

EMPLOYEE MOTIVATION AND WORK DISCIPLINE: FACTORS AFFECTING THE QUALITY OF SERVICE AT SMP NEGERI 2 BANDA ACEH¹

MOTIVASI PEGAWAI DAN DISIPLIN KERJA: FAKTOR- FAKTOR YANG MEMPENGARUHI KUALITAS PELAYANAN DI SMP NEGERI 2 BANDA ACEH

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ABSTRACT

Schools are the most frequently observed places of public service in the field of education. Customer satisfaction can be achieved through the provision of high-quality services in schools. The quality of administrative services analyzed in this study is the quality of administrative tasks such as academic, personnel, facilities and infrastructure, finance, student services, and institutional development. The main objective of this study is to determine the impact of motivation and work discipline on the service quality at SMP Negeri 2 Banda Aceh. The employees of SMP Negeri 2 Banda Aceh, a total of 59 people, are the subject of this study. The census method was used to carry out the sampling approach, resulting in 59 observations in this study. Multiple linear regression analysis was used to examine the data. The findings revealed that at SMP Negeri 2 Banda Aceh, employee motivation and work discipline had a positive and significant impact on the quality of services.

Keywords: *Service quality, Motivation, Discipline.*

ABSTRAK

Sekolah menjadi tempat pelayanan publik di bidang pendidikan yang paling sering diamati. Kualitas pelayanan di sekolah dapat menjadi salah satu strategi untuk menciptakan kepuasan konsumen. Kualitas pelayanan yang dianalisis dalam penelitian ini adalah kualitas pelayanan administrasi berupa tugas administrasi yang meliputi akademik, personalia, sarana dan prasarana, keuangan, layanan kesiswaan, dan pengembangan kelembagaan. Penelitian ini bertujuan untuk menganalisis pengaruh motivasi dan disiplin kerja terhadap kualitas pelayanan pada SMP Negeri 2 Banda Aceh. Objek dalam penelitian adalah pegawai SMP Negeri 2 Banda Aceh yang berjumlah 59 orang. Teknik pengambilan sampel dilakukan dengan metode sensus sehingga observasi dalam penelitian ini adalah 59 responden. Data dianalisis dengan menggunakan analisis regresi linear berganda. Hasil penelitian menunjukkan bahwa motivasi pegawai dan disiplin kerja berpengaruh positif dan signifikan terhadap kualitas pelayanan pada SMP Negeri 2 Banda Aceh.

Kata kunci: *Kualitas Pelayanan, Motivasi, Disiplin.*

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A. INTRODUCTION

Human resources are a crucial aspect and play an important part in every organization because without them, the organization's goals and objectives would not be met as intended. The role of human resources in any organization is anticipated to improve service quality; as a result, human resources must have reliable talents or skills in handling each task, because reliable skills can directly improve the quality of organizational services. Consequences of the service quality approach are crucial to the institution's service plan for self-defense and competitive success (Saepudin and Marlina, 2013).

Various aspects might determine service quality, including motivation, to improve it. A person's motivation can be defined as the passion, excitement, and strength that drive them to work. The higher a person's motivation, the higher the quality of service provided. It will also be simpler to overcome any barriers that may arise. When his motivation dwindles, he loses his ability to produce positive qualities in his work and his enthusiasm to do so. Wise leaders are those who are aware of the circumstances and requirements of the people who work for them. Superiors should not only prioritize the challenge of meeting objectives, but they need also be more aware of the state of human resources (HR).

Ramseook-Munhurrun and Nundlall (2013) claim that there are five factors that determine the quality of secondary education services: school

facilities, dependability, responsiveness, empathy, and disciplinary assurance.

Based on the results of our pre-survey it was found that there are several factors that affect the decrease in work motivation of the employees of SMP Negeri 2 Banda Aceh, including a high workload that exceeds ability, limited time and support systems, and a lack of authority for employees to make decisions despite the large responsibilities that must be borne. Another issue is the unfair and flexible delegation of work that causes social isolation among employees at SMP Negeri 2 Banda Aceh, with discrimination that can be seen in the way each employee is assessed, which is not based on individual competencies, but subjective assessments depending on the workload given.

Work discipline is another factor that can enable SMP Negeri 2 Banda Aceh to improve its service quality. The work discipline of SMP Negeri 2 Banda Aceh personnel might have an impact on the service quality in the SMP Negeri 2 Banda Aceh environment. Because of the demands of the job/position, employee discipline is becoming increasingly vital, and it is aimed at both career and non-career advancement of new/old personnel working at SMP Negeri 2 Banda Aceh. A complete division of work to the employees at SMP Negeri 2 Banda Aceh or the lowest officers is one of the requirements for creating sustained in the work environment of SMP Negeri 2 Banda Aceh so that everyone knows what their duties are, how to do them when work is started and finished, what the required work

results are, and who is responsible for the work results. Expect to be unable to achieve an optimal employee figure in SMP Negeri 2 Banda Aceh without good discipline, as desired by the community. Work discipline is another factor that can enable SMP Negeri 2 Banda Aceh to improve its service quality. The work discipline of SMP Negeri 2 Banda Aceh personnel might have an impact on the service quality in the SMP Negeri 2 Banda Aceh environment. Because of the demands of the job/position, employee discipline is becoming increasingly vital, and it is aimed at both career and non-career advancement of new/old personnel working at SMP Negeri 2 Banda Aceh

Employees at SMP Negeri 2 Banda Aceh demonstrate work discipline by carrying out their responsibilities by SMP Negeri 2 Banda Aceh's policies, such as working time discipline, both when going and coming home. Employees often arrive at the office at 8 a.m. and stay until the scheduled time. The work that has been assigned must also be completed correctly. Daily work reports, for example, must be finished by the end of the month and can be done on time. One of the reasons for the poor quality of service is that they do not fully comprehend their self-concept, leading them to believe they are incapable of accomplishing the task.

Motivation, in addition to work discipline, is a component that affects the quality of service provided by an agency or firm. Work motivation is a stimulus that encourages employees to work harder and generate better results. Highly motivated employees are more

engaged and passionate about their jobs. However, it cannot be denied that many employees are unmotivated or are losing motivation.

SMP Negeri 2 Banda Aceh is always required to provide services to students, teachers, and parents (guardians) as part of the implementation of School-Based Management, as evidenced by school officials' performance in providing services to students by technological developments, growth, and improvement. basic needs of students. The focus of school autonomy at present time is on how the school can compete in the current technological era, where administrative personnel and teachers are the closest and most direct services to students.

Employee service conditions at SMP Negeri 2 Banda Aceh have not yet been maximized, for a number of reasons, one of which is that the quality of services provided has not met the criteria for the time set in providing services, such as administrative processes and study hours, because many service delivery tasks still require procedures. or a lengthy procedure and the lack of documented SOPs for academic services that act as joint rules and workplace guidelines, resulting in poor service to all businesses (Interview with Deputy Head of Student Affairs, February 2021). This appears to imply that school staff is unreliable and ineffective in their jobs.

Based on this, it's estimated that personnel at SMP Negeri 2 Banda Aceh City aren't fully capable of carrying out their duties, or, in other words, their work productivity is still low, which has

an impact on the administrative services offered to students. As a result, work discipline is extremely vital and totally necessary, especially at SMP Negeri 2 Banda Aceh, which serves as a direct service unit for students in order to provide the greatest direct service possible, thus work discipline is particularly important in this situation. The purpose of this study was to analyze whether employee motivation and work discipline affect the quality of service at SMP 2 Negeri Banda Aceh.

B. LITERATURE REVIEW

1) Public Service

The facilities supplied to the public in connection with commodities and services are referred to as public services. In practice, the state is required to serve in the sense of delivering public services to all citizens and residents in order to meet their basic needs and rights (Rahmadana et al., 2020).

Public service reform is a strategic point for building good governance. This is because public services are a domain where the state represented by the government interacts with non-governmental institutions. Another reason is that various aspects of good governance can be articulated relatively easily in the realm of public services (Dwiyanto, 2017).

According to (Akay et al., 2021), one of the attempts of service providers to build happiness for service recipients is to deliver good service. If the service received or perceived meets the service recipient's expectations, the service provider is considered to be of high

quality. People will be pleased if they receive high-quality service.

2) Service Quality

Services are an active verb that is not passive, dynamic rather than static, proactive rather than reactive, responsive and caring for others is not indifferent, and wishes to help others rather than remain mute or avoid them. Another meaning of service is a genuine action that quickly assists others (clients, business partners, etc.) and is accompanied by a warm and genuine smile.

Public services, according to Menpan Decree No. 81 of 1993, are all types of services supplied by the central/regional government, BUMN/BUMD, throughout the framework of addressing community needs, and or applicable laws and regulations. The achievement of client expected standards in topics relevant to their wants is referred to as service quality. In this situation, the customers are students looking for college services. The ServQual model developed by Parasuraman, Zeithaml, and Berry, according to (Tjipjono, 2010), is a commonly used service quality strategy. ServQual is based on a comparison of two primary factors: the service provided vs consumer expectations.

Content standards, process standards, educational assessment standards, Graduate Competency Standards, Educators and Education Personnel Standards, Facilities and Infrastructure Standards, Management Standards, Research Standards, and Community Service Standards are among the minimum academic service

standards that must be provided, as described in PP 19 of 2005 concerning National Education Standards.

The performance of numerous groups, including teaching staff, administrative staff, and even cleaning staff, determines the quality of good academic services. Teaching staff must give pupils high-quality instruction. Students' administrative needs must be supported and served as much as possible by administrative staff in order for students to be able to carry out their academic activities. Similarly, equipment officers and cleaning officers must arrange facilities to support the teaching and learning process required by teachers and students, while janitors must always keep the facilities clean so as not to disrupt the teaching and learning process in the school environment.

According to Parasuraman et al. (2012: 56) in (Gasperz, 2014), there are five ServQual indicators (Service Quality) used to measure service quality:

1. Tangibles, or tangible evidence, refers to an organization's ability to demonstrate its presence to third parties. The state of the surrounding environment, as well as the look and capability of the organization's physical facilities and infrastructure, are tangible evidence of the services offered by the service provider.
2. Reliability, or the ability of an organization to deliver on its promises accurately and consistently.
3. The commitment to assist and give prompt (responsive) and suitable support to service users, along with

clear information delivery, is referred to as responsiveness.

4. Assurance, or assurance and certainty, namely the knowledge, courtesy, and ability of the organization's employees to foster a sense of trust among service users to the organization.
5. Empathy, namely giving sincere and individual or personal attention given to service users by trying to understand the wishes of service users.

3) Employee Motivation

Motivation, according to (Zainal & Sagala, 2011), is a set of attitudes and beliefs that inspire people to accomplish specific tasks based on their personal goals. These attitudes and values are unseen, yet they provide motivate people to act in ways that help them achieve their goals.

Motivation is classified into two kinds, according to (Casey & Robbins, 2018). First, satisfaction theory focuses on the elements that promote, guide, maintain, and halt activity within persons, attempting to identify the precise requirements that motivate people. Second, process theory examines and analyzes how people are motivated, directed, and processed in their actions.

To obtain a greater understanding of motivation, it is necessary to recognize that there will be interactions and activities, both positive and negative, inside the organization concerning task implementation. The employee motivation process will involve several factors according to (Sutiono & Ambar, 2011) as shown in Figure 1.

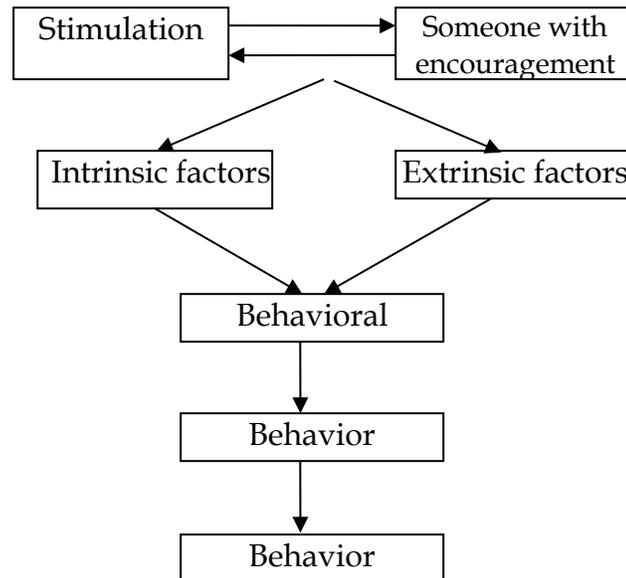


Figure 1. Factors in Motivation

4) Work Discipline

Discipline is frequently referred to be people management's second operational role. Employee discipline (new and old) must be implemented in a systematic and long-term manner. An employee disciplinary program must first be designed before this punishment can be appropriately administered. This employee discipline program should be carefully planned using scientific methodologies and guided by the abilities that the firm or organization requires now and in the future. Employees' technical, theoretical, conceptual, and moral talents must all be improved for them to perform well and get the best results. Employee discipline is becoming more necessary due to the demands of the job/position, and it is aimed at both new and veteran employees' careers and non-careers through discipline.

The definition of discipline, according to (Hasibuan, 2012), is "a person's awareness and willingness to observe all company policies, agencies or organizations, and appropriate societal norms." While awareness is the attitude of a person who freely obeys all regulations and is aware of his tasks and responsibilities, it is not coercion that causes employees should obey and perform all of their jobs effectively. Willingness is a person's attitude, behavior, and actions in conformity with organizational or agency regulations, whether written or unwritten.

According to (Zainal & Sagala, 2011) there are four viewpoints on work discipline:

1. Punishment discipline aims to penalize those who commit wrongdoing.
2. Corrective discipline aims to assist employees in changing their bad habits.

3. Individual rights perspective, i.e., attempting to defend individuals' fundamental rights during disciplinary processes.
4. The utilitarian viewpoint emphasizes the use of punishment only when the positive results outweigh the negative repercussions.

In the implementation of disciplinary action, there are three concepts to consider (Zainal & Sagala, 2011):

1. The strategy to enforce disciplinary action is known as "hot stove regulations."
2. The goal of progressive disciplinary action is to guarantee that each infringement is met with an acceptable minimum law.
3. Positive disciplinary action, i.e., action punishments urge employees to improve their conduct in various situations.

Framework

Effect of Employee Motivation on Service Quality

The drive and effort required to formulate a need, or a goal are referred to as motivation. Motivation can be defined as: (1) a state that encourages others to work toward a common goal. (2) As a skill for motivating people and firms to want to work successfully, so that employee wants, and company goals can be met at the same time. (3) As a source of behavior initiation and guidance (Hasibuan, 2012).

Motivation is the driving force that causes a member of an organization to be willing to give up abilities in the form of expertise or skills, energy, and time to carry out various activities that

are their responsibility and fulfill their obligations in the context of achieving predetermined organizational goals and objectives in order to achieve the highest possible level of service quality (Siagian, 2011).

According to the findings of (Siswantini et al., 2014) (Suharno & Despinur, 2017) and (Novel, 2018), there is a strong link and connection between motivation and service quality.

The hypotheses in this study are based on the findings of past research:

H_{a1} : employee motivation affects service quality

Effect of Work Discipline on Service Quality

Employee work discipline is an attitude or conduct that demonstrates a person's or a group's commitment and obedience to the written and unwritten norms established by the agency or organization for the work to be carried out properly and efficiently. The government's performance in providing public services is currently being criticized. In many instances, it must be conceded that the government's public services still function poorly. One of them is created by the apparatus's culture, which is characterized by a lack of discipline and a proclivity for breaking the rules.

Employee work discipline in an agency will have an impact on employee performance, both in terms of enhancing performance and meeting community needs. The responsiveness and timeliness of public services provided by an agency are measured. As a result, to provide the expected service, staff must have a high level of discipline. Employee

work discipline can be evident in the company's or institution's punctuality and adherence to all applicable regulations so that they can give quality services to the community.

Employee discipline has a significant impact on the quality of service provided by an organization, according to this explanation. It is obvious that the quality of service will suffer if the staff does not commit to job discipline. However, if employee discipline is good, service quality will improve.

The results of research by (Trianto, 2017), (Johan, 2017) and (Indrawati & Henriques, 2020) show that work discipline has a positive effect on service quality. The hypotheses in this study are based on the findings of past research:

H_{a2} : work discipline affects service quality.

Based on the above framework, the conceptual framework can be described in Figure 2.

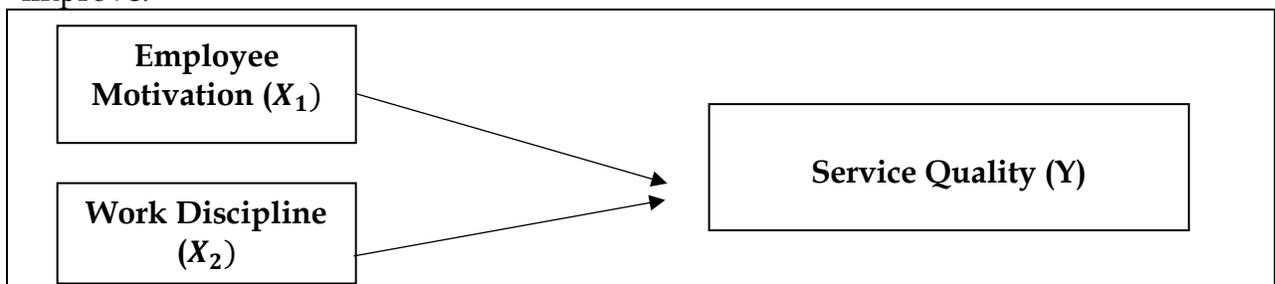


Figure 2. Research Framework

6. RESEARCH METHODS

The survey method was used in this study, which took a quantitative approach. This study used the three variables, in which the independent variable consists of motivation and discipline while the dependent variable consists of the quality of services. Employees from SMP Negeri 2 Banda Aceh made up the study's population of 59 people. The census technique is utilized because the entire population is sampled. A questionnaire was used to obtain data from a sample of 59 employees. Multiple linear regression analysis was used to analyze the data. Table 1 displays the population of the study.

A questionnaire with a Likert scale of 1-5 was used in this study, and respondents were allowed to choose their opinions or opinions based on their experiences with the indications on the questionnaire. A measure of strongly disagree is categorized as a value of 1, a measure of disagreeing is categorized as a value of 2, a measure of disagreeing is categorized as a value of 3, a measure of assessment quite agree is categorized as a value of 4, a measure of agreement is categorized as a value of 5, and a measure of strongly agree is categorized as a value of 5.

Table 1
Research Population

No.	Position	Amount
1	Principal	1
2	Vice Principal	4
3	Civil Servant Teacher	40
4	Honorary Teacher	6
5	Civil Servant Staff	3
6	Honorary Staff	5
	Total	59

Source: Employee Division Archives of SMP Negeri 2 Banda Aceh (2021).

Table 2
Operationalization of Research Variables

Variable	Indicator	Measure Scale
Employee Motivation (X_1)	1 The need for success	Ordinal
	2 The need for power	Ordinal
	3 Need to affiliate	Ordinal
Work Discipline (X_2)	1 Compensation adjustment	Ordinal
	2 Placement decision	Ordinal
	3 Training and development needs	Ordinal
	4 Career planning and development	Ordinal
	5 Fair job opportunity	Ordinal
Service Quality (Y)	1 Tangible (physical evidence)	Ordinal
	2 Reliability	Ordinal
	3 Responsiveness	Ordinal
	4 Assurance	Ordinal
	5 Emphathy	Ordinal

Source: Processed data (2021).

Multiple Linear Regression Model

To test the hypothesis in this study used multiple linear regression method. The following is a description of the regression equation model:

$$Y_{it} = \alpha + \beta_1 X_{1it} + \beta_2 X_{2it} + e_{it}$$

Description:

Y = Indicators used to measure service quality

α = Constant

β_1, β_2 = Regression coefficient

X_{1it} = Indicators used to measure employee motivation

X_{2it} = Indicators used to measure work discipline

e = *epsilon* (error term)

7. RESULTS AND DISCUSSION Validity Test Result

Validity testing confirms that the instrument, technique, or procedure employed to measure a notion does so. If $n = 59$ and $\alpha = 0,05$, then $r\text{-table} = 0,266$, according to (Sugiyono, 2017) provided that the results of $r\text{-count} > r\text{-table}$ (0,266) are valid and the results of $r\text{-count} < r\text{-table}$ (0,266) are invalid. Table 1 shows the results of the validity test.

According to Table 3, all statement items contained in each dependent variable, namely employee service quality, and the independent variables, namely motivation and work discipline, have been declared valid, implying that the data collection questionnaire can be used to measure what should be measured.

Table 3
Validity Test Results

No	Variable	Item	Value of r-count	Value of r-table (N=59)	Description
1	Quality of Service (Y)	C1	0,355	0,266	Valid
		C2	0,747	0,266	Valid
		C3	0,676	0,266	Valid
		C4	0,762	0,266	Valid
		C5	0,716	0,266	Valid
2	Employee Motivation (X ₁)	A1	0,806	0,266	Valid
		A2	0,719	0,266	Valid
		A3	0,700	0,266	Valid
3	Work Discipline (X ₂)	B1	0,756	0,266	Valid
		B2	0,464	0,266	Valid
		B3	0,690	0,266	Valid
		B4	0,679	0,266	Valid
		B5	0,752	0,266	Valid

Source: Processed data (2021).

Reability Test Results

The reliability of measurement shows the extent to which the measurement is carried out without any errors. Cronbach Alpha $> 0,60$ was used to determine dependability in this study, according to (Ghozali,

2013). The Cronbach Alpha statistical test $> 0,60$ will be used to establish whether or not the instrument employed in this study is trustworthy. Table 4 shows the results of the reliability testing.

Table 4
Reability Test Results

Information	Variable			Standard	Description
	X ₁	X ₂	Y		
Cronbach's Alpha Coeficients	0,693	0,697	0,644	0,6	Realible

Source: Processed data (2021).

Based on Table 4 that Cronbach alpha for each variable can be seen from several variables, namely service quality (Y) obtained Cronbach alpha value of 0,644, motivation variable (X_1) obtained Cronbach alpha value of 0,693 and work discipline variable (X_2) obtained Cronbach value alpha of 0,697. Thus, the reliable measurement of the research variables shows that the reliability measurement meets the credibility of Cronbach Alpha where the Cronbach Alpha value is $> 0,60$.

Classic Assumption Test Results Normality Test Results

The purpose of a normality test is to evaluate whether a data distribution is normal. Essentially, the

probability plot normality test compares our data to data from a normal distribution with the same mean and standard deviation as ours. If normality exists, the residuals will be distributed normally and independently, i.e., the difference between the anticipated and actual score, or the error, will be distributed symmetrically around the mean value of zero. As indicated in Figure 3, one method of detecting normalcy is to look at the residual value.

Based on Figure 3, it can be seen that the line that describes the data follows the diagonal line so that it can be interpreted that the data used in this study is normally distributed.

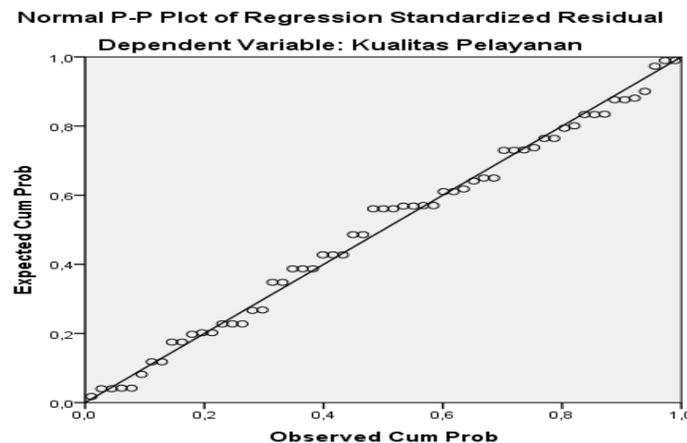


Figure 3. Normality Test Results
Source: Processed data (2021).

Multicollinearity Test Results

The multicollinearity test aims to test whether the regression model found a correlation between independent or independent variables. Ways to find out whether or not there

are symptoms of multicollinearity include looking at the Variance Inflation Factor (VIF) and Tolerance values if the VIF value is less than 10 and the tolerance is more than 0.1 then

it is stated that there is no multicollinearity, as shown in Table 5.

Based on Table 5, it can be seen that the motivation and work discipline variables have a tolerance value of 0,729 or > 0., which is the same as the

Variance Inflation Factor (VIF) value of 1,372 or < 10. Thus, it can be interpreted that there are no symptoms of multicollinearity.

Table 5
Multicollinearity Test Results

Variable	Tolerance	VIF
Motivation (X_1)	0,729	1,372
Work Discipline (X_2)	0,729	1,372

Source: Processed data (2021).

Heteroscedasticity Test Results

The heteroscedasticity test is used to see if there is an inequality in variance between the residuals of one observation and the residuals of another observation in the regression model employed in the study.

The scatter plot graph can be used to identify the presence or absence of heteroscedasticity symptoms in a regression (ZPRED dependent prediction value, with residual SRESID). Figure 4 depicts the outcomes of data processing as a scatterplot graph.

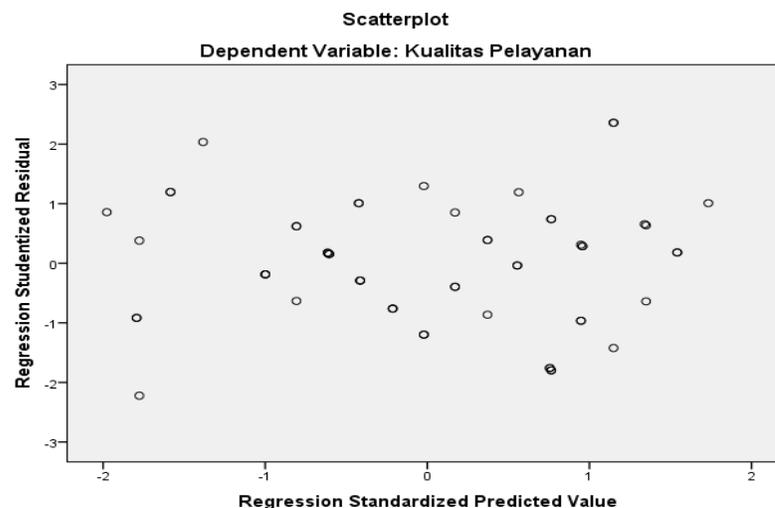


Figure 4. Heteroscedasticity Test Results

Source: Processed data (2021).

Figure 4 demonstrates that the scatterplot graph has no discernible pattern, with the points strewn above and below the Y axis's zero point. As

a result, it can be deduced that there is no sign of heteroscedasticity.

Hypothesis Testing Results

Table 5 shows the regression results of the effect of employee

motivation and work discipline on service quality.

Table 6
Regression Results from Effect of Employee Motivation and Work Discipline on Service Quality

Variable	Coef.	Std. Error	t-Stat.	Prob.
Constant	0,279	0,226	1,235	0,222
Employee Motivation	0,214	0,047	4,545	0,0000
Work Discipline	0,728	0,061	11,995	0,0000
R-squared	0,844			
Adjusted R-Square	0,839			
F-statistic	151,846			
Prob (F-statistic)	0,00000			

Source: Processed data (2021).

The regression equation in this study is as follows, based on the findings of multiple linear regression analysis as indicated in Table 5 above:

$$Y = 0,279 - 0,214X_{1it} + 0,728X_{2it} + e_{it}$$

Table 6 displays numerous key aspects that explain the impact of employee motivation and work discipline on service quality at SMP Negeri 2 Banda Aceh.

Coefficient of Determination

The coefficient of determination is a number that indicates how much of the overall variance in the dependent variable (Y) is explained by the independent variable (X). The modest value of R^2 shows that the independent variable has a limited ability to explain the variance of the dependent variable. If the value is near to one, the independent variable can explain almost all of the information needed to forecast the dependent variable (Saifuloh, Suharno, & Ahmad, 2019).

Multiple regression analysis revealed a coefficient of determination (R^2) of 0,844 for the 59 observations in the study. This suggests that the independent variables of employee motivation (X_1) and work discipline (X_2) can explain 84,4 percent of the variation in the service quality variable (Y), with the remaining 15,6 percent explained by factors not included in the equation model.

F Test Results

This test aims to determine the effect of all the independent variables contained in the model together on the dependent variable. The results of the F test can be seen in Table 7.

If the probability value of the F count > the F table, then H_{a1} is accepted. Based on Table 7, it is known that the value of the F count is 151.846, while the value of the F table is 3.156. This means that the F count is greater than the F table, so H_{a1} is accepted, namely employee motivation and work discipline. Together, they affect the

quality of service at SMP Negeri 2 Banda Aceh.

Table 7
F Test Results

Test Form	Statistic Value		Description
	F _{Count}	F _{Table}	
Simultaneous testing	151,846	3,156	Employee motivation and work discipline have a significant effect on service quality (hypothesis Ha1 is accepted).

Source: Processed data (2021).

t-Test Result

The t-test was used to show how far the influence of one independent variable individually in explaining the variation of the dependent variable. Based on Table 8, it is known that the t-count and t-table values for employee motivation variables are 4,545 and 2,001. The probability value of the employee motivation variable is 0,000 or less than

0,05 so employee motivation has a positive and significant effect on service quality at SMP Negeri 2 Banda Aceh.

The t-count and t-table values for the work discipline variable are 11,955 and 2,001. The probability value of the work discipline variable is 0,000 or less than 0,05 so work discipline has a positive and significant effect on the quality of service at SMP Negeri 2 Banda Aceh.

Table 8
t Test Results

Test Form	Statistic Value		Prob.	Description
	t _{Count}	t _{Table}		
Partial Test				
Employee Motivation (X ₁)	4,545	2,001	0,000	Employee motivation has a significant effect on service quality
Work Discipline (X ₂)	11,955	2,001	0,000	Work discipline has a significant effect on service quality

Source: Processed data (2021).

Discussion

1. Effect of Employee Motivation on Quality of Service

The results showed that the coefficient of employee motivation was 0,214 with a p-value of 0,000. This significant value is smaller than 0,05, so the hypothesis which states that there

is an influence of employee motivation on quality of service is accepted. This shows the results of the study support the first hypothesis that there is a positive and significant influence of employee motivation on quality of service. This means that the more motivation of employees increases the

quality of service of employees at SMP 2 Banda Aceh.

The results showed that the coefficient of work discipline was 0,728 with a p-value of 0,000. This significant value is smaller than 0,05, so the hypothesis which states that there is an influence of work motivation on quality of service is accepted. This shows the results of the study support the second hypothesis that there is a positive and significant influence of work discipline on quality of service. This means that the more work discipline of employees increases the more quality of service of employees at SMP 2 Banda Aceh.

Motivation will be beneficial if it has a favorable effect on society. Increased motivation is one endeavor that is supposed to improve the quality of public services (Mulasari & Suratman, 2021). The work motivation provided by the leadership to employees is highly important in the success of the activities or job to be carried out because this motivation can bring greater morale to employees than without direct encouragement or motivation.

The results of this study are in line with the results of research by (Mariah & Sa'ud, 2013) and (Mulasari & Suratman, 2021) which shows that employee motivation has a positive effect on service quality. The results of the research by (Siswantini et al., 2014), (Rahma et al., 2017) and (Ngatu & Rusmiwari, 2018) also show that there is an influence between employee motivation and service quality, but the

results do not mention the direction of the effect.

However, this differs from the findings of (Suharno & Despinur, 2017) and (Rusydi et al., 2020) who found that the outcomes had no effect.

2. Effect of Work Discipline on Quality of Service

The results showed that the coefficient of work discipline was 0,728 with a p-value of 0,000. This significant value is smaller than 0,05, so the hypothesis which states that there is an influence of work motivation on quality of service is accepted. This shows the results of the study support the second hypothesis that there is a positive and significant influence of work discipline on quality of service. This means that the more work discipline of employees increases the more quality of service of employees at SMP 2 Banda Aceh.

Community services are considered effective if they provide simple service with quick, rapid, precise, and fulfilling procedures. The ability of the government to improve the work discipline of service professionals determines the success of enhancing service quality (Akay et al., 2021).

The results of this study support the results of previous studies conducted by (Johan, 2017), (Trianto, 2017), (Indrawati & Henriques, 2020) and (Deviana & Samosir, 2020) which showed a positive influence between work discipline and service quality.

8. CONCLUSION, IMPLICATIONS, LIMITATIONS, AND SUGGESTIONS

Conclusion

Employee motivation and discipline, according to the research, have a beneficial impact on the quality of services. It also shows that when an employee's motivation and work discipline improve, so does their production. The quality of services is influenced by employee motivation. It also implies that as staff motivation rises, so does the quality of administrative services. Giving the award is one technique to boost staff motivation to improve service quality. The quality of services is affected by work discipline. It also implies that as work discipline improves, so does the quality of services.

Implications

To improve the quality of education, administrative staff at SMP Negeri 2 Banda Aceh must provide added value in terms of improving the quality of services, especially in administrative services. This will have implications for every administrative staff in various work units at SMP Negeri 2 Banda Aceh to better understand and prioritize student satisfaction and parents of students as customers so that improving the quality of education can be felt not only by stakeholders but also by customers of SMP Negeri 2 Banda Aceh.

Limitations

This study only examines two factors that affect service quality, namely employee motivation and work discipline, as well as the research object at SMP Negeri 3 Banda

Aceh, so the findings cannot be generalized to other areas.

Suggestions

Based on the results of the research and conclusions, the recommendations given to improve the quality of service for SMP Negeri 2 Banda Aceh are to provide enthusiasm so that employees have high motivation and are happy in carrying out their work, to improve the quality of service at SMP Negeri 2 Banda Aceh.

The tactics of (1) providing possibilities for promotion, (2) fostering the development of creativity, and (3) enhancing the teamwork system can be used to stimulate the increase in employee motivation. Employees must be encouraged to pursue career advancement through incentives, rewards (promotions), training, and higher education. On the other side, training and some internal competitions to explore innovative ideas might improve creativity. Finally, activities that promote cooperation among workers and managers, like as family get-togethers and outings, can enhance teamwork.

An action plan to enhance work discipline at SMP Negeri 2 Banda Aceh can include the implementation of work SOPs, reward, and punishment systems.

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