



Original Article

Investigating the Effect of Work Motivation, Productivity and Discipline in Improving Employee Performance: Mediating Role of Work Ethic

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Abstract: This study uses quantitative research methods. It aims to examine certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. Data collection in this study was carried out by distributing questionnaires to respondents. The results in this study Work Motivation has a positive and significant effect to Work Ethic. Work productivity has a significant effect to Work Ethic. Work Discipline has a significant effect to Work Ethic. Work motivation has a significant effect on Employee Performance. Work Productivity significant effect on Employee Performance. Work Discipline has a significant effect on Employee Performance. Work Ethic has a significant effect on Employee Performance. Work Ethic is an intervening variable that mediates the effect of Work Motivation on Employee Performance. Work Ethic does not an intervening variable that mediates the effect of Work Productivity on Employee Performance. Work Ethic is an intervening variable that mediates the effect of Work Discipline on Employee Performance. Employees are expected to appreciate what is called an opportunity. Because one of the efforts to increase employee performance, namely when a supervisor provides an opportunity for employees to improve employee performance, that is why work motivation, work productivity and work discipline are very important.

Keywords: work motivation; work productivity; work discipline; work ethic; employee performance.



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1. Introduction

Higher education is an institution that has a strategic role and position in achieving macro education goals that need to make continuous improvement efforts to realize quality human resources (Dew & Nearing, 2004; Fernandes & Singh, 2022; Hasbullah et al., 2020). To realize this, all members of higher education organizations consisting of lecturers, employees and students must participate maximally. Human existence as a resource is very important in a

university because human resources support it through work, talent, creativity, encouragement, and real roles. Without the human element in a university, it is impossible for the university to move and get to what it wants. Employee performance, according to Prawirosentono (2008), is the result of work that can be achieved by a person or group in an organization in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Performance is something that is displayed by a person or a process related to the assigned work task. Performance is not the last end of a series of work processes but the overall appearance that starts from the elements of process input activities, outputs and outcome materials. The results of observations on the Performance Accountability Report for higher education institutions at Darma Agung University obtained the following data:

Table 1. Employee performance

Year	Percentage	Category
2018	80.47	Good
2019	70.00	Enough
2020	72.34	Enough

Table 1 captures an overview of the explanation and presentation of data both in quantity and quality of the potential that exists at Darma Agung University as input for steps the achievement of performance targets and activities in 2018 reached a value of 80.47% in the good category, in 2019 it decreased to 70.00% in the sufficient category, but in 2020 the value decreased by 72.34% or achieved performance achievements with enough category. Work motivation according to Sutrisno (2011) "Finds that motivation is a stimulant of desire and the driving force of a person's willingness to work because each motive has a specific goal to be achieved". Danang (2012) defines motivation as a person's desire and energy that is directed to achieve a goal. Motivation is the cause of action. Work motivation can be concluded is a condition in a person's personality that encourages the individual's desire to carry out certain activities to achieve a goal in a person who will realize a goal-directed behavior to achieve satisfaction goals.

Darma Agung University always strives to motivate employees through hygiene factors such as salary, where the salary system is in accordance with the level of position but in reality it has not worked as expected. Working conditions and relationships between individuals have serious problems because there is a lack of communication and collaboration (team work). In terms of policy, the institution itself implements less stringent policies for employees who violate the rules. One of them is for employees who leave the office during working hours for no apparent reason. Motivation is the most decisive factor for an employee at work. Motivation is an employee's response to a number of statements regarding the overall effort that arises from within the employee so that the drive to work grows and the desired goals are achieved. A person's behavior is essentially determined by his desire to achieve several goals. Thus, motivation is an encouragement so that a person can carry out an activity to achieve a goal. Motivation is the most decisive factor for an employee at work. Motivation is an employee's response to a number of statements regarding the overall effort that arises from within the employee so that the drive to work grows and the desired goals are achieved. A person's behavior is essentially determined by his desire to achieve several goals. Thus, motivation is an encouragement so that a person can carry out an activity to achieve a goal. The following data obtained by the author regarding work motivation are shown Table 2 below.

Table 2. Dimensions of work motivation

No	Dimension	Response					Total Score	Actual	Target
		SS	S	KS	TS	STS			
1	Needs achievers	5	5	3	4	3	65	65	100
2	Affiliate Needs	5	8	3	3	1	73	73	100
3	Power Needs	5	12	3	-	-	82	82	100
Total Score Average								73	100

Work motivation at Darma Agung University educational institutions, which can be said to be still low, with an average value of 73% of the 100% target set by the institution. This shows the problem from the achievement need dimension, namely the lack of opportunities for employees to develop the potential that exists within themselves and the problem from the affiliation need dimension, namely the lack of employee desire to do their jobs well and the lack of employee encouragement in establishing relationships with other employees in the form of cooperation and friendship. The increase in labor productivity will provide great benefits for the workforce, the world of education and the government. In terms of labor, high productivity will increase the amount of wages received, for the world of education, labor productivity provides benefits for maintaining the continuity of education in an educational institution and for the

government it can increase national income. Employee work productivity is a result of the work requirements that must be met by every employee. Requirements it is the willingness of employees to work with enthusiasm and responsibility. An employee who meets the job requirements is employees who are considered to have the ability, physically fit, intelligence, and certain education and have acquired skills to carry out the task in question and fulfill the requirements satisfactory in terms of quality and quantity. Lack of knowledge about existing regulations, procedures and policies is the most common cause of disciplinary action. One of the efforts to overcome this is the leadership should provide an orientation program to employees, this is expected to work well and obediently, if existing regulations/procedures or policies are unknown, unclear, or not executed properly. In addition to providing orientation, leaders must explain in detail the rules that are often violated, as Table 3: indiscipline by employees.

Table 3. Forms of employee discipline when at work

No.	Discipline	Description
1.	Not on time in completing work	Work takes longer than the estimated time.
2.	Less obedient to working hours	Some came late and didn't come to work.
3.	Not obeying the rules	Chatting on doing work, playing smartphone while working, often late when doing fingerprints.

In fact, discipline is a mental attitude that consciously and consciously obeys the orders or prohibitions that exist on a matter because they understand very well the importance of these orders and prohibitions. The undisciplined behavior that arises is a reflection of employees' negative perceptions of the control exercised by the leader's behavior. On the other hand, the disciplinary behavior of an employee that arises is a reflection of a positive perception of the control of a superior or leader. It is hoped that the development of work ethic carried out by the university foundation will grow a hard work ethic and attitude that reflects adherence to the rules and regulations and requirements that have been set in managing and carrying out a job or task. The work attitude reflected in the work discipline can be implemented if all campus residents have a commitment to mutually agreed rules and regulations including punctuality, adherence to procedures, adherence to regulations, adherence to rules and attitudes to learn or study effectively and efficiently. efficient, for example the chancellor makes a letter of assignment accompanied by a job description to lecturers and employees. Following up on assignments received by lecturers and staff.

2. Literature Review

2.1. Employee Performance

Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks assigned to him and the quantity, quality and the time used in carrying out the task (Sutrisno, 2011). Performance is defined as what employees do or don't do. Employee performance is what influences how much they contribute to the organization. Performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company (Rivai, 2014). The concept of performance is an abbreviation of work energy kinetics which is the equivalent in English performance. Performance is the output produced by the functions or indicators of a profession within a certain time. According to Ilyas in Wibasuri (2011) performance is the appearance of work results in quantity and quality. Performance can be in the form of individual or group work performances. Individual performance is the basis of organizational performance.

2.2. Work Motivation

Work motivation is generally related to goals, while organizational goals include work-related behavior (Robbins, S. P., & Judge, 2016). Meanwhile, according to Ariyanto & Sulistyorini (2020) defined work motivation as a force in people who influence direction, intensity and persistence of a person's voluntary behavior to do work. Work motivation is a psychological process that generates, directs and persistence in taking voluntary actions that are directed at achieving goals (Kreitner and Kinicki in Wibowo, 2013). From the understanding and definition of work motivation of the experts above, it can be concluded that work motivation is a condition or condition that encourages, stimulates or moves a person to do a job or activity so that he can achieve his goals.

2.3. Work Productivity

Sabihi et al. (2018) mentioned that productivity is an increase in output (results) which is in line with inputs (inputs). If productivity increases this is only made possible by an increase in efficiency (time, materials, labor) and work systems, production techniques and an increase in the skills of the workforce. Work productivity is also the ability to produce goods/services from various resources and capabilities possessed by each worker/employee (Bahri & Sari, 2021). In general, productivity can be defined as the ability to improve employee performance in terms of the resources owned by each individual. In addition, the work productivity of employees of an organization plays a very important role. Because the progress of the organization is very dependent on the ups and downs of employee productivity (Jagero et al., 2012). An employee who does a certain type of work can certainly get results. The result is the output of the production of a work activity. Production or productivity are two things that have a close relationship and are the main problems in the company. Production is an attempt to produce goods or services, while productivity is closely related as a way of achieving that level of production.

2.4. Work Discipline

Discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved (Hasibuan, 2010). Without good discipline, it's difficult for organizations and agencies to achieve optimal results. Discipline is a person's awareness and willingness to obey all agency regulations made by management that remembers members of the agency so that they can be carried out by all employees either voluntarily or under coercion. Another understanding of work discipline defined by Sinambela (2012), is a person's ability to work regularly, diligently and continuously and work in accordance with applicable rules and not violate the rules that have been set. Work discipline is also defined as an attitude, behavior and actions that are in accordance with the regulations of the organization in written form or not (Thaief & Baharuddin, 2015).

2.5. Work Ethic

According to Moehariono (2014) work ethic is a work spirit or work appetite that shows a passion for collaboration, debate, and achievement, so that it can actually reap real results and contribute to the progress of the organization and its nation. An employee who is very passionate about work, he thinks that he can raise the spirit of the team, superiors and even his friends. According to Hackman & Oldham (1976), work ethic is a work ethic that characterizes a person or group of people who work, which is based on an ethic or work perspective that is believed to be and is realized through concrete determination and behavior at work. working world.

3. Materials and Methods

This study uses quantitative research methods. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses (Sugiyono, 2014). Research variables are basically everything in any form determined by the researcher to be studied so that information is obtained about it, then conclusions are drawn (Sugiyono, 2014). Data collection in this study was carried out by distributing questionnaires to respondents. Questionnaire is a data collection technique which is done by giving a set of questions or written statements to respondents to be answered (Sugiyono, 2014). Questionnaires are an efficient data collection technique if the researcher knows with certainty the variables to be measured and knows what to expect from the respondents. The analytical technique used in this study is the Multiple Linear Regression model. This regression analysis is used to test how the influence of each independent variable (X) on the dependent variable (Y).

4. Results

4.1. Normality Test Data

Normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016). The normality test of the method used the one sample Kolmogorov Smirnov Test. Normality test using the one sample test method Kolmogorov Smirnov Test can be seen in the following Table:

Table 4. One sample test Kolmogorov Smirnov Test

		Unstandardized Residual	
N		52	
Normal Parameters ^{a, b}	mean	0	
	Std. Deviation	0.781817	
	Absolute	0.097	
Most Extreme Differences	Positive	0.097	
	negative	-0.084	
Test Statistics		0.097	
asympt. Sig. (2-tailed)		0.200 ^{c, d}	
Monte Carlo Sig. (2-tailed)	Sig.	0.689 ^e	
	99% Confidence Interval	Lower Bound	0.677
		Upper Bound	0.701

Note: a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance. e. Based on 10000 sampled tables with starting seed 2000000.

Table 4 shows the significance value (Monte Carlo Sig.) of all variables is 0.689. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

4.2. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. The multicollinearity test in this study is seen from the tolerance value or variance inflation factor (VIF).

Table 5. Multicollinearity test results

	Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
(Constant)	0.277	1.366	0.203	0.840		
Work motivation X1	1.193	0.089	13.413	0.000	0.254	3.930
Work productivity X2	0.38	0.061	6.259	0.000	0.738	1.355
Work discipline X3	0.58	0.105	5.519	0.000	0.226	4.420

Note: Dependent variable: Work ethic Z

Table 5 shows the tolerance value of work motivation (X_1) is 0.254, work productivity (X_2) is 0.738, work discipline (X_3) is 0.226, all of which are greater than 0.10 while the VIF value of work motivation (X_1) of 3.930, work productivity (X_2) of 1.355, work discipline (X_3) of 4.420, all of which are smaller than 10. Based on the results of the above calculations, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value all independent variables are also smaller than 5 so that there is no correlation symptom in the independent variables.

4.3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another observation. A good regression model is one with homoscedasticity or no heteroscedasticity.

Table 6. Heteroscedasticity test results

	Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
(Constant)	0.932	0.752	1.240	0.221		
Work motivation X_1	-0.169	0.049	3.456	0.110	0.254	3.930
Work productivity X_2	-0.009	0.033	-0.255	0.800	0.738	1.355
Work discipline X_3	0.161	0.058	2.786	0.280	0.226	4.420

Note: a. Dependent variable: ABS RES

Table 6 captures the significance value of work motivation (X_1) is greater than 0.05 (5%) which is 0.110, the test of the significance value of work productivity (X_2) is greater than 0.05 (5%) which is 0.880, and the test of the significance value of work discipline (X_3) is greater than 0.05 (5%) which is 0.280 then there is no indication of heteroscedasticity.

4.4. Hypothesis Testing

Multiple linear regression testing explains the magnitude of the role work motivation (X_3), work productivity (X_2) and work discipline (X_3) to work ethic (Z).

Table 7. Result of Hypothesis Testing

	Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
(Constant)	0.277	1.366	0.203	0.840		
Work motivation X_1	1.193	0.089	13.413	0.000	0.254	3.930
Work productivity X_2	0.380	0.061	6.259	0.000	0.738	1.355
Work discipline X_3	0.580	0.105	5.519	0.000	0.226	4.420

Note: Dependent variable: Work ethic Z

4.5. Coefficient of Determination (R^2)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R^2) is getting bigger (closer to 1), it can be said that the influence of the X variable is large on the work ethic (Z).

Table 8. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.938a	0.880	0.872	0.806	2

a. Predictors: (Constant), Work discipline X_3 , work productivity X_2 , work motivation X_1

b. Dependent variable: Work ethic Z

Table 8 displays the adjusted R square value is 0.872 or 87.2%. This shows that work motivation (X_1), work productivity (X_2) and work discipline (X_3) can explain work ethic (Z) is 87.2%, the remaining 12.8% (100% - 87.2%) is explained by other variables outside this research model. Such as work environment variables, organizational commitment and organizational culture.

4.6. Result of Sobel Test

To determine the mediating effect of job satisfaction, the test used is the Sobel test. The criteria for using the Sobel test are by comparing the calculated t value with the t table value.

Table 9. Value of standardized coefficients equation I

	Unstandardized Coefficients	
	B	Std. Error
(Constant)	0.277	1.366
Work motivation X_1	1.193	0.089
Work productivity X_2	0.380	0.061
Work discipline X_3	0.580	0.105

Note: Dependent variable: Work Ethic (Z)

Table 10. Value of standardized coefficients equation II

	Unstandardized Coefficients	
	B	Std. Error
(Constant)	3.017	1.312
Work motivation X_1	0.932	0.091
Work productivity X_2	0.268	0.055
Work discipline X_3	0.431	0.092
Work ethic Z	0.391	0.080

Note: Dependent variable: Employee performance (Y)

Table 9 captures that the t-stat value of 6.883 (5%; 52-k = 49) obtained the t-table value of 2.009. Work ethic (Z) is an intervening variable that mediates the effect of work motivation (X_1) on employee performance (Y). Also, t-stat value of 0.954 (5%; 52-k = 49) obtained the t-table value of 2.009. Work ethic (Z) is not an intervening variable that mediates the effect of work productivity (X_2) on employee performance (Y).

5. Conclusion

Employees are expected to appreciate what is called an opportunity. Because one of the efforts to increase employee performance, namely when a supervisor provides an opportunity for employees to improve employee performance, that is why work motivation, work productivity and work discipline are very important. To further increase work motivation towards agencies by fostering a sense of responsibility by being willing to give all their abilities to achieve the agency's goals that have been set, by becoming an employee, improving performance and completing work according to targets set by the agency. For agencies, it is expected to always increase work productivity and work discipline for employees, to always improve the performance of their employees, by choosing leaders who can increase employee performance, leaders who are able to protect employees, who are able to pay attention to employees.

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