y)	0,736	Valid
	0,794	Valid
	0,795	Valid
	0,841	Valid
	0,861	Valid
	0,911	Valid

Based on the table above, it is known that all statement items show valid results, where the loading factor value is seen to be above 0.6. A loading factor value more excellent than 0.6 occurs because the questionnaire questions given to respondents are by respondents' perceptions. Thus, seeing the items distributed is feasible to measure the latent variables.

Average Variance Extracted (AVE)

In evaluating discriminant validity, it can be seen using the Average Variance Extracted (AVE) method for each construct or latent variable. The following are the results of testing the AVE value on the work motivation variable of 0.764, Performance 0.681, Work discipline 0.856. This means that each construct is above 0.5. Thus, there is no problem of convergent validity in the model being tested. So the construct in this research model is said to have good discriminant validity.

Discriminant Validity

Discriminant validity testing is carried out to prove whether the indicator in a construct will have the most significant loading factor in the construct it forms than the loading factor with other constructs. The discriminant validity of the reflexive indicator can be seen in the cross-loading value between the indicator and its construct. The discriminant validity value from the PLS Algorithm Smart PLS program results can be seen in the table below.

Table 4. *Output Discriminant Validity* **Work Dicipline**

	Disiplin kerja	Kinerja	Motivasi Kerja
x1.1	0.974	0.552	0.572
x1.2	0.964	0.571	0.587
x1.3	0.964	0.589	0.565
x1.4	0.958	0.548	0.534
x1.5	0.719	0.623	0.516
x1.6	0.946	0.571	0.540

Based on the table above, it is known that the loading value of each indicator item on its construct (X1) is more significant than 0.7 or greater than the cross-loading value. Thus, it

can be concluded that all constructs have good discriminant validity, where the indicators in the construct indicator block are better than indicators in other blocks.

Tabel 5. *Output Discriminant Validity*Work Motivation

	Disiplin kerja	Kinerja	Motivasi Kerja
x2.1	0.590	0.686	0.931
x2.10	0.587	0.702	0.946
x2.11	0.567	0.688	0.911
x2.2	0.599	0.677	0.899
x2.3	0.598	0.703	0.934
x2.4	0.520	0.755	0.881
x2.5	0.472	0.809	0.861
x2.6	0.349	0.575	0.732
x2.7	0.336	0.580	0.740
x2.8	0.554	0.783	0.878
x2.9	0.558	0.886	0.876

Berdasarkan tabel diatas diketahui bahwa nilai loading dari masing-masing item indikator terhadap konstruknya (X2) lebih besar dari 0,7 atau lebih besar dari pada nilai *cross loading*-nya. Sehingga dengan demikian dapat disimpulkan bahwa semua konstruk memiliki *discriminant validity* yang baik, dimana indikator pada blok indikator konstruk tersebut lebih baik dari pada indikator di blok lainnya.

Tabel 6. *Output Discriminant Validity*Performance

	Disiplin kerja	Kinerja	Motivasi Kerja
y.1	0.494	0.736	0.449
y.2	0.528	0.794	0.485
y.3	0.485	0.795	0.486
y.4	0.541	0.841	0.698
y.5	0.524	0.861	0.882
y.6	0.556	0.911	0.881

Based on the table above, it is known that the loading value of each indicator item on its construct (Y) is more significant than 0.7 or greater than the cross-loading value. Thus, it can be concluded that all constructs have good discriminant validity, where the indicators in the construct indicator block are better than indicators in other blocks.

Reliability Test Results

The construct reliability test is measured by the composite reliability of the indicators that measure the construct. A reliability test is needed to prove the instrument's accuracy, consistency, and accuracy in measuring the construct. Composite reliability measures the actual value of the reliability of a construct. A construct is reliable if the composite reliability value is more significant than 0.7. The composite reliability value from the results of the PLS Algorithm Smart PLS program can be seen in the following table.

Tabel 7.*Composite Reliability*

	Reliabilitas Komposit
Motivasi Kerja	0.973
Kinerja	0.927
Disiplin kerja	0.972

Based on the table above, it can be seen that the composite reliability value of each construct is above 0.70, so it can be stated that the indicators used in this study have met good reliability (reliable)

Cronbach Alpha

The results of reliability testing using Cronbach's alpha obtained a work motivation value of 0.969, the performance of 0.910, and work discipline of 0.964 so that the value of Cronbach's alpha for each construct is above 0.60, so it can be stated that the indicators used in this study have met the reliability good (reliable).

Inner Model Results

Assessing the inner model is to look at the relationship between latent constructs by looking at the estimation results of the path parameter coefficients and their significance level. Based on the PLS Algorithm output results, the R Square value is 0.711, and the Adjusted R Square value is 0.698. Thus the R-Square value in the model is 0.711, meaning that the variation in performance can be explained by the constructed variable (work discipline and work motivation) of 71.1% or has a moderate model. At the same time, the remaining 28.9% is influenced by other variables not included in the research model.

Analyis F^2

Assessing the model with PLS begins by looking at the R-square for each latent dependent variable. Changes in the value of R-square can be used to assess the effect of certain independent latent variables on the latent dependent variable whether it has a substantive effect.

Table 8. F2 Result for Effect Size

	Disiplin kerja	Kinerja	Motivasi kerja
Disiplin kerja		0.201	
Kinerja			
Motivasi kerja		0.637	

Based on the table above, it can be stated as follows: The effect of work discipline on performance has an F2 of 0.201 or medium, The effect of work motivation on performance has an F2 of 0.637 or significant.

Hypothesis Test Results

Hypothesis testing is done by looking at the value of T statistics generated from the bootstrapping process. The hypothesis is accepted (supported) if the value of T statistics is more significant than 1.677 with a significance level of 5% (two-tailed). Meanwhile, the t-statistical value is taken from the t-value for the sample 50-2 = 48, so that the t-statistical value for sample 48 is 1.677. The results of the Smart PLS program bootstrapping process can be seen in the following table:

Table 9. T-Statistic

	Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (| O/...	P Values
Disiplin kerja -> Kinerja	0.206	0.192	0.102	2.027	0.024
Motivasi Kerja -> Kinerja	0.703	0.717	0.078	9.064	0.000

Based on the test results in the table above, the influence of each variable is described as follows: Discipline variable (X1) has an influence on performance (Y) of 0.024 with the at-statistical value of 2.027 and a p-value of 0.024. Because the value of t statistics is less than 1.677 and the value of p-value <0.05, the statistical hypothesis states that Ho is rejected and Ha is accepted, meaning that discipline (X1) has a significant effect on performance (Y). The motivation variable (X1) has an influence on performance (Y) of 0.000 with a t-statistic value of 9.064 and a p-value of 0.000 because the value of t statistics is more than 1.677 and the value of p-value <0.05, the statistical hypothesis states that Ho is rejected and Ha is accepted, meaning that motivation (X1) has a significant effect on performance (Y).

Discussion
The Effect of Discipline on Performance

Based on the study results, it is known that the discipline variable (X1) has a significant influence on performance (Y). This means that there is an influence between work discipline and employee performance. In this case, the factors of work discipline include complying

with all company regulations, effective use of time, responsibility in work capable of producing satisfactory work or performance. So that if employee discipline increases, it will not be followed by an increase in employee performance.

In improving employee discipline, it is better to use three types of discipline, namely preventive discipline, corrective discipline, and progressive discipline. Employee discipline is expected to apply these three kinds of characteristics. Discipline is the action of employees who urge to comply with existing standards and regulations. This preventive discipline aims to encourage employees to have high personal discipline so that the leadership task is not too heavy. At the same time, corrective discipline is an action that is carried out after a violation occurs. This action is to prevent further violations by giving punishment or disciplinary action. *Progressive discipline* is a disciplinary action that is repeated in the form of increasingly severe penalties (Arifai, 2018).

This research is in accordance with previous research conducted by Yusnandar et al.(2020), Jufrizen(2018), Nasution & Lesmana(2018), (Arifai, 2018), Tahir(2019), Jeffrey & Dinata(2017)and Pawirosumarto *et al*.(2017)prove that work discipline affects employee performance because the work discipline variable is more dominant in influencing employee performance variables. Meanwhile, this study is not in line with Nelizulfa's (2018) research, which states that there is no influence between employee discipline variables on employee performance.

The Effect of Motivation on Performance

Based on the study results, it is known that the motivation variable (X1) has a significant influence on performance (Y) which means that there is an influence between work motivation and employee performance. If work motivation continues to be improved, employee performance will also increase. In general, the motivation of employees of the Regional Financial and Asset Management Agency of Langkat Regency is good; this can be seen in the environment where employees get financial motivation, an environment that supports each other, rewards and support given by the leadership to increase employee motivation to continue to innovate.

The influence of work motivation on employee performance at the Office of the Regional Financial and Asset Management Agency in Langkat Regency is caused by the company providing good motivation to employees to improve the performance of employees who work in the Regional Financial and Asset Management Agency Office of Langkat Regency. This means that employees do not need to be motivated because they already have their respective duties and responsibilities without being motivated. This makes employees inevitably have to complete the work and responsibilities according to the deadlines that have been set.

Activities that are driven by something that is not liked in the form of activities that are forced to be carried out tend to be ineffective and efficient. with pleasure and satisfaction(Inaray et al., 2016). In other words, management as a process of empowering other people to achieve a goal will only take place effectively and efficiently if the workers can motivate the workers in carrying out their duties and responsibilities. Thus, to provide encouragement and move people to be willing to work as much as possible, it is necessary to strive for communication and the participation of all parties concerned. Motivation indicates that leaders know how to provide appropriate information to their subordinates so that they take the time to make the necessary efforts to obtain advice and recommendations regarding

the problems at hand. For this reason, leadership skills are needed to motivate subordinates to work by the directions given.

This research is by previous research conducted by Harahap & Tirtayasa(2020),Hasibuan & Silvya(2019), Prayogi & Nursidin(2018), Al-musadieq(2018), Kongcharoen et al.(2020)Arman et al.(2019), and Rozi & Sunarsi(2020)proves that work motivation affects employee performance because the work motivation variable is more dominant in influencing employee performance variables given the reason for the influence. Meanwhile, this research is not in line with the research conducted byInaray et al.(2016)andNelizulfa(2018)States that there is no influence between employee motivation variables on employee performance because of leaders' lack of motivation to their subordinates. As explained in the definition of the variable that the motivation in question is a series of attitudes and values that influence individuals to achieve specific things according to individual goals.

As expected by employees, good work motivation can satisfy employees in carrying out and completing work with good results. Likewise, with maintained discipline, disciplined employees show that they have a solid attachment to the company, which will have a positive impact on the organization, and of course, disciplined employees can complete the work given so that the employee's work can meet the goals expected by the company.

Based on the comprehensive effect test results on smart PLS, it is known that work discipline has a significant influence on employee performance, which means that work discipline affects employee performance. Meanwhile, motivation has a significant influence on employee performance where it means that motivation influences employee performance.

Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This can encourage increased performance and the achievement of company, employee, and community goals. In other words, work discipline is the principal capital that will determine the level of employee performance (Katiandagho, 2016).In addition, the company provides good motivation to employees to improve the performance of employees who work in the Office of Badan Pengelola Keuangan dan Aset Daerah Kabupaten Langkat.The results of research byHasibuan & Handayani(2017), Jeffrey & Dinata(2017)Arif *et al*.(2019), dan Farisi et al.(2020), proves that work discipline and work motivation affect employee performance because the variables of work discipline and work motivation are more dominant in influencing employee performance variables.

CONCLUSION

On the performance of employees at the Badan Pengelolaan Keuangan dan Aset Daerah Kabupaten Langkat, the following conclusions can be drawn: The results show that work discipline, work motivation partially and simultaneously have a significant influence on the performance of the employees of the Regional Financial and Asset Management Agency Office of Langkat Regency. In general, it is recommended that the company pay more attention to employee discipline so that with good work discipline, it will be able to improve employee performance. It is expected to expand further the research that has not been included in this study because there may be many more factors that affect employee performance, so that research becomes even better.

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