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## The Role of Work Motivation in Mediating Work Discipline and Work Culture on Employee Performance

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# The Role of Work Motivation in Mediating Work Discipline and Work Culture on Employee Performance

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**Abstract:** work discipline and work culture are based variable that can affect employee performance. The purpose of this research is to analyze (1) the effect of work discipline and work culture on employee performance; and (2) the role of work motivation in mediating work discipline and work culture on employee performance. Research conducted at PT. Multi Jaya Agung in Denpasar City, Bali Province. The number of research samples is 50 respondents. Respondents in this study were 50 employees. Data analysis using the smartPLS 3.2.8 program. The results showed that Work Discipline had a not significant positive effect on employee performance, work discipline had a positive and significant effect on work motivation, work motivation had a positive but not significant effect on employee performance, work culture had a positive and significant effect on employee performance, work culture had a positive effect and significant effect on work motivation, work motivation does not mediate work discipline on employee performance, and work motivation does not mediate work culture on employee performance.

**Keywords:** employee performance; work culture; work discipline, work motivation.

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## Introduction

In the current era of globalization, many business units have emerged that compete very intensively in developing their operational business performance with various techniques or management approaches used in managing their human resources. Apart from that, more and more business units or companies are starting to prepare ideas for their business development plans.

Many companies are racing to get maximum profits with minimal use of resources. Even though industrial competition is increasingly competitive, companies must survive and maintain their existence to continue to grow. The success and success of a company is determined by how the company manages the resources it has, namely Human Resources (HR). According to [Ardana in Panjaitan \(2018\)](#), human resources are the most valuable and important possessions or assets owned by a company, because the success of a company is largely determined by the human element. Therefore, whether a company is successful or not in achieving its goals depends on the success/performance of the company's human resources in carrying out its duties. Several variables that can influence employee performance are work discipline [Prayogi \(2019\)](#), culture [Indrian et al. \(2019\)](#), [Hasibuan motivation \(2018\)](#).

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Based on the research results of [Ferawati \(2017\)](#), and [Prayogi \(2019\)](#). found the results that work discipline has a positive effect on employee performance. The results of this research are not in line with the results of [Faris's research \(2020\)](#). that work discipline partially has a positive and insignificant effect on employee performance.

Apart from cultural discipline, it also has an influence on employee performance, such as the results of research conducted by [Yudistira \(2019\)](#). [Indrian et al. \(2019\)](#). Work culture was found to have a positive effect on employee performance, but these results are not in line with [Toha's \(2018\)](#) research. which states that work culture has a positive but not significant effect on employee performance. Therefore, companies need to motivate their employees by creating a conducive culture and applying discipline to their subordinates.

Motivation is one of the most important factors that encourages individuals to make great efforts to achieve organizational goals. [Hasibuan research results \(2018\)](#). [M Andi Prayogi \(2018\)](#). shows that work motivation has a positive and significant effect on employee performance. Meanwhile, these results are not in line with research by [Adha et al. \(2019\)](#). Which states that work motivation has no significant effect on employee performance.

## Theoretical and empirical studies

### Performance

According to [Armstrong & Baron \(2012\)](#), performance is what an organization achieves over a certain period, both profit-oriented and non-profit-oriented. Handoko in [Syafriana \(2022\)](#) performance as labor productivity, namely the process by which an organization measures or evaluates the performance of its employees. Performance Indicators are (1) The level of neatness of the work (2) Timeliness in completing the work, (3) Quality of work, (4) Quantity of work, (5) Work knowledge. [Sutrisno in Adha \(2019\)](#), employee performance in an organization is influenced by many factors. The factors that can influence employee performance are work discipline, work culture, work motivation, and so on.

### Work motivation

Motivation is a series of attitudes and values that influence individuals to achieve specific things according to goals. Apart from that, motivation can also be interpreted as an individual's urge to take action because they want to do it ([Zainal, 2017](#)). According to [J.W Atkinson \(1959\)](#), he admitted that it is difficult to define motivation because it does not have a fixed meaning and is used in very varied ways. Indicators of Work Motivation, namely (1) Payment or salary, (2) Worker safety, (3) Fellow workers, (4) Praise, (5) Supervision. The higher employee work motivation will have an impact on high employee performance as well. This statement is supported by several previous research results. Results of research conducted by [Hasibuan \(2018\)](#) show that there is a positive and significant influence of work motivation on the performance of POLRI personnel at the Medan Area Police. Research conducted by [M Andi Prayogi \(2018\)](#) found that motivation results influence employee performance at PT. Mopoli Raya Medan. Likewise, research conducted by [Jufrizen \(2021\)](#) states that work motivation has a positive and significant effect on employee performance. Meanwhile, research by [Jualianry, et al \(2017\)](#) states that motivation has a significant negative effect on employee performance. Referring to this argument the research hypothesis is:

H1: Work Motivation has a significant positive effect on Employee Performance

### Work Discipline

Discipline is a strength that develops within the worker's own body which causes him to adapt voluntarily to decisions, regulations, and high values of work and behavior. [Asmiarsih in Julianto \(2018\)](#). According to [Mangkunegara in Tanjung \(2017\)](#), states that work discipline can be interpreted as management implementation to strengthen organizational

guidelines. According to Budiarti in [Purba \(2019\)](#), discipline is management action to provide enthusiasm for the implementation of organizational standards, this is training that leads to efforts to justify and involve knowledge of employee attitudes and behavior so that there is a willingness in employees to lead to greater cooperation and achievement. Good. Indicators of Work Discipline According to H. Melayu Hasibuan in [Isvandiari \(2018\)](#) are (1) Goals and abilities, (2) Towards leaders, (3) Remuneration, (4) Justice, (5) Firmness.

Employees who have high levels of discipline generally show better performance than those with low levels of discipline. Several research results prove that discipline influences employee performance. Based on research conducted by [Ferawati \(2017\)](#) states that work discipline has a positive influence on the performance of PT Cahaya Indo Persada employees. Research conducted by [Prayogi \(2019\)](#) obtaining results shows that there is a significant and positive influence of work discipline variables on employee performance variables at the Medan Special Class I Immigration Office. Meanwhile, research by Hasyim, Maje, Alimah, and [Priyadi \(2020\)](#) shows different results that work discipline does not affect employee performance. Based on this argument, the following research hypothesis can be formulated:

H2: Work discipline has a significant positive effect on performance

In several studies of work discipline, apart from influencing employee performance, it also influences employee work motivation. Several studies support this statement, namely: [Anggrainy \(2018\)](#), states that work discipline has a positive and significant effect on BKPP Aceh's work motivation. Research conducted by [Siagian \(2017\)](#) found the results that work discipline has a significant influence on work motivation in the Lubuk Baja Batam District Government Office. Likewise, research conducted by [Hutajulu \(2021\)](#) states that discipline has a direct positive effect on work motivation in the Central Kalimantan Province Satpol PP. Based on this statement, the following research hypothesis can be formulated:

H3: Work Discipline has a significant positive effect on Work Motivation

### Work Culture

Nawawi in [Adha \(2019\)](#) states that work culture is a habit that is carried out repeatedly by employees in an organization. Work culture is a view held by employees or members of an organization that in principle comes from the culture of the organization where they work ([Frinaldi 2019](#)). Indicators of work culture are (1) Carrying out work according to assignment, (2) Honesty in work, (3) Work commitment, (4) Responsibility for work, (5) Ability to collaborate with co-workers. [Nawawi in Adha \(2019\)](#)

A good work culture generally correlates with employee performance. This statement is in line with several previous research results, namely, research conducted by [Indriani et al. \(2019\)](#) states that there is a positive influence of work culture on employee performance at PT. Riyanthi Investama. Also, based on research conducted by [Yudistira \(2019\)](#) states that work culture has a positive and significant influence on the performance of employees of the Department of Community and Village Empowerment, Population Control, and Family Planning of Pesisir Selatan Regency. The results of research conducted by [Toha \(2018\)](#) state that work culture has a positive effect on the performance of OJK employees (a case study of regional offices 3 Central Java and DIY). Referring to this argument, the research hypothesis is prepared as follows:

H4: Work culture has a significant positive effect on employee performance

Apart from influencing employee performance, employee work culture also influences employee work motivation. This is in line with the results of previous research. [Hutajulu \(2021\)](#) stated that work culture had a direct positive effect on work motivation in the Central Kalimantan Province Satpol PP. Research conducted by [Khairani \(2022\)](#), the results found that work culture had a significant effect on motivation at the Medan Haji Dormitory UPT. Likewise, research conducted by [Rahayu \(2017\)](#) states that organizational work culture influences work motivation. Meanwhile, in research conducted by [Ferdinal, A. \(2022\)](#) work

culture has an insignificant negative effect on performance. From the research results above, hypothesis 4 can be formulated as follows:

H5: Work culture has a significant positive effect on work motivation

Referring to the study of several research results as previously explained, where work discipline and work culture influence work motivation and employee performance. Thus, employee work motivation can be positioned as a mediator in the relationship between work discipline and work culture on employee performance. Based on this, the research hypothesis is prepared as follows:

H6: Work Motivation mediates the influence of Work Discipline on Employee Performance

H7: Work Motivation mediates the influence of Work Culture on Employee Performance.

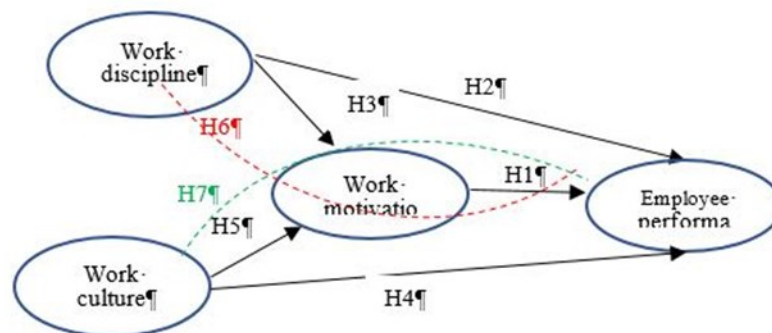


Figure 1. Conceptual Framework

## Method

The research was conducted at PT Multi Jaya Agung which has a total of 50 employees. All employees were used as research samples so the sampling technique in this research included saturated sampling. Research data was collected by sending questionnaires via Google to all employees of PT Multi Jaya Agung. Next, tabulate the data and analyze the data using the SmartPLS 3.2.9 application program.

## Results and Discussion

### Validity and reliability testing

The results of testing the validity of research data are shown through convergent validity, while reliability testing is carried out through Cronbach's alpha. It is declared valid if the outer loading coefficient shows a value > 0.50 and is significant (p-value < 0.05). Meanwhile, it is declared reliable if the Cronbach's alpha value is > 0.60. In detail, the results of the validity and reliability tests are shown in the table 1.

### Testing the accuracy of the research model

Testing the accuracy of the research model was carried out through R-Square (R<sup>2</sup>), Q-Square Predictive Relevance (Q<sup>2</sup>), and Goodness of Fit (GoF). Testing the accuracy of the research model is based on the R<sup>2</sup> coefficient and Average Variance Extracted (AVE), as shown in the table 2.

The R<sup>2</sup> value of the influence of work discipline (X1) and work culture (X2) on work motivation (Z) shows a value of 0.430, which means that 43% of work motivation can be

influenced by work discipline and work culture. The R<sup>2</sup> value of the influence of work discipline (X1), work culture (X2), and work motivation (Z) on employee performance is 0.487, which means that employee performance is 48.7% influenced by work discipline, work culture, and work motivation.

The accuracy of the model is also seen through Q<sup>2</sup> by using the formula  $Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$ . Based on this formula, a Q<sup>2</sup> value of 0.70750 is obtained. These results show that the model has a prediction accuracy of 70.75%. Testing model accuracy is seen through Goodness of Fit (GoF), which can be calculated using the formula  $GoF = \sqrt{\text{average } R^2}$  (average AVE). Based on this formula, a GoF value of 0.5257 is obtained, meaning it has a strong level of accuracy. Because the model has been proven to have good accuracy, a further process can be carried out, namely testing the research hypothesis.

**Table 1.** Validity and Reliability Test Results

Indicator	Validity		Reliability	
	Koef Outer Loading	Information	Cronbachs Alpha	Information
X1.1	0,816	valid	0,792	Reliable
X1.2	0,710	valid		
X1.3	0,718	valid		
X1.4	0,613	valid		
X1.5	0,817	valid		
X2.1	0,715	valid	0,878	Reliable
X2.2	0,847	valid		
X2.3	0,907	valid		
X2.4	0,855	valid		
X2.5	0,773	valid		
Y1	0,819	valid	0,792	Reliable
Y2	0,623	valid		
Y3	0,738	valid		
Y4	0,722	valid		
Y5	0,779	valid		
Z1	0,469	valid	0,744	Reliable
Z2	0,650	valid		
Z3	0,723	valid		
Z4	0,888	valid		
Z5	0,744	valid		

Source: Processed data, 2023

**Table 2.** R-Square (R<sup>2</sup>) and AVE

Variable	R-Square (R <sup>2</sup> )	AVE
X1		0,546
X2		0,676
Z	0,430	0,502
Y	0,544	0,546
Average	0,487	0,5675

Source: Processed data, 2023

### Testing research hypotheses

Research hypothesis testing was carried out through the results of SmartPLS analysis, which are shown in the following figure 2 and table 3,4

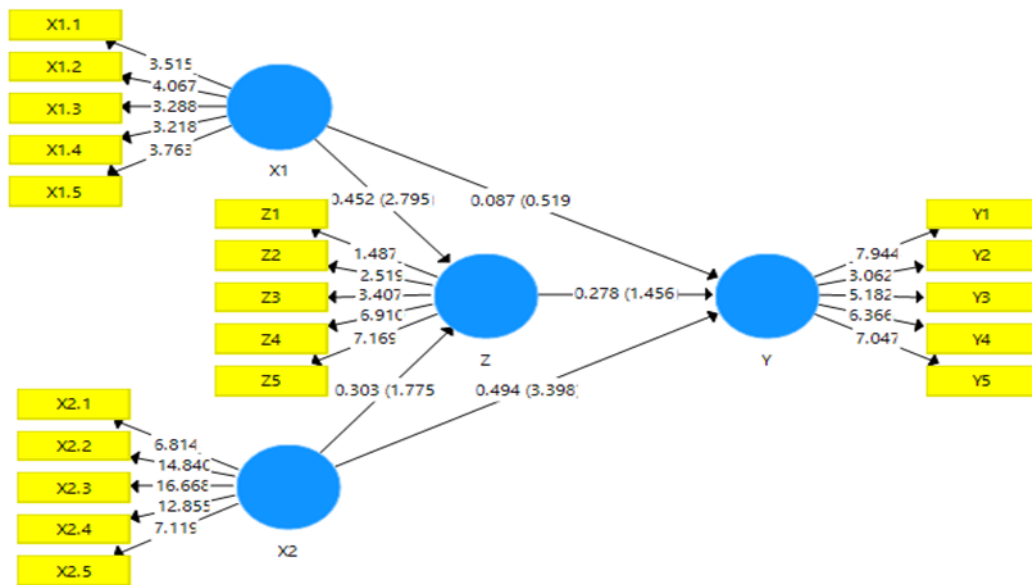


Figure 2. SmartPLS 3.2.9 Analysis Results

Table 3. Results of Direct Effect Hypothesis Testing

	Construct	Path Coef	p-value	Information	Information
Work Discipline	Work motivation	0,452	0,005	Significant	Hypothesis accepted
	Employee performance	0,087	0,604	Not significant	Hypothesis rejected
Work Culture	Work motivation	0,303	0,076	Not significant	Hypothesis rejected
	Employee performance	0,494	0,001	Significant	Hypothesis accepted
Work motivation	Employee performance	0,278	0,146	Not significant	Hypothesis rejected

Source: Processed data, 2023

Table 4. Results of Indirect Effect Hypothesis Testing

	Construct	Path Coef	p-value	Information	Information	
Work discipline	Work motivation	Employee performance	0,126	0,249	Not significant	Hypothesis rejected
Work culture	Work motivation	Employee performance	0,084	0,322	Not significant	Hypothesis rejected

Source: Processed data, 2023

Based on the results of data analysis, it can be seen that Work Motivation has no significant effect on Employee Performance so hypothesis 1 is rejected. Increased Work Motivation is not accompanied by increased Employee Performance. The results of this research are not in line with the research results of Hasibuan (2018); and Prayogi (2018), where the results are that Work Motivation has a significant effect on Employee Performance.

The results of the analysis show that work discipline has no significant effect on employee performance so hypothesis 2 is rejected. Increased work discipline is not accompanied by increased employee performance. The results of this research are not in line with the research results of Ferawati (2017); and Prayogi (2019), where the results are that

work discipline has a significant effect on Employee Performance.

The results of the analysis show that Work Discipline has a significant positive effect on Work Motivation so that hypothesis 3 is accepted. When Work Discipline increases, Work Motivation also increases. The results of this research are in line with research results from Siagian (2017); and Hutajulu (2021), where the results are that Work Discipline has a significant positive effect on Work Motivation.

The results of data analysis show that work culture has a significant positive effect on employee performance so hypothesis 4 is accepted. When work culture improves, employee performance will also increase. The results of this research are in line with the research results of Indriani et al. (2019); Yudistira (2019); and Toha (2018), where the results are that work culture has a significant positive effect on employee performance.

The results of the data analysis show that work culture has no significant effect on work motivation so hypothesis 5 is rejected. Increasing work culture is not accompanied by increasing work motivation. The results of this research are not in line with the research results from Hutajulu (2021); Khairani (2022); and Rahayu (2017), where the results are that work culture has a significant positive effect on work motivation.

Based on the results of data analysis, show that the mediating effect of Work Motivation is not significant in the relationship between Work Discipline on Employee Performance and the relationship between Work Culture and Employee Performance. So hypothesis 6 which states Work Motivation mediates the influence of Work Discipline on Employee Performance and hypothesis 7 which states Work Motivation mediates the influence of Work Culture on Employee Performance, both hypotheses are rejected. It can be said that Work Motivation does not play a mediating role.

## Conclusion

Work Discipline has a positive and insignificant influence on Employee Performance. Work Discipline has a positive and significant influence on Work Motivation. Work Motivation has a positive and insignificant influence on Employee Performance. Work Culture has a positive and significant influence on Employee Performance. Work Culture has a positive and significant influence on Work Motivation. Work Motivation does not mediate Work Discipline on Employee Performance. Work Motivation does not mediate Work Culture on Employee Performance.

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