

**ANALYSIS OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE
THROUGH MOTIVATION AS AN INTERVENING VARIABLE
(Case Study on OTI Fried Chicken in Semarang City)**

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Abstract

This study aims to analyze the relationship between work discipline and employee performance through motivation as an intervening variable. The independent variable analyzed in this study is work discipline. The dependent variable analyzed in this study is employee performance and motivation as an intervening variable. The sample used in this study were employees at OTI Fried Chicken consisting of 119 respondents. Sampling was done by simple random sampling technique. This study uses the Structural Equation Modeling (SEM) analysis method. Data analysis in this study used discriminant validity tests, reliability tests, model quality tests, and hypothesis testing with the help of SmartPLS 3 data processing software. The results of this study indicate that work discipline has a significant positive effect on employee performance. Discipline has a significant positive effect on motivation, motivation has a significant positive effect on employee performance. The other results of this study are that work discipline has a significant positive effect on employee performance through motivation as an intervening variable.

Keywords: work discipline, motivation, employee performance

1. Introduction

The company is a container founded by a person or group of people who have the same goal, namely to make a profit. Every company must have a vision, mission and goals to be achieved, to be able to achieve these goals the company cannot be separated from the performance of all components within the company (Lantara, 2018). The management components in the company are financial management, marketing management, production management, distribution management and HR management. The success of a company in achieving its goals is strongly influenced by the human resources contained within the company.

Human resources are an important factor that controls the progress or decline of an organization. Every organization wants and tries to get human resources who can realize and achieve the goals of the organization (Susanto, 2019). Human resources (HR) is a very important factor that cannot even be separated from an organization, both companies and institutions. In addition, HR is also a factor that influences the development of a company. So it can be said that a company can develop very rapidly if it has a lot of competent human resources in its field, conversely if the human resources working in a company are not of good quality then the company's development will also be hampered (Adha et al., 2019).

Human resources are very important in determining the success of a company, because humans are creatures that have thoughts, feelings, needs and hopes. This is a factor that influences work performance, dedication and loyalty as well as love for the job and the company. Companies must be able to create conditions that can encourage and make employees develop in improving their abilities and skills optimally. Efforts taken by the company to make an employee who has good performance so that it can support the achievement of goals and objectives set by the company.

OTI Fried Chicken, which is a fast food restaurant, is characterized by processed chicken dishes with special sauces and a variety of drinks. OTI Fried Chicken is located in Semarang City, Central Java. It was first established by Arditio Hernanda on April 27 2015, during his journey a colleague and friend named Bob Desmon officially joined and became part of OTI Fried Chicken. The two then founded a joint company called OTI DESMON. This company oversees other restaurant brands, namely Simsix and OTI Fried Chicken, as well as their derivative products. Having a head office on Prof. Soedarto No.25, Banyumanik-Semarang City, currently the OTI Fried Chicken brand has opened 10 outlets namely in Tembalang, Tlogosari Kulon, Kedung Mundu, Ngaliyan, Majapahit, Puri Anjasmoro, Kelud Raya, Hasanuddin, Waltel Monginsidi, Sukun Raya and will continue to open new outlets.

However, there are often various obstacles that impede the achievement of company goals, such as a decrease in the performance of OTI Fried Chicken employees. Performance of employees who are unfriendly and lack attention to consumer needs such as the words of employees who are not polite "long service, working while playing cellphones, and waiting 30 minutes and not providing drinking water" said Ahmad Pandu's account. "The staff please be a little polite and friendly, the buyer asks carefully, how come he hastens to answer," said Meura Senja's account.

Performance of employees who pay less attention to cleanliness such as eating utensils, sinks and toilets that are less clean. "The spoon is dirty, there are flies flying around. I'm sorry sis, this is a restaurant but how come cleanliness isn't being paid attention to, so I'm disappointed." Said Risha Cahya Timur's account. "The place is not kept clean, the dishes are still wet, the glass still has stains from washing it, the floor and place to eat are not kept clean," continued Rafael Pratama's account.

The performance of employees who serve take away and online purchases such as Grab, Gojek and Shoppe Food is less thorough, such as the amount of food that is not enough, the wrong type of order. "If you give an order for an ojol driver, please check it correctly, we as ojol can only check the order after it is wrapped, if it's inside, you can't, I got the wrong order due to the negligence of employees who were not thorough," said the Prima Pamungkas account.

The performance of employees who pay less attention to food quality such as chicken that is still raw and oily. "The chicken inside is still pink and not fully cooked, the chicken is said to be cooked if the meat is all white," said Alenna Zubylin's account. "The chicken is still red," continued Faizul Anam's account.

2. Literature Review

2.1. Employee performance

According to Yanuari, (2019) performance comes from the word "to perform" which means a noun where one meaning is something that has been done. Performance is the achievement/achievement of a person with respect to the task assigned to him.

2.1.1. Factors Affecting Employee Performance

According to Nurdin & Djuhartono, (2021) there are several factors for measuring employee performance, namely:

1. Discipline
2. Development
3. Productivity
4. Salary increase

2.1.2. Employee Performance Indicators

According to Asfar & Anggraeni, (2020) employee performance indicators are as follows:

1. Quantity of work
2. Quality of work
3. Independence
4. Initiative
5. Adaptability
6. Cooperation

2.2. Work Discipline

According to Ferawati, (2017) work discipline is the attitude, behavior and actions of a person in accordance with organizational regulations as an effort to increase one's awareness and willingness not to make negligence, irregularities or negligence in doing work.

2.2.1. Factors Affecting Work Discipline

According to Nurjaya, (2021) factors that can affect work discipline are:

1. The size of the compensation
2. Whether there is an exemplary leadership in the company
3. Whether there are definite rules that can be used as a guide
4. Courage of leaders in taking action
5. Whether there is leadership oversight
6. Whether there is attention to the employees
7. Created habits that support the establishment of discipline.

2.2.2. Work Discipline Indicator

According to Kurniasari & Maulana, (2019) which explains that work discipline has several components:

1. Presence
2. Obedience to work regulations
3. Adherence to work standards
4. High level of alertness
5. Work ethically

2.3. Motivation

According to Puspaningrum et al., (2019) work motivation is the encouragement that exists within employees as a force that generates, directs and determines the level of effort in doing something to achieve the desired goals which can be seen from the appearance of their work until the desired job satisfaction is achieved.

2.3.1. Factors Influencing Motivation

Factors that influence employee motivation according to Adha et al., (2019) consist of two factors, namely, motivational factors and hygiene factors.

1. Motivation factor is the driving force that arises from within each employee.
2. Hygiene factor is a driving force that comes from outside the employee, especially from the organization or institution where he works. The driving force from outside the employee is usually in the form of compensation received and the work environment as a support for workers.

2.3.2. Motivation Indicator

Maslow's theory of motivation states that humans have five levels or a hierarchy of needs (Asfar & Anggraeni, 2020), namely:

1. Physiological Needs
2. The need for security
3. Social needs
4. The need for self-esteem or recognition
5. The need for actualization

2.4. Influence Between Variables

2.4.1. The Effect of Discipline on Work Performance on Employees

Good discipline reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him. This encourages work passion, morale, and the realization of company and employee goals. Therefore, managers try to make their subordinates always have good discipline. Good employee discipline will accelerate the company's goals, while decreased discipline will hinder and slow down the company's demand. Research by (Susanto, 2019), (Afandi & Bahri, 2020), and (Sadat et al., 2020) proves that work discipline has a positive and significant effect on employee performance. Based on the description above, the hypothesis can be taken:

H1: Work Discipline Has a Positive and Significant Influence on Employee Performance

2.4.2. Effect of Work Discipline on Motivation

Motivation creates an atmosphere and good working relations, thereby increasing the sense of responsibility of employees towards the tasks assigned so as to increase one's discipline at work. Research (Jufrizen & Hadi, 2021), (Efendi & Hardiyanto, 2021), and (Arifa & Mushin, 2018) proves that work discipline has a positive and significant effect on motivation. Based on the description above, the hypothesis can be taken:

H2: Work Discipline Has a Positive and Significant Influence on Motivation

2.4.3. The Effect of Motivation on Employee Performance

A person's motivation starts from the need, desire and drive to act in order to achieve needs or goals. This indicates how strong the drive, effort, intensity and willingness to sacrifice for the sake of achieving goals. In this case, the stronger the drive, motivation and enthusiasm, the higher the performance. Research (Bentar et al., 2017), (Susanto, 2019) and (Hanafi & Yohana, 2017) prove that motivation has a positive and significant effect on employee performance. Based on the description above, the hypothesis is taken:

H3: Motivation has a positive and significant impact on employee performance

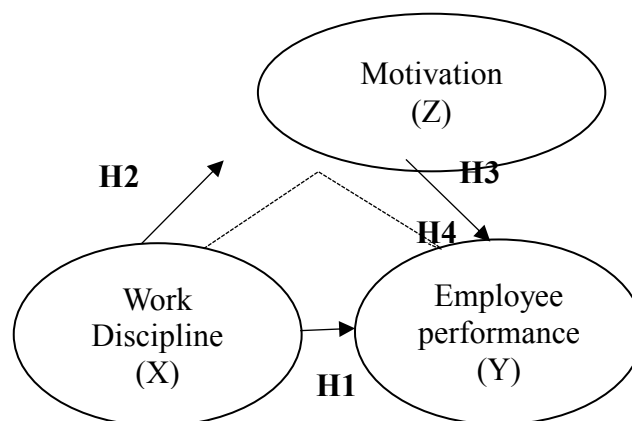
2.4.4. Indirect Effect of Work Discipline on Employee Performance Through Motivation

The high work discipline of employees will motivate employees to be responsible for their work and will do well in order to achieve company goals, so that it will indirectly increase employee performance. Research (Arifa & Mushin, 2018), (Wijaya & Laily, 2021) and (Gani, 2018) proves that work discipline indirectly affects employee performance through motivation which has a positive and significant effect. Based on the description above, the hypothesis can be taken:

H4: Work Discipline Through Motivation Has a Positive and Significant Influence on Employee Performance

2.5. Framework

Picture 1. Framework



2.5.1. Hypothesis

Based on the consideration of the problem formulation above, the hypothesis that the author puts forward is as follows:

H1: Work Discipline has a positive and significant effect on Employee Performance

H2: Work Discipline has a positive and significant effect on motivation

H3: Motivation has a positive and significant effect on employee performance

H4: Work Discipline through Motivation has a positive and significant effect on Employee Performance

3. Research Methods

3.1. Population and Sample

The population in this study were all employees who worked at OTI Fried Chicken, which consisted of 170 employees. sampling in this study using the Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

Dimana:

n = sample size

N = population size

e = Margin off error (5% = 0,05)

$$\begin{aligned}
 n &= \frac{N}{1 + N(e)^2} \\
 n &= \frac{170}{1 + 170(0,05)^2} \\
 n &= \frac{170}{1 + 170(0,0025)} \\
 n &= \frac{170}{1,425} \\
 n &= 119,29 \text{ rounded up to } 119
 \end{aligned}$$

Based on the above calculations, the sample who became respondents in this study were 119 respondents from all the total employees of OTI Fried Chicken. The sampling technique in this study was carried out using simple random sampling technique, in which the researcher gave equal opportunities to each member of the population to become a random sample regardless of age, education and gender.

3.2. Data analysis method

Data analysis in this study was used by the *Partial Least Square* (PLS) method using SmartPLS version 3 software. PLS is a method of solving Structural Equation Modeling (SEM) which in this case is more compared to other SEM techniques. *Partial Least Square* (PLS) apart from being able to confirm theory, but also to explain whether or not there is a relationship between latent variables, besides that PLS is also used to confirm theory, so that in research based on predictions PLS is more suitable for analyzing data.

4. Discussion

4.1. Path Coefficient

Table 1. Path Coefficient

Konstruk	Original Sample O	Sampel Mean M	STDEV	T-Statistics	P-Values
Work Discipline -> Employee performance	0,516	0,508	0,089	5,792	0,000
Work Discipline -> Motivation	0,732	0,730	0,063	11,666	0,000
Motivation -> Employee performance	0,368	0,370	0,079	4,646	0,000

Based on the results of the data in table 1 above, it can be obtained that the largest path coefficient value is shown in the influence of work discipline on motivation, which is equal to 0.732. Then there is the effect of work discipline on employee performance with a path coefficient value of 0.516, and the smallest result is the effect of motivation on employee performance with a path coefficient value of 0.368.

Based on the results of this description, it shows that all variables have a path coefficient value with a positive number. This shows that the greater the path coefficient value of an independent variable on the dependent variable, the stronger the influence between the independent variables on the dependent variable.

4.2. Goodness of Fit

Table 2. R-Square

Variabel	Nilai R Square
Employee performance	0,679
Motivation	0,535

Based on the results of the data above in table 2, it can be seen that the R-Square value

for employee performance variables is 0.679. The acquisition of this value explains that the percentage of employee performance is 0.679%. then the R-Square value obtained by the motivational variable is 0.535. The acquisition of this value explains that the percentage of motivation is 0.535%.

The goodness of fit is known from the Q-Square value. The Q-Square value has the same meaning as the coefficient of determination (R-Square) in the regression analysis, where the higher the Q-Square, the better or fit the model can be with the data. The results of calculating the Q-Square value are as follows:

$$\begin{aligned} \text{Q-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\ &= 1 - [(1 - 0,679) \times (1 - 0,535)] \\ &= 1 - (0,321 \times 0,465) \\ &= 1 - 0,15 \\ &= 0,85 \end{aligned}$$

Based on the calculation results above, a Q-Square of 0.85 is obtained. This shows that the diversity of the research data that can be explained by the model is 0.85%. While the remaining 0.15% is explained by other factors that are outside this research model. Thus, the results of this research model can be stated to have a very good goodness of fit.

4.3. Hypothesis test

Table 3. T-Statistic dan P-Values

Hipotesis	Pengaruh	T-Statistics	P-Values	Hasil
H1	Work discipline has a significant positive effect on employee performance	5,792	0,000	Accepted
H2	Work discipline has a significant positive effect on motivation	11,666	0,000	Accepted
H3	Motivation has a significant positive effect on employee performance	4,646	0,000	Accepted
H4	Work discipline through motivation has a significant positive effect on employee performance	4,617	0,000	Accepted

1) Testing hypothesis 1: Work discipline has a positive and significant effect on employee performance

From the results of the hypothesis testing that has been done, based on table 3, it is known that the P-Values that form the influence of work discipline on employee performance is 0.000 plus the results of positive T-Statistics values, so that it is stated that work discipline has a significant positive effect on employee performance, which in this study is the employee object at OTI Fried Chicken. From the results of the Path coefficient test, it is known that the effect of work discipline on employee performance has a significant level as indicated by the T-statistics

value of 5.792. This it can be concluded that **Hypothesis 1 is accepted.**

This illustrates that good work discipline reflects the performance produced by employees. Work discipline guarantees the maintenance of order and the smooth implementation of tasks, so that maximum results are obtained. Employees will get a pleasant working atmosphere so that it will increase enthusiasm in carrying out their work. Employees can carry out their duties with full awareness and can develop their energy and thoughts to the maximum extent possible so as to realize organizational goals and increase employee performance.

2) Testing hypothesis 2: Work discipline has a positive and significant effect on motivation

From the results of the hypothesis testing that has been carried out, based on table 3 it is known that the P-Values that form the effect of work discipline on motivation is 0.000 plus the results of positive T-Statistics values, so that it is stated that work discipline has a significant positive effect on employee motivation, which in this study is the employee object at OTI Fried Chicken. From the results of the path coefficient test, it is known that the effect of work discipline on employee motivation has a significant level as indicated by the T-Statistics value of 11.666. This it can be concluded that **Hypothesis 2 is accepted.**

This illustrates that employees are able to apply work discipline properly. work discipline becomes the attitude of employee compliance with work standards and rules. That way employees who have good work discipline will always be motivated to complete all their work optimally. the higher the level of work discipline, the employee's work motivation will also increase.

3) Testing hypothesis 3: Motivation has a positive and significant effect on employee performance

From the results of the hypothesis testing that has been done, based on table 3 it is known that the P-Values that form the effect of motivation on employee performance is 0.000 plus the results of positive T-Statistics values, so it is stated that motivation has a significant positive effect on employee performance, which in this research is the employee object at OTI Fried chicken. From the results of the path coefficient test, it is known that the effect of motivation on employee performance has a significant level as indicated by the T-Statistics value of 4.646. This it can be concluded that **Hypothesis 3 is accepted.**

This illustrates that the majority of employees have understood that the better the motivation possessed by employees, the enthusiasm possessed by employees in doing work is also high so that their performance is also higher. These results indicate that motivation is an important element of employees in a company.

4) Testing hypothesis 4: Work discipline through motivation has a positive and significant effect on employee performance

From the results of the hypothesis testing that has been done, it is known that the P-Values that form the effect of work discipline through motivation on employee performance is 0.000 plus the results of positive T-Statistics values, so that it is stated that work discipline through motivation has a significant positive effect on employee performance, which in this study is the employee object at OTI Fried Chicken. The results of the path coefficient test show that the effect of work discipline through motivation on employee performance has a significant level as indicated by the T-Statistics value of 4.617. This shows that **Hypothesis 4 is accepted.**

This illustrates that high work discipline in employees will motivate employees to be responsible for their work and will do their best to achieve goals, so that it will indirectly increase employee performance.

5. Conclusion

After conducting research and analysis regarding the influence of work discipline on the performance of OTI Fried Chicken employees through motivation as an intervening variable in this study, the following conclusions are obtained:

1. The work discipline variable has a significant positive effect on the performance of OTI Fried Chicken employees. This means that the higher the work discipline, the employee's performance will also increase. Thus, the statement on hypothesis 1 is accepted
2. Work discipline variable has a significant positive effect on OTI Fried Chicken employees. This means that the higher the employee's work discipline, the motivation will also increase. Thus, the statement on hypothesis 2 is accepted.
3. Variable motivation has a significant positive effect on employee performance at OTI Fried Chicken employees. This means that the higher the motivation, the employee's performance will also increase. Thus, the statement on hypothesis 3 is accepted.
4. The work discipline variable has a significant positive effect on employee performance at OTI Fried Chicken through motivation as an intervening variable. This means that the higher the work discipline, this will cause increased motivation which will lead to higher employee performance. Thus, hypothesis 4 is accepted.

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