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The Influence of Discipline and Work Motivation on Employee Performance at the Medan Amplas District Office

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ABSTRACT

This study aims to determine whether work discipline and motivation have partial and simultaneous effects on employee performance at the Medan Amplas District Office. The population of this research consists of all employees at the office, totaling 32 individuals. The sampling technique used is saturated sampling (census), where all members of the population are included in the sample. Therefore, the sample in this study consists of 32 employees. The research employs a quantitative approach with several tests, including reliability analysis (comprising validity and reliability tests), classical assumption tests (including multicollinearity, autocorrelation, heteroscedasticity, and normality tests), as well as regression analysis, which includes multiple linear regression, t-test, F-test, and the coefficient of determination (R^2) test. Based on the analysis of primary data using SPSS 22, the following multiple linear regression equation was obtained: $Y = 20.303 + 0.329X_1 + 0.224X_2 + e$. The hypothesis testing results show that, partially, the work discipline variable (X_1) has a positive and significant effect on employee performance, as indicated by the t-value being greater than the t-table value. The work motivation variable (X_2) also has a positive and significant effect on employee performance, evidenced by the t-value exceeding the t-table value. Simultaneously, work discipline and motivation have a significant influence on employee performance, as shown by the F-value being greater than the F-table value. From these results, it can be concluded that both work discipline and work motivation positively and significantly affect the performance of employees at the Medan Amplas District Office.

Keywords: Work Discipline, Work Motivation, Employee Performance

INTRODUCTION

Human resources (HR) refer to the workforce within an organization. While some define human resources as “manpower” or simply “human resources,” others equate it with staffing or personnel management. Fundamentally, human resources are one of the most vital assets in any company or institution and play a crucial role in its success. Organizations not only seek employees who are capable, skilled, and knowledgeable but, more importantly, those who are willing to work diligently and possess a strong work ethic—attributes that can lead to satisfactory performance outcomes. However, in practice, not all employees demonstrate the skills, competencies, and motivation that align with the organization's expectations.

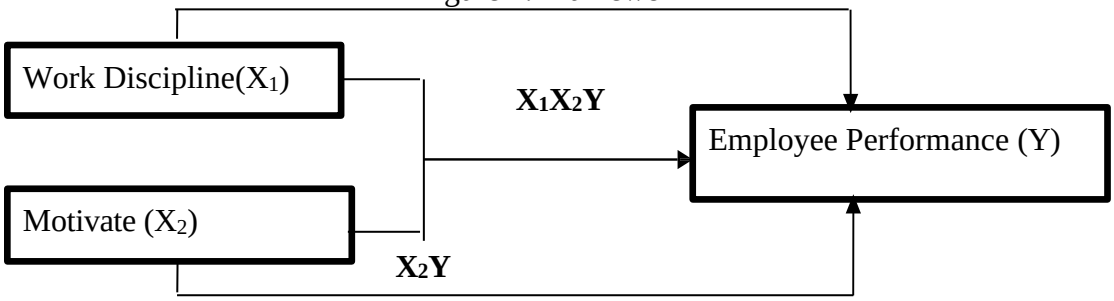
Work discipline is defined as an individual's awareness and willingness to comply with all organizational rules and prevailing social norms. It encompasses adherence to company policies and regulations. A high level of employee discipline reflects integrity and a strong sense of responsibility toward the company. When employees maintain discipline, they tend to work more effectively, manage their time efficiently, and avoid actions that could be detrimental to the organization. Several indicators can influence an employee's level of discipline, including effective time management, compliance with regulations, accountability in carrying out tasks, the application of sanctions, and firm leadership. Therefore, discipline is a key factor in an organization’s ability to achieve its objectives (Noor & Prasetyo, 2023)

In addition to maintaining strong work discipline, employees must also be highly motivated to help the organization meet its goals more effectively. The term motivation originates from the word “motive,” meaning a drive or impulse. According to (Supriyadi, 2023), work motivation refers to the willingness to exert effort toward organizational goals, which is influenced by the ability of that effort to satisfy an individual’s needs. Motivation, therefore, represents the internal drive or reason behind an individual’s conscious actions. It plays a dynamic role in enhancing performance by increasing effectiveness, as individuals with high motivation are more likely to put forth their best efforts in completing tasks. Essentially, a person's work motivation arises from their desire to meet various life needs. Common indicators of work motivation include goal achievement drive, work enthusiasm, initiative, creativity, and a sense of responsibility. Also views work discipline as a respectful attitude toward company rules and regulations, which exists within employees and enables them to adapt willingly to organizational expectations (Surajiyo et al., 2020).

According to (Dwi Agustin & Hasanah, n.d.) performance refers to the degree to which an employee completes the tasks associated with their job, indicating how well they fulfill the job requirements. Similarly, Purnamasari & Suharto, (2021). defines performance as the outcomes of work that are strategically linked to organizational success, customer satisfaction, and economic contributions. More broadly, job performance is the quality and quantity of output produced by an employee when carrying out their responsibilities based on the tasks assigned to them (Pratiwi et al., 2024). Employee performance reflects the extent to which an individual meets set targets or fulfills assigned responsibilities within a specific timeframe. Motivation plays a pivotal role in achieving optimal performance, as it represents an internal condition that drives and directs an individual’s behavior toward achieving specific objectives. Maintaining high levels of performance is essential because a decline in the performance of individuals or teams can significantly impact the overall productivity of an organization. Key indicators of performance include work quality, output quantity, task execution, and accountability.

Framework Think

Figure 1. Framework Think



Hypothesis

Hypothesis study This is as following :

1. Allegedly discipline work (X 1) has significant influence to performance employee (Y) at the Medan Amplas District Office .
2. Allegedly motivation (X 2) has significant influence to performance employee (Y) at the Medan Amplas District Office .
3. Allegedly discipline Work (X 1) And motivation (X 2) in a way together own influence Which significant to performance employee (Y) on Office Head of Medan Amplas District .

METHOD

Sample

According to (Sugiyono, 2017), "A population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and from which conclusions can be drawn." Based on this definition, the population in this study consists of the employees at the Medan Amplas District Office, totaling 32 individuals.

A sample refers to a portion of the population that possesses the same characteristics and traits as the larger group. It can also be defined as part of the population selected for research purposes. In this study, the researcher employed saturated sampling, a technique in which all members of the population are included in the sample. This approach is typically used when the population size is relatively small or when the researcher intends to achieve a high degree of generalizability with minimal error. Saturated sampling is also commonly referred to as a census. Thus, the sample in this study consisted of 32 respondents.

Data collection

As for the technique data collection used researcher For obtain data and required information is as following :

1. Observation Direct
   Observation direct is technique data collection conducted by researchers with do observation in a way direct to object research . Observation This applied For difficult subject / object predicted
2. Interview
   Interview is technique data collection with use question to object study . Results interview the noted and will become research data . Interview techniques can done when sample his research small .
3. Questionnaire
   Questionnaire is technique data collection carried out with method give a set question or statement written to Respondent For answered ". Measurement of data in study This is *Likert*

scale . According to (Sugiyono, 2017)*likert scale* used For measure attitude , opinion And perception somebody or a group about phenomenon social . For needs analysis quantitative study This so researcher provide 5 (five) alternatives answer to Respondent for each variable with use scale 1 to 5, can seen in table 1 below :

Table 1. Instruments Likert Scale

No.	Instrument items	Score
1.	Very Agree	5
2.	Agree	4
3.	Doubtful	3
4.	No Agree	2
5.	Very Don't agree	1

4. Study Library

Studies library is method collection data Which done with read books , literature , journals , related references with study this and research previous related with ongoing research done .

Data Analysis Techniques

A number of technique statistics conducted For analyze data in study This is a Reliability Analysis which consists of from Validity Test (measuring level validity instrument through Pearson Correlation) and Reliability Test (measures consistency tool measuring using Cronbach's Alpha with coefficient between 0-1); Deviation Test Assumptions Classic For fulfil The Best Linear Unbiased Estimate (BLUE) criteria include the Multicollinearity Test (testing correlation intervariable independent with Variance Inflation Factor Value method where VIF < 10 indicates No There is symptom multicollinearity), Autocorrelation Test (detecting correlation between residuals in observations in the regression model), Heteroscedasticity Test (using method chart For ensure residual variance is the same in all observation), and Normality Test (testing data distribution with method normal graph PP Plot); and Analysis Linear Regression which includes Analysis Multiple Linear Regression (connecting two variable independent or more with variable dependent use equation Y = a + b1X1 + b2X2 + e), t-test (comparing the calculated t with t table at level 95% significance), F test (using ANOVA for test significance influence a number of variable independent to variable dependent with compare F count with F table at level significance 0.05%), and Coefficient Test Determination /R^2 (shows percentage donation influence variable independent to variable dependent).

Operational Variables

Variables in study This consists of from 2 variables independent (X) namely Discipline Work (X_1) and motivation (X_2) and 1 variable dependent (Y) namely performance employee , more can seen through table following :

Table 2. Definition Operational Variables

Research Variables	**Definition Variables**	**Variable Indicator**	**Measuring Scale**
Work Discipline (X_1)	Work discipline refers to an employee's awareness and willingness to comply with all organizational or company rules as well as applicable social norms (Sinambela, 2018).	a. Use time effectively. b. Compliance with regulations Which has been set. c. Responsibility in work and tasks. d. Penalty Sanctions Assertiveness (Samak et al., 2022)	Likert Scale
Motivation (X_2)	Work motivation is a positive driving force that originates both internally and externally within an individual, encouraging them to engage in work-related behavior with a	a. Encouragement achieving goals b. Spirit Work c. Initiative and Creativity d. Sense of Responsibility (Soetrisno, 2017)	Likert Scale

	specific direction, intensity, and duration (Pinder, 2008).		
Performance (Y)	Employee performance is defined as the outcome of an employee's work, measured in terms of both quality and quantity, in fulfilling their job responsibilities (Mangkunegara, 2013)	a. Quality b. Quantity c. Execution of Tasks Not quite enough Answer (Mangkunegara, 2013)	Likert Scale

RESULTS

Reliability Test

Reliability refers to the extent to which a measurement instrument can be trusted or considered dependable. A reliability test is conducted to determine the precision, accuracy, and consistency of a questionnaire in measuring a specific variable. In this study, the reliability of the questionnaire is assessed using Cronbach's Alpha coefficient, by comparing the resulting value to a threshold of 0.60. According to (Kusumasari, 2022) , an instrument *is considered reliable if it meets the following criteria:*

1. If the Cronbach's Alpha value is greater than 0.60, the instrument is deemed reliable.
2. If the Cronbach's Alpha value is less than 0.60, the instrument is considered unreliable.

Table 4. Results Test Reliability

Variables Study	Amount Item Statement	Cronbach's Alpha	Information Results
Work Discipline (X1)	10	0.747	Reliable
Motivation Work (X2)	10	0.671	Reliable
Performance (Y)	10	0.741	Reliable

Source : Results Study 2024 (Data Processed Through Spss 22)

Based on table 4. namely results data processing regarding reliability , which shows that all items of the statement submitted Already reliable , so that can concluded that all variable Already reliable Because own mark *Cronbach's Alpha* in above 0.60.

Statistical Test Analysis

Test Deviation Assumptions Classic

Multicollinearity Test

The Multicollinearity Test is conducted to determine whether there is a strong correlation between two or more independent variables within a multiple linear regression model. A high correlation among independent variables can interfere with the relationship between those variables and the dependent variable, leading to unreliable or unstable predictions. To detect the presence of multicollinearity, researchers examine the Tolerance value and the Variance Inflation Factor (VIF). If the Tolerance value is greater than 0.1 and the VIF is less than 10, it indicates that multicollinearity is not present. Below are the results of the multicollinearity test conducted using SPSS Software Version 22.

Table 5. Results Test Multicollinearity

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20,303	3,267		6,215	,000		
	Work Discipline	,329	,059	,613	5,537	,000	,862	1,160
	Work motivation	,224	,065	,380	3,427	,002	,862	1,160

a. Dependent Variable: Performance

Source : Output Spss Version 22, Data processed 2024

Based on the multicollinearity test results presented in the table above, the Tolerance value of 0.862, which is greater than 0.1, and the VIF value of 1.160, which is less than 10, indicate that no multicollinearity exists among the variables in the regression model.

Autocorrelation Test

According to (Iman, 2022)he stated that: "Autocorrelation Test is a test conducted to determine whether or not there is a deviation from the classical assumption of autocorrelation, namely the correlation that occurs between the residuals in one observation with other observations in the regression model. A good regression model should not have autocorrelation."

The Autocorrelation Test is used to determine whether there is a violation of the classical assumption of autocorrelation—specifically, whether there is a correlation between residuals from one observation and another in the regression model. A good regression model should be free from autocorrelation. When autocorrelation is present, the sample variance cannot accurately reflect the population variance. To identify the presence of autocorrelation, the Durbin-Watson (DW) test is used, with the following criteria:

a. Detecting Positive Autocorrelation:

If DW < dL, then positive autocorrelation is present.

If DW > dU, then no positive autocorrelation is detected.

If dL < DW < dU, the result is inconclusive.

b. Detecting Negative Autocorrelation:

If (4 – DW) < dL, then negative autocorrelation is present.

If (4 – DW) > dU, then no negative autocorrelation is detected.

If dL < (4 – DW) < dU, the result is inconclusive.

Table 6. Results Test Autocorrelation Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,833[a]	,693	,672	,806	1,194

a. Predictors: (Constant), Work motivation , Work_Discipline

b. Dependent Variable: Performance

Source : Output Spss Version 22, Data processed 2024

From table results test autocorrelation in on , can known that mark Durbin- Watson as big as 1,194. For know whether model regression in research This there is autocorrelation so must in insert to in criteria test as following :

1.194 < 1.309 then there is autocorrelation positive (True)

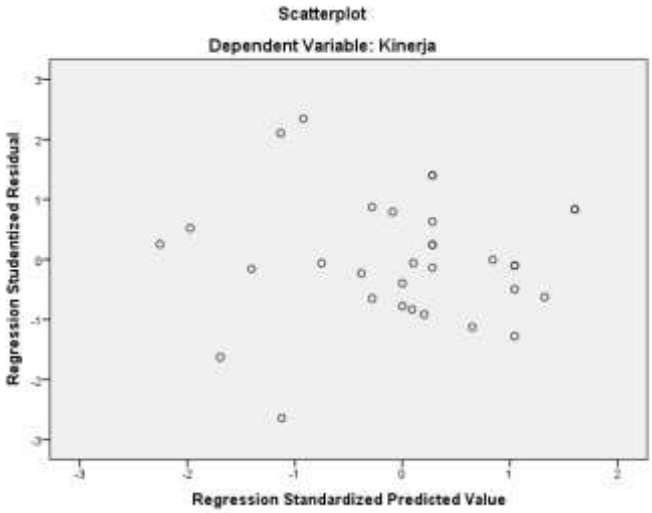
1,194 > 1,573 so No there is autocorrelation positive (Wrong)
1,309 < 1,194 < 1,573 so testing No convincing (Correct)

Based on the output, the Durbin-Watson (DW) value produced by the regression model is 1.194. Referring to the Durbin-Watson table at a significance level of 0.05, with a sample size (n) of 32 and k = 2 (where *k* represents the number of independent variables), the lower bound (dL) is 1.309 and the upper bound (dU) is 1.573 (see attachment). Since the DW value of 1.194 is less than the dU value, it can be concluded that positive autocorrelation is present in this regression model.

Heteroscedasticity Test

According to (Priyatno, 2017)states that : " Heteroscedasticity is Variants residual Which No The same on all observation in in model regression . Regression Which Good should No happen heteroscedasticity ". Heteroscedasticity is residual variance that is not same for all observations in the regression model. Good regression should No happen heteroscedasticity . Heteroscedasticity test in study This tested with method graph . The reason Because more practical , Where on moment We do heteroscedasticity test , in general automatic the results of the heteroscedasticity test Can direct seen . Here heteroscedasticity test results with method graph .

Figure 2. Test Results Heteroscedasticity



Source : Output SPSS Version 22, Data Processed 2024

From the graphic *Scatterplot* in on can known that dot, dot, dot No to form pattern Which clear And dot, dot, dot spread in on And in lower number 0 on the Y axis, so it can it was concluded that no problems occurred heteroscedasticity in the regression model .

Normality Test

Data normality test is a test was conducted For evaluate distribution data on a variable free (independent) And variable bound (dependent) or both of them have normal distribution or no . Normal distribution is distribution in the form of like Iconic and symmetrical . If a variable No distributed normally , then statistical test results will experience decline . For see whether the data is normally distributed or not no , author using analysis test *Kolmogorov-Smirnov* with criteria significance must more from 0.05 to can it is said normally distributed . Here results the test :

Table 7. Results One-Sample Normality Test Kolmogorov-Smirnov Test

		Unstandardized Residual
N		32
Normal Parameters [a,b]	Mean	0E- 7
	Std. Deviation	,77926039
Most Extreme Differences	Absolute	,096
	Positive	,096
	Negative	- ,067
Kolmogorov-Smirnov Z		,545
Asymp. Sig. (2- tailed)		,927

a. Test Distribution is Normal.
b. Calculated from data.
Source : Output Spss Version 22, Data Processed 2024

From the SPSS *Output* above can known that mark significance *(Asymp.Sig .(2- tailed)* is 0.927. Because the significance more from 0.05 (0.927 > 0.05), then the residual value has returned to normal.

Analysis Regression *(Regression Linear)*

Analysis Regression Multiple Linear

Analysis multiple linear regression is analysis used For know influence two or more variable independent to variable dependent .

Results analysis linear regression multiple can seen on table under This :

Table 8. Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20,303	3,267		6,215	,000		
	Disiplin Kerja	,329	,059	,613	5,537	,000	,862	1,160
	Motivasi Kerja	,224	,065	,380	3,427	,002	,862	1,160

a. Dependent Variable: Performance
Source : Output SPSS Version 22, Data Processed 2024

Formula: Y = a + b1X1 + b2X2 + e
So: Y = 20.303 + 0.329X1 + 0.224X2 + e
Multiple Linear Regression Equation Interpretation:

1. The constant (a) is 20.303. This means that if work discipline (X1) and work motivation (X2) are both zero, the performance (Y) value will be 20.303.
2. Regression coefficient for work discipline variable (X1) is positive at 0.329. This indicates a positive influence on employee performance. Specifically, if work discipline at the Medan Subdistrict Office increases, employee performance will correspondingly increase by 0.329 units.

3. Regression coefficient for work motivation variable (X2) is positive at 0.224. This demonstrates a positive impact on employee performance. An increase in work motivation at the Medan Subdistrict Office will result in a performance increase of 0.224 units.

Partial Hypothesis Testing (t-test)

The t-test (coefficient test) is a method used to determine whether work discipline and work motivation variables have a significant individual impact on performance.

Comparing t-count with t-table:

- If t-count > t-table, it means variable X has an influence on variable Y.
- If t-count < t-table, it means variable X does not have an influence on variable Y.

Hypothesis:

- H0 = Regression coefficient is not significant
- H1 = Regression coefficient is significant

Table 9. Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20,303	3,267		6,215	,000		
	Disiplin Kerja	,329	,059	,613	5,537	,000	,862	1,160
	Motivasi Kerja	,224	,065	,380	3,427	,002	,862	1,160

a. Dependent Variable: Performance
Source : Output SPSS Version 22, Data Processed 2024

Based on the calculation of t-table and statistical processing of data, T-table was calculated using the formula (α/2 ; n-k-1), specifically (0.05/2 ; 32-2-1), which results in T-table = (0.025 ; 29) with a value of 2.045.

1. The t-value for work discipline variable (X1) is 5.537, where t-count > t-table (5.537 > 2.045) and the significance value is smaller than 0.05 (0.000 < 0.05), thus H0 is rejected and H1 is accepted. This means the work discipline variable (X1) has a positive and significant effect on performance.
2. The t-value for work motivation variable (X2) is 3.427, where t-count > t-table (3.427 > 2.045) and the significance value is smaller than 0.05 (0.002 < 0.05), thus H0 is rejected and H2 is accepted. This means the work motivation variable (X2) has a positive and significant effect on performance.

Test Simultaneous Hypothesis (Test F)

The F-test (ANOVA) evaluates the collective significance of independent variables on the dependent variable. A significant result occurs when F-count > F-table, indicating the combined influence of independent variables on the dependent variable.

Table 10. ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42,567	2	21,284	32,788	,000[b]
	Residual	18,825	29	,649		
	Total	61,392	31			

a. Dependent Variable: Performance
b. Predictors: (Constant), Work motivation , Work_Discipline
Source : Output SPSS Version 22, Data Processed 2024

Look for F table that is :
F table = (k ; n -k) F table =(2 ; 32–2)
F table = (2 ; 30) F table = 3.32

In the table Anova obtained mark significant 0.000 (0.000 < 0.05) and F value count as big as 32,788, whereas mark F table as big as , 3.32. With thus F count > F table (32.788 > 3.32) and can concluded that H_3 accepted which means variable discipline work and motivation Work in a way together influential positive and significant towards performance .

Test Coefficient Determination (R^2)

Coefficient value determination is a the size that shows big donation influence variable independent to variable dependent .

Table 11. Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,833[a]	,693	,672	,806	1,194

a. Predictors: (Constant), Work motivation , Work_Discipline
b. Dependent Variable: Performance
Source : Output SPSS Version 22, Data Processed 2024

Coefficient value determination (R) result regression of 0.693 means that variable discipline Work And motivation Work give contribution influence to performance employee by 69.3%. This result is results from (R^2 x 100%), while the remaining 30.7% is influenced by other variables that are not investigated in study This .

Discussion

1. Discipline Work Influential Significant on Employee Performance
   The results of the t-test show discipline Work influential positive and significant . This means that the more tall discipline employees , increasingly also good performance . This is in line with theory Siagian who mentioned that use effective time , obedience to regulations , as well as not quite enough answer Work is indicator important in improvement performance.
2. Motivation Work Influential Significant on Employee Performance
   Motivation work is also proven influential in a way significant . This proves that employees who have encouragement strong , spirit Work high , and sense of responsibility answer will capable finish his job in a way maximum .
3. Discipline and Motivation In general Simultan Improving Performance
   F-test results and coefficients determination strengthen that both of them in a way together give contribution real to performance employee by 69.3%. The remaining 30.7% may be originate from other factors such as leadership, compensation, or environment Work.
4. Practical Implications
   Findings This indicates that For increase performance employees in the environment government such as the District Office, it is necessary existence attention Serious to enforcement discipline and improvement motivation work , good through reward system, role model leadership , and coaching sustainable .

CONCLUSION

The research conducted at the Medan Amplas District Office revealed a significant positive relationship between work discipline, work motivation, and employee performance. Through rigorous statistical analysis, the study demonstrated that both work discipline and motivation individually have a substantial impact on employee performance, with t-values of 5.537 and 3.427

respectively (both exceeding the critical t-table value of 2.045). Moreover, when examined simultaneously, these factors showed an even more pronounced effect, with an F-value of 32.788 (significantly higher than the F-table value of 3.32), indicating that a coordinated approach to improving work discipline and motivation can lead to a meaningful and statistically significant enhancement of overall employee performance.

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