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EFFECT OF WORK DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE

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Abstract: The Covid-19 pandemic has an impact on employee anxiety to leave the house for activities for a long period of time, this condition triggers a decrease in work discipline in the company which is known from employees arriving late, not being in place during working hours and high levels of employee absenteeism. Another phenomenon is a decrease in employee work motivation which is known from employees who are less diligent, unfocused, less responsive, and less proficient at work. The phenomenon of work discipline and work motivation has an impact on decreasing employee performance. This research aim is to test and analyze the effect of work discipline and work motivation on employee performance at PT. Samawood Utama Works Industries Medan during the covid 19 pandemic. The method used is a quantitative approach with quantitative descriptive research. Methods of collecting data were interviews and questionnaires. The data analysis method used is multiple linear regression. The results obtained are work discipline and motivation individually and simultaneously affect the performance of employees. The ability of the employee performance variable to explain work discipline and work motivation is 73.4%, the remaining 26.6% is explained by variables not observed in this research such as leadership, work environment, and others.
Keywords: Discipline; Motivation; Performance

INTRODUCTION

Every company must manage human resources as well as possible. Human resource management is closely related to the factors needed to enhance its performance to realize the ideals of the company. Performance is a product of activities that are achieved in quality and quantity by an employee with the responsibilities assigned to him. Many factors affect employee performance including work discipline and work motivation.

Work discipline has a role in improving employee performance. Employee discipline must exist so that all activities that are currently being carried out and will be carried out are carried out according to established procedures. With work discipline, employees will not carry out activities that can harm the organization. High work discipline makes employees consistent with the work given, and also there is no decrease in performance.

Motivation is a set of attitudes and values that influence individuals to realize specific things under individual expectations. These attitudes and values are something that is not visible that give strength to support individuals to act in achieving their goals. Organizations must care about what and how to fulfill (satisfying employee needs), if subordinates want to work sincerely then what is the company's goal will succeed and have an impact on improving its performance.

This research was conducted at PT. Samawood Utama Works Industries is engaged in the wood industry. PT. Samawood Utama Works Industries. In its daily activities PT. Samawood Utama Works Industries requires human resources who are experts in their fields so that the company's goals can be achieved. The results of initial

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observations are known to have decreased employee performance which is known from sales data that has fluctuated, this can be seen from the following table:

Table 1. Sales Data PT. Samawood Utama Works Industries 2020 (in Rupiah)

No	Month	Sales Target	Actual Sales	Percentage of Achievement
1	January	4.500.000.000,-	3.325.600.000,-	73,90%
2	February	4.500.000.000,-	3.150.900.000,-	70,02%
3	March	4.500.000.000,-	2.780.833.000,-	61,80%
4	April	4.500.000.000,-	3.417.550.000,-	75,95%
5	May	4.500.000.000,-	3.571.400.000,-	79,36%
6	June	4.500.000.000,-	3.749.990.000,-	83,33%
7	July	4.500.000.000,-	3.300.150.000,-	73,34%
8	August	4.500.000.000,-	3.117.750.000,-	69,28%
9	September	4.500.000.000,-	3.099.850.000,-	68,89%
10	October	4.500.000.000,-	3.250.680.000,-	72,24%
11	November	4.500.000.000,-	3.685.760.000,-	81,91%
12	December	4.500.000.000,-	3.350.900.000,-	74,46%

Source: PT. Samawood Utama Works Industries (2021)

Based on Table 1 above, it can be seen that in 2020 the company targets sales of Rp. 4.500,000,000,- every month, the highest achievement in June 2021 is 83.33%, this is because that month there is the Eid celebration accompanied by increased performance accompanied by quality work according to standards, the number of jobs completed by employees as planned, and employees on time in completing work. The lowest achievement was in March 2021 at 61.80%. Not achieving the targets set by the company is caused by the quality of work of employees who are not good, not neat, less thorough, and less able to work together so that many jobs are not completed on time. The problem of not achieving the sales target is thought to be influenced by work discipline.

The COVID-19 pandemic has an impact on employee anxiety to leave the house for activities for a long period, this condition triggers a decrease in work discipline in the company which is known from employees arriving late, not being in place during working hours, and high levels of employee absenteeism, along with data that supports work discipline issues.

Table 2. Employee Work Attendance Data PT. Samawood Utama Works Industries 2019

Month	Number of employees	Working days	Total working days	Illness Total	Illness %	Permission Total	Permission %	Absent Total	Absent %	Leave Total	Leave %	Total No Attendance	Percentage Absence
January	78	22	1.716	24	1,40	16	0,93	32	1,86	25	1,46	97	5,65
February	78	19	1.482	22	1,48	20	1,35	31	2,09	29	1,96	102	6,88
March	78	21	1.638	29	1,77	14	0,85	33	2,01	22	1,34	98	5,98
April	78	20	1.560	30	1,92	18	1,15	31	1,99	26	1,67	105	6,73
May	78	16	1.248	24	1,92	27	2,16	18	1,44	27	2,16	96	7,69
June	78	25	1.950	22	1,13	35	1,79	24	1,23	19	0,97	100	5,13
July	78	23	1.794	29	1,62	37	2,06	36	2,01	18	1,00	120	6,69
August	78	22	1.716	27	1,57	37	2,16	33	1,92	14	0,82	111	6,47
September	78	21	1.638	24	1,47	38	2,32	19	1,16	31	1,89	112	6,84
October	78	23	1.794	22	1,23	43	2,40	21	1,17	19	1,06	105	5,85
November	78	25	1.950	21	1,08	38	1,95	33	1,69	17	0,87	109	5,59
December	78	23	1.794	24	1,34	40	2,23	30	1,67	16	0,89	110	6,13

Source: PT. Samawood Utama Works Industries (2021)

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Table 3. Employee Work Attendance Data PT. Samawood Utama Works Industries 2020

Month	Number of employees	Working days	Total working days	Illness		Permission		Absent		Leave		Total No Attendance	Percentage Absence
				Total	%	Total	%	Total	%	Total	%		
January	78	22	1.716	33	1,92	46	2,68	32	1,86	25	1,46	136	7,93
February	78	19	1.482	32	2,16	30	2,02	30	2,02	29	1,96	121	8,16
March	78	21	1.638	34	2,08	32	1,95	33	2,01	35	2,14	134	8,18
April	78	20	1.560	31	1,99	36	2,31	40	2,56	26	1,67	133	8,53
May	78	16	1.248	24	1,92	24	1,92	32	2,56	27	2,16	107	8,57
June	78	25	1.950	41	2,10	35	1,79	44	2,26	49	2,51	169	8,67
July	78	23	1.794	35	1,95	37	2,06	36	2,01	38	2,12	146	8,14
August	78	22	1.716	38	2,21	37	2,16	37	2,16	34	1,98	146	8,51
September	78	21	1.638	29	1,77	38	2,32	39	2,38	31	1,89	137	8,36
October	78	23	1.794	36	2,01	43	2,40	41	2,29	39	2,17	159	8,86
November	78	25	1.950	43	2,21	38	1,95	43	2,21	46	2,36	170	8,72
December	78	23	1.794	46	2,56	40	2,23	40	2,23	45	2,51	171	9,53

Source: PT. Samawood Utama Works Industries (2021)

Based on the two data in table 2 and table 3 above, it can be found that there are differences in attendance data at the beginning of the pandemic, and during the pandemic, there was an increase in employee absenteeism. In the first table, the average percentage of employee absenteeism is 6.30%. Meanwhile, in the second table, the presentation of employee absenteeism continued to increase to reach 9.53% in December 2020 with an average absentee rate of 8.51%. This means the percentage of employee attendance at PT. Samawood Utama Works Industries during the pandemic have decreased.

Another problem that affects employee performance is employee motivation. It can be explained that the impact of the COVID-19 pandemic also affects the decrease in employee work motivation, which is known from employees who are less diligent, unfocused, less responsive, and less skilled at work so that the targets set by the company are not achieved. One form of work motivation provided by the company is the provision of salary increases and awards to outstanding employees, but during the COVID-19 pandemic, the company did not provide salary increases and awards, this caused employee performance to decline.

Previous studies related to this research are researched by Victor (2019) and Irwadi (2020) who ststatehat discipline affects employee performance. Simamora & Robin (2019) and (Hendy, 2020) with the results of research that work motivation affects employee performance.

The phenomenon of the problem above is the background for researchers to find out more by taking the title of this study, namely "Effect of Work Discipline and Work Motivation on Employee Performance". This research aims to test and analyze the effect of work discipline on employee performance, testing, and analyzing the effect of work motivation on employee performance and testing, and analyze the effects of work discipline and work motivation on employee performance at PT. Samawood Utama Works Industries Medan during the covid 19 pandemic.

Discipline is a feeling of obedience and obedience to the work that is the responsibility Ansory & Meithiana (2018). Winarsih et al. (2020), stated that work discipline is needed by companies to facilitate and expedite the company in achieving its goals because the work discipline that exists in each employee will provide their willingness to comply with and carry out the rules that have been set in order to advance the company. The same thing started by Puspita & Widodo (2020), work

discipline is an attitude of awareness and willingness of a person or group in the organization of an attitude of obedience and loyalty of employees to written/unwritten rules which are reflected in the form of behavior and actions in the company to achieve a goal. Certain. Nisa (2017), good discipline reflects a person's sense of responsibility for the tasks assigned to him. Employees who have high discipline must have good performance because discipline is an important factor in improving performance. Work discipline indicators are sourced from Hasibuan (2016), namely goals and abilities, leadership examples, remuneration, justice, and inherent supervision.

According to Sedarmayanti (2017), motivation is a force that encourages someone to take any action or is essentially there internally and externally which can be positive/negative to direct it, depending on the toughness of the manager. Widuri, et al (2020), stated that work motivation is the willingness that exists in individuals to do certain things. According to Nurudin (2017), if the company wants to achieve optimal performance according to predetermined targets, the company must motivate employees so that employees want to devote their energy and thoughts to work. Simamora & Robin (2019) explain that the main benefit of motivation is to create work passion, so that work productivity increases. Meanwhile, the benefits of working with motivated people are that the work can be done correctly. This means that the work is completed according to the standards applied and within a predetermined time scale, and people are happy to do their work. According to Priansa (2016), the forms of motivation that are used as motivation indicators are: Extrinsic Motivation which consists of motivators and occupational health and Intrinsic Motivation which consists of interests, positive attitudes, and needs. The indicators of motivation according to Khasanah et al. (2019) are leaders giving awards for achievements, leaders giving full responsibility for the tasks assigned to subordinates, and leaders giving recognition to the abilities and expertise of employees

Agustine & Edalmen (2020) state that employee performance is the result of employee work for a certain period that has been previously agreed upon based on work behavior, quality and quantity of outcomes, employee attendance, efficiency, and effectiveness of work in carrying out the tasks assigned by the company. According to Sutrisno & Ratnaningsih (2017), performance is a result achieved by a person in carrying out tasks based on skills, experience, and sincerity, and time according to predetermined standards and criteria. Performance is a process carried out by the organization to evaluate or assess the success of employees in carrying out their duties and obligations within a certain period. Performance is measured using indicators of quality, quantity, punctuality, attendance, and ability to work together (Adamy, 2016).

METHODS

The research method used in this research is the descriptive quantitative method. By using the research method, it is known that there are substantial interactions between the observed variables so that conclusions will clarify the picture of the object under study. The population in this study were employees of PT. Samawood Utama Works Industries totaling 226 people. The sampling technique in this research used the Slovin formula which resulted in a sample of 145 people. The data analysis technique used multiple linear regression analysis, where previously the classical assumption test consisted of normality, multicollinearity, and heteroscedasticity. Conclusions on the hypothesis were drawn using t-test and F-test at a significant level of 5%, determination

test was used to determine the ability of the independent variable to explain the dependent variable.

Discipline means obeying both the leader and the rules. Through high employee work discipline, employee performance can be improved. The success of managing a business company is largely determined by motivating employees to carry out their duties under applicable regulations. Someone who has high motivation, he will work hard and have self-controlled behavior towards important goals so that the high motivation of an employee at work will result in high performance as well. The following relationship between the independent variables and the dependent variable is described in the following conceptual framework:
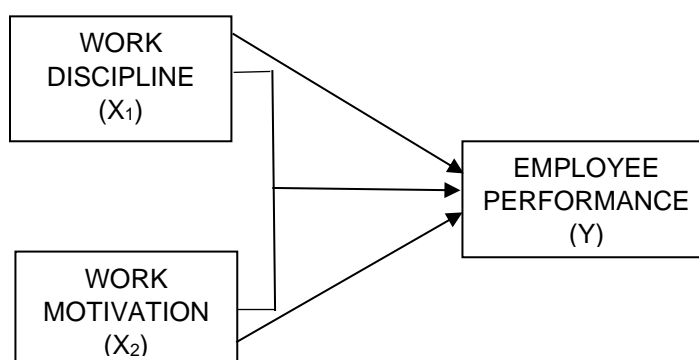

Figure 1. Conceptual Framework
Source: Research results (2021)

RESULTS AND DISCUSSION
Data Validity Test Results

The validity test is carried out to determine whether the questions asked can measure what you want to measure. The validity test was carried out outside the research sample. The following are the results of the validity test using the Pearson Bivariate Correlation test:

Table 4. Research Variable Validity Test Results

Variable	No. Questions	r_{counts}	r_{table}	Description
Work Disicipline	1	0,609	0,3610	Valid
(X_1)	2	0,954	0,3610	Valid
	3	0,817	0,3610	Valid
	4	0,818	0,3610	Valid
	5	0,950	0,3610	Valid
Work Motivation	1	0,875	0,3610	Valid
(X_2)	2	0,817	0,3610	Valid
	3	0,563	0,3610	Valid
	4	0,661	0,3610	Valid
	5	0,729	0,3610	Valid
Employee	1	0,735	0,3610	Valid
Performance (Y)	2	0,636	0,3610	Valid
	3	0,641	0,3610	Valid
	4	0,668	0,3610	Valid
	5	0,594	0,3610	Valid

Source: Research results (2021)

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Based on the table 4, it can be seen that all statements on the variables of work discipline, work motivation, and employee performance are declared valid, as evidenced by the correlation value of all statements $r_{count} > 0.3610$.

Data Reliability Test Results

A reliability test was conducted to assess the consistency of the research instrument. A research instrument can be said to be reliable if the Cronbach Alpha value is above 0.6. The following are the results of the reliability calculation using the Cronbach Alpha test:

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Criteria	Description
Work Disicipline (X_1)	0,889	0,6	Reliable
Work Motivation (X_2)	0,775	0,6	Reliable
Employee Performance (Y)	0,667	0,6	Reliable

Source: Research results (2021)

Based on Table 5 above, it can be seen that all variables have a reliability value above 0.6, so it can be stated that all statements in this research variable are reliable.

Normality Test Results

The data normality test aims to determine the distribution of the data in the variables to be used following or approaching the normal distribution. There are two ways to observe whether the residuals are normally distributed or not, namely:
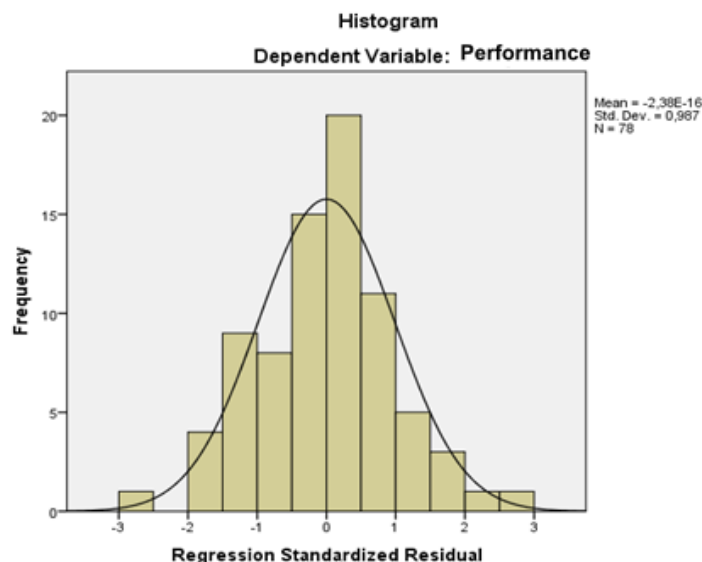
Using Graph Analysis

Figure 2. Histogram Graph
Source: Research results (2021)

The histogram graph shown in Figure 2 above proves the shape of a curve with a left and right skew that is balanced, neither skewed to the left nor to the right.
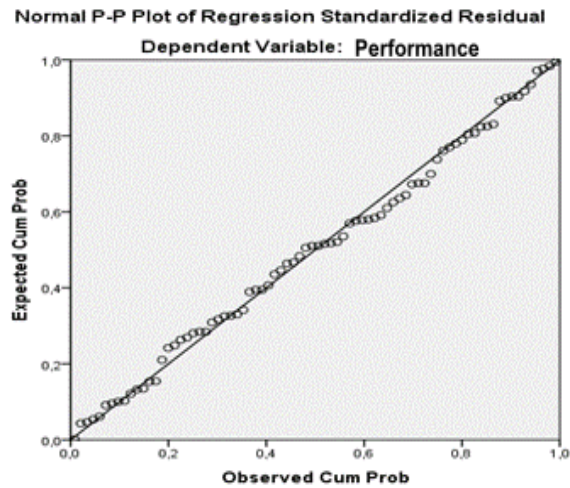

Figure 3. P-P Plot Graph
Source: Research results (2021)

The data is spread around the diagonal line and follows the diagonal line. So from the picture, it can be concluded that the residuals in the regression model are normally distributed.

Table 6. *One-Sample Kolmogorov-Smirnov Test*

		Unstandardized Residual
N		78
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,74694904
Most Extreme Differences	Absolute	,053
	Positive	,053
	Negative	-,046
Test Statistic		,066
Asymp. Sig. (2-tailed)		,200[c,d]

Source: Research results (2021)

The table above found a significance value of 0.200 and the value mentioned above requires a significance value of 0.05, it can be concluded that the data in the study were normally distributed.

Multicollinearity Test Results
A multicollinearity test is needed to find out whether there are independent variables that have similarities with other independent variables in one model. The results of the multicollinearity test can be shown in the following table:

Table 7. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
work discipline	,633	1,580
work motivation	,633	1,580

Source: Research results (2021)

Based on Table 7 above, the tolerance value for the work discipline and work motivation variables is 0.776, and the VIF value is 1.289 < 10, so it can be concluded that the independent variables are free from multicollinearity.

Heteroscedasticity Test Results

The heteroscedasticity test is a test that assesses whether there is an inequality of variance from the residuals for all observations in the linear regression model. The following are the results of the heteroscedasticity test using a scatterplot graph:
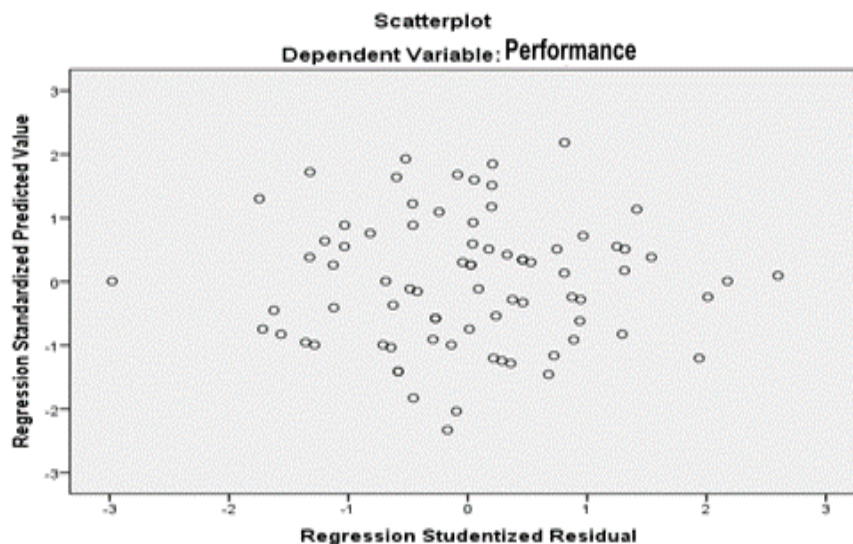

Figure 4. Graph of Heteroscedasticity Test Results
Source: Research results (2021)

Based on Figure 4 above, the scatterplot graph explains that the data is spread above and below the number 0 on the Y-axis and there is no specific model for the distribution of the data, which means it is free from heteroscedasticity, so the regression model is appropriate to use to estimate employee performance based on variables. which influence it, namely: Organizational work discipline and work motivation.

In addition to using a graph, a heteroscedasticity test can also be found using the Glejser test. The Glejser test is carried out by regressing the independent variable with the absolute residual value. If the significant value between the independent variable and absolute residual > 0.05, then there is no heteroscedasticity

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Table 8. Glejser Test Results

Model		t	Sig.
1	(Constant)	2,112	,038
	Disiplin kerja	-1,381	,171
	Motivasi kerja	1,167	,247

Source: Research results (2021)

Table 8 above shows the results of the Glejser test with a significant level of work discipline variable of 0.171, and a work motivation variable of 0.247> 0.05, which means that it is free from heteroscedasticity.

Multiple Linear Regression Analysis

Multiple Linear Regression Analysis intends to determine the magnitude of the effect of work discipline and work motivation on employee performance. The results of multiple linear regression analysis can be seen in the table below:

Table 9. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,829	1,399		-1,307	,195
	Work discipline	,496	,098	,375	5,083	,000
	Work motivation	,616	,078	,580	7,850	,000
a. Dependent Variable: Employee performance						

Source: Research results (2021)

Based on Table 9 above, the Multiple Linear Regression Equations in this study are:

Employee performance = -1,829 +0,496 Work discipline + 0, 616 work motivation

From these equations it can be explained as follows:
(1) Constant (a): The constant value of -1.829 explains, if the variables of work discipline and work motivation are 0, then employee performance is worth -1.829; Work discipline regression coefficient (X_1): (2) The work discipline variable has a positive impact on employee performance with a regression coefficient of 0.496, which means that if the work discipline variable is increased by one unit, the employee's performance will increase by 0.496 provided that the work motivation variable is fixed (0); (3) Regression coefficient of work motivation (X_2): The work motivation variable has a positive impact on employee performance with a regression coefficient of 0.616, which means that if the work motivation variable increases by one unit, the employee's performance will decrease by 0.616 with the provisions of the work discipline variable being fixed (0).

Partial Hypothesis Testing (t Test)

The t-test is used to find out whether or not there is an impact of each independent variable on the dependent variable with a significance level of 5%. Partial test results can be seen in the following table:

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Table 10. Partial Test Results (t- test)

Model	t	Sig.
1 (Constant)	-1,307	,195
Work discipline	5,083	,000
Work motivation	7,850	,000

Source: Research results (2021)

Based on table 10 above, it can be explained:

From the results of individual estimates, it is found that the work discipline variable has a value of $t_{count} > t_{table}$ (5.083 > 3.12) with a significance level of 0.000 <0.05, which means that work discipline has an impact on the performance of employees of PT. Samawood Utama Works Industries Medan, thus the hypothesis is accepted (H_1 is accepted).

From the results of individual estimates, it is found that the work motivation variable has a value of $t_{count} < t_{table}$ (-7.850 > 3.12) with a significance level of 0.000 <0.05, which means: Work motivation has an impact on the performance of PT. Samawood Utama Works Industries Medan, thus the hypothesis is accepted (H_2 is accepted).

Simultaneous Hypothesis Testing (F Test)

The F test is used to show whether the independent variables together have an influence on the dependent variable. Simultaneous test results can be seen in the following table:

Table 11. Simultaneous Test Results (Test F)

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	672,496	2	336,248	107,317	,000^b
	Residual	234,991	75	3,133		
	Total	907,487	77			
a. Dependent Variable: employee performance						
b. Predictors: (Constant), work motivation, work discipline						

Source: Research results (2021)

Based on Table 11 above, shows the value of $F_{count} > F_{table}$ (107.317> 3.12) and a significance value of 0.000 <0.05, which concludes that the variables of work discipline and work motivation together have an impact on the performance of employees at PT. Samawood Utama Works Industries, thus the hypothesis is accepted (H_3 is accepted).

Coefficient of Determination (Adjusted R Square)

The coefficient of determination (R^2) test can be used to estimate how big the role of the independent variable is in explaining the dependent variable. The results of the coefficient of determination (R^2) can be seen in the table below:

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Table 12. Determinant Coefficient Test Results (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,861^a	,741	,734	1,77009
a. Predictors: (Constant), work motivation, work discipline				
b. Dependent Variable: employee performance				

Source: Research results (2021)

The results of the research found the Adjusted R Square value of 0.734 which means that the ability of the work discipline and work motivation variables to explain employee performance is 0.734 or 73.4%, the remaining 26.6% is explained by variables not observed in this research such as leadership, work environment and etc.

Discussion

The results of the individual test found that work specialization had an impact on the performance of employees at PT. Samawood Utama Works Industries, with the value of the partial test results, the t_{count} value of the organizational work discipline variable (X_1) is 5.083 and t_{table} is 3.12 so that $t_{count} < t_{table}$ (5.083 > 3.12), or sig value for the work discipline variable (X_1) (0.000) > (0.05).

The results of the observation of the hypothesis (H_2) found that work motivation had a significant positive impact on employee performance. The results of data processing found the t-$_{count}$ value of 7.850 with a significance level of 0.000 <0.05, which means accepting H_2 and rejecting H_0. This test statistically proves that work motivation has a positive and significant effect on employee performance. This means that there is an influence between work motivation variables on employee performance at PT Samawood Utama Works Industries.

The results of simultaneous hypothesis testing for the variables of work discipline and work motivation on employee performance found that the F_{count} value was 107.317 with a significance value of 0.000 while F_{table} was 3.12 with a significance level of 0.05. Thus, the conclusion is $F_{count} > F_{table}$, which is 107.317 > 3.12, the decision is H_0 is rejected and H_3 is accepted, meaning that the variables of work discipline and work motivation simultaneously have a significant impact on employee performance at PT Samawood Utama Works Industries.

While the percentage of the ability of the organizational work discipline variable and work motivation to explain the employee performance variable, the results obtained are 0.734 which means 73.4% of employee performance is explained by work discipline and work motivation, the remaining 26.6% is explained by other variables not disclosed in this study such as leadership, work environment, and others

CONCLUSION

The results of the research and discussion that have been described previously, it is concluded that independent work discipline and work motivation have a positive impact on employee performance at PT. Samawood Utama Works Industries. Simultaneously work discipline and work motivation also has a significant impact on the performance of employees at PT. Samawood Utama Works Industries.

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