

THE ROLE OF EMPLOYEE PERFORMANCE IN WORK MOTIVATION AND WORK DISCIPLINE

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ABSTRACT

The purpose of this research is to determine and analyze the influence of work discipline on employee performance, to determine and analyze the influence of work motivation and work discipline on employee performance at the Kotapinang Regional General Hospital. This research uses HRM theory related to work motivation, work discipline and employee performance. The approach used in this research is an associative approach. The population in this study was 35 people, while the sample was 35 people using a saturated sample. Data collection techniques in this research used the Classical Assumption Test, Multiple Regression, Hypothesis Testing (t Test and F Test), and Coefficient of Determination. Data processing in this research used the SPSS (Statistical Package for the Social Sciences) software program version 23.00. The results of the research show that in particular it can be seen that work motivation has no effect on employee performance at the Kotapinang Regional General Hospital. In particular, it can be seen that work discipline has a positive and significant effect on work performance at the Kotapinang Regional General Hospital. Simultaneously, it can be seen that work motivation and work discipline have a significant positive effect on employee performance at the Kotapinang Regional General Hospital, which is obtained ($F_{count} 46.754 > (F_{table} 3.159)$ and a sig number of $0.000 < 0.05$).

Keywords : Employee Performance, Work Discipline, Work Motivation.

INTRODUCTION

Competition in the world of health is currently felt to be very tight, therefore hospitals are expected to have strong capabilities in various fields such as facilities, operations, and human resources as well as service quality. Various health businesses must compete to improve the quality and quantity they have in order to survive in attracting patients to obtain health services. To improve the quality of service in hospitals, it is necessary to have policies made by the head of the hospital to achieve hospital goals. Therefore, many things can influence good employee performance, including motivation, employee work discipline, supervision, leadership style and so on which are very much needed in a hospital so that a good service system can run. The head of the hospital must be able to provide input to all employees to improve employee performance to be more effective and efficient. Employee performance is the result of the activities carried out. Employee performance is the level of achievement or results of a person's work from the targets that must be achieved or tasks that must be carried out in accordance with their respective responsibilities within a certain period of time. (Muis et al., 2018). Employee performance is the result of an employee's good work in terms of quality and quantity in completing the tasks assigned by the employee to superiors or leaders based on their role in a company (Jufrizen, 2018). To find out the

performance of each employee, an employee performance assessment is needed. Performance appraisal is the process of evaluating how well employees perform their jobs when compared to a set of standards and then communicating that information to employees. Standards are very necessary in performance appraisals to clearly identify what employees should know and what employees should do at work. In a company, the factors that influence employee performance are one of the ability factors, namely ability in a field which is influenced by talent and intelligence. (Hasibuan, 2018) states that there are two factors that influence employee performance, namely motivation and work discipline. Motivation is a condition within a person that encourages him to carry out certain activities to achieve a goal. Motivation creates a person's urge to act. People who don't want to act are often said to have no motivation. This encouragement can come from outside or from within oneself (Jufrizen & Hadi, 2021). Motivation is an important subject for managers, because by definition managers must work with and through other people. Managers need to understand the behavior of certain people in order to influence them to work in accordance with what the organization wants. Another factor that influences employee performance is work discipline. In general, a person's discipline can be seen from the person's behavior in carrying out their duties. In more depth, discipline contains dimensions of attitudes that involve a person's mentality. Siagian in (Sadat et al., 2020) states that discipline is an employee's discipline which is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that employees voluntarily try to work cooperatively with other employees and improve their work performance. . Work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms. Discipline can be interpreted as the attitude of a person or group who intends to follow the rules that have been set. In relation to work, work discipline is the attitude and behavior of hospital employees towards organizational regulations. The success of a company can also be seen from its ability to improve company performance, which can be achieved depending on the performance of its employees. Seeing the importance of motivation and work discipline for improving employee performance, in this case discipline can improve employee performance. So the author is interested in conducting thesis research entitled "The Influence of Work Motivation and Work Discipline on Employee Performance at the Pinang City Regional General Hospital".

Employee performance

Performance is a work result that can be found in quality and quantity in carrying out tasks achieved by a person based on an employee's responsibilities in realizing the targets, vision, mission and goals of an organization or company because they are closely related to the goals of a hospital organization. The better the employee's performance, the easier it is to achieve organizational goals. According to (Arda, 2017) explains that performance is the result of an employee's work during a certain period compared to various possibilities, for example standards, targets or criteria that have been determined in advance and mutually agreed upon.

Work motivation

Loyalty and work enthusiasm can be seen from them feeling happy with their work. They will give more attention, imagination and skill to their work. Thus, a motivator is needed for employees or employees, namely in the form of fulfilling physical and non-physical needs. By fulfilling these needs. Then employees will be willing to work and carry out their duties well. They will focus more attention on their duties and responsibilities, so that the work results achieved can increase. Motivation is a condition that influences a person's behavior in achieving the fulfillment of their needs and is an urge that arises to carry out an activity to achieve the expected goals. (Rahsel, 2016). A person's work motivation can be divided into two parts. The first part of Intrinsic Motivation is motivation that becomes active and its functioning does not need to be stimulated from outside because within each individual there is already an urge to do something. The second part of Extrinsic Motivation is motivation that is active and functions due to external stimulation. This motivation can arise, among other things, due to the influence of principles, competition between friends, demands from organizational development or tasks, which are other very complex factors.

Work Discipline

Discipline can be interpreted as the attitude of a person or group who intends to follow the rules that have been set. In relation to work, work discipline is the attitude and behavior of hospital employees towards organizational regulations. Intention can be interpreted as the desire to conform to regulations. Attitudes and behavior in work discipline are characterized by various initiatives, willingness and desire to obey regulations. This means that someone who is said to have high discipline does not merely obey and obey the rules rigidly and dead, but also has the will (intention) to adapt to the organization's regulations. From the definitions above, it can be concluded that work discipline is a process of action that will control a person's behavior which shows the values of obedience, conformity, loyalty, regularity and order in the company or organization. (Arif., M, & Lesmana., 2020). In general, a person's discipline can be seen from the person's behavior in carrying out their duties. In more depth, discipline contains dimensions of attitudes that involve a person's mentality. According to (Hasibuan., 2018) things that influence employee work discipline are (1) The size of the compensation given, (2) Whether or not there are exemplary leadership in the company, (3) Whether or not there are definite rules that can be used as a guide, (4) The courage of the leadership in taking action, (5) whether there is supervisory supervision, (6) whether there is attention to employees, and (7) Habits are created that support the upholding of discipline.

METHOD

In this research, the author uses associative and quantitative approaches. The quantitative approach method can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing hypotheses that have been established. set. The associative approach is an approach in research that aims to determine

the existence of a relationship or influence between two variables (independent variable and dependent variable). The data collection method was carried out using interviews and distributing questionnaires given to employees of the Pinang City General Hospital. The sample used in this research was the entire population of 35 employees. The data analysis technique uses the classic assumption test, multiple analysis hypothesis testing and the data analysis technique in this research uses multiple regression, t test, f test and coefficient of determination.

RESULT

The normality test is carried out to see in the regression model whether the independent and dependent variables have a normal distribution or not. If the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model meets the normality assumption. The following are the results of the normality test described in image form:

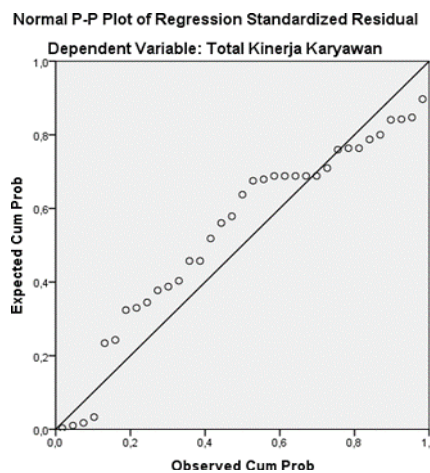


Figure 1. Normality Test Results

Source: Data processed by SPSS (2022)

Based on the picture above, it can be seen that the data spreads along a diagonal line, meaning that the data between the independent variables, namely work motivation and work discipline, and the dependent variable, namely performance, has a normal relationship or distribution or meets the normality assumption test. The multicollinearity test is used to test whether in the regression model a strong correlation is found between the independent variables. The method used to assess this is by looking at the Variance Inflation Factor value where the Variance Inflation Factor (VIF) value does not exceed 5.

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

Table 1. Multicollinearity Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Be
1	(Constant)	-,576	5,573		-,103	,918		
	Total Work Motivation	,842	,206	,726	4,077	,000	,317	3,158
	Total Work Discipline	,136	,211	,115	,646	,523	,317	3,158

a. Dependent Variable: Total Employee Performance

Source: Data processed by SPSS (2022)

Based on the table above, it can be seen that the Variance Inflation Factor (VIF) value for the Work Motivation variable (X1) is 3.158 and the Mental Work Discipline variable (X2) is 3.158. The two independent variables have VIF values within the specified tolerance limits (not exceeding 4 or 5), so that multicollinearity does not occur in this study. The heteroscedasticity test is used to test whether in the regression model there is an inequality in the variance of the residuals in another observation. Below are the results of the heteroscedasticity test:

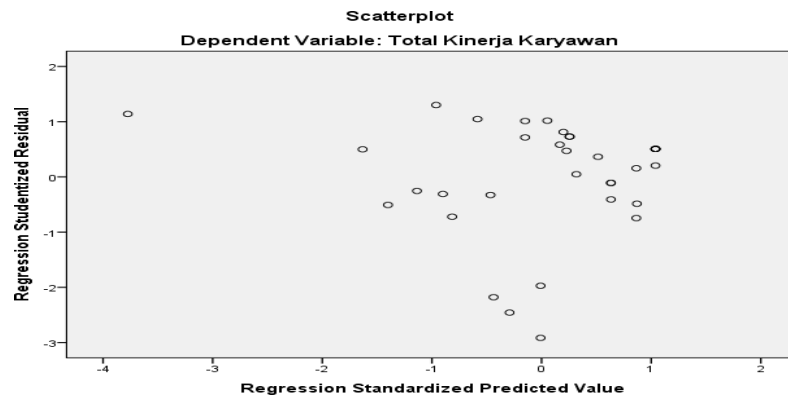


Figure 2. Heteroscedasticity Test Results

Source: Data processed by SPSS (2022)

Based on the image above, it shows that the points are spread randomly, do not form a clear pattern, and are spread both above and below the number 0 on the Y axis. Thus "heteroscedasticity does not occur" in the regression model studied.

Multiple linear regression

Regression analysis functions to determine the influence of the independent variable on the dependent variable.

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

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Table 2. Multiple Linear Regression Test Results

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	-,576	5,573		-,103	,918		
	Total Work Motivation	,842	,206	,726	4,077	,000	,317	3,158
	Total Work Discipline	,136	,211	,115	,646	,523	,317	3,158

a. Dependent Variable: Total Employee Performance

Source: Data processed by SPSS (2022)

From the table above, a multiple linear regression equation model can be obtained which can be expressed as follows:

$$Y = -576 + 0.842 X_1 + 0.136 X_2$$

The equation above notes that Variable X1 is 0.842, indicating that the work motivation variable has a positive effect on employee performance (Y). The variable X2 is 0.136, indicating that the work discipline variable has an influence on employee performance (Y).

t test

The t test is used to test whether the independent variable (X) partial regression coefficient has a significant relationship or not with the dependent variable (Y).

Table 3. t Test Results (Partial)

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	-,576	5,573		-,103	,918		
	Total Work Motivation	,842	,206	,726	4,077	,000	,317	3,158
	Total Work Discipline	,136	,211	,115	,646	,523	,317	3,158

a. Dependent Variable: Total Employee Performance

Source: Data processed by SPSS (2022)

The Influence of Work Motivation on Employee Performance

Motivation Variable Tcount motivation = 4.077, then we get Tcount > Ttable or 4.077 > 1.692, a significant value of 0.000 < 0.05, so Ho is rejected and Ha is accepted, which means that partially the work motivation variable (X1) has a positive and significant effect on performance.

The Influence of Work Discipline on Employee Performance

Work Discipline Variable Tcount work discipline = 0.646, then we get Tcount < Ttable or < 1.692, a significant value of 0.523 > 0.05, so Ho is accepted and Ha is rejected, which means that partially the work discipline variable (X2) has no positive effect on performance.

F test

The simultaneous test is used to determine the effect of the independent variable workload and work environment on the performance of the dependent variable employee performance together based on ANOVA in the following table:

Table 4. F Test Results (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	789,663	2	394,832	33,793	,000 ^b
	Residual	373,880	32	11,684		
	Total	1163,543	34			

a. Dependent Variable: Total Employee Performance

b. Predictors: (Constant), Total Work Discipline, Total Work Motivation

Based on the test results above, the F valueThe calculated work motivation and work discipline is 33,793 and Ftable is known to be 3,205. Thus Fcount > Ftable or 33.793 > 3.205. Then, looking at the performance results, the significant value is 0.000 < 0.05. Thus Ho is rejected and Ha is accepted. Based on these results, it shows that simultaneously there is a positive and significant influence between work motivation and work discipline on performance at the Pinang City Regional General Hospital.

Coefficient of Determination

This determination test is to see the extent to which the contribution or presentation has a positive influence on employee performance. So it can be seen from the table through the R Square value below as follows:

Table 5. Determination test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,824 ^a	,679	,659	3.41815

a. Predictors: (Constant), Total Work Discipline, Total Work Motivation

b. Dependent Variable: Total Employee Performance

Based on the data above, it shows that the R-Square value is 0.679, this means that 67.9% of performance variables are influenced by work motivation and work discipline variables. The remaining 32.1% is influenced by other variables not examined in this research.

DISCUSSION

The Influence of Work Motivation on Employee Performance

Based on the results of the T test Calculate work motivation = 4.077, then you get $T_{count} > T_{table}$ or $4.077 > 1.692$ and the significant value is $0.000 < 0.05$, so H_0 is rejected and H_a is accepted, which means that partially the work motivation variable (X1) has a positive and significant effect on performance. This means that work motivation has an influence on employee performance at the Pinang City Regional General Hospital. The results of this research are in line with the results of previous research conducted by (Mufrihah, M., 2017) showing that work motivation variables have a positive and significant effect on performance. Thus, if the tasks carried out are not based on high motivation, then the work results will never be optimal.

The Influence of Work Discipline on Employee Performance

Based on the test results, T_{count} for work discipline = 0.646, we get $T_{count} < T_{table}$ or $0.646 < 1.692$ and the significant value is $0.523 > 0.05$, so H_0 is accepted and H_a is rejected, which means that partially the work discipline variable (X2) has no effect on performance. This means that work discipline has no influence on the performance of employees at the Pinang City Regional General Hospital. The results of this research are not in line with the results of previous research conducted by (Suwanto, 2019) which concluded that work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness. comply with all company regulations and applicable norms.

The Influence of Work Motivation and Work Discipline on Employee Performance

Based on the test results, the value of $F_{count} > F_{table}$ or $33.793 > 3.205$. Then, looking at the results of the performance variable, the significant value is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. Based on these results, it simultaneously shows that there is a positive and significant influence between work motivation and work discipline on the performance of employees at the Pinang City Regional General Hospital. The results of this research are in line with the results of previous research conducted by (Farisi, S. Irnawati, & Fahmi, 2020). It can be concluded that work motivation and work discipline simultaneously show that there is a positive and significant influence between work motivation and work discipline on performance. To influence employee performance variables, the rest is influenced by other factors or other variables. This means that there is no direct influence between work motivation and work discipline on employee performance in real terms.

CONCLUSION

Based on the research results, a conclusion can be drawn, namely that it partially reveals that work motivation has a positive and significant effect on employee performance at the Kota Pinang Regional General Hospital. Partially, it also revealed that work discipline had a positive and significant effect on employee performance at the Kota Pinang Regional General Hospital. Simultaneously, it is revealed that work motivation and work discipline have a positive and significant effect on employee performance at the Kota Pinang Regional General Hospital.

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