

The Effect of Work Motivation and Work Discipline on Employee Performance Through Work Procedures As Intervening Variables

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Abstract

This study aims to determine the effect of work motivation and work discipline on employee performance through work procedures as an intervening variable. The type of data used in this study is associative using quantitative research methods. The population of this study was 83 respondents with a total sampling method. The data analysis technique uses path analysis. The results show that work motivation has a positive and significant effect on employee performance, work discipline has a positive and insignificant effect on employee performance, and work motivation has a positive and insignificant effect on employee performance. The results of the F test show that work motivation, work discipline, and work procedures together affect employee performance.

Keywords: *work motivation, work discipline, employee performance, and work procedures*

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh motivasi kerja dan disiplin kerja terhadap kinerja pegawai melalui prosedur kerja sebagai variabel intervening. Jenis data yang digunakan dalam penelitian ini adalah yang asosiatif dengan menggunakan metode penelitian kuantitatif. Populasi penelitian ini adalah 83 responden dengan metode total sampling. Teknik analisis data menggunakan analisis jalur. Hasil menunjukkan bahwa motivasi kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, disiplin kerja berpengaruh positif dan tidak signifikan terhadap kinerja karyawan, motivasi kerja berpengaruh positif dan tidak signifikan terhadap kinerja karyawan. Hasil uji F menunjukkan bahwa motivasi kerja, disiplin kerja, dan prosedur kerja secara bersama-sama berpengaruh terhadap kinerja karyawan.

Kata kunci: motivasi kerja, disiplin kerja, kinerja pegawai, dan prosedur kerja

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INTRODUCTION

The level of employee performance is the result of a complex process, both from the employee's personal self (internal factors) as well as strategic efforts from the company (external factors). Internal factors that affect employees include work motivation, work discipline, and work procedures. And external factors are the physical environment, non-physical company, employee training, and development. Employee performance directly affects the company's image in the eyes of the wider community. The struggle to be able to continuously improve its performance is to provide motivation for its employees. Researchers conducted pre-research on employees of PT. Bromo Steel Indonesia through interviews consisting of various phenomena related to variables that will be examined, from the information obtained that employees of PT. Bromo Steel Indonesia experienced a decline in performance even though the company paid more attention to employees. Phenomena - phenomena about the low performance of employees at PT. Bromo Steel Indonesia based on researcher interviews. Employees at PT. Bromo Steel Indonesia currently feels less enthusiastic about working because there are things that make them unmotivated, such as lack of motivation, or even low employee discipline.

Another phenomenon that indicates a decrease in employee performance that occurs in other companies engaged in manufacturing is that many reveal the low performance of employees due to lack of attention to quality improvement, when the company evaluates employee performance and it is found that the cause of the decline in employee performance is due to low motivation, work discipline. and work procedures that affect employee performance. An employee will further improve his performance if motivation and work discipline are met with good and correct work procedures. Low employee performance will be shown by being slow in making work reports which are influenced by motivation and work discipline. This indication can be said that the expectations or demands of employees in achieving good work motivation have not been realized properly, in fact, this cannot be allowed because these things can cause obstacles to achieving goals. Many factors affect employee performance such as environmental factors, leadership, work motivation, behavior, attitudes, rewards, work commitment, and protection. Another phenomenon related to work motivation is based on the results of interviews conducted with one of its employees of PT. Bromo Steel Indonesia can be seen that employees who do not have high achievement motivation feel very pressured by the targets that must be achieved every month. When approaching the target assessment every 6 months, employees feel burdened by demands from the company. Employees seem unable to achieve all the targets that have been set so motivation decreases.

On the other hand, there are also employees who feel enthusiastic about achieving the targets set by the company itself. Employees must also have an interconnected drive because the phenomenon obtained states that employees who do not cooperate with other employees will experience a decline because every employee is required to work together. Discipline is something that makes people better at doing their jobs. Someone's discipline can arise when an employee can respect the rules. The purpose of this discipline itself is to be able to maintain itself against company regulations and can affect employee performance. Syamsi (2004) also has the opinion that the purpose of the work procedure is to achieve work efficiency. So an employee who carries out his work in accordance with the working mechanism can enhance effectiveness and efficiency at work. Related to the concept of working procedure principles above, the researcher concludes that the working mechanism principle indicators include efficiency, effectiveness, flexibility, consistency, and implementation.

LITERATURE REVIEW

Sutrisno (2016) in Harahap & Tirtayasa (2020) emphasizes that performance is a task that is contained in quality and quantity in the implementation of tasks assigned to employees who fulfill export objectives, vision, mission, and goals of an organization or company in order to improve. Ari (2018) stated that work motivation as an independent variable that can affect employee performance. This is an indication that work motivation has a partially significant effect on employee performance. Motivation will be driven by the existence of goals, motivation is an important factor in achieving high performance, in an effort to motivate employees must be given an opportunity to participate in determining the goals to be achieved by the company.

Mc Clelland in Nawangsari (2020) argues that a person is considered to have motivation if he has the will to achieve better than others. According to Ibrahim (2015), discipline is defined as a system that contains policies, regulations, and procedures that regulate behavior both individually and in groups within an organizational system. Satedjo & Kempa (2017) where the research states that work discipline has a positive and insignificant effect on employee performance. Work discipline in employees is very much needed, because what will be the goals of the organization is difficult to solve if there is no work discipline. Susanti (2019) which states in his research that work motivation has a positive and significant effect on work procedures.

Atmoko in Novrianti & Jumaren (2019) SOP is a guideline or reference for performing and completing a task or task depending on the features and tools used in performance evaluation. In its operations it is based on technical, administrative and procedural indicators in accordance with work procedures, work procedures and work systems of related work units. Andriani *et al.* (2019) stated that Based on the results of the multiple linear test, the P value of the application of SOP (Standard Operating Procedure) was 0.000 and on employee performance, it was defined as the implementation of SOP (standard operating procedure) and had an effect on employee performance. Kharisma *et al.* (2019) stated in his research that work motivation has a positive and significant effect on employee performance through work procedures. Meanwhile, work discipline has a positive and insignificant effect on employee performance through work procedures.

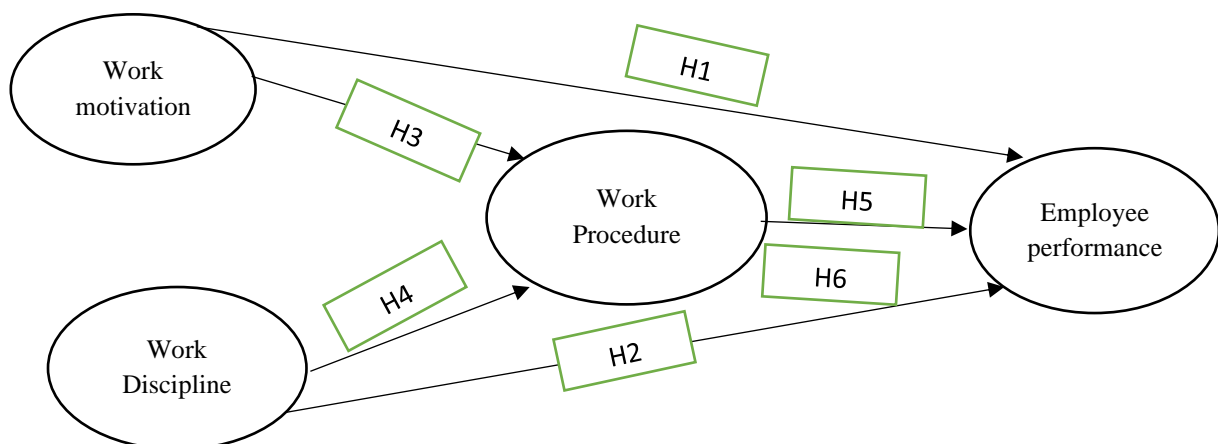


Figure 1. Research Framework

Based on the research above, the following hypothesis can be drawn:

- H1: Work Motivation has an effect on Employee Performance
- H2: Work Discipline affects employee performance
- H3: Work Motivation has an effect on Work Procedures
- H4: Work Discipline affects Work Procedures
- H5: Work Procedures have an effect on employee performance
- H6: Effect of Work Motivation, Work Discipline on Employee Performance through Work Procedures

RESEARCH METHODS

This research using quantitative approach with a population of employees of PT. Bromo Steel Indonesia as many as 83 employees. Using simple random sampling probability is the determinant of the sample in this study. Collecting respondent data using a Likert scale questionnaire distributed through google form. Questionnaire data collection techniques and observations. The data analysis technique used in this study is a scale range, intervening regression analysis (mediation) based on SPSS Version 25 which includes instrument testing, classical assumption test, hypothesis testing (t test, f test, coefficient test, determination, and Sobel test).

RESULTS AND DISCUSSION

The instrument test consists of a validity test and a reliability test. Question items that have a positive correlation with the total score and the correlation is high, indicating that the item has high validity as well $r_{count} > r_{table}$ (Sugiyono, 2013). The results of the validity test can be seen in table 1 below:

Table 1. Validity Test Results

Variable	Items	r_{count}	r_{table}	Information
Work motivation (X1)	X1.1.1	0.792	0.2159	Valid
	X1.1.2	0.734	0.2159	Valid
	X1.1.3	0.717	0.2159	Valid
	X1.1.4	0.777	0.2159	Valid
	X1.1.5	0.803	0.2159	Valid
	X1.1.6	0.757	0.2159	Valid
	X1.1.7	0.815	0.2159	Valid
	X1.1.8	0.764	0.2159	Valid
Work Discipline (X2)	X2.2.1	0.725	0.2159	Valid
	X2.2.2	0.820	0.2159	Valid
	X2.2.3	0.823	0.2159	Valid
	X2.2.4	0.748	0.2159	Valid
	X2.2.5	0.813	0.2159	Valid
	X2.2.6	0.768	0.2159	Valid
Employee Performance (Y1)	Y1.1.1	0.802	0.2159	Valid
	Y1.1.2	0.720	0.2159	Valid
	Y1.1.3	0.753	0.2159	Valid
	Y1.1.4	0.751	0.2159	Valid
	Y1.1.5	0.693	0.2159	Valid
	Y1.1.6	0.649	0.2159	Valid
	Y1.1.7	0.743	0.2159	Valid
	Y1.1.8	0.677	0.2159	Valid
Work Procedure (Z)	Z1.1.1	0.720	0.2159	Valid
	Z1.1.2	0.775	0.2159	Valid
	Z1.1.3	0.642	0.2159	Valid

Variable	Items	r_{count}	r_{table}	Information
	Z1.1.4	0.721	0.2159	Valid
	Z1.1.5	0.483	0.2159	Valid
	Z1.1.6	0.707	0.2159	Valid
	Z1.1.7	0.682	0.2159	Valid
	Z1.1.8	0.708	0.2159	Valid

Based on table 1 above, it can be seen that all question indicators that measure each variable of work motivation, work discipline, employee performance, and work procedures are "valid" because based on the results of SPSS calculations where the value of $r_{count} > r_{table}$. It can be concluded that the indicators of each variable can be used to measure research variables. A construct or variable can be said to be reliable if it gives a Cronbach alpha value > 0.60 (Priest, 2018). Based on the results of the reliability test using SPSS, it can be seen that the instrument in this research variable is reliable. It can be seen in the results of table 2 below:

Table 2. Reliability test results

Variable	Variable Name	Item Value	Cronbach's Alpha	Criteria	Information
X1	Work motivation	8	0.899	0.60	Reliabel
X2	Work Discipline	6	0.873	0.60	Reliabel
Y	Employee performance	8	0.838	0.60	Reliabel
Z	Work procedures	8	0.882	0.60	Reliabel

Based on table 2 above, the results of the reliability test show that the Cronbach's Alpha value is more than 0.60, so it can be stated that all the questions indicators on each variable in this study are said to be reliable. The classical assumption test consists of the normality test and the multicollinearity test, all of which produce relevant values. The following are the results of the classical assumption test as follows:

Table 3. Normality test results

	Unstandardized Residual
N	83
Normal Parameters a. b Mean	.0000000
Std. Deviation	2.80892758
Most Extreme Differences Absolute	.063
Positive	.063
negative	-.056
Kolmogorof-Smirnov Z	.063
Asymp.Sig.(2-tailed)	.200 c. d

From the table above, it can be seen that it shows that the Kolmogorof-Smirnov Z 1 model is feasible to use, where the Kolmogorof-Smirnov Z model meets the assumption of normality. The table above shows that the regression model is feasible to use, because it meets the assumption of normality.

Multicollinearity test by looking at the magnitude of the value of tolerance and variance inflation factor (VIF) by making a decision tolerance value > 0.1 and $VIF < 10$ it can be said that there is no multicollinearity. The results of the multicollinearity test can be seen in table 4 as follows:

Table 4. Multicollinearity Test Results

Coefficients ^a Model	Collienarity Statistics	
	Tolerance	VIF
1 (constant)		
X1	0.867	1.153
X2	0.908	1,102
Z	0.853	1.172

From the results of the table above, there is an equation model in the multicollinearity test where the tolerance value and VIF value work motivation (X1) tolerance value is 0.867 and VIF is 1.153, work discipline (X2) is 0.908 tolerance value and VIF value is 1.102, and work procedures tolerance value is 0.853 and VIF 1.172 on employee performance. Meanwhile, the tolerance value and VIF for work motivation and work discipline have a tolerance value of 0.946 and VIF 1.057 for work procedures.

Table 5. Test results Standard Error Model 1

Model	Unstandardized coefficient		Standardized coefficient Beta	T	Sig.
	B	Std. Error			
1. (constant)	2,452	2.056		1.193	0.000
X1	0.888	0.075	0.797	11,862	0.000
X2	0.249	0.144	0.188	1,726	0.088
a. Dependent Variable :Y					

From the results of the analysis above, it can be seen that the significant value of the work motivation variable (X1) on employee performance (Y1) is 0.000 which is smaller than 0.05. The test results conclude that the significant test of model 1, namely the variable work motivation (X1) has a significant effect on employee performance. From the results of the analysis above, it can be seen that the significant value of the work discipline variable (X2) on employee performance (Y1) is 0.088 which is smaller than 0.05. The test results conclude that the significant test of model 2, namely the work discipline variable (X2) has no significant effect on employee performance.

Table 6. Results of Standard Error Model 3

Model	Unstandardized coefficient		Standardized coefficient Beta	T	Sig.
	B	Std. Error			
1. (constant)	2,477	2.223		1.114	0.268
Z	0.886	0.081	0.773	10,954	0.000
a. Dependent Variable : Y					

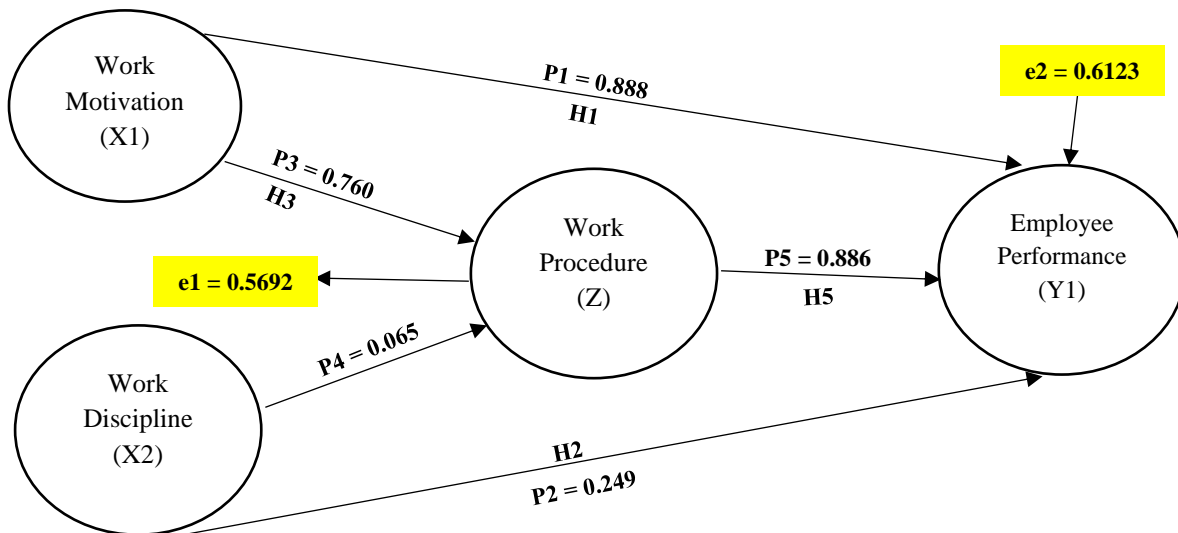
From the results of the analysis above, it can be seen that the significant value of the work procedure variable (Z) on employee performance (Y1) is 0.000, which value is smaller than 0.05. The test

results conclude that the significant test of model 3, namely the work procedure variable (Z) has a significant effect on employee performance (Y1).

Table 7. Test results Standard Error Model 4

Model	Unstandardized coefficient		Standardized coefficient	T	Sig.
	B	Std. Error	Beta		
1. (constant)	4,857	2,494		1,947	0.055
X1	0.760	0.067	0.782	11.281	0.000
X2	0.065	0.080	0.056	0.810	0.420
a. Dependent Variable : Z					

From the results of the analysis, it can be seen that the significant value of the work motivation variable (X1) has a significant effect on work procedures (Z) with a significant value of 0.000 while work discipline (X2) has no significant effect on work procedures (Z) with a significant value of 0.420.



On the 1, model obtained t arithmetic indirect effect of 8.460 is greater than t table with a significant level of 0.05 which is equal to 1.990, it can be concluded that the indirect effect of 0.03385 is significant with the calculated T value greater than T table, namely $8.460 > 1.990$ which means that work procedures are able to mediate the effect of work motivation on employee performance. In model 2, it is found that the t-count indirect effect is 1.737, which is greater than the t-table with a significant level of 0.05, which is 1.990, so it can be concluded that the indirect effect is 0.03385 significant with the value of T count is greater than T table that is $1.737 > 1.990$ which means that Work Procedures are not able to mediate the effect of work discipline on employee performance.

Based on the results of the t-test, it is known that the work motivation variable has a t-count value of 11.862 which is greater than the t-table of 1.990 with a significant value of $0.000 < 0.05$. The contribution of the influence of work motivation on employee performance is R^2 0.676 or 67.6%, so it can be said that this study succeeded in proving (H1). Based on the results of the T test, it can be seen that the Work Discipline variable has a t-count value of 1.726 which is smaller than the t-table of 1.990 and with a significant value of $0.088 > 0.05$. The contribution of the influence of Work Discipline on Employee

Performance is R^2 0.676 or 67.6%, so it can be said that this study failed to prove (H2). Based on the results of the t test canIt is known that the work motivation variable has a T arithmetic value of 11.281 which is greater than the T table value of 1.990 and with a significant value of $0.000 < 0.05$. The contribution of the influence of work motivation on work procedures is 0.625 or 62.5%, so it can be said that this study succeeded in proving (H3).

Based on the T test, it can be seen that the work discipline variable on work procedures has a calculated T value of 0.810 which is smaller than T table 1.990 and with a significant value of $0.420 > 0.05$. The contribution of the influence of work discipline on work procedures is 0.625 or 62.5%, so this study succeeded in proving (H4). Based on the results of the t test, it can be seen that the work procedure variable has a T value 10,954 greater than the T table value of 1.990 and with a significant value of $0.000 < 0.05$. The contribution of the effect of work procedures on employee performance is 0.676 or 67.6%, so it can be said that this study succeeded in proving (H5). Based on the results of the F test, it shows that the calculated F is 58.410 which is greater than the F table value of 2.71 with a significant level of $0.000 < 0.05$, then this shows that work motivation, work discipline and work procedures have a significant influence. and simultaneously on employee performance.

Based on the results of the SPSS Sobel test calculation, namely work motivation has a positive and significant effect on employee performance through work procedures with a t-count value of 8.460 and a t-table value of 1.990, it can be concluded that work motivation on employee performance is able to mediate work procedures. Meanwhile, the results of the SPSS Sobel test calculation on the work discipline variable have no effect and are not significant on employee performance through work procedures with a t-count value of 1.737 and a t-table value of 1.990, it can be concluded that work discipline on employee performance is not able to mediate work procedures.

CONCLUSION

Work motivation has a positive and considerable impact on employee performance, according to the results drawn from this study based on the formulation of the problem, research, and discussion that have been presented. The findings indicate that employee performance is positively impacted by work motivation and significantly so, whereas employee performance is positively impacted by work discipline and positively impacted by work motivation. The findings of the F test demonstrate how employee performance is influenced by a combination of work motivation, work discipline, and work procedures.

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