



(RESEARCH ARTICLE)



The effect of work discipline on employee performance with motivation as an intervening variable in the investment and service office one-stop integrated licensing in Langkat Regency

Syahpura Zulpa and Nashrudin Setiawan*

Management Study Program, Universitas Pembangunan Panca Budi, Indonesia.

International Journal of Science and Research Archive, 2024, 13(01), 2510–2518

Publication history: Received on 01 September 2024; revised on 14 October 2024; accepted on 16 October 2024

Article DOI: <https://doi.org/10.30574/ijrsra.2024.13.1.1703>

Abstract

The purpose of this study is to: (1) evaluate the effect of work discipline on employee performance at the One-Stop Investment and Licensing Service Office of Langkat Regency; (2) test the effect of work discipline on employee performance at the same office; (3) investigate how work motivation has a positive and significant effect on employee performance at the One-Stop Investment and Licensing Service Office of Langkat Regency; and (4) use a quantitative approach with descriptive methodology. Data were collected through employee questionnaires and analyzed using path analysis techniques. This survey involved 50 participants and used the total sampling method. The results of the study indicate that: (1) work discipline has a significant effect on employee performance, with a t value of 3.896; (2) work discipline has a significant effect on motivation, with a t value of 8.940; (3) work motivation has a significant effect on employee performance, with a t value of 2.202; and (4) work discipline affects employee performance indirectly through motivation, with a regression test showing an effect of 36.5%.

Keyword: Work Discipline; Employee Performance; Motivation

1. Introduction

The Human Resources Bureau is one of the units or fields that has the task of providing smooth operation of every work or activity carried out by members or employees in a company organization (Arifin, 2017). This makes human resources in the company one of the most important areas in determining the performance achievements of members or employees to realize the vision and mission of an organization or agency. HR management in this case has the goal of uniting the company's vision and mission and the employee's perspective in order to create a sportsmanlike and positive work environment between employees or with the leadership. Good human resources are individuals who have a sense of responsibility and are loyal to the performance of the organization in which they operate.

The company's vision and mission will be achieved with good performance targets from each company. (1) explained that there are several factors that affect employee performance, including: (1) Competence and fairness; (2) Knowledge; (3) Task design; (4) Personal characteristics; (5) Work motivation; (6) Leadership; (7) Leadership style; (8) Organizational culture; (9) Job satisfaction; (10) Working atmosphere; (11) Loyalty; (12) Professional commitment; and (13) Work discipline. Of the various factors that affect employee performance, this study focuses on work discipline and motivation as the object of study.

The Langkat Regency Investment and One-Stop Integrated Licensing Service Office has set performance goals that have not yet been achieved in accordance with the work plan that has previously been designed in the agency's work program. There are some employees who still fail to do their jobs optimally, which hinders them from achieving optimal

* Corresponding author: Nashrudin Setiawan

performance. This is in accordance with the findings of a previous interview with the Head of Human Resources at the Langkat Regency Investment and One-Stop Integrated Licensing Service Office. The results showed that only about 42% of employees were able to complete their tasks on time and according to the original plan. While the rest are still many days late, making it difficult to do the next work.

Based on the results of the interview, one of the factors that affects it is work discipline. Work discipline is one of the keys to the success of every individual, because by having a disciplined character, individuals can achieve maximum work goals. Discipline is a feeling of obedience and adherence to the principles that are considered his or her responsibility, such as completing tasks in the office and ensuring that employees are present according to the schedule set by the company (2). The most important operative function of human resource management is employee work discipline. This is because disciplined employees will produce optimal performance, which will result in work performance in their field, while undisciplined employees will make it difficult for the company to achieve its targets (3).

The work discipline of employees at the Investment and One-Stop Integrated Licensing Service Office of Langkat Regency is still considered to be at a low level. This can be seen from the presence of employees who are still not on time, after being absent do not immediately do their work but sit in the canteen, or leave the office during working hours. The company should pay attention to the needs of employees for their motivation, so that employee performance is achieved so that it creates disciplined employees (4). This motivation will indirectly affect employee performance in a company. It can be concluded that motivation is one of the bases that employees must have to carry out their responsibilities and complete their work.

Motivation is that every impulse has a certain goal to achieve, so don't interfere with the desire and motivation to work (5). The work motivation of employees at the Langkat Regency Investment and One-Stop Integrated Licensing Service Office is still considered low. There are still employees who prefer to spend time at work by playing social media and *Online Games*. Based on the phenomenon that occurred against the Investment and One-Stop Integrated Licensing Service Office of Langkat Regency, there are still a lot of mistakes from employees who are not in accordance with the *Standard* set by the government. This makes the researcher interested in conducting further studies on the factors that affect employee performance at the Langkat Regency Investment and One-Stop Integrated Licensing Service Office. This study is referred to as "The Effect of Work Discipline on Employee Performance with Motivation as an Intervening Variable at the Investment and One-Stop Integrated Licensing Service Office of Langkat Regency".

2. Theoretical studies

2.1. Employee Performance

Performance can be interpreted as the result of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with his responsibilities (6). Performance can also be defined as real behavior shown by each employee as work achievement achieved in accordance with their work duties in the company (7). By considering the explanations of the two experts above, it can be concluded that performance is the result of the work of the tasks given to employees to achieve the company's goals or vision and mission. Thus, the work performance of employees can be measured.

Kasmir (2016) explained that there are various aspects that can affect employee performance, including the following: (1) Capacity and fairness; (2) Knowledge; (3) Work design; (4) Character; (5) Work motivation; (6) Leadership; (7) Leadership type; (8) Organizational culture; (9) Job satisfaction; (10) Work environment; (11) Loyalty; (12) Work commitment; (13) Work discipline. Based on the explanation above, individual performance can be measured, where at the individual level this is related to work and refers to the main responsibility. (8).

To measure employee performance, there are several indicators according to Fattah (2017) as follows: (1) Work quality can be seen from the results of work, both in terms of concept and implementation in the field; (2) The number of work results can be measured based on how many tasks are successfully completed in a period; and (3) Efficiency in carrying out tasks, which is everything that is done effectively, which means that all work can be completed on time, quickly, economically, and safely.

2.2. Work Discipline

Discipline at work is an instrument used by company leaders to change the behavior of employees or members in order to increase their awareness and willingness to comply with all existing company rules and social norms (Afandi, 2018).

Discipline can also be interpreted as order, obedience, and compliance with regulations that have been set by an organization even up to the state level (Munadzifah & Fahrullah, 2021). Furthermore, discipline can occur in individuals if there is a willingness from within to be able to obey the regulations that have been set by the company (9).

Many factors affect work discipline in employees in an organization, this can include strict supervision from the human resources department or HRD based on many regulations. In line with the above statement, the explanation of the factors that affect employee work discipline (Pranitasari & Khotimah, 2021) is as follows: (1) The higher the compensation given to employees, the better the employee will show a good level of discipline, and vice versa; (2) Leadership example in the company, Leaders play a role role model for employees, so that leadership example is very important in influencing employee discipline; (3) The existence of clear rules, Rules are needed to improve employee discipline with the existence of rules, so that they understand the company's regulations and sanctions if violated; (4) Attention to employees, Attention from superiors is very important to improve employee work discipline, because attention makes employees feel more appreciated, both personally and their work results; and (5) Supervision from the leadership, the company's leaders need to continue to monitor the improvement of the discipline of their employees.

(10) mentioned a number of indicators in work discipline, such as timeliness and employee responsibility. Based on the views of some of the experts above, the markers of employee work discipline include attendance, compliance with work regulations, fulfillment of work standards, and maintaining a high level of awareness. Based on these disciplinary aspects, it will be adjusted to the rules that apply at the research site.

2.3. Work Motivation

According to Maslow in (Adha et al., 2019), motivation is an inner impulse that motivates a person to take an action or try to meet their needs. Afandi (2018) explained that motivation is a desire that arises from within a person, driven by inspiration, enthusiasm, and desire to carry out activities with happiness and seriousness, so as to produce good and quality results. From these views, it can be concluded that motivation is an encouragement or factor that motivates a person's soul and mentality to be better at completing the tasks they are doing by improving their own abilities and capabilities.

According to (11), Motivational factors are divided into two main categories: internal and external. Mangkunegara in his research explained that there are two types of motivational factors: (1) Intrinsic factors, such as achievement, recognition, responsibility, and self-development; and (2) Extrinsic factors, which include salary, working conditions, and supervision. To evaluate motivational indicators according to (6), indicators such as Hard Work, Future Orientation, Level of Ideals, Task/Goal Orientation, Effort to Advance, Perseverance, Colleagues, and Time Utilization can be used.

3. Research methods

The type of study used in this study is a survey study, with quantitative data analysis. Data obtained from the distribution of questionnaires to 50 employees at the Investment and One-Stop Integrated Licensing Service Office of Langkat Regency using *the total sampling* method. The object of this research uses the employee population in the One-Stop Integrated Investment and Licensing Service Office of Langkat Regency. Based on the purpose of the research, which is to test the influence of work discipline (X) on Employee Performance (Y). And also find out whether work motivation (Z) as an intervening variable also plays an influence in it.

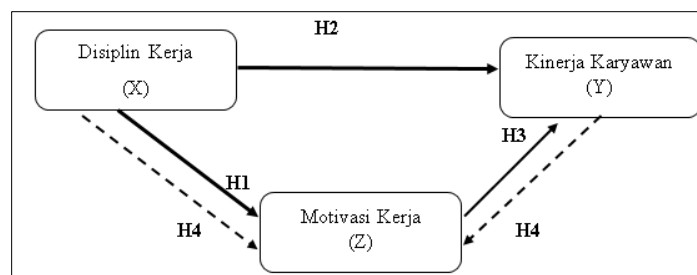


Figure 1 Path Diagram Structure

The data is analyzed through path analysis. Next, the path coefficient can be calculated by the following steps; First, create a path diagram that shows the relationships between variables as a whole, which represents the conceptual

hypothesis proposed. Hypothesis testing in this study was carried out using *path analysis* with the path structure depicted in Figure 1

The following are the hypotheses proposed in this study:

- H1: It is suspected that work discipline has a positive and significant effect on work motivation
- H2: It is suspected that Work Discipline has a positive and significant effect on employee performance
- H3: It is suspected that work motivation has a positive and significant effect on employee performance
- H4: It is suspected that work discipline has a positive and significant effect on employee performance through work motivation.

4. Research results

The characteristics of the respondents in this study are seen from gender, with the majority of male employees being between 21 and 35 years old on average, the last education is dominated by the undergraduate or undergraduate level, with a working period of 0-8 years.

4.1. Validity Test

As for the measurement of validity tests, it can be seen in the table, which is as follows:

Table 1 Validity Test Results

Items	R Count	R table	Valid/Invalid
Work Discipline			
1	0.593	0.3044	Valid
2	0.399	0.3044	Valid
3	0.409	0.3044	Valid
4	0.506	0.3044	Valid
5	0.462	0.3044	Valid
6	0.627	0.3044	Valid
Employee Performance			
1	0.581	0.3044	Valid
2	0.646	0.3044	Valid
3	0.331	0.3044	Valid
4	0.277	0.3044	Valid
5	0.612	0.3044	Valid
6	0.430	0.3044	Valid
7	0.665	0.3044	Valid
8	0.612	0.3044	Valid
9	0.370	0.3044	Valid
10	0.665	0.3044	Valid
Work Motivation			
1	0.552	0.3044	Valid
2	0.622	0.3044	Valid
3	0.672	0.3044	Valid

4	0.362	0.3044	Valid
5	0.346	0.3044	Valid
6	0.622	0.3044	Valid
7	0.450	0.3044	Valid
8	0.342	0.3044	Valid

The results were obtained that with a sample of 40 employees carried out in different agencies to see the validity of the tools used to measure in this study, a table value of 0.3044 was obtained. Therefore, it can be concluded that all items in the variables Work Discipline (X), Employee Performance (Y), and Motivation (Z) meet the criteria with the calculation of > tables. Therefore, the indicators in this study, the tool can be used to measure the variables studied and considered valid.

4.2. Reliability Test

Table 2 Reliability Test

Variable	Cronbach's Alpha	N of Item
Work Discipline	0.682	6
Employee Performance	0.723	10
Motivation	0.701	8

Based on table 2 above, the output results of SPSS are known to have Cronbach's alpha value, namely Work discipline 0.682 > 0.312 which can be concluded that with 6 instrument statement items are declared reliable. In the employee performance variable, which is 0.723 > 0.312, it can be concluded that with 10 instrument statement items, it is declared reliable. Furthermore, for the motivation variable, Cronbach's alpha reaches 0.701 which can be concluded that with 8 instrument statement items it is declared reliable.

4.3. Normality Test

The normality test aims to verify whether the residuals in the path model follow the normal distribution. The ideal pathway model for research data is one whose residuals are normally distributed. Residuals are said to be normally distributed if the significance value of the Kolmogorov-Smirnov test exceeds the established alpha value. The results of the normality test analyzed with SPSS version 20.00 can be found in table 3 below.

Table 3 Normality Test

Variable	Significance	Information
Residual X Against Y	0.200	Usual
Residual X Against Z	0.076	Usual
Residual X and Z Against Y	0.200	Usual

Based on the normality assumption test table shown, it can be concluded that all significance values for the normality model are greater than 0.05. Thus, the data used can be considered normally distributed.

4.4. Linearity Test

The linearity test aims to determine the existence of a linear relationship between free and bound variables. A perfect path model shows a linear relationship between the two variables. The linearity test method is carried out with curve estimation. A relationship is considered linear if the test significance value is less than the established alpha. The test results are presented using the SPSS application version 20.00, which is shown in the following table.

Table 4 Linearity Test

Variable	Significance	Information
X to Y	0.497	Linear
X to Z	0.341	Linear
Z to Y	0.804	Linear

The linearity test table shows that all significance values for the linear model exceed 0.05. Thus, it can be concluded that there is a significant linear relationship between the variables, and the requirements have been met.

4.5. R square test (R²)

The analysis process is carried out to determine the number of constructor variables, also known as the Y variables, involved in this study. The Y variable can be seen or described by the X variable, which is the result of the test or the exogenous variable. In addition, when selecting the value of the determination coefficient/R-quadrilateral (R²), the value ranges between 0 and 1, and the score is divided into three evaluation categories. The R-square value of the first category is considered to have a substantial or strong meaning. The value of the second category, with a value between 0.74 and 0.5, is considered to have a fairly strong meaning. The value of the third category, with a value between 0.49 and 0.25, is considered weak. The following are the determination coefficient values found from this study:

Table 5 Regression Test

Variable	Significance
X to Y	0.240
X to Z	0.625
Z to Y	0.029
X and Z to Y	0.365

We can deduce this from the determination of the determination coefficient (R square) of the value of the construction study:

- To see the influence given by work discipline on employee performance worth 0.240 with a percentage of 24%, based on the results of the previous analysis, 76% was caused by other factors that are not currently researched by researchers.
- The contribution of the variable given by work discipline to work motivation is 0.625 with an oversentization of 62.5% so that 37.5% is influenced by other factors that are not currently studied by researchers.
- The contribution of the motivation variable to employee performance is 0.029 or 2.9% so that the rest can be influenced by other factors.
- The contribution of the simultaneous variable between work discipline and work motivation to employee performance was 0.365 or 36.5%.

Furthermore, it can be seen from the calculated t value which is also processed with the SPSS application which can be seen in table 6 as follows:

Table 6 Hypothesis Test

Hypothesis	T count	T Table	Significance
Hypothesis 1	3.896	2.008	0.00
Hypothesis 2	8.940	2.008	0.00
Hypothesis 3	2.202	2.008	0.035
Hypothesis 4	3.041	2.008	0.004

Based on the table above, it can be concluded that the calculated t-value of each hypothesis is higher than the t-table, which indicates the influence between the variables.

- The first hypothesis shows that work discipline has a positive and significant impact on employee performance, with a t-value of 3.896 exceeding 2.008 and a significance of 0.00 being smaller than 0.05.
- The second hypothesis indicates that work discipline affects work motivation positively and significantly, with a t-value of 8.940 which is greater than 2.008 and a significance of 0.00 which is lower than 0.05.
- The third hypothesis shows that work motivation has a positive and significant effect on employee performance, with t count 2.202 greater than 2.008 and significance of 0.035 which is less than 0.05.
- The fourth hypothesis states that work discipline affects employee performance through work motivation positively and significantly, with a t count of 3.041 which is higher than 2.008 and a significance of 0.004 which is less than 0.05.

5. Discussion

5.1. The Effect of Work Discipline on Employee Performance

The first hypothesis The variable of work discipline on employee performance has a positive and significant influence with a t calculation of $3.896 > 2.008$ with a significance of $0.00 < 0.05$. (10) explained that work discipline is a tool for company leaders to be able to change the behavior of members to be more obedient to the regulations that have been passed by the company.

Based on the expert's explanation and the results of the study, it can be concluded that the level of work discipline of employees at the Langkat Regency Investment and One-Stop Integrated Licensing Service Office must be further improved in several ways such as giving appreciation to disciplined employees every month in order to improve the discipline of employees.

5.2. The Effect of Work Discipline on Work Motivation

The second hypothesis shows that the variable of work discipline has a positive and significant impact on work motivation, with a t-value of $8.940 > 2.008$ and a significance of $0.00 < 0.05$. Work motivation is an internal drive that encourages individuals to act with more enthusiasm so that their initial goals are achieved (12).

Based on the explanation above, the work motivation of the staff at the Investment and Integrated Licensing Service Office of Langkat Regency is still at a low level due to the lack of appreciation from the leaders of each field related to what each employee has achieved. This makes employees less enthusiastic in completing their work and not expressing creativity in more innovative work.

5.3. The Effect of Work Motivation on Employee Performance

The third hypothesis shows that the variable of work motivation has a positive and significant impact on employee performance, with a t-value of 2.202 which is greater than 2.008 and a significance of 0.035 which is smaller than 0.05. Performance is the result of the work given by the leadership as a form of responsibility to be able to be a reference as an employee's achievement in his field of work so that it can be included in the promotion or demotion category (13).

According to the description and findings of the research above, the performance of employees at the Langkat Regency Investment and One-Stop Integrated Licensing Service Office has not provided a new work method and is still monotonous in the old way so that the intensity of work completion is still the same. This can be used as a basis for innovation with digitalization or more creative work methods so that it can change the work pattern from the old one.

5.4. The Effect of Work Discipline on Employee Performance through Motivation as an Intervening Variable

The results of this study show that there is a positive influence between work discipline (X) on employee performance (Y) through motivation (Z). The double regression analysis yielded a regression coefficient of 0.365 and a constant of 6.448, with the regression equation $Y = 6.448 + 0.365X1Z$. This means that an increase in work discipline (X) will be followed by an improvement in employee performance (Y) through motivation (Z), according to the variable X1. The regression coefficient of 0.365 indicates that work discipline (X) contributes positively to employee performance (Y) through motivation (Z). The test results showed a correlation coefficient of $r^2(x1z)$ of 0.365 and a determination coefficient of $r^2(xY)$ of 0.000, indicating that work discipline affected employee performance through motivation by 36.5%.

Based on these findings, it can be concluded that the work discipline of employees at the Langkat Regency Investment and One-Stop Integrated Licensing Service Office is good and has a significant impact on employee performance through motivation. In other words, the higher the work discipline, the higher the employee's performance through motivation, and vice versa.

6. Conclusion

Based on the analysis of the data in this study, it can be concluded that: first, work discipline has a direct and significant impact on employee performance positively. Second, work discipline contributes positively and significantly to work motivation. Third, work motivation affects employee performance directly and significantly with positive effects. Fourth, work discipline affects employee performance directly through work motivation with a positive and significant impact.

6.1. Suggestion

Based on the study, the researcher suggested several things to the relevant parties, namely:

- If you plan to continue your research with the same variables, it is recommended that it be done in different years and places, for example, not in government agencies but in private companies.
- Based on the analysis of questionnaire data, companies need to pay more attention to employee performance levels, especially related to salary, promotion, and supervision. This is important to increase employee motivation in carrying out their duties, which can ultimately have a positive effect on their work results.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

References

- [1] Kasmir. Human Resource Management (Theory and Practice). Depok: PT Raja Grafindo Persada; 2016.
- [2] Pranitasari D, Khotimah K. Analysis of Employee Work Discipline at PT. Bont Technologies Nusantara. Journal of Accounting and Management. 2021;18(01):22–38.
- [3] Vallennia K, Atikah A, Azijah FN. The Influence of Work Discipline on Employee Performance (Case Study of PT. Sinar Sosro Rancaekek). E-Journal of Equilibrium Management. 2016;6(2):39–49.
- [4] Nuruzzaman A, Chilyatul Baroroh L, Mia Audina R. The Influence of Motivation and Compensation on Employee Performance. Journal of Syntax Transformation. 2021;2(12):1700–4.
- [5] Krisnawati KD, Bagia IW. The Influence of Compensation and Work Motivation on Employee Performance. Journal of Management. 2021;7(1):83–93.
- [6] Mangkunegara AP. Corporate Human Resource Management. Bandung: Rosda; 2017.
- [7] Eigis Yani Pramularso, Nurul Anggraeni. Work Discipline and Its Influence on Employee Performance at PT Armada Samudra Global Jakarta. MAMEN: Journal of Management. 2023;2(1):142–50.
- [8] Rolos JKR, Sambul SAP, Rumawas W. The Influence of Workload on Employee Performance at PT. Asuransi Jiwasraya Manado City Branch. Journal of Business Administration. 2018;6(4):19–27.
- [9] Setiawan N, Teguh Waluyo, Rindi Andhika. The Influence of Work Ethics, Work Discipline, and Work Motivation on Work Productivity of Private Office in North Sumatra. Journal of Management Analytical and Solution (JoMAS). 2023;3(1):22–9.
- [10] Afandi P. Human Resource Management (Theory, Concept and Indicator). Riau: Zanafa Publishing; 2018.

- [11] Mangkunegara AP. Human Resource Management of Institutions. Edition XIV. Bandung: PT Remaja Rosdakarya; 2020.
- [12] Adzansyah, Fauzi A, Putri I, Fauziah NA, Klarissa S, Damayanti VB. The Effect of Training, Work Motivation, and Emotional Intelligence on Employee Performance (Performance Management Literature Review). *Journal of Applied Management Science*. 2023;4(4):498–505.
- [13] Adiba F, Rosita D. The Effect of Compensation on Employee Performance Through Motivation. *Access: Journal of Public & Business Administration Science*. 2023;5(2):8–17.