

The Effect of Motivation, Discipline, Knowledge, and Skills on Ajwad Resto's Employee Performance

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ABSTRACT

Tourism has several elements including restaurants. Good restaurants are generally characterized by quality human resources so that they are able to provide maximum performance. Among the factors that affect performance are motivation, discipline, knowledge, and skills. This study was aimed to determine the effect of motivation, discipline, knowledge, and skills on the performance of Ajwad Resto employees. Research that uses this quantitative method has a sample of 31 employees of Ajwad Resto. The sampling technique used is non-probability sampling with saturated sampling type. The data obtained in this study came from literature studies and field studies which included questionnaires, interviews, observations, and documentation. In this study, the analytical method used is the multiple linear regression method. The results of this study are motivation, discipline, knowledge, and skills partially and simultaneously have a positive effect on the performance of Ajwad Resto employees.

Keywords: Motivation; Discipline; Knowledge; Skills; Employee Performance.

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1. Introduction

Indonesia is a country that was awarded by the Owner of the Universe with its beauty and abundant natural wealth. Thanks to this gift, every local and foreign tourist flocked to see and enjoy its tourist charm. This is certainly a concern for the tourism sector to be able to manage and preserve tourist attractions in order to generate good for the country in the form of income growth. In its implementation, tourism is supported by several elements that add to the allure of tourist destinations for every tourist who visits.

Restaurants are an inseparable part of tourism which is one element in the tourism industry. As explained by Samhis Setiawan (2020) that "...there are several elements in the tourism industry, one of which is catering services or restaurants. A place that facilitates things related to food and drink for tourists". A good restaurant must of course have good human resources as well. Human resources themselves have a major role in every activity of the company. Even though it has been supported by facilities and infrastructure as well as excess resources, without the intervention of reliable human resources, restaurant activities will not run well. This then becomes one of the reasons human resources become a priority for a company. According to Sedarmayanti (2014, p. 25) what is meant by human resource management is a formal arrangement design within a company aimed at achieving company goals through monitoring human potential that is used efficiently and effectively.

According to Cahyani and Ardana (2013, p. 424) said that human resources are the elements that determine the achievement of company targets which are also considered to be the most valuable assets. According to Ningsih (2014, p. 63) in order to increase industrial development, the role of an educated and trained workforce is needed as well as support from various other

supporting elements of the industry. Notoatmojo (2009, p. 9) also states that humans are an element that determines the implementation of vision and mission in the organization. These questions indicate that humans are creatures who play an important role in an organization.

Human resources who work in accordance with existing procedures will provide the work expected by the company. The results achieved by employees in carrying out their duties and responsibilities in accordance with the criteria that have been determined by the restaurant are performance. According to Ramdhani (2011, p. 7), stating that performance is the expected result of an activity that is completed voluntarily by a person or group based on a given task. A study conducted by Sintasih (2014, pp. 44–45) reveals that performance is influenced by several internal employee factors including work motivation, work discipline, skills, and knowledge.

Robbins & Coutler (2016, p.12) explain that "motivation is a life need that is fulfilled by a person's ability to achieve goals with maximum effort without coercion." Motivation can also be interpreted as one's own desire to do something accompanied by a sense of enthusiasm. The greater the motivation that exists in an employee in a company, the more impact it will have on work performance. Similarly, Harlie (in Mariani & Sariyathi, 2017, p. 3542) says that 'things that cannot be separated from a person are motivation and performance because these two things are related to each other.' According to Arisanti, Santoso, and Wahyuni (2019, p. 102) stated that good performance arises from good work motivation and work discipline as well.

Another important factor is work discipline. According to Rivai and Jauvani (2011, p. 74), work discipline is an effort to interact with workers so that they are sensitive to all applicable rules which are shown by changing unnecessary attitudes

that are manipulated by leaders on the basis of awareness. Self-awareness is defined as an attitude towards all responsibilities and regulations given which are then happily obeyed, while willingness is an attitude and behavior in carrying out company regulations, both written and unwritten. Then there are skills and knowledge factors that play a role in the condition of a person's performance. According to Yati (2015, p. 662) what is meant by skills are basic abilities possessed by someone that can make it easier for that person to complete work carefully and look simple. The last factor is knowledge, knowledge can also be said as an understanding of an object that is faced through the results of someone knowing about human behavior (Kebung, 2011, p. 40).

Based on the factors described previously, Ajwad Resto is a middle eastern restaurant located in the Condet area. It also needs to pay attention to these factors to improve the performance of its employees, both in terms of quantity and quality. Together with the 31 employees, this restaurant continues to try to develop its business while still paying attention to the performance of each employee.

Referring to initial observations, the overall performance of Ajwad Resto's employees is quite good. However, there are still some performance-related issues. In terms of discipline, some employees sometimes still arrive late to the restaurant and there are also those who are late for congregational prayers. Not only that, based on reviews from several consumers on social media, the performance of employees at this restaurant is also somewhat unsatisfactory, especially in terms of service. Examples such as orders that take too long to come to customers, so customers have to wait a long time.

As a result, with several problems related to performance, this study was intended to analyze the motivation, discipline, knowledge, and skills factors on employee performance. Therefore, the

researcher conducted a study entitled "The Effect of Motivation, Discipline, Knowledge, and Skills on Ajwad Resto's Employee Performance".

1.1. Problem Formulation

- a. How does motivation affect the performance of Ajwad Resto employees?
- b. How does discipline affect the performance of Ajwad Resto employees?
- c. How does knowledge affect the performance of Ajwad Resto employees?
- d. How do skills affect the performance of Ajwad Resto employees?
- e. How is the influence of knowledge, skill, discipline and motivation on the performance of Ajwad Resto employees?

1.2. Research Objectives

- a. To obtain findings regarding the effect of motivation on the performance of employees of Ajwad Resto
- b. To obtain findings regarding the effect of discipline on the performance of Ajwad Resto employees.
- c. To obtain findings regarding the effect of knowledge on the performance of Ajwad Resto employees.
- d. To obtain findings regarding the effect of skills on the performance of employees of Ajwad Resto
- e. To determine the effect of motivation, discipline, knowledge and skills on the performance of Ajwad Resto employees

1.3. Research Uses

- a. This research is expected to be a reference material for the development of scientific knowledge and insight and can be used for consideration in future research related to human resources.
- b. This research is also expected as a medium for writers in developing scientific insight, creativity and benefits

that are useful for the realm of tourism science.

2. Literature Review

2.1 Tourism

Based on Law no. 10 of 2009 Article 1, tourism is a service and facility offered by the government or the general public in the form of tourism activities. Meanwhile, according to Sugiana (in Bitar, 2020) tourism describes a series of temporary activities from individual or group residences that are equipped with all the adventure needs for rest or other purposes.

2.2 Restaurant

Munir and Andini (2017, p. 101) a restaurant is a business that facilitates and serves things related to food and beverages that are in a place that provides shade for anyone who pays. A restaurant can also be called a place to eat and drink for guests who come, as well as a place to provide services in the form of food and drinks that are managed properly for profit (Dewa, 2019, p. 21)

2.3 Human Resource Management

According to Sedarmayanti (2014, p. 25) what is meant by human resource management is a formal arrangement design within a company aimed at achieving company goals through monitoring human potential that is used efficiently and effectively.

Human resource management can also be referred to as the management of human roles which is intended so that humans can maximize their role for the needs of companies, organizations, communities and humans themselves. (Susan, 2019, p. 956).

2.4 Employee Performance

Juliyanti and Onsardi (2020, p. 184) stated that performance is the achievement of an employee who has carried out his obligations based on the responsibilities

given to him by the company both in quality and quantity.

Performance is a consideration between a person's working time and what terms and conditions apply in an organization in the form of proof of work (Jacqueline et al in Mariani & Sariyathi, 2017, p.3542).

2.5 Motivation

According to Mathis and Jackson (2012, p. 312), what is meant by motivation is someone's actions whose presence is greatly utilized accompanied by strong sincerity to get a purpose.

Faozen (2019, p. 4) suggests that motivation is a trigger that can restore passion to achieve goals that arise from within the individual's mind in the form of encouragement

2.6 Discipline

Hidayat (2021, p. 18) argues that what is meant by work discipline is all forms of attitude which, if violated, will receive rewards that apply in an organization which is generally described by obedient behavior to all forms of existing rules.

Meanwhile, according to Rivai and Jauvani (2011, p. 74), work discipline is an effort to interact with workers so that they are sensitive to all applicable rules which are shown by changing unnecessary attitudes that are manipulated by leaders.

2.7 Knowledge

According to Budiman (2011, p. 4) what is meant by knowledge is a collection of experiences stored in each other's memory which is obtained through the five senses that can be explained without any form.

Knowledge can also be said as understanding an object that is faced through the results of someone knowing about human behavior (Kebung, 2011, p. 40).

2.8 Skill

According to Suhartini (2015, p. 662) what is meant by skills are the basic abilities possessed by someone that can make it easier for that person to complete work carefully and look simple.

Skills are also a person's behavior that can be mastered or improved through training, learning or the help of others, this behavior is related to tasks (Moeheriono, 2014, p. 10)

3. Materials and Methods

3.1 Research Object & Subject

This research with the theme of HR Management has the object of motivation, discipline, knowledge, and skills on the performance of Ajwad Resto employees. In this study, four independent variables were used, including motivation as (X1), discipline as (X2), knowledge (X3), and skills (X4). As for the subject of this study, all employees of Ajwad Resto amounted to approximately 31 people.

3.2 Research Method

The thing that was tested for the truth of the casual relationship in this study was the effect of work motivation and work discipline on the performance of Ajwad Resto employees through data collection in the field. In order to make it easier to collect data, the type of research carried out in this study is quantitative research with multiple linear regression methods coupled with a descriptive approach in order to try out the existing hypotheses. This hypothesis will be tested using the results of the F statistical test and the t statistical test.

3.3 Population and Sampling Technique

The population is believed to be the object or subject of research who thoroughly lives in a certain area whose number and characteristics are in accordance with the provisions that the researcher will study and conclude (Sugiyono, 2017, p. 136) Based on this understanding, this study uses all

employees of Ajwad Resto which amounted to approximately 31 people as a population.

In this study, the authors apply a non-probability sampling technique with saturated sampling type. This sampling technique makes the sum of the entire population into the number of samples used. According to Fenti (2017, pp. 60–69) this technique also does not provide equal opportunities for each element of the population to be used as research samples. The determination of this data collection technique is based on the fact that the population is less than 100.

3.4 Data Collection Method

There are several data collection techniques applied in this study. This is done in order to obtain data that is quite diverse. Among them are as follows: Literature study, things that are learned and analyzed from scientific magazines, books, papers and websites in order to find information related to the problems in this research which are focused on motivation, discipline, knowledge, skills and performance

Field studies, direct activities to collect additional materials and reinforce existing theories through various methods such as questionnaires, interviews, observations, and documentation.

4. Results and Discussion

4.1 Multiple Regression Analysis

The results of multiple regression analysis which will then be elaborated are presented in the following table.

Table 4.1 Multiple Regression Analysis Results

		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta		
1	(Constant)	5.283	13.073		.404	.689
	Motivasi (X1)	.320	.565	.079	.567	.576
	Disiplin (X2)	.813	.324	.393	2.507	.019
	Pengetahuan (X3)	.477	.166	.389	2.873	.008
	Keterampilan (X4)	.473	.361	.217	1.310	.202

a. Dependent Variable: Kinerja (Y)

Based on table 4.4 above, it can be seen that the constant value is 5.283, then below the motivation value is 0.320. Meanwhile, the coefficient values for discipline, knowledge, and skills are 0.813, 0.477, and 0.473, respectively. From these known values, a multiple linear regression equation is obtained which is listed below.

$$Y = 5.283 + 0.320X_1 + 0.813X_2 + 0.477X_3 + 0.473X_4 + e$$

The multiple regression analysis formula above can be interpreted as follows:

- a. It is known that the value of the performance constant is 5.283. This value shows a positive number which means if the value of motivation (X1), discipline (X2), knowledge (X3), skills (X4) = 0, then the value of performance (Y) is 5.283 or in other words if there is no variable (X), then employee performance (Y) remains positive.
- b. It is known that the value of the motivation coefficient (X1) is 0.320. This value indicates a positive number or the direction is in line with the dependent variable which can be interpreted if the motivation (X1) of an employee has increased, then his performance tends to increase as well. In other words, the influence of the X1 variable has a positive effect on the Y variable.
- c. It is known that the value of the discipline coefficient (X2) is 0.813. This value shows a positive number which means that if there is an increase in the X1 variable by 1%, then the employee's performance increases by 0.813 or 81.3%. Vice versa if there is a decrease in the X2 variable, then the employee's performance tends to decrease.
- d. It is known that the knowledge coefficient (X3) is 0.477. This positive value indicates if there is an increase in the variable (X3) by 1%, then the employee performance variable will also increase with an increase of 47.7%. Vice versa, if the knowledge variable

decreases, the performance variable tends to decrease.

- e. It is known that the coefficient of skill (X4) is 0.473. This value states that there is a positive influence caused by the skill variable on the performance variable (Y). In other words, if there is an increase in the value of the variable (X4) by 1%, then the employee's performance increases by 0.473 or 47.3%.

4.2 Hypothesis Testing

The hypothesis testing that will be carried out in this study includes the analysis of the t test, F test, and the coefficient of determination obtained from the summary of the SPSS output results in the linear regression analysis test. The summary of the output results can be seen in table 4.2 below.

Table 4.2 Hypothesis Testing Results

Variable	t count	sig	Description
Motivation (X1)	0.567	0.576	Not Significant
Discipline (X2)	2.507	0.019	Significant
Knowledge (X3)	2.873	0.008	Significant
Skill (X4)	1.310	0.202	Not Significant
F count	13.876	R	0.825
F sig	0.000	R Square	0.681

Source: Data Processing Results (2021)

1) Significant Test (Test t)

- a) It is known that the t-count value obtained from the motivation variable is 0.567 with a sig value of 0.576. This figure indicates that the motivation variable individually or partially has a positive and insignificant effect on the performance variable. This is determined from the sig value obtained by the motivation variable which is greater than the number 0.05 and the t-count obtained is a plus.
- b) It is known that the t-count value obtained from the discipline variable is 2.507 with a sig value of 0.019. This

figure explains that the discipline variable has a significant positive effect on the performance variable. This is because the sig value on the discipline variable is not greater than or less than 0.05.

- c) It is known that the t-count value obtained from the knowledge variable is 2.873 with a sig value of 0.008. This figure indicates that the knowledge variable individually or partially has a significant positive effect on the performance variable. This is determined from the sig value obtained by the knowledge variable not greater than 0.05.
- d) It is known that the t-count value obtained from the skill variable is 1,310 with a sig value of 0.202. This figure explains that the skill variable has no significant positive effect on the performance variable. This is because the sig value in the skill variable is greater than or more than 0.05

2) Model Accuracy Test (Test F)

The F test was conducted to determine whether or not there was an effect caused by the independent variable on the dependent variable simultaneously or simultaneously. In this study, the independent variables used were motivation (X1), discipline (X2), knowledge (X3), and skills (X4). Meanwhile, the dependent variable used is performance (Y). The results of this test can be seen in table 4.2 on the previous page.

In column F count there is a value of 13,876 with a sig value in the column below that is 0.000. The value of sig 0.000 is certainly not greater than the value of 0.05 which indicates that together or simultaneously the independent variables in this study motivation (X1), discipline (X2), knowledge (X3), and skills (X4) have a significant effect on the variable. tied to performance (Y). In other words, H0 which states that there is no influence of the independent variable on the dependent variable is rejected.

3) Coefficient Determinant (R2)

The coefficient of determinant is done to measure the ability that exists in the independent variables as a whole. The range of R2 values is between 0 and 1, the closer to 1, the stronger the ability to explain or influence the dependent variable. The following table shows the results of the Determinant Coefficient.

Table 4.3 Output Coefficient Determinant (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 ^a	.681	.632	3.399

a. Predictors: (Constant), Keterampilan (X4), Motivasi (X1), Pengetahuan (X3), Disiplin (X2)

Source: Data Processing Results (2021)

Based on the table above, the R Square value obtained in this study is 0.681, which means that the influence of the independent variables in this case motivation, discipline, knowledge, and skills on the performance variable (Y) is 68.1%. While the remaining 31.9% is influenced by other variables.

4.3 Discussion

This study aims to determine the effect of motivation, discipline, knowledge, and skills on the performance of Ajwad Resto employees. The discussion for each variable will be explained below.

1) The Effect of Motivation on Ajwad Resto’s Employee Performance

Based on the results of the research that has been discussed previously that motivation has a positive influence on the performance of Ajwad Resto employees. This is indicated by the t-count result which shows the number 0.567. Although it has a positive value, the influence of this one variable on the performance variable is not significant. This is because Ajwad Resto employees have other motivations that were not examined in this study, namely moral

and spiritual motivation given directly by the restaurant owner. Employees at this restaurant are directed to get material or goodness not only in this world but also in the hereafter. Therefore, the motivation of Ajwad Resto employees is not only limited to high salaries or the like, but is also directed at other valuable things that can be obtained and useful in the future. With these results, it shows that if an employee has a declining motivation condition, then the employee's performance tends to decrease even though it is not significant.

2) The Effect of Discipline on Ajwad Resto's Employee Performance

According to the results of the study, this variable has a positive effect on the performance of Ajwad Resto employees. Having a t-count value of 2.507 and a sig value that is smaller than 0.05 makes this variable have a significant effect on the performance variable. This indicates that if the discipline of an employee increases, then the employee's performance tends to increase as well.

Discipline is not only limited to attendance, but there are also indicators that are no less valuable, namely work ethics. One of the elements in this work ethic is a sense of respect between fellow workers, both to superiors and subordinates. Ajwad Resto really pays attention to etiquette and ethics towards others. Not only friendly to customers but also friendly to fellow employees and people in general. When ethics have been considered and implemented, then indirectly one's performance will increase in a positive direction.

3) The Effect of Knowledge on Ajwad Resto's Employee Performance

In the third variable in this study, there is the same effect as the discipline variable on performance. The t value for this variable is 2.873. The value is sufficient to explain the dependent variable in this study. The sig value also shows that the knowledge variable has a significant influence on the

performance variable, namely at 0.008, which means that if the knowledge of Ajwad Resto employees increases, their performance tends to increase too. This can be seen from employees who already understand work procedures, have experience in their fields, and are calm in dealing with problems that arise at work tend to produce a fairly satisfactory performance.

4) The Effect of Skills on Ajwad Resto's Employee Performance

Based on the results of the study, the skill variable has a t-count value of 1.310 with a sig value of 0.202. In accordance with the value that has been obtained, the interpretation is that the skill variable has a positive effect on the performance variable. Similar to the first variable, namely motivation, the fourth variable in this study has no significant effect on performance. This is because the sig value obtained is greater than 0.05, to achieve a significant sig value it should not be more than 0.05. Another reason for the insignificance of this variable is because the place of this research is not too focused on skills. Employees who have high discipline and sufficient knowledge have been able to assist the company in achieving its goals. Even so, employees who have skills will be valued more than employees who do not have these points. The results obtained mean that the skill of an employee has a positive effect on his performance, although it is not so influential because the sig value which shows the results is not significant.

5) The Influence of Knowledge and Skills Discipline Motivation on Ajwad Resto's Employee Performance

According to the research results obtained from the SPSS output with multiple linear analysis, together or simultaneously the variables of motivation (X1), discipline (X2), Knowledge (X3), and Skills (X4) have a significant effect on the dependent variable in this case performance (Y). These results can be found in the

calculated F value in table 4.2 which shows a score of 13,876 for the calculated F and 0.000 for the sig value. Significantly influential because the existing sig value is not more than 0.05. Not only that, the value of the determinant coefficient of the variable model used in this study can also be called quite large, namely 0.681 or 68.1% of the performance variable, while some of it is on other factors outside the variables used.

5. Conclusions

5.1 Conclusion

Motivation (X1) has a positive but not significant effect on the performance (Y) of Ajwad Resto employees. This can be seen from the acquisition of the t-count value that is in the plus number and the sig value that exceeds the significant level. This is what makes the motivation variable a variable that has a one-way and insignificant effect with the dependent variable. On the other hand, the cause of the insignificance of this variable is the existence of other incentives in the form of moral and spiritual employees obtained from restaurant owners which were not included in this study. Then, from the results of this study it can be interpreted that the higher the employee's motivation, the higher the employee's performance even though the increase is not significant.

Discipline variable (X2) has a positive and significant effect on the performance (Y) of Ajwad Resto's employees. According to the existing SPSS output results, the t-count value obtained by this variable is quite large and is in a positive value and the sig value is not greater than the significant level. These results indicate that when an employee's discipline increases, the employee's performance tends to increase with a significant level of increase.

Knowledge (X3) has a positive and significant effect on the performance (Y) of Ajwad Resto employees which is indicated by the t-count value obtained from the SPSS output including large and positive. The sign value is also smaller than the predetermined significant level. So, if the knowledge of

employees is high or increased, then their performance tends to increase significantly.

Skills have a positive and insignificant effect on the performance of Ajwad Resto employees. There is a positive, but not significant, effect between the skill variable (X4) and the performance variable (Y) on Ajwad Resto employees. In other words, although there is a positive influence on employee performance. However, the effect of this variable is only slightly or not significant. The more employees' skills increase, the more their performance will also increase. In the SPSS output, the t count of this variable is quite large and positive. Meanwhile, the sig value of this variable exceeds the existing significant level.

Together, the variables of motivation, discipline, knowledge, and skills have a positive and significant effect on the performance variable (Y) of Ajwad Resto's employees. This is evidenced by the results of calculated F whose value is greater than F table. In addition, the sig value is smaller than the significant level. This value is in accordance with the basis for decision making, namely if the calculated F value $>$ F table, then there is an effect of the independent variable on the dependent variable simultaneously. In other words, the higher the motivation, discipline, knowledge, and skills of employees, the higher their performance will tend to be.

5.2 Suggestion

It is suggested that Ajwad Resto provide additional wages on a regular basis to employees who have reached the target or have even exceeded it, not only to permanent employees or superiors, but to all levels of employees at Ajwad Resto. With this additional wage, it is hoped that employee's motivation will affect their performance in a more positive direction.

In the knowledge variable section, it would be better when recruiting new employees, employee's educational background is prioritized. Jobs that match their educational background tend to

produce better performance than employees with educational backgrounds that have nothing to do with their job. This is because these employees tend to have more qualified knowledge.

For further researchers with the same theme and discussion, it is better to first determine a research location that has a large population so that when determining the number of samples it is not too difficult and the results obtained can be more accurate. Then so that the findings are better and more in line with the facts in the field, it is better to conduct follow-up interviews with the research object after processing the data obtained through a questionnaire.

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