



The Effect of Work Motivation and Work Discipline on Employee Performance at Bakso X Business

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Abstract. *This study aims to examine the influence of work discipline and work motivation on employee performance in Bakso X. The research method used is of a quantitative type. The population is 30 employees who work at Bakso X. The instrument used to collect data is in the form of questionnaires. The data can be statistically analyzed using SPSS. The results showed that partially or simultaneously the test results had a significant value of 0.000. Based on this, it can be concluded that work discipline and work motivation have a significant effect on employee performance.*

Keywords: *Employee Performance, Work Motivation, Work Discipline*

Abstrak. Penelitian ini bertujuan menguji pengaruh disiplin kerja dan motivasi kerja terhadap kinerja pegawai di Bakso X. Metode penelitian yang digunakan berjenis kuantitatif. Populasi berjumlah sebanyak 30 karyawan yang bekerja di Bakso X. Instrumen yang digunakan untuk mengumpulkan data berupa angket. Data yang di dapat dianalisis secara statistik menggunakan SPSS. Hasil menunjukkan bahwa secara parsial maupun simultan hasil pengujian nilai signifikan sebesar 0,000. Berdasarkan hal tersebut dapat disimpulkan bahwa disiplin kerja dan motivasi kerja berpengaruh signifikan terhadap kinerja pegawai.

Kata Kunci : Disiplin Kerja, Kinerja Karyawan, Motivasi Kerja

INTRODUCTION

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The food and beverage industry plays a pivotal role in ensuring business sustainability and competitiveness, particularly through the lens of employee performance. In settings like Bakso X Business, small and medium enterprises (SMEs) significantly contribute to the local economy, acting as vital engines of job creation and economic growth. Research indicates that satisfied employees are generally more productive and less likely to leave their jobs, which positively impacts overall business performance. (Naim, 2023; Pratomo et al., 2023). Furthermore, as operational management efficiency becomes increasingly crucial in a competitive market, SMEs must emphasize employee engagement and satisfaction to bolster their sustainability efforts. (Geminarqi & Purnomo, 2023; Norizan et al., 2022).

However, many informal or semi-formal business structures encounter notable performance challenges that compromise their operational viability. Common issues include inconsistencies in employee productivity and service delivery, often stemming from fluctuating motivation levels and inadequate disciplinary measures. These performance detractors can manifest as decreased service quality, further undercutting business competitiveness. (Erdem et al., 2019; Nwibere, 2024). In the context of SMEs like Bakso X, understanding these performance challenges is crucial, as they can directly affect customer satisfaction and business sustainability.

Exploring theoretical perspectives on work motivation and discipline provides vital insights into enhancing employee performance. Theories such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs underscore the importance of both intrinsic and extrinsic motivation in fostering a committed workforce (Miah & Adha Hafit, 2021; Putri & Meria, 2022). Additionally, work discipline is integral to organizational behavior, as compliance with rules and norms can enhance overall productivity and employee accountability (Awolusi & Jayakody, 2022). Research supports a link between motivation, discipline, and performance, indicating that organizations that effectively instill these factors are better positioned for success in their operational endeavors (Das, 2013).

Despite the significant implications of work motivation and discipline on employee performance, empirical research targeting these issues within SMEs, particularly in the food and beverage sector of emerging economies, remains limited. This gap is particularly

evident in studies focused on small-scale enterprises like Bakso X. Few inquiries have thoroughly examined internal human resources practices or performance metrics in similar contexts, signaling a need for further investigation to enhance understanding and bolster organizational performance. (Sartono et al., 2024; Suhaili & Sugiharsono, 2019). Closing this research gap is fundamental to developing tailored interventions that resonate with the unique challenges faced by micro-enterprises in dynamic economic landscapes.

The purpose of this research is to analyze the multifaceted influences of work motivation and work discipline on employee performance within SMEs in the food and beverage industry. By elucidating these relationships, this study aspires to contribute meaningful insights that will enhance academic discourse and provide actionable strategies for businesses like Bakso X to improve their operational outcomes. The significance of this research cannot be understated, as it seeks to fortify the foundational elements of employee engagement, satisfaction, and commitment, which are essential for the sustainable growth of SMEs (Sartono et al., 2024; Sri Budhi et al., 2020).

RESEARCH METHODOLOGY

In investigating the causal relationship between independent variables—work motivation and work discipline—and their influence on employee performance at Bakso Malang Oasis, a quantitative research design is employed. The study adopts a descriptive and explanatory framework with a correlational approach, utilizing multiple linear regression analysis to uncover these relationships. Prior research underlines that work motivation serves as a significant predictor of employee performance, wherein increased motivation can lead to improved outputs in workplace settings. Evidence from various studies highlights that organizations prioritizing employee motivation can expect enhanced performance metrics, hence reinforcing the theoretical underpinnings of the current research design (Asnawati, 2023; Manik & Sidharta, 2017).

The population for this study consists of all employees at Bakso X, totaling 30 individuals, and given the small size, total sampling is utilized for data collection. This method ensures comprehensive participation from the entire population, which is ideal in such contexts to maintain representativeness and operationalize findings accurately. (Heriyanto et al., 2018; Kongcharoen et al., 2019). Total sampling gives a definitive

advantage in understanding the nuanced dynamics within a small employee cohort, as it eliminates sampling error that might occur through random sampling. Furthermore, this approach aligns with recommendations for robust empirical studies where the population is accessible. (Diamantidis & Chatzoglou, 2019).

Data collection techniques include the use of structured questionnaires designed with Likert scales to quantitatively assess work motivation, work discipline, and employee performance. Validity tests are performed to ensure that each item within the instrument accurately captures its intended construct, while Cronbach's Alpha is applied to evaluate the reliability of the findings. (Mardiono et al., 2024; Trisnawaty et al., 2024). Ensuring validity and reliability is crucial as these tests confirm that the measures are consistent and adequately reflect the constructs being studied, thereby safeguarding the integrity of the results. (Setiawan et al., 2024; Wijayanto & Riani, 2021).

Descriptive statistics are employed to characterize the respondents and outline the distribution of variables, while inferential statistics facilitate a deeper understanding of the relationships via multiple linear regression analysis. Classical assumption tests are integral to validating regression outcomes, as they assess normality, multicollinearity, and heteroscedasticity to ensure that statistical assumptions are met (Ekhsan & Setiawan, 2021; Hustia et al., 2021). For instance, the Kolmogorov–Smirnov test assists in examining normality, while the variance inflation factor (VIF) checks multicollinearity, confirming that independent variables do not exhibit excessive correlation (Aeni & Kuswanto, 2021; Nurdiansyah et al., 2020). Such methodologies adhere to established practices in statistical analysis, ensuring credibility and reliability in the regression model employed.

Hypothesis testing encompasses both partial (t-tests) and simultaneous (F-tests) analyses to evaluate the effects of work motivation and discipline on employee performance. These tests ascertain the individual contributions of the independent variables while collectively analyzing their impact on performance. (Agussalim et al., 2023). In summation, this research design encapsulates a rigorous quantitative approach to unraveling the dynamics between work motivation, work discipline, and employee performance at Bakso X. From methodical sampling to robust data analysis, the study aspires to contribute meaningful findings pertinent to enhancing workplace efficacy.

RESULTS AND DISCUSSION

Validity Test

Table 1. Validity Test Results

| Item | Rcount | Description |
|---------------------------------|--------|-------------|
| Motivation (X1) | | |
| X1.1 | 0,425 | Valid |
| X1.2 | 0,732 | Valid |
| X1.3 | 0,499 | Valid |
| X1.4 | 0,635 | Valid |
| X1.5 | 0,896 | Valid |
| X1.6 | 0,911 | Valid |
| X1.7 | 0,712 | Valid |
| X1.8 | 0,641 | Valid |
| X1.9 | 0,649 | Valid |
| X1.10 | 0,556 | Valid |
| Work Discipline (X2) | | |
| X2.1 | 0,632 | Valid |
| X2.2 | 0,629 | Valid |
| X2.3 | 0,722 | Valid |
| X2.4 | 0,653 | Valid |
| X2.5 | 0,932 | Valid |
| X2.6 | 0,545 | Valid |
| X2.7 | 0,865 | Valid |
| X2.8 | 0,821 | Valid |
| X2.9 | 0,672 | Valid |
| X2.10 | 0,922 | Valid |
| Employee Performance (Y) | | |
| Y.1 | 0,911 | Valid |

| | | |
|------|-------|-------|
| Y.2 | 0,495 | Valid |
| Y.3 | 0,499 | Valid |
| Y.4 | 0,500 | Valid |
| Y.5 | 0,895 | Valid |
| Y.6 | 0,772 | Valid |
| Y.7 | 0,953 | Valid |
| Y.8 | 0,931 | Valid |
| Y.9 | 0,825 | Valid |
| Y.10 | 0,778 | Valid |

Based on a critical value of $r = 0.361$ ($df = 28$, two-tailed $\alpha = 0.05$), all 30 items across the three constructs—Motivation (X_1), Work Discipline (X_2), and Employee Performance (Y)—demonstrated satisfactory validity, as each item's r -value exceeded the threshold. Specifically, Motivation items ranged from $r = 0.425$ to 0.911 ; Work Discipline items ranged from $r = 0.545$ to 0.932 ; and Employee Performance items ranged from $r = 0.495$ to 0.953 . These results confirm that every instrument item exhibits a strong correlation with its intended construct, thereby providing a sound basis for subsequent analyses (Santoso, 2018).

Reliability Test

Table 2. Reliability Test Results

| Variable | Cronbach Alpha | Description |
|------------------------------|-------------------|-------------|
| Motivation (X_1) | 0,823 | Reliable |
| Work Discipline (X_2) | 0,945 | Reliable |
| Employee Performance (Y) | 0,871 | Reliable |

Table 2 reveals that the three constructs—Motivation (X_1), Work Discipline (X_2), and Employee Performance (Y)—attained Cronbach's alpha coefficients of 0.823 , 0.945 , and 0.871 , respectively, all comfortably above the 0.70 threshold customarily deemed acceptable for internal consistency, indicating that the items within each scale cohere well

in measuring their intended constructs. Making Sense of Cronbach's Alpha. With every coefficient surpassing the conventional benchmark, the instrument demonstrates robust reliability, providing a stable foundation for any subsequent statistical analyses. (Ghozali, 2018).

Classic Assumption Test

1. Normality Test

Table 3. Kolmogorov-Smirnov

| |
|-------|
| Sig. |
| 0,200 |

The Kolmogorov-Smirnov test, as shown in Table 3, yielded a significance level (Sig.) of 0.200. This result indicates that the data likely do not deviate significantly from a normal distribution. A significance level above a conventional alpha level (typically 0.05) suggests that the null hypothesis of normality cannot be rejected. In other words, the data are considered to be approximately normally distributed.

2. Multicollinearity Test

Table 4. Result Multicollinearity Test

| Variable | VIF |
|----------|-------|
| X1 | 3,255 |
| X2 | 4,124 |

Table 4 displays the results of the multicollinearity test using the Variance Inflation Factor (VIF). The VIF values for the independent variables Motivation (X₁) and Work Discipline (X₂) are 3.255 and 4.124, respectively. Since both values are well below the commonly used threshold of 10, it can be concluded that there is no indication of multicollinearity between the predictor variables. This suggests that each independent variable contributes uniquely to the model without overlapping excessively in explaining the variance of the dependent

variable.

3. Heteroskedasticity Test

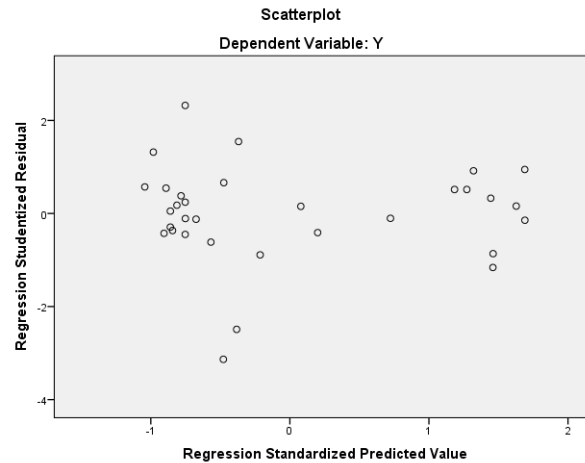


Figure 3. Heterokedasticity Test Results

Based on the above test results, the data points are dispersed around zero and do not exhibit any discernible pattern. The data distribution is uniform, both above and below zero. Therefore, the test suggests the absence of heteroscedasticity in the data.

Multiple Linear Regression Analysis

Table 5. Regression Equation

$$Y = 1.245 + 0.672X_1 + 0.389X_2$$

The regression equation $Y = 1.245 + 0.672X_1 + 0.389X_2$ provides insight into the influence of Motivation (X_1) and Work Discipline (X_2) on Employee Performance (Y). The constant value of 1.245 suggests that when both independent variables are at zero, the predicted employee performance would be 1.245. Although this condition may not occur in practical settings, the constant remains essential for constructing a complete predictive model. The coefficient for Motivation is 0.672, indicating that a one-unit increase in motivation is associated with a 0.672-unit increase in employee performance, assuming work discipline remains constant. Similarly, the coefficient for Work Discipline is 0.389, meaning that a one-unit improvement in discipline leads to a 0.389-

unit increase in performance, holding motivation constant. These results confirm that both motivation and work discipline contribute positively and significantly to employee performance, with motivation having a stronger influence in the model.

Hypothesis Testing

1. T-test

Table 6. T-test Result

| Variable | Sig. |
|----------|------|
| X1 | 0,00 |
| X2 | 0,00 |

Based on the results of the partial test (t-test) as shown in Table 6, the significance values for both independent variables—X1 (Work Motivation) and X2 (Work Discipline)—are recorded at 0.00. Since both p-values are less than the standard significance level of 0.05, it can be concluded that each variable has a statistically significant effect on the dependent variable, namely Employee Performance.

These findings lead to the acceptance of both alternative hypotheses:

- A. H_1 is accepted: Work motivation has a significant influence on employee performance at Bakso X Business.
- B. H_2 is accepted: Work discipline has a significant influence on employee performance at Bakso X Business.

This implies that employee motivation and adherence to workplace discipline are critical drivers of performance within the organization. Employees who are motivated tend to exhibit greater commitment, initiative, and productivity. Likewise, a strong culture of discipline fosters punctuality, responsibility, and adherence to organizational standards—all of which contribute to improved performance outcomes.

Therefore, it is essential for management at Bakso X Business to prioritize strategies that strengthen employee motivation while also ensuring consistent and

fair enforcement of disciplinary policies. Such measures are likely to enhance overall workforce efficiency and service quality in the long term.

2. F test

Table 7. F-test Result

| F value | Sig |
|----------------|------------|
| 125,755 | 0,000 |

The results of the simultaneous hypothesis test (F-test) demonstrate that the calculated F-value is 125.755 with a significance level of 0.000. Since the significance value is lower than the established alpha level of 0.05, it can be concluded that the regression model is statistically significant.

This means that work motivation and work discipline, when considered simultaneously, have a significant joint effect on employee performance at Bakso X Business.

The acceptance of the alternative hypothesis (H_3) confirms that these two variables collectively contribute to explaining variations in employee performance. The strength of this result is further emphasized by the high F-value, which indicates that the model reliably predicts employee performance based on the given independent variables.

These findings suggest that performance improvement efforts should not treat motivation and discipline in isolation. Instead, an integrated approach that simultaneously addresses both factors can yield more substantial and sustainable improvements in employee effectiveness, especially in service-oriented business environments like Bakso X.

Discussion

The current study provides empirical evidence supporting the theoretical framework that both work motivation and work discipline are significant predictors of employee performance, particularly in the context of small-scale food and beverage

enterprises such as Bakso X Business. The results derived from regression analysis indicate that work motivation ($\beta = 0.672$) exerts a stronger influence on performance than work discipline ($\beta = 0.389$). This finding resonates with Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, which underscore the critical roles of both intrinsic and extrinsic motivation in enhancing individual performance (Endayani et al., 2018; Pratomo et al., 2023). Specifically, the insights suggest that employees who experience high levels of both intrinsic motivation (e.g., job satisfaction and achievement) and extrinsic motivation (e.g., bonuses and recognition) showcase increased commitment, productivity, and engagement in their tasks.

Additionally, the maintenance of workplace discipline—encompassing punctuality, adherence to rules, and accountability—not only fosters an environment conducive to high performance but also encourages employees to meet their performance targets effectively. Prior studies corroborate this assertion, indicating that a disciplinary framework can create a supportive work environment that enhances employee morale and operational efficiency, further substantiating the intertwined nature of motivation and discipline in driving performance (Ramalaksana et al., 2018; Uhunoma et al., 2020). The results from t-tests and F-tests reinforce the proposed model's validity, with an F-value of 125.755 and a significance level of 0.000 highlighting the significant collective impact both independent variables have on performance metrics within this specific industry setting (Dehotman, 2023; Pawirosumarto et al., 2017).

Practically, the implications for management at Bakso X underscore the necessity for strategic investments in motivation-enhancing initiatives, such as recognition programs, goal setting, and opportunities for professional growth. These initiatives are essential for sustaining a motivated workforce, which in turn fosters high-performance levels. Concurrently, enforcing clear rules and implementing accountability measures related to workplace discipline are paramount for sustaining an effective operating environment (Khan et al., 2021; Tajeddini et al., 2020). A balanced approach between motivation and discipline is not only conducive to elevated performance but also pivotal in reducing employee turnover and improving service delivery—an essential aspect in

customer-centric sectors like food and beverage (Iskamto et al., 2022; Tsvangirai & Chinyamurindi, 2019).

Furthermore, testing of reliability and validity confirms that the instruments employed in the study were robust, enhancing the credibility of the findings. The absence of issues such as multicollinearity and heteroscedasticity adds to the statistical reliability of the regression model (Gupta, 2023; Luthfiana & Yuhertiana, 2021). This research contributes to the limited exploration of human resources practices within small and medium-sized enterprises (SMEs) in emerging economies, particularly within the informal food and beverage sector, highlighting integrated strategies that address both operational and psychosocial dimensions of employee engagement (muchsinati & Teo, 2022; Nuraeni et al., 2022).

However, the study acknowledges certain limitations, predominantly concerning sample size and the inherently cross-sectional nature of the research, which may restrict the generalizability of the findings. Future investigations are recommended to incorporate longitudinal studies and comparative analyses across various SME contexts to bolster external validity and examine the long-term implications of motivation and discipline on employee performance (Basu, 2024; Putra et al., 2016). In conclusion, this study reaffirms the notion that employee performance is fundamentally anchored in the dual dimensions of motivation and discipline—dimensions that must be holistically managed to cultivate sustainable business success in enterprises like Bakso X.

CONCLUSIONS AND SUGGESTIONS

This study demonstrates that both work motivation and work discipline play a significant role in enhancing employee performance at Bakso X Business. The results from the regression analysis show that motivation has a stronger influence on performance than discipline, aligning with Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, which emphasize the importance of intrinsic and extrinsic motivation in driving individual performance. Additionally, the maintenance of a disciplined work environment, where punctuality and accountability are prioritized, contributes to a setting that fosters high performance. The validity and reliability tests further support the robustness of the research findings, confirming the soundness of the instruments used. These findings suggest that management at Bakso X should focus on

both motivating employees through recognition and development opportunities, while also ensuring a clear and consistent disciplinary framework to maintain high performance. By adopting a balanced approach that nurtures motivation while enforcing discipline, Bakso X can foster a productive and committed workforce. Future research could explore longitudinal designs or expand across different SMEs in other sectors to further validate these findings and examine the long-term impacts of motivation and discipline on employee performance.

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