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THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE WITH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT THE FOOD SECURITY AND AGRICULTURE SERVICE OF BINJAI CITY

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Abstract

This study aims to determine and analyze the effect of motivation on employee performance with work discipline as an intervening variable. This research was conducted at the Office of Food Security and Agriculture in Binjai City with a population of 80 employees. Sampling was carried out using saturated samples. The research model used path analysis to calculate research using Smart PLS. The results of this study are as follows. Work discipline has a positive and significant effect on employee performance. Motivation has a positive and significant effect on work discipline. Motivation has a positive and significant effect on Employee Performance. Motivation has a positive and significant effect on Employee Performance through Work Discipline.

Keywords: *Motivation, Work Discipline, Employee Performance*

INTRODUCTION

Humans are a very valuable asset and can make a significant impact in achieving organizational goals. Human resources are an important factor in an organization, compared to other resources, because human resources are a unique resource because they can manage all activities within an organization or agency. The quality of human resources will be a strength for management and support employee performance to achieve goals. Employees can be potential if managed properly and correctly but will become a burden if not managed properly. Motivation is a driving force from within a person's heart to do or achieve a goal. Motivation will provide maximum desire and encouragement (Marpaung, 2013). Motivation can also be said as a plan or desire to go to success and avoid life's failures. In other words, motivation is a process to achieve a goal. Someone who has motivation means that he already has the power to gain success in life. Motivation can be intrinsic and extrinsic motivation.

Work discipline is an important factor in regulating the behavior and way of working of members in the organization. These rules are in the form of a set of values and norms that have been agreed upon by members of the organization to regulate how members of the organization behave in carrying out organizational activities. In the current era of globalization, there is intense competition among companies and organizations to get the market share they are targeting. So that every company or organization needs a competitive advantage to achieve its goals. Organizational performance is influenced by employee performance. In an organization, employee performance is the answer to the success or failure of the set organizational goals. Employee performance is an individual thing, because each employee has a different level of ability in carrying out their duties. Employees are the spearhead of implementing government policies and public services, so evaluation or assessment of employee performance must always be carried out.

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According to Mangkunegara (2017) employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The phenomenon that occurs in the Department of Food Security and Agriculture in the City of Binjai is motivation that does not affect employee performance and discipline because many employees are undisciplined and indifferent to regulations for various reasons to save employees from problems with lack of discipline and lack of influence so that employee performance is not good, meaning that motivation is not able to make employees disciplined and with motivation is also not able to make an employee's performance good.

LITERATURE REVIEW

Motivation

Work Motivation according to Mangkunegara (2017) "Motivation is an encouragement of needs within employees that need to be fulfilled so that these employees can adapt to their environment and are able to achieve the goals that have been set. In other words, motivation is an energy to generate encouragement within oneself to achieve certain goals. Meanwhile, motivation according to Sutrisno (2017) in Hamali, (2018) is as follows: "Motivation is a factor that encourages someone to carry out a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior.

Motivational Indicator

Indicators of Work Motivation according to Mangkunegara (2017) are as follows:

1. Responsibility Having a high personal responsibility for his work.
2. Job Achievement Doing something / work as well as possible.
3. Opportunity For Advancement Desire to get fair wages according to work.
4. Recognition of Performance Desire to earn higher wages than usual.
5. Challenging work Willingness to learn to master his work in his field.

Work Discipline

According to Sutrisno (2017) discipline is "a person's behavior in accordance with regulations, existing work procedures or discipline is attitudes, behavior, and actions that are in accordance with organizational regulations, both written and unwritten." According to (Wahjono 2015) says that: "Discipline is obedience and adherence to trusted values, including doing certain jobs that are their responsibility."

Work Discipline Indicator

According to Sutrisno (2017) work discipline is as follows:

1. Obey the rules of time Judging from the hours of entry to work, hours of return, and hours of rest on time in accordance with the rules that apply in the company.
2. Obey company regulations Basic rules on how to dress and behave in work.

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3. Comply with the rules of conduct at work Demonstrated by ways of doing jobs in accordance with the position, duties and responsibilities as well as how to relate to other work units.
4. Comply with other regulations in the company Rules about what is allowed and what is not allowed to be done by employees in the company.

Employee Performance

According to Afandi (2018) work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, do not violate the law and do not conflict with morals and ethics. According to (Hasibuan, 2016) defines performance as a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time.

Employee Performance Indicators

According to Afandi (2018) employee performance indicators are as follows:

1. Quantity of work results All kinds of units of measurement related to the amount of work that can be expressed in numbers or other numerical equivalents.
2. Quality of work All kinds of units of measurement related to quality or quality of work can be expressed in numbers or other numerical equivalents.
3. Efficiency in carrying out tasks. Multiple resources wisely and in a cost-effective manner.
4. Work discipline Comply with applicable laws and regulations.
5. Initiative The ability to decide and do the right thing without being told, being able to find out what should be done about something around us, trying to keep moving to do things even though things are getting more difficult.
6. Accuracy The level of suitability of the results of work measurements whether the work has reached its goals or not.
7. Leadership The process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.
8. Honesty One of human nature that is quite difficult to apply.
9. Creativity Mental processes that involve the generation of ideas or that involve the generation of ideas.

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2017). This research was conducted at the Department of Food Security and Agriculture, Binjai City. This research was conducted from March 2023 to December 2023.

According to Sugiyono (2017) population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then the conclusion is drawn that the population used is 80 employees.

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According to Sugiyono (2017), the sample is part of the number and characteristics possessed by the population. The sampling technique used is a saturated sample technique, which involves all respondents to become a sample, meaning that the sample to be used is 80 employees.

The data analysis technique used in this study is a quantitative data analysis method. Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity test

   The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

   a. Convergent Validity

      At this stage, it will be seen how big the correlation is between the indicators and their latent constructs. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct you want to measure. However, for research at the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2012). In addition, at this stage it is seen how much value each variable has. So that it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2012).

   b. Discriminant Validity

      This validity test explains whether the two variables are sufficiently different from one another. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Besides that, another way to fulfill the discriminant validity test can be seen in the cross-loading value (how much is the correlation value between indicators that measure variables). The cross-loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

2. Reliability Test

   In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in

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answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

   In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.
2. Predictive Relevance (Q2)

   This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).
3. t-Statistics

   At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value of 1.96 with a significance level of 5%
4. Path Coefficient (Path Coefficient)

   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 variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.
5. Fit models

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This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the estimation model (external model) is used to determine the relationship between idle factors and their manifest factors. This test combines combined legitimacy, discriminant legitimacy and dependability.

1. Convergent Validity

The validity of the estimation model with reflexive markers must be seen from the relationship between the score of the object/indicator and the score of the building. Indicators that have a single connection value greater than 0.7 are considered valid but at the stage of increasing exploration. The marker upsides of 0.5 and 0.6 are still satisfactory. Given the results for external stacking, this suggests that there are markers that have under 0.60 stacks and not big ones. The underlying model in this study is shown in the attached image:

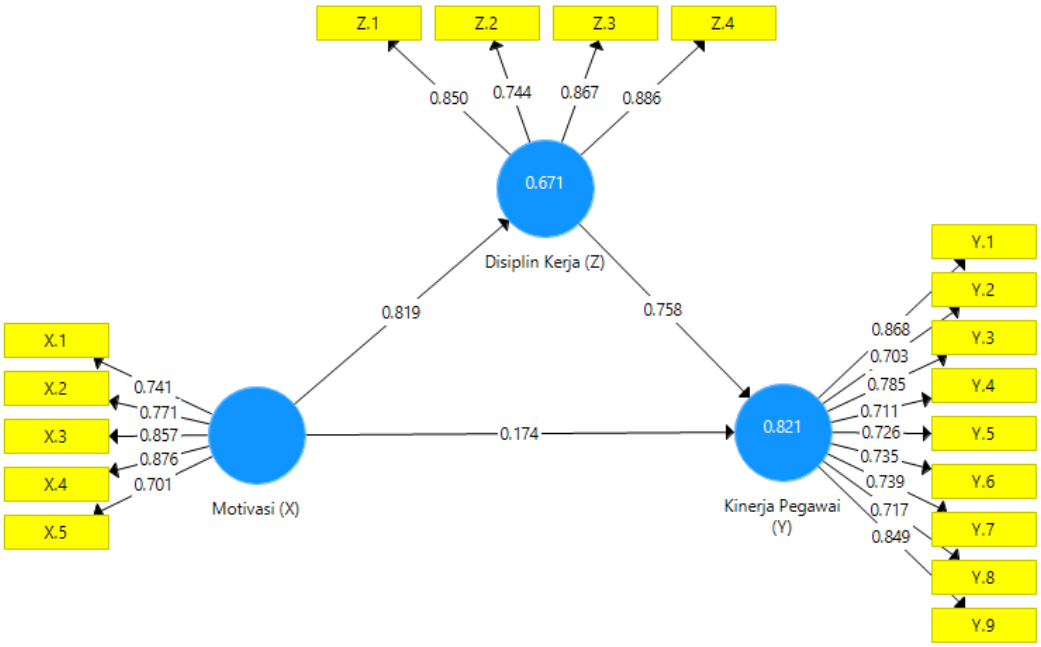

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings. In this study there are equations, and the equations consist of two substructures.

For substructure 1

Z = b1X + e1

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Z = 0.819 + e1

For substructure 2

Y = b2X + b3Z + e2

Y = 0.758 + 0.174 + e2

Table 1. Outer Loadings

	Work Discipline (Z)	Employee Performance (Y)	Motivation (X)
X.1			0.741
X.2			0.771
X.3			0.857
X.4			0.876
X.5			0.701
Y. 1		0.868	
Y.2		0.703	
Y.3		0.785	
Y.4		0.711	
Y.5		0.726	
Y.6		0.735	
Y.7		0.739	
Y. 8		0.717	
Y.9		0.849	
Z. 1	0.850		
Z. 2	0.744		
Z. 3	0.867		
Z. 4	0.886		

Source: Smart PLS 3.3.3

It can be seen in table 1 above that the validity of a loading factor is when the indicator value is greater than 0.7. With this explanation, it can be seen that all indicators are greater than 0.7 so that all construct indicators can be stated as valid and further research can be continued.

2. Discriminatory Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator has a high correlation with the construct. The table shows the results of cross loading from discriminant validity testing as follows:

Table 2. Discriminant Validity

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	Work Discipline (Z)	Employee Performance (Y)	Motivation (X)
X.1	0.579	0.517	0.741
X.2	0.614	0.654	0.771
X.3	0.739	0.715	0.857
X.4	0.726	0.694	**0.876**
X.5	0.564	0.540	0.701
Y. 1	0.892	**0.868**	0.775
Y.2	0.587	0.703	0.524
Y.3	0.694	0.785	0.721
Y.4	0.561	0.711	0.448
Y.5	0.542	0.726	0.547
Y.6	0.610	0.735	0.501
Y.7	0.735	0.739	0.549
Y. 8	0.700	0.717	0.650
Y.9	0.748	0.849	0.647
Z. 1	0.850	0.757	0.653
Z. 2	0.744	0.651	0.642
Z. 3	0.867	0.815	0.722
Z. 4	**0.886**	0.787	0.727

Source: Smart PLS 3.3.3

In table 2 above there is a cross loading value for the work discipline variable which is greater than the cross loading value for other latent variables, there is a cross loading value for employee performance variables which is greater than the cross loading for other latent variables, there is a cross loading value for the motivation variable which is greater from the cross loading value of other latent variables, it means that this study has a discriminantly valid distribution

3. Composite reliability

The next test determines the reliable value with composite reliability from the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the value of the construct variable with cronbachs alpha from 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 research variable construct resulting from running the Smart PLS program in the following table:

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Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (Z)	**0.858**	**0.904**	**0.703**
Employee Performance (Y)	**0.909**	**0.925**	**0.580**
Motivation (X)	**0.849**	**0.893**	**0.627**

Source: Smart PLS 3.3.3

It can be seen in table 3 above that the Cronbachs alpha calculation is considered reliable because the construct value is greater than 0.7 for each variable. In the composite reliability calculation, there is a construct value greater than 0.6. This is also considered reliable, meaning that all construct variables are considered reliable at composite reliability column. Another method for testing discriminant validity is by looking at the AVE value and the square root of the AVE, provided that each construct has a greater correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7.

Inner Model Analysis

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. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Work Discipline (Z)	0.671	0.667
Employee Performance (Y)	0.821	0.816

Source: Smart PLS 3.3.3

Table 4 above shows the R square value of the Work Discipline variable of 0.671 with a percentage of 67.1%, meaning that the effect of motivation on work discipline is 67.1% and the rest is in other variables. The R square value of the Employee Performance variable

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is 0.821 with a percentage of 82.1%, meaning that the effect of work motivation and work discipline on employee performance is 82.1% and the rest is in other variables.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 5. Fit models

	Saturated Model	Estimation Models
SRMR	0.092	0.092
d_ULS	1,434	1,434
d_G	2,316	2,316
Chi-Square	647,082	647,082
NFIs	0.669	0.669

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model are in table 5. The following shows that the NFI value of 0.669 means FIT. Thus, from these results it can be concluded that the model in this study already has a high goodness of fit and is suitable for testing the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Results
Work Discipline (Z) -> Employee Performance (Y)	0.758	10.168	**0.000**	**Accepted**
Motivation (X) -> Work Discipline (Z)	0.819	27,076	**0.000**	**Accepted**
Motivation (X) -> Employee Performance (Y)	0.174	2,630	**0.009**	**Accepted**

Source: Smart PLS 3.3.3

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There are 3 hypotheses whose P value shows a value smaller than 0.05, we can see in the explanation as follows:

1. Work Discipline has a positive and significant effect on Employee Performance with an original sample value of 0.758 and P values 0.000 <0.05 meaning that if work discipline increases, employee performance will increase if employee performance decreases.
2. Motivation has a positive and significant effect on work discipline with an original sample value of 0.819 and P values 0.000 <0.05 meaning that if motivation increases, work discipline will increase and if motivation decreases, work discipline will decrease.
3. Motivation has a positive and significant effect on employee performance with an original sample value of 0.174 and P values of 0.009 <0.05 meaning that if work motivation increases, employee performance will increase and if it decreases, employee performance will decrease.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Results
Motivation (X) -> Work Discipline (Z) -> Employee Performance (Y)	0.621	9,729	**0.000**	**Accepted**

Source: Smart PLS 3.3.3

It can be seen that the table above has the following hypothesis values: Motivation has a positive and significant effect on Employee Performance through Work Discipline with an ali sample value of 0.621 and P values 0.000 <0.05, meaning that work discipline is an intervening variable because it can affect X and Y variables indirectly directly with the existence of work discipline, motivation and performance will affect indirectly.

CLOSING

Conclusion

After getting the results of the hypothesis, the researcher draws the following conclusions:

1. Work Discipline has a positive and significant effect on Employee Performance at the Food Security and Agriculture Service of the City of Binjai
2. Motivation has a positive and significant effect on Work Discipline at the Food Security and Agriculture Office of Binjai City
3. Motivation has a positive and significant effect on employee performance at the Food Security and Agriculture Office of the City of Binjai
4. Motivation has a positive and significant effect on Employee Performance through Work Discipline at the Food Security and Agriculture Office of Binjai City

Suggestion

After the results of the research have been obtained and the results of the hypotheses have also been known, the researcher will provide suggestions for the organization as follows:

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1. Organizations must provide motivation to employees to increase the will and desire to work.
2. Organizations must provide discipline to employees every week to increase employee awareness to be more disciplined with time and work.
3. Organizations must demand employees to improve performance after providing compensation and what is needed to commit to the organization.

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