

The Effect Of Work Discipline On Employee Performance Through Work Motivation In The Office Of The Agency Regional Disaster In Dairi Regency

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Abstract

A thorough understanding of the relationship between work discipline, motivation, and employee performance is essential to improve organizational effectiveness at the Dairi Regency Regional Disaster Management Agency (BPBD) Office. This understanding can optimize employee performance and support the achievement of organizational goals. The purpose of this study is to find out and analyze the influence of Work Discipline on Employee Performance that is intervened by Work Motivation at the Office of the Dairi Regency Regional Disaster Management Agency. This research was conducted with a causal associative quantitative approach. The sample used was all employees, with a total of 43 (forty-three) people. The results of data analysis using *Structural Equation Modeling* (SEM) based on *Partial Least Square* (PLS) show that **1)** There is an influence of Work Discipline on Employee Performance. where the T-statistic value is $3.083 > 1.96$ and the P-Value is $0.000 < 0.05$. **2)** Work Discipline has a positive and significant effect on Work Motivation with a T-Statistical value of $22.008 > 1.96$ and a P-Value value of $0.000 < 0.05$ which means that if Work Discipline is improved, the work motivation of employees will increase. **3)** Work Discipline has a positive and significant effect on Work Motivation with a T-Statistical value of $22.008 > 1.96$ and a P-Value of $0.000 < 0.05$ which means that if Work Discipline is improved, Employee Work Motivation will increase and **4)** Work Motivation is able to intervene in the influence between Work Discipline and Employee Performance with the results of a T-Statistical value of $4.008 > 1.96$ and a P-Value of $0.000 < 0.05$. The implication of these findings is that management needs to consider the implementation of appropriate Work Motivation development strategies, along with Work Discipline practices, to create a Work environment that supports and encourages productive and innovative Employee Performance.

Keywords:

Work Discipline ; Work Motivation; Employee Performance



1. INTRODUCTION

Employee performance is one of the main factors that determine the effectiveness and efficiency of an organization. Work discipline is a form of compliance with the rules and procedures set by the organization (Robbins et al., 2016). Good Work Discipline contributes to improving employee motivation and performance. Sutrisno (2019) found that high work discipline is closely correlated with increased productivity and work effectiveness. According to (Nazariah et al., 2022) it is also emphasized that work discipline that is applied consistently can create a conducive work environment, increase cooperation, and reduce absenteeism rates (Sadat et al., 2020).

Work motivation, according to Mathis and Jackson in (Zainul & Harlie, 2022), consists of *motivator and hygiene* factors. High motivation acts as a mediator between work discipline and employee performance. Motivation according to (Deci & Ryan, 2000) shows that intrinsic motivation has a significant impact on performance, while (Zainul & Harlie, 2022) adds that good work discipline can increase motivation, which ultimately improves overall employee performance (Harvida & Wijaya, 2020).

This research was conducted at the Dairi Regency Regional Disaster Management Agency Office, where problems with work discipline and low motivation hindered employee performance

(Afza et al., 2022). (Hendrawijaya, 2020) and shows that discipline and work motivation play an important role in improving employee performance. This study aims to analyze the influence of work discipline on employee performance with work motivation as an *intervening variable*, as well as provide recommendations to improve employee performance in the office. To measure the variables of work discipline, there are several indicators in discussing work discipline (Robbins et al., 2016), namely:

1. **Compliance with rules** is complying with policies, procedures, and regulations that apply in the organization and following instructions and directions from superiors appropriately;
2. **Attendance** is by arriving on time and complying with predetermined working hours as well as avoiding unnecessary absences and giving appropriate notice if unable to attend;
3. **Work productivity**, namely by completing tasks and responsibilities in accordance with deadlines and showing initiative in completing work and achieving targets that have been set; and
4. **Integrity and work ethics** are to maintain integrity by not engaging in unethical or illegal actions and working honestly and transparently in every action and decision.

The indicators mentioned above show that optimal performance in an organization depends on several important factors, namely compliance with rules,



discipline in terms of attendance and punctuality, productivity in completing tasks and achieving targets, as well as high integrity and work ethics. Employees who are able to comply with regulations, be present on time, be productive in their work, and demonstrate good ethics and integrity, will contribute to the achievement of organizational goals effectively and efficiently. These indicators are closely related to work motivation. Employees who have high work motivation tend to be more obedient to the rules, disciplined in attendance, and productive in completing their tasks. Motivation, both intrinsic and extrinsic, encourages employees to work harder, achieve targets, and stick to integrity and strong work ethics. When employees feel motivated either through rewards, recognition, or personal satisfaction, they will be more motivated to comply with regulations and make maximum contributions, thereby improving the performance of individuals and the organization as a whole (Peccei & De Voorde, 2009). According to Mathis and Jackson in (Zainul & Harlie, 2022), work motivation is an encouragement both from within and from outside the self that directs, activates, and maintains employees' work behavior in achieving organizational goals. Work motivation can also be described as "a process that describes the intensity, direction, and perseverance of an individual's efforts in achieving a goal."

The indicators of work motivation according to Mathis and Jackson in (Zainul & Harlie, 2022) are:

1. **Intensity** is the level of energy used by employees in carrying out their duties;
2. **Direction** is the choice of the Employee to focus his efforts on certain activities relevant to the work;
3. **Resilience** is the duration and consistency of employees' efforts in achieving work goals.
4. **Achievement** is the success in achieving the goals or work standards set;
5. **Recognition** is an award given to Employees for their achievements or contributions;
6. **Responsibility** is the willingness of Employees to take and carry out responsibilities in their work.

Work motivation has a significant influence on employee performance. Internal motivation (intrinsic motivation) such as personal satisfaction, sense of accomplishment, or challenge, and external motivation (extrinsic motivation) such as awards, recognition, or incentives, directing, activating, and maintaining employee work behavior to achieve organizational goals (Handayani et al., 2023). Employees who have high work motivation will show greater effort intensity, clear work direction and perseverance in completing the tasks given. This motivation encourages employees to work more productively, committed, and disciplined, which will ultimately have a positive impact on their performance. Optimal employee performance is not only related to how well they understand the task, but also to how much they are driven to achieve the goals set by the organization. Good work motivation ensures that employees stay focused on improving productivity, work quality, and efficiency. According to (Mangkunegara (2017), 2021) employee performance is the achievement of employee work results based on quality and quantity as work achievements in a certain period of time adjusted to the duties and responsibilities of a group in the organization in carrying out the main tasks and functions that are guided by norms, Operational Standards, Procedures, criteria and measures that have been set or that apply in the organization. To measure employee performance, this research refers to the theory (Mangkunegara (2017), 2021) as follows:

1. **The quality of work** is how well an employee does what he or she should be doing;
2. **Work quantity** is how long an employee works in one day. This Work Quantity can be seen from the work speed of each employee;
3. **Task Implementation** , namely how far employees are able to perform their work accurately or without errors;
4. **Responsibility** is Awareness of the obligation to do their work accurately or without errors.

The purpose of this study is to find out and analyze several aspects that affect the performance of employees at the Dairi Regency Regional Disaster Management Agency Office. First, this study aims to analyze the influence of work discipline on employee performance, considering that work discipline is one of the important factors that affect the effectiveness of employees in completing their tasks. In addition, this study also aims to identify the influence of work discipline on employee work motivation, because good discipline is believed to increase employee morale and dedication to workers. The concept of this research is as illustrated in the following conceptual framework drawing:

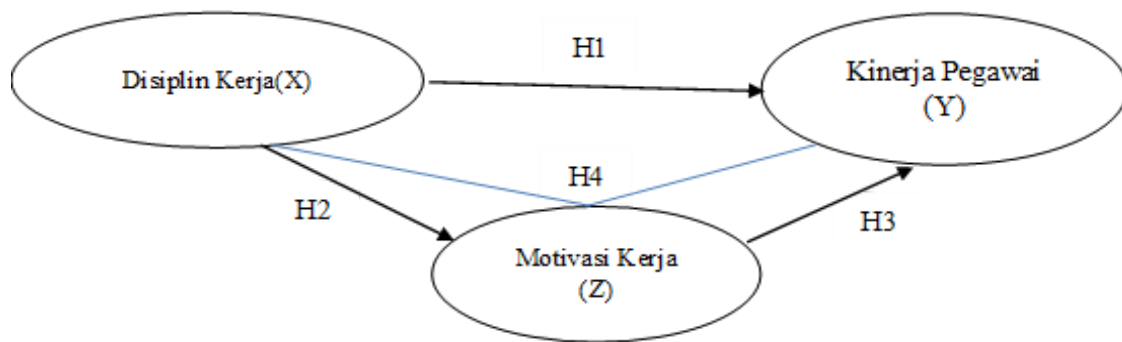


Figure 1. Conceptual Framework

2. RESEARCH METHODS

This type of research is a casual associative quantitative research. This research was carried out at the Dairi Regency Regional Disaster Management Agency Office. The time of this research was carried out from September 2024 to November 2024. According to population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is the entire number of employees at the Dairi Regency Regional Disaster Management Agency Office with a total of 43 (forty-three) employees with the following details:

Table 3.1 Details of the Pollation of the Regional Disaster Management Agency Office of Dairi Regency

	Status	Number (Person)
1.	ASN	21
2.	Honorary	22

Source : Office of the Regional Disaster Management Agency of Dairi Regency The sampling technique used in this study was a saturated sample.

According to Sugiyono, Saturated Sampling is a sample selection technique when all members of the population are used as samples where all populations in this study are used as samples, totaling 43 (forty-three) people.

The data that will be used from this study is the data from the results of the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is a quantitative data analysis method using *Structural Equation Modeling (SEM)* based on *Partial Least Square (PLS)* using *SmartPLS 3.0* software.

Meanwhile, the feasibility test that will be used in this study is the outer *model* test in order to obtain *an outer loading* value that meets the requirements of *validity and reliability*. Testing the structural model (Inner model) which includes a determination coefficient test (R²) to measure how far the model is able to explain the variation of the bound variables.

The *Goodness fit test* is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Awan, 2015) and the hypothesis test (*T-Statistic Test*) which consists of the *path coefficients* test to test how the direct influence of each independent variable individually on its bound variables as well as the indirect influence of intervening variables in influencing its independent variable to its bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship

between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Sugiyono, 2021) the criterion of t-value table is 1.96 with a significance level of 5%.



3. RESULTS AND DISCUSSION

3.1. Research

Results of Outer

Model Analysis

The outer *model* test in this study uses algorithm analysis in *SmartPLS software version 3.0*, in order to obtain *outer loading* values that meet the *validity and reliability requirements*.

1) Convergent Validity Test Results

The *convergent validity of the measurement model* with reflexive indicators can be seen from the correlation between *the score item/indicator* and the construction score. Indicators that have an individual correlation value greater than 0.7 are considered valid, but at the research stage of development, indicator values of 0.5 and 0.6 are still acceptable. Based on the *results for outer loading*, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

Table 2. Outer Loading

Indicators	Outer Loading	Information
Work Discipline (X)		
DK1	0,801	Valid
DK2	0,869	Valid
DK3	0,884	Valid
DK4	0,885	Valid
Employee Performance (Y)		
KP1	0,897	Valid
KP2	0,837	Valid
KP3	0,767	Valid
KP4	0,750	Valid
Motivation (Z)		
MT1	0,742	Valid
MT2	0,884	Valid
MT3	0,851	Valid
MT4	0,806	Valid
MT5	0,824	Valid
MT6	0,877	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor value* of > 0.60. According to (Gozali et al., 1973) states that an indicator is declared valid if it has a *loading factor* value of > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research.

The following is shown in the form of a structural model as shown in the following image:

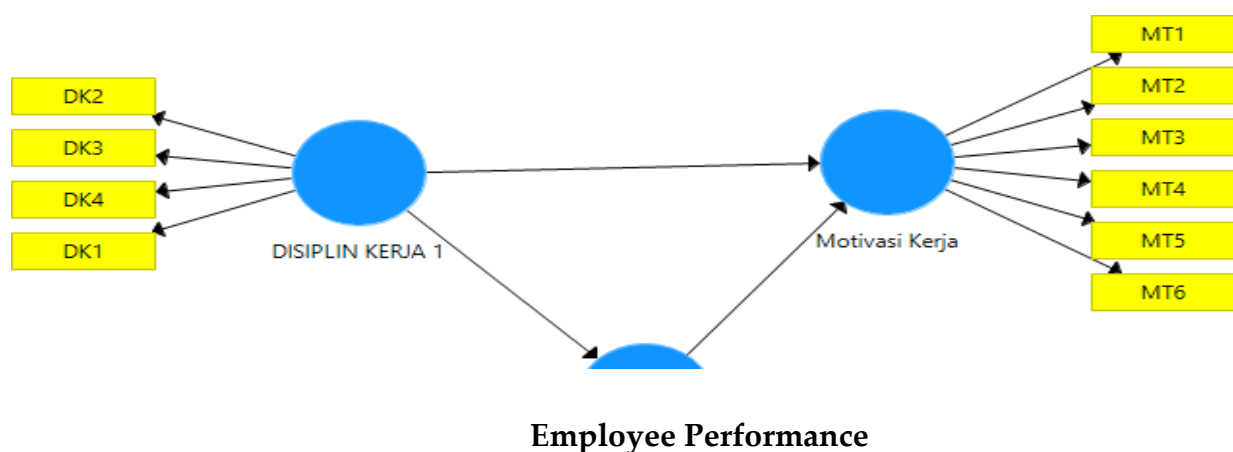


Figure 1. Outer Model Test Results

2) Discriminate Validity Test Results

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construct based on the principle that the indicator is highly correlated with its construct. The following are the results of *cross loading* from the discrimination validity test as shown in the following table:

Table 3. Discriminant Validity

Variable Indicators	Work Discipline (X)	Work Motivation (Z)	Employee Performance (Y)
DK1	0,801	0,820	0,694



DK2	0,869	0,796	0,774
DK3	0,884	0,776	0,709
DK4	0,885	0,690	0,678
KP1	0,675	0,751	0,897
KP2	0,590	0,682	0,837
KP3	0,577	0,540	0,767
KP4	0,810	0,851	0,750
MT1	0,662	0,742	0,586
MT2	0,917	0,884	0,781
MT3	0,810	0,851	0,750
MT4	0,608	0,806	0,785
MT5	0,652	0,824	0,801
MT6	0,800	0,877	0,727

Source: Output Smart PLS, 2024.

Based on table 4, it can be seen that the *cross loading* value in each indicator and variable is greater than other variables and indicators, the *cross loading* variable of Work Discipline shows that the *cross loading* of the variable indicator is greater than the *cross loading* of other latent variables, the *cross loading* of the Employee Performance variable indicator shows that the value of the *cross loading* indicator larger than other latent variables, the *cross loading* of the Work Motivation variable also showed a greater *cross loading* value of the indicator than the *cross loading* of the latent variable. Based on this data, it can be stated discriminately that the results of *cross loading* are considered valid.

3) Composite reliability test results

The test further determines the reliable value with the *composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the *indigo composite reliability* is above 0.60. In addition to looking at the *composite reliability* value, the reliable value can be seen in the variable construct value with the *alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha* value is above 0.7.

The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

Table 4. Construct Reliability and Validity

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted
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			Variance (AVE)
Work Discipline (X)	0,883	0,919	0,740
Work Motivation (Z)	0,911	0,931	0,692
Employee Performance (Y)	0,832	0,887	0,664

Source: Smart PLS Output, 2024

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5 , which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability* value is used. The accepted value for the reliability level is > 0.7 . Based on these criteria, it can be seen that all variables in this study have a $>$ value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (*Inner Model*)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1) Determination Coefficient Test Results (R²)

The determination coefficient (R²) test is used to see the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Work Motivation (Z)	0,873	0,867
Employee Performance (Y)	0,693	0,686

Source: Smart PLS Output, 2024

Based on table 5, it is known that the R square Adjusted value of the Employee Performance variable is 0.693 or 69.30% which means that the influence of Work Discipline on Employee Performance is in the medium category, meaning that the more Work Discipline increases, the more Employee Performance will increase.

Meanwhile, the R Square value in the Employee Performance variable is 0.873 or 87.30%, which means that the influence of Work Discipline on Employee Performance is 86.70.% and the remaining 13.30% is influenced by other variables that have not been studied. Meanwhile, the R Square Adjusted value of the Work Motivation variable is 0.867 or 86.70%, which means that Work Discipline affects Work Motivation by 86.7% or in the very very high category, meaning that Work Discipline is significant in increasing employee Work Motivation. Furthermore, the R square value of the Work Motivation variable is 0.867 or 86.670 %, which means that Work Discipline affects Work Motivation by 86.70%.

2) Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is $> \text{SRMR}$ and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0,133	0,133
d_ULS	1,846	1,846
d_G	2.244	2.244
Chi-Square	539.517	539.517
NFI	0.605	0.605

Source: Output Smart PLS, 2024

Based on table 6, it can be seen that the NFI value is $0.605 > 0.098$ so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05 . The following are the results of *Path Coefficients* of direct influence



between variables as shown in the following table.

Table 7. Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Work Discipline (X) -> Employee Performance (Y)	0,517	0,496	0,116	4,443	0,000	Accepted
Work Discipline (X) -> Work Motivation (Z)	0,833	0,837	0,038	22,008	0,000	Accepted
Work Motivation (Z) -> Employee Performance (Y)	0,459	0,485	0,112	4,088	0,000	Accepted

Source: Smart PLS Output, 2021

Based on the data in Table 7, it can be stated that there is no influence of Work Discipline on Employee Performance. This can be seen from the T-statistic value of $4.443 > 1.96$ with a P-Value of $0.000 < 0.05$. This means that Work Discipline will be improved and Employee Performance will also increase. These results answer the first hypothesis in this study, which is to reject H_0 and

accept H_a or Work Discipline has a positive and significant effect on Employee Performance at the Regional Disaster Management Agency Office

Furthermore, on the influence of Work Discipline on Work Motivation, data on T-Statistics values of $22.008 > 1.96$ with P-Value values of $0.022 < 0.05$ so that it can be stated that Work Discipline has a positive and significant effect on Work Motivation at the Regional Disaster Management Agency Office. This can be interpreted that if Work Discipline is improved, Work Motivation will increase. This statement answers the second hypothesis, which is to reject H_0 and accept H_a .

Furthermore, on the influence of Work Motivation on Employee Performance, data was obtained that the T-Statistic value was $4.008 > 1.96$ with a P-Value value of $0.000 < 0.05$ which means rejecting H_0 and accepting H_a or Work Motivation has a positive and significant effect on Employee Performance. This indicates that if Work Motivation is increased, employee performance tends to increase significantly. To answer the fourth hypothesis, it can be seen in the indirect influence between variables



as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Work Discipline -> Motivation Work > Employee Performance	0,382	0,407	0,100	3,803	0,000	Accepted

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that Work Motivation (Z) is able to intervene the influence between Work Discipline (X) on Employee Performance (Y). This can be seen from the results of the T-Statistical value of $3.803 > 1.96$ with a P-Value of $0.025 < 0.05$. This shows that there is an indirect influence between Work Discipline and Employee Performance through Work Motivation. These results provide insight into how the intermediate variable of Work Motivation can intervene the relationship between Work Discipline and Employee Performance at the Regional Disaster Management Agency Office.

3.2 Discussion

The findings in this study can be emphasized by referring to the findings of previous studies that have relevance. In the context of the influence of Work Discipline on Employee Performance, this finding states that there is an influence of Work Discipline on Employee Performance. The findings in this study can be strengthened by referring to the findings of previous relevant studies. In the context of the influence of Work Discipline on Employee Performance, this finding states that there is a significant influence of Work Discipline on Employee Performance. This study aims to investigate how work discipline affects employee performance through work motivation at the Dairi Regency Regional Disaster Management Agency (BPBD) Office. Previous studies have shown a significant relationship between work discipline, work motivation, and employee performance, which reinforces the relevance and importance of this study.

One of the studies that supports this research is a study conducted by Munir et al., (2023) which found that high work discipline contributes positively to increasing employee motivation, which in turn affects their performance. This study concludes that employees who have good work discipline tend to be more motivated and committed to achieving organizational goals.



In addition, research by (Sembiring et al., 2021) shows that work motivation acts as a significant mediator in the relationship between work discipline and employee performance. They noted that when employees feel motivated, they are better able to express their work discipline, which then results in better performance. These findings emphasize the importance of the motivation aspect in the process of improving performance, especially in the context of public organizations such as BPBD (Nurhalizah & Oktiani, 2024).

Furthermore, research conducted by (et al., 2024) supports the argument that work motivation not only impacts individual performance, but also contributes to the overall work environment. In the context of disasters, where a quick and efficient response is needed, motivated and disciplined employees will play a more effective role in carrying out their duties and responsibilities (Tucunan et al., 2014).

Based on the existing literature, it can be concluded that work discipline has a direct and indirect influence on employee performance through work motivation. Therefore, to improve employee performance at the Dairi Regency BPBD Office, it is important for management to implement a strategy that not only emphasizes work discipline, but also develops strong work motivation among employees.

4. CONCLUSIONS AND SUGGESTIONS

4.1 Conclusion

From the results of the data analysis of the research results and discussions described above, it can be concluded that:

1. There is an influence of Work Discipline on Employee Performance. where the T-statistic value is $3.083 < 1.96$ and the P-Value is $4.443 > 0.05$. Which means that even though Work Discipline is improved, Employee Performance will not increase.
2. Work Discipline has a positive and significant effect on Work Motivation with a T-Statistical value of $22.008 > 1.96$ and a P-Value value of $0.000 < 0.05$ which means that if Work Discipline is improved, employee Work Motivation will increase.
3. On the influence of Work Motivation on Employee Performance, data was obtained that the T-Statistic value was $4.008 > 1.96$ and the P-Value value was $0.000 < 0.05$ which means that Work Motivation had a positive and significant effect on Employee Performance.
4. Under the indirect influence, the results of the T-Statistical value of $4.008 > 1.96$ and the P-Value value of $0.000 < 0.05$ were obtained. This shows that there is an indirect influence between Work Discipline and Employee Performance through Work Motivation. This shows that Work Motivation can act as a channel that directs the influence of Work Discipline to encourage more effective Employee Performance among employees. The implication is that management needs to consider the implementation of the right Work Motivation development strategy, along with Work Discipline practices, to create a work environment that supports and encourages more optimal Employee Performance.



4.2 Suggestion

Based on the findings, discussions and conclusions on the research can be suggested to the Dairi Regency Regional Disaster Management Agency Office, to students and for future researchers as follows:

1. Institutions should conduct an in-depth evaluation and review of the Work Discipline strategy that is currently being implemented. While leadership enablement doesn't necessarily imply an immediate improvement in employee performance, it's important to adopt a more holistic and diverse approach. This approach aims to create a work environment that not only promotes employee performance but also encourages innovation. Management needs to pay special attention



on the development of leadership skills that are able to support employee empowerment, including open communication practices, constructive feedback, and clear and appropriate division of authority. Thus, employees can feel more involved and have a role in decision-making that affects their work.

2. For students, they can take advantage of the results of this research to better understand the importance of work discipline and motivation as a driver of performance. This knowledge will be useful in understanding how a disciplined work environment can improve employee motivation and performance. This understanding can be applied in similar projects or research, as well as in practical applications in the future.
3. For the next researcher, it is suggested that we can dig deeper into other factors that may affect the relationship between work discipline and employee performance, such as organizational culture, job satisfaction, or employee engagement. Additionally, advanced research may consider variations in sector or regional contexts to see if the results are consistent in different work environments. This will provide a more comprehensive understanding of the factors that affect employee performance and broaden insights into effective management practices.

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