



THE EFFECT OF MOTIVATION AND WORK CULTURE ON EMPLOYEE PERFORMANCE THROUGH WORK DISCIPLINE AS MEDIATION

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ABSTRACT

this research is to examine the influence of motivation, work culture on employee performance through discipline as a mediation. The population of this study were all civil servants at SMK Negeri 3 Denpasar as many as 45 people. The sampling technique used in this study is a saturated sample. The number of samples in this study were 45 respondents. Inferential analysis technique is used to test the empirical model and hypotheses proposed in this study. The analysis technique used is a structural equation model (Structural Equation Modeling - SEM) based on variance or component based SEM, known as Partial Least Square (PLS). Research result showed that: Work motivation has a positive effect on employee performance, this indicates that the higher the work motivation, the higher the employee's performance. Work culture has a positive effect on employee performance, this indicates that the more supportive the work culture, the higher the employee's performance. Work motivation has a positive effect on work discipline, this indicates that the higher the work motivation, the higher the employee's work discipline. Work culture has a positive effect on work discipline, this indicates that the more supportive the work culture, the higher the employee's work discipline. Work discipline has a positive effect on employee performance, this indicates that the higher the work discipline, the higher the employee's performance.

Keyword: Motivation, Work Culture, Employee Performance, Work Discipline

I. INTRODUCTION

One of the factors that affect employee performance is motivation. Motivation talks about how to encourage one's work spirit, so that they want to work by optimally providing their abilities and expertise in order to achieve organizational goals. According to Berelson (2013) motivation is a conscious effort to influence a person's behavior in order to lead to the achievement of an



organizational goal. According to Sunyoto (2012:11) motivation is a force that results from a person's desire to satisfy his needs.

Based on the results of interviews conducted with several employees at SMK Negeri 3 Denpasar, the problems experienced today are the lack of facilities provided such as the lack of awards given to outstanding employees and allowances during Hari Raya. This of course can reduce employee motivation at work. If the availability of facilities or benefits provided, it can provide encouragement or motivation for employees. Therefore, by giving allowances to employees, it will be able to help in meeting their needs, especially those who are already married, so that they can increase enthusiasm for work and improve employee performance.

Based on the results of previous research by Manikottama and Baga (2019), the results of this study indicate that motivation has a positive and significant effect on improving employee performance. In contrast to research conducted by Julianry and Syarief (2017), the results of this study state that motivation has a negative and significant effect on employee performance, meaning that if motivation increases, employee performance will decrease, meaning that employees feel that motivation cannot provide encouragement or enthusiasm for employees. employee.

Another factor that affects employee performance is work culture. Work culture is the togetherness of social knowledge in the organization with respect to the rules, norms and values that shape the attitudes and behavior of Talizidulu's employees (2013). According to Schein (2014: 17) work culture is a pattern of basic assumptions created, discovered, or developed by certain groups as learning to overcome the problems of external adaptation and internal integration that occur within the company and therefore taught to new members as a way of learning. appropriate to understand, think and feel related to these problems.

Based on the results of interviews with several employees at SMK Negeri 3 Denpasar, as for the problems faced today in the work culture, it is known that the level of work culture of employees at SMK Negeri 3 Denpasar is still lacking. This is caused by several factors including there are still employees who often arrive late, often ask for permission not to work and there are still employees who go home before work hours. This should be corrected so that it does not become a tradition or habit in the work culture. Likewise, the results of research conducted by Silvia, S (2019) showed the results that work culture had a significant effect on employee performance. Work culture affects employee performance because work culture is a system of spreading work and values that develop within a company and directs the behavior of its employees. In contrast to research conducted by Soelton, (2018) states that work culture has no effect on employee performance.

An effort that is no less important to improve the achievement of employee performance is work discipline. Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization Rosidah (2014: 290). According to Law no. 35 of 2012 what is meant by employee work discipline is the ability of employees to comply with obligations and avoid prohibitions specified in laws and regulations and official regulations which, if not obeyed or prohibited, will be subject to disciplinary punishment. Hasibuan (2013) states that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. Based on the results of interviews conducted with one of the employees at SMK Negeri 3 Denpasar said that there are still many employees who come late, do not come to work because of illness or holiday permits and often go home before work hours so that it will have an impact on the level of employee absenteeism. This can have a negative effect on employee performance,



which means that the higher the attendance, the lower the performance of Hasley's employees (2014).

Based on attendance data, the level of employee discipline is still lacking, this is due to the absence of strict sanctions from the agency, causing employees to feel that it is normal if they do not come to work. The highest absenteeism rate occurred in September as much as 31.1% this month coincided with Galungan and Kuningan holidays so that many employees did not come to work. Work Discipline has a significant influence on employee performance. This is in accordance with the research of Ekhsan, M. (2019) which states that work discipline has a positive and significant effect on employee performance. This means that high and low employee performance is influenced by work discipline. In contrast to the research conducted by Kumarawati,

In essence, work discipline can raise awareness for the father of workers to carry out their duties, where in growing the basics does not appear by itself, but must go through formal and non-formal education, as well as work culture and providing motivation to improve employee work discipline. The results of previous research conducted by Kumarawati, (2017) stated that motivation had a positive and significant effect on work discipline. The results of Puspita's research, G. (2018) state that there is a significant relationship between work culture and work discipline.

Based on the background described above, the researchers are interested in further research on "The Effect of Motivation and Work Culture on Employee Performance Through Work Discipline as Mediation at SMK Negeri 3 Denpasar".

II. LITERATURE REVIEW

Goal Setting Theory

Locke and Latham (2013) suggest that goal setting to work towards a goal is the main source of work motivation. To understand work motivation and develop techniques to increase work motivation among workers. One way is to use theory about goal setting. Goal setting can work as a motivational process because goal setting can create discrepancies between current performance and expected performance. Goals are targets and objectives for future performance. That everyone will make calculations in setting goals. When a person has set a goal for himself, he will have motivation and try to achieve the goal he has made. These goals will affect their performance at work.

Employees in an organization or company are an important element because employees determine the progress or failure of the company. High employee performance is one of the requirements in achieving the vision and mission of the organization or company. The achievement of the vision and mission is none other than managing human resources that have the potential to improve their performance results. This shows that the company cannot be separated from the role of human workers who must pay attention to all their needs. Therefore, there are demands on employees to show their performance well.

One of the factors that affect employee performance is motivation. Sunyoto (2012:11) states that motivation is a force that results from a person's desire to satisfy his needs. Motivation is needed by employees to improve employee performance. Employees will not have the spirit and drive if they are not given motivation. This is supported by research by Manikottama and Baga (2019) which states that motivation has a positive and significant effect on improving employee performance. However, research by Julianry and Syarief (2017) states that motivation has a negative effect on employee performance.



In addition to motivation, work culture is also a factor that affects employee performance. Work culture is the togetherness of social knowledge in the organization regarding the rules, norms and values that shape employee attitudes and behavior (Talizidulu, 2013). According to Schein (2014) work culture is a pattern of basic assumptions created, found to overcome the problems of external adaptation and internal integration that occur within the company. In the results of previous research conducted by Silvia, S (2019), it was stated that work culture had a significant effect on employee performance.

No less important factor in efforts to improve employee performance is work discipline. Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2013). Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. In Ekhsan's research, M (2019) stated that work discipline has a positive effect on employee performance. This means that the higher the level of employee discipline, the better the employee's performance.

The hypothesis that was built was then tested for truth through an analysis process using data obtained from research subjects at SMK Negeri 3 Denpasar in the form of reports on employee performance results with the documentation method and this research data was secondary data, while to answer the problem formulation, the study used quantitative descriptive analysis with using a structural equation modeling technique (Structural Equation Modeling-SEM), known as Partial Least Square (PLS). The population in this study was 45 respondents and the determination of the sample size was carried out with a saturated sample of 45 respondents.

The whole research process will produce a conclusion as an answer to the problem under study. These conclusions will later be used as material for evaluating decision making. The series will produce a thesis concept. The thesis concept provides a new finding that can be used and contributes to a new theory or the development of science in research.

Hypothesis

H1: Motivation has a positive effect on employee performance.

H2: Work culture has a positive effect on employee performance.

H3 : Motivation has a positive effect on Work Discipline

H4 : Work Culture has a positive effect on Work Discipline

H5: Work Discipline has a positive effect on Employee Performance

III. RESEARCH METHODS

This research will be conducted at SMK Negeri 3 Denpasar Jl. Tirtanadi No. 19 Blanjong Sanur Denpasar. The time of the research was carried out from November 2021 to July 2022. The background for choosing this location was because it was based on initial observations made regarding employee performance that was not yet optimal, seen from the lack of employee discipline both in terms of attendance and compliance in working hours.

The scope of this research is to examine the influence of motivation, work culture on employee performance through discipline as a mediation. SMK Negeri 3 Denpasar requires motivation, work culture and work discipline to increase employee morale, which will affect employee performance. The scope of this research is limited to the variables of motivation, work culture, work discipline and employee performance.

The population of this study were all civil servants at SMK Negeri 3 Denpasar as many as 45 people. The sampling technique used in this study is a saturated sample, i.e. the number of



samples is all the population (Sugiyono, 2016). The number of samples in this study were 45 respondents.

Inferential analysis technique is used to test the empirical model and hypotheses proposed in this study. The analysis technique used is a structural equation model (Structural Equation Modeling - SEM) based on variance or component based SEM, known as Partial Least Square (PLS). This PLS uses a powerful analytical method, because it does not assume the data must use a certain scale measurement, is used on a small sample size (30-50 units or <100 units), and can also be used for theory confirmation (Ghozali, 2008; hair et al, 2010). 2010).

IV. RESEARCH RESULTS AND DISCUSSION

Hypothesis test

Hypothesis testing is done by using t-statistics by sorting for direct effect testing. In the following section, the results of direct influence testing are described successively.

1. Live Effect Test

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 1 provides the estimated output for testing the structural model.

Table 2
Hypothesis Testing Results

Variable	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Work culture -> Work discipline	0.394	5.031	0.000	Significant
Work Culture -> _Employee Performance	0.294	2,971	0.005	Significant
Work discipline -> _Employee Performance	0.890	6,412	0.000	Significant
Motivation -> Work discipline	0.613	7,854	0.000	Significant
Motivation -> _Employee Performance	0.337	3.046	0.004	Significant

Source: Data processed, 2022

Table 2
Recapitulation of Work Discipline Mediation Variable Test Results

No	Mediation of Work Discipline Variables (Y1)	Effect				Note:
		(A)	(B)	(C)	(D)	
1	Work culture -> Work discipline ->	0.379 (sig)	0.723 (sig)	0.864 (sig)	0.910 (sig)	<i>Partial Mediation</i>



	_Employee Performance					
2	Motivation -> Work discipline -> _Employee Performance	0.345 (sig)	0.926 (sig)	0.910 (sig)	0.638 (sig)	<i>Partial Mediation</i>

Source: Data processed, 2022

Table 3
Calculation of Direct, Indirect and Total Effects

No	Variable Relationship	Live Effect	Indirect Effect	Total Effect
1	Work culture -> Work discipline	0.394	-	-
2	Work Culture -> _Employee Performance	0.294	-	-
3	Work discipline -> _Employee Performance	0.890	-	-
4	Motivation -> Work discipline	0.613	-	-
5	Motivation -> _Employee Performance	0.337	-	-
6	Work culture -> Work discipline -> _Employee Performance	0.294	0.351	0.645
7	Motivation -> Work discipline -> _Employee Performance	0.337	0.546	0.883

Source: Data processed, 2022

Discussion

The Effect of Motivation on Employee Performance

The results of statistical data analysis show that motivation has a positive and significant effect on employee performance, so the analysis of this research model shows that the higher the employee's work motivation will lead to high employee performance.

The description of the variables gives an indication that the motivation on the indicators of facilities or other benefits provided obtains the highest loading factor value of 0.919. These results indicate that what is considered important in motivation is the facilities or other benefits provided. Furthermore, motivation is perceived by other facilities or benefits provided with an average value of 4.20

Thus, employees of SMKN 3 Denpasar assess that a good motivation is the support of facilities and the availability of other benefits that support employees in their work. This finding provides important clues for the leadership of SMKN 3 Denpasar to pay attention to the motivation of subordinates through the provision of complete work facilities.

Timeliness gets the highest factor weight of 0.884. This result indicates that timeliness is an important indicator of its role in employee performance. Furthermore, it can be interpreted that the performance of employees at SMKN 3 Denpasar tends to be reflected in independence.

Thus, employees at SMKN 3 Denpasar assess that employee performance is determined by timeliness and independence in order to achieve maximum employee performance. This finding provides important clues for leaders at SMKN 3 Denpasar to pay attention to the ability of employees to complete work and work independently without being dependent on other employees.



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Motivation is a conscious effort to influence a person's behavior in order to lead to the achievement of an organizational goal Farantoro (2013). Motivation is an important part in every activity, without motivation there is no real activity. Employees will work in earnest if they have high motivation. This is in line with the opinion of Mulyasa (2013: 120) that motivation is needed in activities that are directly related to improving performance. The influence of motivation on employee performance has been previously studied by Manikottama and Baga (2019) which states that motivation has a positive and significant effect on improving employee performance.

The Influence of Work Culture on Employee Performance

The results of statistical data analysis show that work culture has a positive and significant effect on employee performance, so the analysis of this research model shows that the more supportive work culture will lead to high employee performance.

Variable descriptions provide an indication that they have the responsibility to obtain the highest factor weight, which is 0.872. These results indicate that responsibility is an important role in the work culture. Furthermore, it can be interpreted that work culture tends to be reflected in arriving on time which is indicated by the highest average gain (4.133).

These findings provide clues. It is important for leaders at SMKN 3 Denpasar to pay attention to the responsibilities carried out by subordinates and pay attention to the discipline of employee attendance. Timeliness gets the highest factor weight of 0.884. This result indicates that timeliness is an important indicator of its role in employee performance. Furthermore, it can be interpreted that the performance of employees at SMKN 3 Denpasar tends to be reflected in independence. Thus, employees at SMKN 3 Denpasar assess that employee performance is determined by timeliness and independence in order to achieve maximum employee performance. This finding provides important clues for leaders at SMKN 3 Denpasar to pay attention to the ability of employees to complete work and work independently without being dependent on other employees.

Work culture is togetherness of social knowledge at work is concerned with the rules, norms and values that shape employee attitudes and behavior. Work culture affects employee performance because work culture is a system of spreading work and values that develop within a company and directs the behavior of its employees (Widagdho (2014). Likewise, research conducted by Silvia, S (2019) shows the results that work culture has a significant effect on employee performance. Work culture affects employee performance because work culture is a system of spreading work and values that develop within a company and directs the behavior of its employees.

The Effect of Work Motivation on Work Discipline

The results of statistical data analysis show that work motivation has a positive and significant effect on work discipline, so the analysis of this research model shows that the higher the work motivation, the higher the more disciplined employees.



Motivation on the indicators of facilities or other benefits provided obtains the highest loading factor value of 0.919. This result indicates what is considered important in motivation is the facilities or other benefits provided. Furthermore, motivation is perceived by other facilities or benefits provided with an average value of 4.20. Thus, employees of SMKN 3 Denpasar assess that a good motivation is the support of facilities and the availability of other benefits that support employees in their work. This finding provides important clues for the leadership of SMKN 3 Denpasar to pay attention to the motivation of subordinates through the provision of complete work facilities.

Compliance with work standards gets the highest factor weight, amounting to 0.904. This result indicates Compliance with work standards is considered the most important role in work discipline. Furthermore, it can be interpreted that work discipline tends to be reflected in ethical work. Thus, employees of SMKN 3 Denpasar assess work discipline is determined by obedience to work regulations. These findings provide important clues for leaders at SMKN 3 Denpasar to pay attention to these two things to achieve maximum employee performance.

Motivation in an agency aims to spur employees to be more active in carrying out work in order to achieve goals. The existence of motivation plays a very important role, in an effort to improve the quality and quantity of work produced by Berelson (2013). The importance of motivation because the motivation that causes, distributes and encourages or supports human behavior to work diligently and enthusiastically to achieve optimal results, thus employee work discipline can be created along with the motivation given. This is in line with the research of Kumarawati, NM R (2017) showing the results that motivation has a positive and significant effect on discipline.

The Influence of Work Culture on Work Discipline

The results of statistical data analysis show that work culture has a positive and significant effect on work discipline, so the analysis of this research model shows that the more supportive the organizational culture will lead to high work discipline.

Information related to organizational culture provides an indication that having a responsibility gets the highest factor weight, which is 0.872. These results indicate that responsibility is an important role in the work culture. Furthermore, it can be interpreted that work culture tends to be reflected in arriving on time which is indicated by the highest average gain (4.133). Information on work discipline provides an indication that adherence to work standards has the highest factor weighting, amounting to 0.904. These results indicate that adherence to work standards is considered the most important role in work discipline. Furthermore, it can be interpreted that work discipline tends to be reflected in ethical work. Thus, employees of SMKN 3 Denpasar assess work discipline is determined by obedience to work regulations. These findings provide important clues for leaders at SMKN 3 Denpasar to pay attention to these two things to achieve maximum employee performance.

These findings provide clues It is important for leaders at SMKN 3 Denpasar to pay attention to the responsibilities carried out by subordinates and pay attention to the discipline of employee attendance. The success of a job comes from the values and behaviors that are inherent in habits known as culture. Culture is associated with the quality of work which is called work culture. The purpose of work culture is to improve HR behavior so that productivity and work discipline increase and are able to face obstacles in the future (Frenandez, 2012). This is in line with Puspita's research, G. (2018) which states that there is a significant relationship between work culture and work discipline.



Influence Work Discipline on Employee Performance

The results of statistical data analysis show that work discipline has a positive and significant effect on employee performance, so the analysis of this research model shows that the higher the work discipline will lead to high employee performance.

Work discipline information provides an indication that compliance with work standards gets the highest factor weight, amounting to 0.904. These results indicate that adherence to work standards is considered the most important role in work discipline. Furthermore, it can be interpreted that work discipline tends to be reflected in ethical work. Thus, employees of SMKN 3 Denpasar assess work discipline is determined by obedience to work regulations. These findings provide important clues for leaders at SMKN 3 Denpasar to pay attention to these two things to achieve maximum employee performance.

The performance information above provides an indication that the timeliness of obtaining the highest factor weight of 0.884 this result indicates accuracy time is an important indicator of its role in employee performance. Furthermore, it can be interpreted that the performance of employees at SMKN 3 Denpasar tends to be reflected in independence.

Thus, employees at SMKN 3 Denpasar assess employee performance determined by punctuality and independence in order to achieve maximum employee performance. This finding provides important clues for leaders at SMKN 3 Denpasar to pay attention to the ability of employees to complete work and work independently without being dependent on other employees.

Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him Hasibuan (2017: 193). Discipline can be defined as an attitude, behavior and actions that are in accordance with the written and ordinary regulations of a company or agency. Thus, each company establishes or formulates a rule that is enforced to ensure the implementation of the agency's work mechanism, to create regular work procedures so as to achieve organizational goals properly Nitisemito (2011). Work Discipline has a significant influence on employee performance. This is in accordance with research from Ekhsan, M. (2019) which states that work discipline has a positive effect on employee performance. This means that high and low employee performance is influenced by work discipline.

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the discussion of the research results, it can be concluded that the influence of work motivation and organizational culture on employee performance through work discipline at SMKN 3 Denpasar, as follows:

1. Work motivation has a positive effect on employee performance, this indicates that the higher the work motivation, the higher the employee's performance.
2. Work culture has a positive effect on employee performance, this indicates that the more supportive the work culture, the higher the employee's performance.
3. Work motivation has a positive effect on work discipline, this indicates that the higher the work motivation, the higher the employee's work discipline.
4. Work culture has a positive effect on work discipline, this indicates that the more supportive the work culture, the higher the employee's work discipline.
5. Work discipline has a positive effect on employee performance, this indicates that the higher the work discipline, the higher the employee's performance.



Suggestion

Based on these conclusions, the following suggestions can be given:

1. In the variable of work motivation, which needs to be improved, namely the indicators on increasing the impression of the name of the institution in the surrounding community, efforts that can be made are collaborating with local villages, in the form of collaborative school environmental health programs by involving students in cleaning activities.
2. In the work culture variable, it is known that the indicators follow a predetermined work method, for that it is necessary to submit work standards regularly to employees, to ensure employees have worked according to procedures. Efforts that can be made by conducting regular evaluations every month on the work of employees.
3. In the work discipline variable, it is known that the absenteeism indicator has the lowest value, therefore the leader should periodically monitor the level of employee absenteeism. The effort made is to adopt a face-based attendance system.
4. For the next researcher, it is possible to add indicators for compiling variables, so that the information obtained is more complete.

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