



# The Factors Affecting Work Discipline And Motivation An Employee Performance At Aroma Bakery Ayahanda Branch, Medan

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## **Abstract:**

*This study was to determine and analyze the effect of work discipline and motivation on employee performance at Aroma Bakery Ayahanda Medan Branch. The population in this study was 65 employees. The number of samples in this study was 65 employees or using a saturated sampling technique. Research data were obtained from interviews with employees of the Aroma Bakery Ayahanda Medan Branch and distributing research questionnaires. The analysis technique uses multiple linear regression analysis. The results showed that simultaneously work discipline and motivation had a significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch. The partial test shows that work discipline and work motivation each have a positive and significant effect on the performance of the employees of Aroma Bakery Ayahanda Medan Branch*

## **Keywords:**

*work discipline; motivation; employee performance*

## **I. Introduction**

Performance is influenced by three individual factors consisting of ability and expertise, background, and demographics; psychological factors consisting of perception, attitude, personality, learning, and motivation; and organizational factors consisting of resources, leadership, awards, structure, and job design (Mangkunegara, 2016)

To improve the performance of its employees is to improve employee work discipline. Discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the regulations that apply around him. Good employee discipline will accelerate the company's goals while declining discipline will become a barrier and slow down the achievement of company goals. In addition to employee work discipline, leaders also feel it is important to motivate employees to continue to work with high enthusiasm so that they can optimize the achievement of company goals. Motivation is used as a driving tool for an individual to take action in the implementation of performance (Rahmayanti, 2014). From the factors that have been discussed previously, it shows that the problem of motivation and work discipline needs serious attention to improve employee performance so it is necessary to conduct a study entitled "Factors Influencing Dwork discipline and motivation on employee performance at Aroma Bakery Ayahanda Medan branch".

Based on the limitation of the problem above, the formulation of the problem that will be presented in the object of this research are:

- Does the work discipline variable have a positive and significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch?
- Does the motivation variable have a positive and significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch?

- Do work discipline and motivation variables simultaneously have a significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch?

## **II. Review of Literature**

### **2.1. Work Discipline**

According to Hasibuan (2013), work discipline can be interpreted as a person's awareness and willingness to obey company or organizational regulations and applicable social norms, where employees always come and go home on time and do all their work well. Discipline is a function of Resource Management Human Resources are the most important and the key to achieving goals because without good discipline it is difficult to achieve maximum goals. In improving the quality and skills of employees and fostering employee enthusiasm for work, the leadership must be able to increase discipline. Several factors affect employee work discipline in carrying out their duties in the company, namely:

#### **a. Personality Factor**

An important factor in a person's personality is the value system adopted, which is directly related to discipline. The value system will be seen from a person's attitude where this attitude is expected to be reflected in behavior.

#### **b. Environmental Factor**

Discipline in a person is a product of his interaction with the environment, especially the social environment. Therefore, the formation of discipline is usually subject to the rules of the learning process. High work discipline does not just appear but is a continuous learning process (Hartatik, 2014).

### **2.2 Motivation**

Wibowo (2014) states that motivation is a desire in a person to cause that person to take action. Motivation has been developed by Maslow through the explanation that motivation is triggered by human efforts to fulfill needs. While motivation is the driving force that causes a member of the organization to be willing and willing to take the time to carry out various activities that are his responsibility and fulfill his obligations in terms of achieving predetermined organizational goals and objectives (Siagian, 2013). Various theories of motivation have been expressed by several experts. These theories developed mainly in the fields of psychology, human resource management, and organizational behavior. The theories of motivation are categorized into two broad categories, namely content theory, and process theory. Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020).

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Maslow (in Hasibuan, 2013) says that human needs are arranged in a hierarchy, so these needs can be classified as follows:

1. **Physiological Needs (physical and biological needs)** Physiological Needs, namely the need to maintain life. Included in these needs are the needs for food, drink, housing, and so on. The desire to fulfill this need stimulates a person to behave or work hard. This need is the lowest level need or is also referred to as the most basic need.
2. **Safety and Security Need** Safety and Security Needs is the need for freedom from threats, namely feeling safe from the threat of accidents and safety in carrying out work. This need leads to two forms. First: the need for mental security in the workplace when doing work during working hours. Second: the need for security of property at the place of work during working hours. Another form of satisfaction is to provide insurance protection to employees.
3. **Affiliation or Acceptance Needs (social needs)** Affiliation or Acceptance Needs are social needs, friends, affiliation, interaction, being loved and loving, and being accepted in the association of groups of workers and their environment. Because humans are social creatures, it is clear that they have social needs which consist of four groups. First: the need to be accepted by others in the environment where you live and work (sense of belonging). Second: the need to feel respected because every human being feels important (sense of importance). Third: the need for progress and not fail (sense of achievement). Good progress in the field of career, wealth, position, and so on. Fourth: the need for a sense of participation.
4. **Esteem or Status Needs (needs for respect or prestige)** Esteem or Status Needs is the need for self-esteem and recognition and appreciation of prestige from employees and the community environment. It should be noted by the leadership that the higher one's position in society or one's position in the organization, the higher the prestige. Prestige and status are manifested by many things being used as symbols.
5. **Self Actualization (self-actualization)** Self-Actualization is the need for self-actualization by using optimal abilities, skills, and potential to achieve very satisfying work performance. The company's leadership can fulfill the needs by providing education and training. Self-actualization needs differ from other needs in two ways.

### **2.3 Employee Performance**

Every human being has the potential to act in various forms of activity. The ability to act can be obtained by humans either naturally or learned. Although every human being has the potential to behave in a certain way, that behavior is only actualized at certain times. The potential to behave in a certain way is called ability, while the expression and behavior of this potential are called abilities

Meanwhile, according to Robbins (2015) performance is a measure of an outcome. The results of a job can be in the form of goods or services and a person's performance can be seen from the goods or services produced by that person. If the goods or services produced are as expected, then it can be said that the performance is good, otherwise, if the goods or services produced are bad or not as expected, then it can be said that the performance is bad.

Performance-related, among others, regarding quantity, punctuality, attendance at work to the ability to work together. Performance indicators according to Wibowo (2014) include:

#### **1. Quantity**

Quantity is the amount that must be produced and is expressed in terms such as the number of units, number of cycles of activity that have been completed. Quantity is measured by workers' perceptions of the number of assigned activities along with their results.

## 2. Quality

Quality is adherence to procedures, discipline, and dedication. The degree to which the desired activity results are near perfect in the sense of conforming to some ideal way of performing the activity, as well as meeting the expected goals of the activity. Quality of work is measured by employees' perceptions of the quality of work produced

## 3. Reliability (Timeliness)

Reliability is the ability to perform the required work with minimum supervision. Measurement of timeliness is a special type of quantitative measurement that determines the timeliness of completion of a job.

## 4. Presence

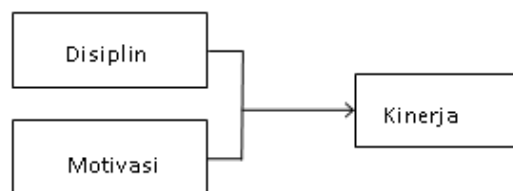
Attendance at work is the presence of employees by the rules or regulations that apply in the organization.

## 5. Ability to Cooperate

The ability to work together is the ability of employees to carry out activities together with other employees in an activity together with other employees to achieve maximum usability and results.

## 2.4 Conceptual Framework

The conceptual framework is the foundation of research, in which the relationships between variables are explained, arranged and elaborated in a logical and relevant manner). In this study, there are two variables that are considered to have the most influence on performance, namely: work discipline and work motivation.



**Figure 1** Conceptual Framework

The following is the formulation of the hypothesis in this study:

1. Work discipline and motivation simultaneously have a significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch
2. Work Discipline has a positive and significant effect on the performance of employees of Aroma Bakery Ayahanda Medan Branch
3. Motivation has a positive and significant effect on the performance of employees of Aroma Bakery Ayahanda Medan Branch

## III. Research Methods

The type of research used is associative research, namely research conducted to determine the effect of two or more variables, namely the independent variable and the dependent variable (Sugiyono, 2013). This research was conducted at Aroma Bakery Ayahanda Branch Medan. in May 2021. The population in this study were Aroma employees with a total of 65 employees. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2013). The sample in this study were all existing employees. This study

used primary and secondary data. The data collection techniques used in this research are Interview Method, Questionnaire Method, and Documentation Study.

### 3.1 Validity and Reliability Test

A validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that will be measured by the questionnaire. Valid shows the degree of accuracy between the data that occurs on the object and the data collected by the researcher. If the value of the count table is positive, the statement is said to be valid (Ghozali, 2016). Test the validity of all variables including work discipline, motivation and performance are declared valid

Test the validity and reliability of all variables including work discipline, motivation and performance was carried out on 30 respondents outside the sample. With the number (n) = 30;  $df = n-2 = 30-2 = 28$ , then at  $\alpha = 0.05$ ,  $r_{table} = 0.361$  is obtained. seen that the value of rcount of 30 statements  $> r_{table}$  (0.361). So it can be concluded that all statements are valid..

**Table 1.** Work Discipline Variable Validity Test (X1)

Pernyataan	r hitung	r tabel	Keterangan
X1.1	0.675	0.361	Valid
X1.2	0.793	0.361	Valid
X1.3	0.632	0.361	Valid
X1.4	0.649	0.361	Valid
X1.5	0.632	0.361	Valid
X1.6	0.718	0.361	Valid
X1.7	0.620	0.361	Valid
X1.8	0.716	0.361	Valid
X1.9	0.716	0.361	Valid
X1.10	0.596	0.361	Valid

In Table 1 that all statement items have a value of rcount  $> r_{table}$  (0.361). So it can be concluded that all statements are valid.

**Table 2.** Motivation Variable Validity Test (X2)

Pernyataan	r hitung	r tabel	Keterangan
X2.1	0.572	0.361	Valid
X2.2	0.646	0.361	Valid
X2.3	0.553	0.361	Valid
X2.4	0.500	0.361	Valid
X2.5	0.426	0.361	Valid
X2.6	0.647	0.361	Valid
X2.7	0.621	0.361	Valid
X2.8	0.439	0.361	Valid
X2.9	0.733	0.361	Valid
X2.10	0.600	0.361	Valid

In Table 2 that all statement items have a value of rcount  $> r_{table}$  (0.361). So it can be concluded that all statements are valid.

**Table 3.** Performance Variable Validity Test (Y)

Pernyataan	r hitung	r tabel	Keterangan
Y1	0.564	0.361	Valid
Y2	0.558	0.361	Valid
Y3	0.814	0.361	Valid
Y4	0.540	0.361	Valid
Y5	0.724	0.361	Valid
Y6	0.670	0.361	Valid
Y7	0.505	0.361	Valid
Y8	0.699	0.361	Valid
Y9	0.688	0.361	Valid
Y10	0.481	0.361	Valid

In Table 3, all statement items have a value of  $r_{count} > r_{table}$  (0.361). So it can be concluded that all statements are valid. The reliability test was carried out on 30 respondents outside the sample. In this study using Cronbach Alpha with decision-making criteria as stated by Nunnally in (Ghozali, 2016), namely if the Cronbach Alpha coefficient  $> 0.70$  then the statement is declared reliable. In Tables 4 it is known that the alpha coefficient (Cronbach Alpha) of the work discipline variable statement is  $0.947 > 0.70$ . In the statement of the work motivation variable of  $0.924 > 0.70$  and in the statement of the performance variable it is known that the alpha coefficient (Cronbach Alpha) is  $0.939 > 0.70$ . So it can be concluded that all statements in this study are reliable.

**Table .4.** Reliability Test

Variabel	Cronbach's Alpha	N of Items	Keterangan
X1	0,905	10	Reliabel
X2	0,829	10	Reliabel
Y	0,874	10	Reliabel

### 3.2 Data Analysis

Statistical analysis with multiple regression was used to predict how far the influence of one or several independent variables (independent), namely Work Discipline (X1), and Work Motivation (X2) on the dependent variable, namely Employee Performance (Y). Multiple linear regression method in this study using SPSS. The equation model used (Sugiyono, 2009) is:

$$Y = 0 + 1X1 + 2X2 +$$

Information:

- Y = Employee performance
- X1 = Work Discipline
- X2 = Motivation
- 0 = Constant
- 1-2 = Multiple regression coefficient
- = Residual

The normality test aims to test whether, in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016). With Statistical Analysis Residual normality test with statistical analysis, the approach was carried out using the Kolmogorov Smirnov (KS) test. The KS test was carried out with a hypothesis. Normality testing is done by looking at Asymp. Sig. (2-tailed). If the significance level is greater than 0.05, it can be concluded that the residual data is normally distributed. According to Ghozali (2016), the coefficient of determination ( $R^2$ ) is a tool to measure how far the model's ability to explain the variation of the dependent variable is.

In this study, the F test was used to determine the level of significance of the influence of the independent variables simultaneously on the dependent variable (Ghozali, 2016). In this study the hypotheses used are:

1. H<sub>0</sub>:  $\beta_1 = \beta_2 = 0$ , it means that work discipline and motivation simultaneously have no significant effect on the performance of employees of Aroma Bakery, Ayahadan Medan Branch.
2. H<sub>a</sub>: at least one  $\beta \neq 0$ , meaning that Work Discipline and Motivation simultaneously have a significant effect on the performance of the employees of Aroma Bakery Ayahanda Medan Branch.

The following are the decision making criteria:

H<sub>0</sub> is accepted if  $F_{count} < F_{table}$  at  $\alpha = 5\%$  or sig. F (0.05)

H<sub>a</sub> is accepted if  $F_{count} > F_{table}$  at  $\alpha = 5\%$  or sig. F < (0.05).

According to Ghozali (2013), stated that the t-test aims to test how the partial effect of the independent variables on the dependent variable is carried out to determine whether the independent variables consisting of Work Discipline (X<sub>1</sub>) and Work Motivation (X<sub>2</sub>) partially have a positive influence and significant to the dependent variable (Y), namely Employee Performance. This study was conducted with a significance level of 5% or 0.05.

## IV. Results and Discussion

### 4.1 Aroma Bakery Ayahanda Medan Branch)

Aroma Bakery Ayahanda Medan Branch is a business engaged in the bakery and cake culinary trading business, producing various types of bread. Aroma Bakery and Cake Shop Medan has its own shops selling the company's products. However, Aroma also produces breads ordered by bakeries as retail bakers throughout the city of Medan. This company was founded on March 13, 2013. Until now, the Aroma Bakery Ayahanda Medan store was established in 2018.

### 4.2 Multiple Linear Regression Analysis

Based on multiple linear regression equation:

$$Y = 0.372 + 0.202X_1 + 0.691X_2$$

1. Constant ( $\beta_0$ ) = 0.372. This shows a constant level, where if the variables of Work Discipline (X<sub>1</sub>) and Work Motivation (X<sub>2</sub>) are 0, then the Performance (Y) of Aroma Bakery employees will remain at 0.372, assuming other variables remain.
2. Work Discipline Coefficient ( $\beta_1$ ) = 0,202 > 0. This indicates that the Work Discipline variable (X<sub>1</sub>) has a positive effect on employee performance. If the Work Discipline variable is increased, then the performance of Aroma Bakery employees will also increase by the assumption that other variables are fixed, and vice versa.
3. Work Motivation Coefficient ( $\beta_2$ ) = 0.691 > 0. This indicates that the motivation variable (X<sub>2</sub>) has a positive effect on employee performance. If the motivation variable is increased, then the performance of Aroma Bakery employees will also increase assuming other variables remain, and vice versa.

Further that the value of Asymp. Sig. (2-tailed) is 0.981 > (0.05), this means that H<sub>0</sub> is accepted so it can be concluded that the residuals are normally distributed.

**Table 5.** Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 <sup>a</sup>	.721	.712	.32110

the value of R<sup>2</sup> on the coefficient of determination is 0.721 or 72.1 percent. This shows that 72.1 percent of the variation in employee performance can be explained by independent variables, namely work discipline and motivation simultaneously and the remaining 27.9 percent is explained by other factors not included in this study.

### 4.3 Hypothesis Test

#### a. Simultaneous Effect Significance Test (Test- $F$ )

In this study, it is known that the number of samples (n) is 65 respondents and the number of parameters (k) is 3, so that it is obtained  $df_1 = k-1 = 3-1 = 2$ ;  $df_2 = nk = 65-3 = 62$ , then at  $\alpha = 0.05$ ,  $F_{table} = 3.145$  is obtained. Based on Table 4.14 obtained  $F_{count} (80.279) > F_{table} (3.145)$  and significance  $(0.000) < (0.05)$ . This means that the variables of work discipline and work motivation simultaneously have a significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch.

**Table 6.** Significance of Simultaneous Effects (Tests) ( $F$ )

Model	Sum of Squares	f	Mean Square	F	Sig.
1 Regression	16.554	2	8,277	80,279	.000a
Residual	6.392	62	0.103		
Total	22,946	64			

#### b. Partial Effect Significance Test (t-test)

The value with  $df = nk$  is  $65-3 = 62$ , so the value at the 0.05 significance level in the t table is 1.999. Partial Test Results (t Test)

**Table 7.** Significance Test of Partial Effect (t-test)

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	0.372	0.241		1.544	0.128
1 Work Discipline	0.202	0.083	0.218	2.426	0.018
Work motivation	0.691	0.09	0.688	7.66	0

a. Dependent Variable: Y

Following the results of the partial significance test, conclusions can be drawn, namely:

1. The Work Discipline Variable (X<sub>1</sub>) has a coefficient ( $\beta_1$ ) = 0.202 > 0 with  $t_{count} (2.426) > t_{table} (1.999)$  and a significance  $(0.000) < 0.05$ . The work discipline variable

has a positive and significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch.

2. Motivation variable (X2) has a coefficient ( $\beta_2$ ) = 0.691 > 0 with tcount (7.660) > ttable (1.999) and significance (0.005) < 0.05. Motivation variable has a positive and significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch.

#### 4.4 Discussion of Research Results

##### a. Work Discipline Has a Positive and Significant Effect on Employee Performance

The work discipline variable (X1) has a work discipline coefficient ( $\beta_1$ ) = 0.202 > 0 with tcount (2.426) > ttable (1.999) and a significance (0.000) < 0.05. The work discipline variable has a positive and significant effect on the performance of the employees of Aroma Bakery Ayahanda Medan Branch. Work discipline increases, the performance of employees of Aroma Bakery & Cake Shop Medan will also increase significantly, and vice versa. The results of the study of work discipline have a positive and significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch. Therefore, employee performance at Aroma Bakery Ayahanda Medan Branch is influenced by work discipline variables.

##### b. Work Motivation Has a Positive and Significant Effect on Employee Performance

Motivation variable (X2) has a coefficient ( $\beta_2$ ) = 0.691 > 0 with tcount (7.660) > ttable (1.999) and a significance (0.005) < 0.05. Motivation variable has a positive and significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch. If motivation increases, the performance of employees at Aroma Bakery Ayahanda Medan will also increase significantly, and vice versa. Motivation has a positive and significant effect on employee performance at Aroma Bakery Ayahanda Medan Branch. It is known that most of the respondents stated that to improve performance, it is necessary to provide good motivation.

## V. Conclusion

In accordance with the research objectives that have been formulated in this study, the results of the analysis will be described briefly as follows:

1. The work discipline variable has a positive and significant effect on the performance of the employees of the Aroma Bakery Shop, Ayahanda Branch, Medan.
2. Employee motivation variable has a positive and significant effect on employee performance at the Aroma Bakery Shop, Ayahanda Branch Medan
3. Variables of work discipline and employee motivation simultaneously have a significant effect on employee performance at the Aroma Bakery Shop, Ayahanda Branch Medan.

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