



How Does Motivation and Dicipline Affect Employee Performance at KFC Ciplaz Parung?

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ABSTRACT

The purpose of this research is to determine the influence of motivation and work discipline on employee performance at Kentucky Fried Chicken (KFC) Ciplaz Parung. The method used is quantitative. The sampling technique used saturated sampling, namely 53 respondents. Data analysis uses validity tests, reliability tests, classical assumption tests, regression analysis, correlation coefficients, coefficients of determination and hypothesis testing. The results of this research are that motivation has a significant effect on employee performance with a coefficient of determination value of 48.0% and the hypothesis test obtained t count $>$ t table or $(6.857 > 2.008)$. Work discipline has a significant effect on employee performance with a coefficient of determination value of 43.3% and hypothesis testing obtained t count $>$ t table or $(6,240 > 2,008)$. Motivation and work discipline simultaneously have a significant effect on employee performance with the regression equation $Y = 8.024 + 0.409X_1 + 0.392X_2$. The coefficient of determination value is 58.6% while the remaining 41.4% is influenced by other factors. Hypothesis testing obtained calculated F value $>$ F table or $(35,354 > 2,790)$.

Keywords: Motivation, Work Discipline, Employee Performance

INTRODUCTION

A company is an organization that has goals to be achieved. Company activities in achieving these goals require good human resource management so that the company is able to compete well and the human resources it has are able to work more effectively and efficiently.

Human resources are one of the factors that are directly involved in running the company's activities and play an important role in improving the company's performance in achieving the goals that have been set. Human resources are also required to be able to overcome all challenges and are expected to be able to take advantage of opportunities and be able to meet the demands of needs, especially those that exist or come from their work environment.

Nowadays, people's lifestyles that are more active and enjoy spending time outside the home sometimes result in changes in people's lifestyles that often want practical and efficient things. This condition includes patterns of fulfilling the need to eat which choose fast food. So that people are more interested in visiting fast food restaurants which are more practical and faster than waiting long just for a meal. This results in low operational services in traditional restaurants that take about 15 minutes for a meal. Because the cooking process takes a long time.

PT Fastfood Indonesia is the sole owner of the Kentucky Fried Chicken (KFC) franchise in Indonesia, founded by Gelael Group in 1978. The company's rapid growth made the management decide to join the Salim Group as the main shareholder in 1990. In 1993, the company was listed as an issuer on the Jakarta Stock Exchange as a step to expand the KFC market. The company's success has made KFC the leader in the fast food restaurant market. The company continues to monitor the market position and quality of KFC from various fields. One of the evaluations is based on consumer input to improve the quality of products, services and facilities through the Brand Image Tracking Study (BITS) and Champs Management System (CMS).

Kentucky Fried Chicken(KFC) as one of the culinary industry food business players in Indonesia is a strategic sector for economic development in Indonesia is one of the promising businesses. Because basically someone eats to survive so that it can be said to be the reason why the fast food restaurant business is quite promising. In general, every business that is established has the goal of getting as much profit as possible. The profit that is the target set by the company is reflected in the sales results that can be used as a benchmark for the success of a business carried out by human resources or employees.

Fast food is one of the businesses that is quite competitive and growing rapidly today. Where companies are no longer able to force consumers to always buy their products, companies will have difficulty managing their consumers. In addition, increasingly developing information technology, as well as the emergence of many brands of a product in the market make consumers more critical and careful in buying a product.

The presence of fast food in the culinary industry can also affect people's eating patterns, which are currently increasingly found in various types of food restaurants, both local and foreign. One of the foreign and local restaurants in the Parung area is Kentucky Fried Chicken (KFC and there are several competitors such as Pizza Hut, KFC, Richesse Factory, Burger Kings, Starbucks, McDonald's, Solaria, Hoka Hoka Bento, Es Teler 77 and so on. Due to the tight competition, the company clearly needs reliable human resources and is able to realize the goals expected by the company.

Performance is one of the important components to measure the success achieved by a company. In its activities, the company must be able to improve performance from time to time. Good performance is able to show the number of achievements that increase and meet the quality of good work and is carried out optimally, has confidence in completing all tasks and work and has full responsibility for his duties and obligations. In addition, employees also have sufficient ability to overcome problems in work so that they can increase the company's competitiveness well.

Employee performance that is categorized as very good is certainly one that every company wants to achieve. This means that having employees with very good performance can make it easier for management to lead the company to the next level. Conversely, if the human resources owned have poor performance, it will slow down the overall performance achievement.

Kentucky Fried Chicken(KFC) Ciplaz Parung assesses employee performance with the aim of evaluating the performance of the employee concerned. Through this performance assessment, the company or personnel will find it easier to know the abilities, skills, behaviors, strengths and weaknesses of the employee. The implementation of employee performance evaluation and assessment must be carried out transparently, so that employees know that the assessment carried out is not only based on their likes or dislikes of the employee concerned. Employees themselves also feel that evaluations carried out routinely have a positive impact on their work motivation.

So far, the performance conditions at Kentucky Fried Chicken (KFC) Ciplaz Parung still have several problems or there are still phenomena that need to get management attention, so that in the future performance can be achieved optimally. Aspects that have not been achieved such as the aspect of the quality of work results related to the level of activity completed at the beginning of the stated time, seen from the perspective of coordination with output results and maximizing the time available for other activities.

Furthermore, in terms of achieving work results that should be in accordance with the specified target, however, the amount produced, expressed in terms such as the number of units, percentage, number of activity cycles completed, is still unable to achieve the expected target.

Then in the aspect of knowledge related to the employee's field of work which is the level of an employee who will later be able to carry out his work function, there are still many

jobs that are delayed due to limited knowledge. Furthermore, in terms of the ability to carry out work according to the work sequence, it is also still not going well.

Furthermore, in terms of responsibility for work, which is a level at which employees have a work commitment to the agency and employee responsibility for their work is still lacking, if there are errors or problems in completing work, they tend not to be repaired immediately.

Every company has a way and method in measuring performance and a way to improve the performance of its employees, considering that by conducting a performance assessment, it can be known which aspects still need to be improved and which aspects need to be maintained. In conducting an assessment, the company will use a scale to assess the performance of its employees. The assessment given starts from the percentage achievement value (%) starting from an achievement of <60% to 100% which is then grouped into the sentence "Very good, good, sufficient, lacking, very lacking".

The performance achievement in 2019 from the 100% target that was determined was only able to be achieved by 67.8% or at the sufficient criteria level. Then in 2020 the performance achievement decreased from the previous year which was only able to be achieved by 66.5% or in the sufficient category. Then in 2021 the achievement increased slightly from the previous year which was able to be achieved by 82.7% or in the good category even though it did not reach the target. Furthermore, in 2022 the achievement decreased again from the previous year which was only able to be achieved by 79.0% or included in the sufficient category. Furthermore, in 2023 the achievement decreased again from the previous year which was only able to be achieved by 77.5% which was only included in the sufficient category.

Every company must strive for its employees to be able to provide optimal work results, able to realize the goals that have been set. The decline in performance achievements above, there are several factors that the author suspects are the causes such as lack of motivation in carrying out their work and lack of discipline in employees.

Motivation is one of the important factors for someone to contribute to the company. In achieving organizational goals, employees need motivation to work harder, therefore the role of employees in the organization must be a more serious concern by the company. With high motivation, employees will work harder in carrying out their work. Conversely, with low work motivation, employees do not have the spirit to work, give up easily, and have difficulty in completing their work.

Motivation will arise when humans feel that all their needs are met, therefore if their needs are not met, it will cause problems that lead to several cases that often occur in companies, such as labor strikes, demands for wage increases and so on, this is a sign that there is dissatisfaction felt by employees towards the company. The role of motivation is to intensify these desires and desires, therefore it can be concluded that efforts to increase a person's work enthusiasm will always be related to efforts to motivate them so that to have good motivation it is necessary to know human needs. This is in line with Maslow's opinion in Sutrisno (2020:55) which states that "motivation is a driving force that creates a person's work enthusiasm, so that they are willing to work together, work effectively and integrate with all their efforts to achieve satisfaction in work".

Motivation should be able to encourage the spirit of working within an individual to behave in finding a certain goal. Therefore, motivation is very important because it concerns the needs of individuals that must be in accordance with the goals of the organization. Primary needs are inseparable from the need to fulfill the needs of life, thus the salary factor is also often still an obstacle in the company. The aspect of fulfilling career advancement also needs to be considered considering that employees must be better individuals than their community. With the position they are aiming for, they will always improve their abilities and skills that they already have to support their careers in the employee's workplace.

Every company wants its employees to have good motivation in completing their respective jobs, thus motivation is essentially the basic values of the organization, which will act as a foundation for attitudes, behavior, and actions for all members of the organization. Motivation is often associated with the way people behave in an organization and this is one of the norms that describe beliefs, attitudes, core values, and shared behavior patterns in the organization. Motivation greatly influences the behavior of company members because the values contained in the culture of a company can be used as a reference for the behavior of company members, so if the motivation of a company is good, it is not surprising that the members of the company are people of good quality.

Furthermore, on the indicator of the need for a sense of security, especially in order to ensure peace of mind at work, the company provides proper insurance to all employees, where those who gave an answer agree were 23 employees or 76.7%, while those who gave a response disagree were 7 employees or 23.3%. This illustrates that the provision of insurance must be carried out with full justice so that employees who get sick feel calm because they are covered by the insurance appointed by the company.

Then, on the social needs indicator, especially in the leadership, employees are always involved in every decision-making concerning employee interests, where those who gave an answer agree were 22 employees or 73.3%, while those who gave a response disagree were 8 employees or 26.7%. This illustrates that in every important decision-making, especially those concerning employee interests, the company needs to provide socialization and invite employees to jointly provide input before making decisions.

Furthermore, on the indicator of appreciation needs, especially for the Leader, giving appreciation to employees in carrying out their work, where those who gave an answer agree were 24 employees or 80.0%, while those who gave a response disagree were 6 employees or 20.0%. This illustrates that the company is still not optimal in providing appreciation or awards to employees who have work achievements.

Furthermore, on the indicator of self-actualization needs, especially in companies that provide opportunities for employees to develop their potential, where those who gave an answer agree were 22 employees or 73.3%, while those who gave a response disagree were 8 employees or 26.7%. This illustrates that opportunities for self-development such as providing opportunities to participate in training to increase abilities and skills are still minimal.

Another factor that the author suspects is the cause of declining performance is the low employee discipline. Undisciplined employees will clearly hinder the achievement of company goals. Undisciplined actions will have an impact on the growth of the company's organization. An employee is basically able to obey the regulations that have been set by the company.

Company regulations are made with the aim of ensuring that employees comply with them, including being on time for work, obeying all existing rules in the company, compliance with behavior in carrying out their duties and obligations, and compliance with upholding legal norms and other rules.

Enforcing discipline is important for the company, because discipline contains regulations that must be obeyed by employees. With discipline, it is expected to make work as efficient as possible. Work discipline can be seen as something that is very beneficial, both for the interests of the organization and for employees. For the organization, work discipline will ensure the maintenance of order and smooth implementation of tasks, so that optimal results are obtained. While for employees, a pleasant working atmosphere will be obtained so that it will increase work enthusiasm in carrying out their work. Employees must also have a high sense of responsibility to show our discipline in carrying out tasks and obligations at work, such as doing the tasks given and completing them on time. Disciplined workers not only always accept the tasks given, completing tasks perfectly is also a form of responsibility for the work.

The Company in this case Kentucky Fried Chicken (KFC) Ciplaz Parung is also important to socialize all the company's provisions and regulations so that they can be understood by employees and carry out continuous supervision, a kind of control is carried out properly so that there are no obstacles that can slow down the achievement of the company's goals. Thus, employees can carry out their duties with full awareness and can develop their energy and mind as much as possible in order to realize the goals of the organization.

Below are data related to absence conditions that refer to absence conditions in the form of disciplinary violations, either being late to the office, leaving the office for work and going straight home or being categorized as playing truant, as well as employees who did not come to work but did not inform their superiors, during 2019-2023, namely as follows:

Furthermore, the condition of absence in 2020 increased from the previous year which reached 837 cases of indiscipline or 4.47%. Furthermore, the condition of absence in 2021 decreased slightly from the previous year but was still quite high, reaching 820 cases of indiscipline or 4.56%.

Then the condition of absence in 2022 increased from the previous year which reached 846 cases of indiscipline or 4.43%. Furthermore, the condition of absence in 2023 again increased from the previous year which reached 864 cases of indiscipline or 4.53%.

If an average of employee performance achievements is made per year, then the number of employees who commit violations or indiscipline is quite large, reaching an average of 836 cases of indiscipline per year or 4.48%.

The sanctions that have been implemented by the company to overcome this problem of indisciplinary absence include giving written warnings, fines in the form of deductions from allowances, and conducting retraining on the company's absence policy. Although these sanctions have been implemented, there is still an increasing trend of indisciplinary cases, which indicates the need for evaluation and adjustment of strategies to achieve more effective improvements.

Leadership in an organization has a wide impact including employee behavior in obeying company regulations. Therefore, the supervisory function is carried out continuously and implementing responsible work discipline so that work can be carried out properly.

Based on the company's performance achievements, it shows significant fluctuations from 2019 to 2023, which is suspected to be due to low employee motivation and discipline that still needs improvement, and cases of indiscipline such as lateness, truancy, and alpha increased from 814 cases in 2019 to 864 cases in 2023. Although the company has implemented sanctions such as warnings and deductions from benefits, cases of indiscipline are still high. So the author is interested in conducting further research with the title "The Effect of Motivation and Work Discipline on Employee Performance at Kentucky Fried Chicken (KFC) Ciplaz Parung".

METHODS

The research method used in this study is associative research with a quantitative approach. The type of associative research was chosen because it is in accordance with the objective of determining the influence or relationship between two or more variables, as explained by Sugiyono (2020). This associative research allows researchers to build theories that function in explaining, predicting, and controlling a symptom. The quantitative approach used in this study is based on the philosophy of positivism, which allows research to be conducted on a specific population or sample with a random sampling technique. Data collection is carried out using predetermined research instruments, and data analysis is quantitative or statistical, with the main objective of testing previously established hypotheses.

This research was conducted at Kentucky Fried Chicken (KFC) Ciplaz Parung, located at Jl. Raya Parung, Bogor, Ramayana Parung Lt.1 No. Unit R-1D, Parung, Kec. Parung, Bogor Regency, West Java. The research location was selected based on objective criteria to obtain relevant data and in accordance with the research objectives. The data obtained is expected

to have certain uses in achieving the research objectives that have been set. The research period lasted for four months, starting from March 2024 to June 2024, with research stages including writing proposals, proposal seminars, preparing instruments, collecting data, processing data, and preparing research reports. This process is carried out in stages according to research needs and is regulated in a predetermined research schedule.

Operationalization of variables in this study involves the process of determining the types, indicators, and scales of the variables involved. Operationalization of variables aims to ensure that hypothesis testing can be carried out correctly using statistical tools. The variables studied in this study consist of independent and dependent variables. Independent variables include work motivation and work discipline, while the dependent variable is employee performance. Work motivation is measured based on indicators of physiological needs, security, social, appreciation, and self-actualization, while work discipline is measured through attendance, alertness, compliance with work standards, compliance with work regulations, and workplace ethics. Employee performance as a dependent variable is measured based on work quality, work quantity, work knowledge, task implementation, and job responsibilities.

This study involved all employees of Kentucky Fried Chicken (KFC) Cipraz Parung as the research population, totaling 53 employees. Sampling was carried out using a saturated sampling technique, where all members of the population were used as research samples. Data were collected through various techniques such as observation, questionnaires, documentation, and literature studies, and supported by internet research to obtain additional literature. The research instrument used in this study was measured using a Likert scale, which allows respondents to provide an assessment of the statements given in the questionnaire. Data analysis was carried out quantitatively with various statistical tests, including validity tests, reliability tests, and classical assumption tests such as normality tests, multicollinearity, autocorrelation, and heteroscedasticity, to ensure that the regression model used in this study is appropriate and accurate.

RESULT

The normality test is conducted to test whether in the regression model, the dependent variable and the independent variable are normally distributed or not normally distributed. A good regression model is a normal or near-normal data distribution. To ensure the assumption that the equation is normally distributed, a measurement tool approach is carried out to calculate the residual of the dependent variable.

The Normality Test in this study uses the Kolmogorov-Smirnov Test by comparing the significance value with 0.050 with the following provisions:

- a. If significance > 0.050, then the data is declared normal.
- b. If significance < 0.050, then the data is declared abnormal.

The results of the normality test with Kolmogorov-Smirnov are as follows:

Table 4.13 Results of Normality Test with Kolmogorov-Smirnov Test

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Employee Performance (Y)	.098	53	.200*	.964	53	.115

*. This is a lower bound of the true significance.

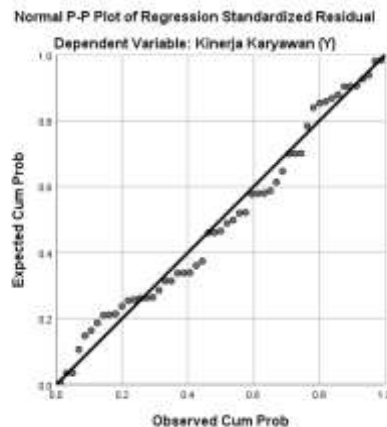
a. Lilliefors Significance Correction

Source: Processed data, 2024

Based on the test results in the table above, a significance value of $0.200 > 0.050$ was obtained. Thus, the assumption of the distribution of the equation in this test is normal.

Normality test can also be done by using probability plot graph where residual variables can be detected by looking at the distribution of residual points following the direction of the

diagonal line, and this is in accordance with the results of the distribution diagram processed with SPSS Version 26 as in the image below:



Source: Processed data, 2024

Figure 4.2

PP Plot Graph of Normality Test Results

Based on the graphic image above, it can be seen that the normal probability plot graph shows a normal graphic pattern, this can be seen from the points that are spread around the diagonal line and their distribution follows the direction of the diagonal line. Thus, it can be concluded that the regression model meets the assumption of normality.

1. Multicollinearity Test.

Multicollinearity test is conducted to ensure that there is no multicollinearity interference between independent variables. A good regression model should not have correlation between independent variables. This test can be conducted by looking at the Tolerance Value and Variance Inflation Factor (VIF). The prerequisites for this test are as follows:

- If the tolerance value < 1 and the VIF value < 10 , it is concluded that the data does not show symptoms of multicollinearity.
- If the tolerance value > 1 and the VIF value > 10 , it is concluded that the data shows symptoms of multicollinearity.

The test results using SPSS Version 26 are as follows:

Table 4.14

Multicollinearity Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constant)	8,024	3,557		2.256	.028		
Motivation (X1)	.409	.095	.472	4.295	.000	.686	1,458
Work Discipline (X2)	.392	.110	.393	3,579	.001	.686	1,458

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2024

Based on the results of the multicollinearity test in the table above, the tolerance value of the motivation variable is 0.686 and work discipline is 0.686, where the value is less than 1, and the Variance Inflation Factor (VIF) value of the motivation variable is 1.458 and the

work discipline variable is 1.458, where the value is less than 10. Thus, this regression model is stated to have no multicollinearity interference.

2. Autocorrelation Test.

The autocorrelation test is intended to determine whether or not there is a deviation in the correlation between sample members. To determine the presence of autocorrelation, the Durbin-Watson (DW) test is carried out by comparing the Durbin-Watson value with the criteria or guidelines in interpretation. The criteria for the Darbin-Watson test guidelines (DW Test) that are used as a reference are as follows:

Table 4.15

Durbin-Watson Test Interpretation Guidelines

Criteria	Information
< 1,000	There is autocorrelation interference
1,100 – 1,550	Without conclusion
1,550 – 2,460	There is no autocorrelation interference
2,460 – 2,900	Without conclusion
> 2,900	There is autocorrelation interference

Source: Sugiyono (2020: 184)

The results of the autocorrelation test are as follows:

Table 4.16 Results of Autocorrelation Test with Durbin-Watson

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.765a	.586	.569	2,571	1,993

a. Predictors: (Constant), Work Discipline (X2), Motivation (X1)

b. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2024

Based on the test results in the table above, this regression model has no autocorrelation interference, this is proven by the Durbin-Watson value of 1.993 which is between the interval 1,550 - 2,460.

3. Heteroscedasticity Test.

Heteroscedasticity testing is intended to test whether there is inequality in residual variance in a regression model. One way to detect the presence or absence of heteroscedasticity is by the Glejser test where the results of this test can be seen whether in the regression model there is inequality in variance from one observation residual to another observation. The provisions for the occurrence and non-occurrence of heteroscedasticity disturbances are as follows:

- If the independent variable (X) has a significance value (Sig.) < 0.05, then heteroscedasticity occurs.
- If the independent variable (X) has a significance value (Sig.) > 0.05, then there is no heteroscedasticity disturbance.

The results of the heteroscedasticity test are as follows:

Table 4.17

Heteroscedasticity Test Results Using Glejser Test

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	-1.181	2.103		-.562	.577
Motivation (X1)	.016	.056	.048	.291	.773
Work Discipline (X2)	.070	.065	.181	1,084	.284

a. Dependent Variable: RES2

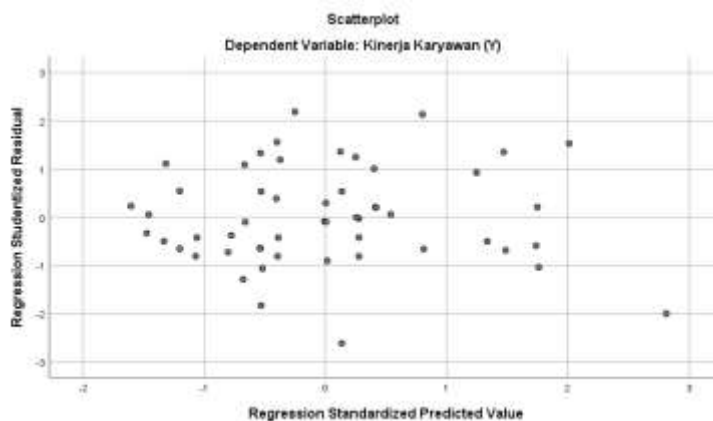
Source: Processed data, 2024

Based on the test results in the table above, the glejser test model on the motivation variable (X1) obtained a significance value of 0.773 and work discipline (X2) obtained a significance value of 0.284 where both significance values (Sig.) > 0.05. Thus, the regression model on this data is concluded to have no heteroscedasticity disturbance, so this regression model is suitable for use as research data.

Testing can also be done by looking at the scatter plot graph between the predicted value of the dependent variable (ZPRED) and its residual value (SRESID) with the following provisions:

- If the points are spread out without forming a particular pattern, then the data does not experience heteroscedasticity.
- If the points form a certain pattern, such as a large wave that widens and narrows, then the data has experienced heteroscedasticity interference.

The results of the heteroscedasticity test are as follows:



Source: Processed data, 2024

Figure 4.3 Scatter Plot Graph of Heteroscedasticity Test Results

Based on the results of the image above, the points on the scatterplot graph do not have a clear distribution pattern or do not form a certain pattern. Thus it is concluded that there is no heteroscedasticity disturbance in the regression model so that this regression model is suitable for use as research data.

4.1.1 Quantitative Analysis.

Quantitative analysis is intended to determine the magnitude of influence and analyze the significance of the influence. In this analysis, the influence of 2 independent variables on the dependent variable is carried out.

1. Linear Regression Analysis.

This regression test is intended to determine how much influence the variables X1 and X2 have on the variable Y. In this study, motivation (X1) and work discipline (X2) have on employee performance (Y) both partially and simultaneously. The following are the results of regression processing with SPSS Version 26, as follows

Table 4.18 Results of Simple Linear Regression Test of Motivation Variable (X1) on Employee Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	15,494	3.197		4,847	.000
Motivation (X1)	.600	.087	.693	6,857	.000

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2024

Based on the test results in the table above, the regression equation $Y = 15.494 + 0.600X_1$ can be obtained. From the equation above, it can be concluded as follows:

- The constant value of 15.494 means that if the motivation variable (X_1) does not exist or is zero, then the employee performance value (Y) is 15.494 points.
- The value of the motivation regression coefficient (X_1) of 0.600 is positive, this shows that every one unit increase in the motivation variable (X_1) will result in an increase in employee performance (Y) of 0.600 points.

Table 4.19

Simple Linear Regression Test Results of Work Discipline Variable (X_2) on Employee Performance (Y)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	13.167	3,880			3.393	.001
Work Discipline (X_2)	.656	.105	.658		6.240	.000

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2024

Based on the test results in the table above, the regression equation $Y = 13.167 + 0.656X_2$ can be obtained. From the equation above, it can be concluded as follows:

- The constant value of 13.167 means that if the work discipline variable (X_2) does not exist or is zero, then the employee performance value (Y) is 13.167 points.
- The value of the work discipline regression coefficient (X_2) of 0.656 is positive, this indicates that every one unit increase in the work discipline variable (X_2) will result in an increase in employee performance (Y) of 0.656 points.

Table 4.20

Results of Multiple Regression Test of Motivation Variables (X_1) and Work Discipline (X_2) on Employee Performance (Y)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	8,024	3,557			2.256	.028
Motivation (X_1)	.409	.095	.472		4.295	.000
Work Discipline (X_2)	.392	.110	.393		3,579	.001

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2024

Based on the test results in the table above, the regression equation $Y = 8.024 + 0.409X_1 + 0.392X_2$ can be obtained. From the equation above, it can be concluded as follows:

- The constant value of 8.024 means that if the motivation variables (X_1) and work discipline (X_2) are not considered or have a value of zero, then employee performance (Y) will only have a value of 8.024 points.
- The value of the motivation regression coefficient (X_1) of 0.409 is positive, this shows that every one unit increase in the motivation variable (X_1) will result in an increase in employee performance (Y) of 0.409 points.

- c. The value of the work discipline regression coefficient (X2) of 0.392 is positive, this shows that every one unit increase in the work discipline variable (X2) will result in an increase in employee performance (Y) of 0.392 points.

2. Correlation Coefficient Analysis (r).

The correlation coefficient analysis is intended to determine the level of strength of the relationship between independent variables and dependent variables. In providing an interpretation of the results of the correlation coefficient, the following table can be used as a guide:

Table 4.21 Correlation Coefficient Interpretation Guidelines

Correlation Coefficient Value Interval	Relationship Level
0.000 to 0.199	Very Low
0.200 to 0.399	Low
0.400 to 0.599	Currently
0.600 to 0.799	Strong
0,800 to 1,000	Very strong

Source: Sugiyono (2020: 184)

The results of data processing are as follows:

Table 4.22 Results of Partial Correlation Coefficient Test of Motivation (X1) on Employee Performance (Y)

Correlationsb

		Motivation (X1)	Employee Performance (Y)
Motivation (X1)	Pearson Correlation	1	.693**
	Sig. (2-tailed)		.000
Employee Performance (Y)	Pearson Correlation	.693**	1
	Sig. (2-tailed)	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=53

Source: Processed data, 2024

Based on the test results in the table above, a correlation coefficient value of 0.693 was obtained, where this value is in the interval of 0.600 to 0.799, meaning that the two variables have a strong level of relationship.

Table 4.23 Results of Partial Correlation Coefficient Test of Work Discipline (X2) on Employee Performance (Y)

Correlationsb

		Work Discipline (X2)	Employee Performance (Y)
Work Discipline (X2)	Pearson Correlation	1	.658**
	Sig. (2-tailed)		.000
Employee Performance (Y)	Pearson Correlation	.658**	1
	Sig. (2-tailed)	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=53

Source: Processed data, 2024

Based on the test results in the table above, a correlation coefficient value of 0.658 was obtained, where this value is in the interval of 0.600 to 0.799, meaning that the two variables have a strong level of relationship.

Table 4.24

Results of Simultaneous Correlation Coefficient Test of Motivation (X1) and Work Discipline (X2) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765a	.586	.569	2,571

a. Predictors: (Constant), Work Discipline (X2), Motivation (X1)

Source: Processed data, 2024

Based on the test results in the table above, a correlation coefficient value of 0.765 was obtained, where the value is in the interval of 0.600 to 0.799, meaning that the motivation and work discipline variables have a strong relationship with employee performance.

3. Analysis of Determination Coefficient.

The analysis of the coefficient of determination is intended to determine the percentage of the strength of the influence between the independent variables on the dependent variables, both partially and simultaneously), in this study are the variables of motivation (X1) and work discipline (X2) on employee performance (Y). The following are the results of the calculation of the coefficient of determination processed by the SPSS Version 26 program, as follows:

Table 4.25**Partial Determination Coefficient Test Results of Motivation (X1) on Employee Performance (Y)****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693a	.480	.469	2,853

a. Predictors: (Constant), Motivation (X1)

Source: Processed data, 2024

Based on the test results in the table above, the coefficient of determination value obtained is 0.480, so it can be concluded that the motivation variable influences the employee performance variable by 48.0% while the remaining $(100-48.0\%) = 52.0\%$ is influenced by other factors that were not researched.

Table 4.26**Partial Determination Coefficient Test Results of Work Discipline (X2) on Employee Performance (Y)****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658a	.433	.422	2,978

a. Predictors: (Constant), Work Discipline (X2)

Source: Processed data, 2024

Based on the test results in the table above, the coefficient of determination value obtained is 0.433, so it can be concluded that the work discipline variable has an effect on the employee performance variable of 43.3%, while the remaining $(100-43.3\%) = 56.7\%$ is influenced by other factors that were not researched.

Table 4.27**Results of Simultaneous Test of Determination Coefficient of Motivation (X1) and Work Discipline (X2) on Employee Performance (Y)****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765a	.586	.569	2,571

a. Predictors: (Constant), Work Discipline (X2), Motivation (X1)

Source: Processed data, 2024

Based on the test results in the table above, the coefficient of determination value obtained is 0.586, so it can be concluded that the motivation and work discipline variables have an effect on employee performance variables of 58.6%, while the remaining (100-58.6%) = 41.4% is influenced by other factors that were not researched.

4. Hypothesis Testing.

a. Partial Hypothesis Testing (t-Test).

Hypothesis testing of motivation variables (X1) and work discipline (X2) on employee performance (Y) is done using t-test (partial test). In this study, a significance criterion of 5% (0.05) is used by comparing the calculated t value with the t table, namely with the following criteria:

- 1) If the calculated t value > t table: it means H0 is rejected and H1 is accepted.
- 2) If the calculated t value < t table: it means H0 is accepted and H1 is rejected.

Hypothesis testing can also be done by comparing the significance value with 0.05, with the following provisions:

- 1) If the significance value < 0.05, it means H0 is rejected and H3 is accepted.
- 2) If the significance value > 0.05, it means H0 is accepted and H3 is rejected.

To determine the value of the t table, use the following formula:

$t_{table} = t_{\alpha, df}$ (Alpha Level x Degree of Freedom)

α = real rate 5%

df = (n-2), then we get (53-2) = 51, then t table = 2.008 (t table attached)

The criteria are said to be significant if the calculated t value > t table or significance < 0.05.

1) The Influence of Motivation (X1) on Employee Performance (Y).

Determining the formulation of the hypothesis is:

H0 : $p_1 = 0$ There is no significant influence of motivation on employee performance Kentucky Fried Chicken (KFC) Ciplaz Parung

H1 : $p_1 \neq 0$ There is a significant influence of motivation on employee performance Kentucky Fried Chicken (KFC) Ciplaz Parung.

The results of data processing using the SPSS Version 26 program, with the following results:

Table 4.28

Hypothesis Test Results (t-Test) of Motivation Variable (X1) on Employee Performance (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	15,494	3.197			4,847	.000
Motivation (X1)	.600	.087	.693		6,857	.000

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2024

Based on the test results in the table above, the calculated t value is obtained > t table or (6.857 > 2.008). This is also reinforced by a significance value of <0.050 or (0.000 < 0.050). Thus, H0 is rejected and H1 is accepted, this shows that there is a significant influence between motivation and employee performance at Kentucky Fried Chicken (KFC) Ciplaz Parung.

(b) The Influence of Work Discipline (X2) on Employee Performance (Y).

Determining the formulation of the hypothesis is:

H0 : $p_2 = 0$ There is no significant influence of work discipline on employee performance Kentucky Fried Chicken (KFC) Ciplaz Parung.

H2 : $p_2 \neq 0$ There is a significant influence of work discipline on employee performance Kentucky Fried Chicken (KFC) Ciplaz Parung.

The results of data processing using the SPSS Version 26 program, with the following results:

Table 4.29 Results of Hypothesis Testing (t-Test) of Work Discipline Variable (X2) on Employee Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	13.167	3,880		3.393	.001
Work Discipline (X2)	.656	.105	.658	6.240	.000

a. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2024

Based on the test results in the table above, the calculated t value is obtained $> t$ table or $(6.240 > 2.008)$. This is also reinforced by a significance value of < 0.050 or $(0.000 < 0.050)$. Thus, H0 is rejected and H2 is accepted, this shows that there is a significant influence between work discipline and employee performance at Kentucky Fried Chicken (KFC) Ciplaz Parung.

b. Simultaneous Hypothesis Testing (F Test).

To test the influence of motivation and work discipline variables simultaneously on employee performance, the F statistical test (simultaneous test) with a significance of 5% was used. In this study, a significance criterion of 5% (0.05) was used, namely comparing the calculated F value with the F table with the following provisions:

- 1) If the calculated F value $> F$ table: it means H0 is rejected and H3 is accepted.
- 2) If the calculated F value $< F$ table: it means H0 is accepted and H3 is rejected.

Hypothesis testing can also be done by comparing the significance value with 0.05, with the following provisions:

- 1) If the significance value < 0.05 , it means H0 is rejected and H1 is accepted.
- 2) If the significance value > 0.05 , it means H0 is accepted and H1 is rejected.

To determine the size of Ftable, search using the condition $df = (nk-1)$, then obtain $(53-2-1) = 50$, so Ftable = 2.790 (Ftable attached).

The criteria are said to be significant if the calculated F value $> F$ table or sig. < 0.050 .

The formulation of the hypothesis is as follows:

H0 : $p_{1,2} = 0$ It is suspected that there is no significant simultaneous influence of motivation and work discipline on the performance of Kentucky Fried Chicken (KFC) Ciplaz Parung employees.

H3 : $p_{1,2} \neq 0$ It is suspected that there is a significant simultaneous influence of motivation and work discipline on the performance of Kentucky Fried Chicken (KFC) Ciplaz Parung employees.

Table 4.30

Results of Simultaneous Hypothesis Testing (F Test) of Motivation (X1) and Work Discipline (X2) on Employee Performance (Y)

ANOVA					
Model	Sum of Squares	D f	Mean Square	F	Sig.
Regression	467,342	2	233,671	35,354	.000b
Residual	330,469	0	6,609		
Total	797,811	2			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Discipline (X2), Motivation (X1)

Source: Processed data, 2024

Based on the test results in the table above, the calculated F value is obtained $> F$ table or $(35.354 > 2.790)$, this is also reinforced by the significance < 0.050 or $(0.000 < 0.050)$. Thus, H_0 is rejected and H_3 is accepted, this shows that there is a significant simultaneous influence between motivation and work discipline on the performance of Kentucky Fried Chicken (KFC) Ciplaz Parung employees.

DISCUSSION

1. Conditions of Respondents' Answers to Motivation Variables.

The total mean score of the motivation variable is 3.63 which is included in the good category. Based on the average respondent's answer, the majority responded positively to the motivation carried out. Based on the answers, as many as 14.7% gave a very good answer (SB), as many as 39.4% gave a good answer (B), but there were still 40.8% of respondents who gave a less good answer (KB), as many as 4.2% gave a bad answer (TB), and as many as 0.9% gave a very bad answer (STB).

2. Conditions of Respondents' Answers to Work Discipline Variables.

The total mean score of the work discipline variable is 3.67 which is included in the good category. Based on the average respondent's answer, the majority responded positively to the work discipline carried out. Based on the answers, as many as 15.7% gave a very good answer (SB), as many as 40.8% gave a good answer (B), but there were still 39.2% of respondents who gave a less good answer (KB), as many as 3.4% gave a bad answer (TB), and as many as 0.9% gave a very bad answer (STB).

3. Condition of Respondents' Answers to Employee Performance Variables.

The total mean score of employee performance variables is 3.72 which is included in the good category. Based on the average respondent's answers, the majority responded positively to the employee's performance. Based on the answers, 16.2% gave very good answers (SB), 44.7% gave good answers (B), but there were still 35.3% of respondents who gave less good answers (KB), 2.8% gave bad answers (TB), and 0.9% gave very bad answers (STB).

4.1.2 Quantitative Discussion.

1. The Influence of Motivation (X1) on Employee Performance (Y).

Based on the results of the analysis, the regression equation value $Y = 15.494 + 0.600X_1$ was obtained, the correlation coefficient value was obtained at 0.693, meaning that the two variables have a strong relationship. The determination value or contribution of its influence is 0.480 or 48.0% while the remaining 52.0% is influenced by other factors. The hypothesis test obtained the calculated t value $> t$ table or $(6.857 > 2.008)$. Thus, H_0 is rejected and H_1 is accepted, meaning that there is a significant influence of motivation on the performance of Kentucky Fried Chicken (KFC) Ciplaz Parung employees.

The results of the research conducted by the author support the results of research conducted by Sri Mardiana (2020) with the title of her research The Influence of Motivation on Employee Performance in East Ciputat District. Where in her research it was concluded that motivation has a significant effect on employee performance with a regression equation of $Y = 28.425 + 0.249X$, and a determination of 60.8%. Hypothesis testing obtained $t \text{ count} > t \text{ table}$ $(9.070 > 1.674)$.

The results of this study are also in accordance with the research conducted by Retno Wulansari (2020) with the title of her research The Influence of Motivation on Employee Performance at Hana Bank Head Office Jakarta. Where in her research it resulted in the conclusion that motivation has a significant effect on employee performance with the regression equation $Y = 8.7335 + 0.866X$, a correlation value of 0.783 and a determination of 61.3%. Hypothesis testing obtained $t \text{ count} > t \text{ table}$ $(12.193 > 1.986)$.

2. The Influence of Work Discipline (X2) on Employee Performance (Y).

Based on the test results, the regression equation value $Y = 13.167 + 0.656X_2$ was obtained, the correlation coefficient value of 0.658 means that the two variables have a strong relationship level. The determination value or contribution of its influence is 0.433 or 43.3% while the remaining 56.7% is influenced by other factors. The hypothesis test obtained the calculated t value > t table or $(6.240 > 2.008)$. Thus, H_0 is rejected and H_2 is accepted, meaning that there is a significant influence of work discipline on the performance of Kentucky Fried Chicken (KFC) Ciplaz Parung employees.

The results of the research conducted by the author support the results of research conducted by Muhammad Firman, Heri Ginanjar, Derry Nugraha (2022) with the title of his research The Influence of Work Discipline on Employee Performance at PT Glenindo Citra Abadi in Jakarta. Where in his research it was concluded that work discipline had a significant effect on employee performance with the regression equation $Y = 9.393 + 0.850X$ and a contribution of 58.7% and the hypothesis test obtained sig. 0.000 < 0.05.

The results of this study are also in accordance with the research conducted by Akbar Muslimat, Hariyaty Ab. Wahid (2021) with the title of his research The Influence of Work Discipline on Employee Performance at PT. Pos Indonesia Cipondoh Office. Where in his research it was concluded that work discipline had a significant effect on employee performance with the regression equation $Y = 12.149 + 0.733X$ and a contribution of 61.1% and the hypothesis test obtained sig. 0.000 < 0.05.

3. The Influence of Motivation (X1) and Work Discipline (X2) on Employee Performance (Y).

Based on the results of the study, it shows that motivation (X1) and work discipline (X2) have a significant effect on employee performance with the regression equation $Y = 8.024 + 0.409X_1 + 0.392X_2$. The correlation coefficient value or the level of relationship between the independent variable and the dependent variable is obtained at 0.765, meaning it has a strong relationship. The determination coefficient value or contribution of its influence simultaneously is 58.6% while the remaining 41.4% is influenced by other factors. The hypothesis test obtained the calculated F value > F table or $(35.354 > 2.790)$. Thus H_0 is rejected and H_3 is accepted. This means that there is a significant simultaneous influence of motivation and work discipline on the performance of Kentucky Fried Chicken (KFC) Ciplaz Parung employees.

The results of the research conducted by the author support the results of the research conducted by Muhammad Gandung, Suwanto (2023) with the title of his research The Influence of Work Discipline and Work Motivation on Employee Performance at PT. Doosan Global in Depok City. Where in his research it was concluded that work discipline and work motivation simultaneously have a significant effect on employee performance with the regression equation $Y = 15.399 + 0.409X_1 + 0.126X_2$ with a contribution of 43.3% and the hypothesis test obtained F count > F table $(31.366 > 2.720)$.

The results of this study are also in accordance with the research conducted by Eko Nurcahyo Nugroho (2024) with the title of his research The Influence of Motivation and Work Discipline on Employee Performance at PT Wahana Express Area Jakarta. Where in his research it resulted in the conclusion that motivation and work discipline simultaneously have a significant effect on employee performance with the regression equation $Y = 16.019 + 0.251X_1 + 0.339X_2$ with a contribution of 32.9% and the hypothesis test obtained F count > F table $(26.554 > 2.690)$.

CONCLUSION

Based on the description in the previous chapters, and from the results of the analysis and discussion regarding the influence of motivation and work discipline on employee performance, the following conclusions were obtained:

1. Motivation has a significant effect on employee performance with the regression equation $Y = 15.494 + 0.600X_1$, the correlation value is 0.693, meaning that the two variables have a strong relationship. The determination coefficient value is 48.0% and the hypothesis test obtained $t_{count} > t_{table}$ or $(6.857 > 2.008)$. Thus, H_0 is rejected and H_1 is accepted, meaning that there is a significant effect of motivation on employee performance.
2. Work discipline has a significant effect on employee performance with the regression equation $Y = 13.167 + 0.656X_2$ obtained a correlation value of 0.658 meaning that the two variables have a strong relationship. The determination coefficient value is 43.3% and the hypothesis test obtained $t_{count} > t_{table}$ or $(6.240 > 2.008)$. Thus H_0 is rejected and H_2 is accepted meaning that there is a significant effect of work discipline on employee performance.
3. Motivation and work discipline simultaneously have a significant effect on employee performance with the regression equation $Y = 8.024 + 0.409X_1 + 0.392X_2$. The correlation value of 0.765 means that the independent variable with the dependent variable has a strong relationship. The determination coefficient value is 58.6% while the remaining 41.4% is influenced by other factors. The hypothesis test obtained the calculated F value $> F_{table}$ or $(35.354 > 2.790)$. Thus H_0 is rejected and H_3 is accepted. This means that there is a significant simultaneous influence of motivation and work discipline on employee performance.

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