



# The Effect Of Work Motivation And Discipline On Employee Performance In Human Resources Development Agency, West Sumatera With Education And Training As Variable Intervening

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## ABSTRACT

This study aims to examine the effect of Work Motivation and Work Discipline on Employee Performance at the Human Resources Development Agency of the Province of West Sumatera with Education and Training as an Intervening Variable. As for the population and sample in this study are all employees of the Human Resources Development Agency of West Sumatera Province, amounting to 84 employees. Based on the partial effect of work motivation on education and training 4,785 with sign. 0,000, the partial effect of work discipline on education and training is 5,000 with a sign. 0,000, the partial effect of education and training on performance is 5,380 with a sign. 0,000, Partial influence between work ethic and performance is 6.030 with sign. 0,000, Partial influence between work discipline and performance is 5,820 with sign. 0,000. For Test F obtained  $F_{count} > F_{table}$  or  $21,453 > 3,11$  with a significance level of 0,000 or  $\alpha$  0,005. It means that there is a significant linear relationship between Work Motivation Variables (X1) and Work Discipline (X2) with Performance Variables (Y) through Education and Training Variables (I). Furthermore,  $F_{count} > F_{table}$  or  $24.147 > 3.96$  with a significance level of 0,000 or  $\alpha$  0,005. It means that there is a significant linear relationship between Work Motivation Variables (X1) and Performance Variables (Y) through Education and Training Variables (I). And  $F_{count} > F_{table}$  or  $24.147 > 3.96$  with a significance level of 0,000 or  $\alpha$  0,005. It means that there is a significant linear relationship between Work Discipline Variables (X2) and Performance Variables (Y) through Education and Training Variables (I). the coefficient of determination (R Square) of 0.446 is equal to 44.6%. This means that work ethic, work discipline and education and training have an effect on performance by 44.6%. While the rest ( $100\% - 44.6\% = 55.4\%$ ) is influenced by other variables outside of this regression model.

**Keywords:** Work Motivation, Discipline, Education, Training, Performance

## INTRODUCTION

The existence of the Human Resource Development Agency of the Province of West Sumatera as a government institution is obliged to carry out the task of managing the organization, as well as carrying out tasks in developing human resource and apparatus competencies that have been given authority and responsibility by the West Sumatera Provincial Government, which oversees four Fields, twelve Sub fields, and three Sub-fields in serving the interests of the community and the apparatus are needed employees who have high performance.

Employee performance is important to be considered by every organization because of human beings, in this case the employee is the main factor in the work process which will ultimately make the performance of the agency as a whole take place well or not (Setiawan & Kartika,

2014). High performance is characterized by several things, among others: employees can complete the task precisely and quickly, employees are willing to comply with applicable regulations in the company, employees are able to work within a specified time, employees can work with other employees in completing work or a task determined by the company.

The work motivation of employees of the Human Resources Development Agency of the Province of West Sumatra can be seen from their hard work such as working overtime, but some employees do not take advantage of existing working hours and tend to reduce their working hours. From the observations carried out, many of these employees filled their work time by sitting around chatting, or leaving the office for matters not related to their work duties. Employees also have low perseverance. Judging from the work is not completed because it is influenced by low discipline in work, low compliance, low sense of responsibility, and does not show professional ability to work.

The employee responsibility for the Human Resources Development Agency of the Province of West Sumatra is still low. Judging from the fact that there are still some employees who do not work on their duties seriously, when asking for the results of their duties, employees tend to collect carelessly, not checked before being handed over to the leadership. This shows the weakness of their sincerity and perseverance at work.

In addition to work motivation, work discipline is also important in improving employee performance. The results of the study from Octarina (2010) showed that there was a significant influence on the discipline variables on the performance of the Sarolangun City Office of Youth and Sports Tourism Culture. According to Hasibuan (2004: 20) disciplinary factors are very influential on employee performance. Discipline is usually directly proportional to the performance of employees in a company, if the level of employee discipline is good, then the level of employee performance will also be good. Enforcement of discipline that is too high can trigger work stress, or it can also trigger employee motivation because some employees tend to be lazy to work if there is no firm enforcement of discipline. This phenomenon often occurs and directly or indirectly affects employee behavior.

Training and can be said as an activity to empower employees to have the expertise and ability to carry out their duties. The training process is insightful, fosters love, and trains skills through dialogical communication and contains elements of similarity that are expected to lead to motivation, requiring certain teaching methods from the teacher. Training methods can take the form of lectures, demonstrations, and discussions that aim to provide understanding of knowledge, understanding applications and understanding analysis, synthesis and evaluation (Shah, 2002: 202). Education and training can be measured by modifying an instrument developed by Aiben et.al in Fuad Masud (2004: 128) using a 5-inch Likert scale from 1 strongly disagree to 5 strongly agree.

## LITERATURE REVIEW

### Work motivation

A person's work ethic is closely related to personality, behavior and character. Everyone has an internal being who is who he is. Then internal being determines the response or reaction to external demands. internal being's response to external demands of the world of work establishes a person's work ethic (Siregar, 2000). Ethos comes from Greek. ethos namely character, way of life, one's habits, one's moral motivation or goals and their worldview. In other words, ethos is an evaluative aspect as a fundamental attitude towards themselves and their world which is reflected in their lives (Khasanah, 2004: 8).

Salamun et al. (1995) suggested indicators that could be used to measure work ethics including: hard work, discipline, honesty and responsibility, diligent and persistent:

1. Hard Working

Hard work is that in work it has the nature of being drunk to be able to achieve the goals to be achieved. Can take advantage of optimal time so that sometimes do not know the time, distance and difficulties faced.

2. Discipline

Discipline as an attitude of respect, respect for obedience and obedience to the rules that apply both written and unwritten and able to carry it out and do not avoid receiving sanctions if he violates the duties and authorities granted to him.

3. Honest

Honesty is the ability of an employee to carry out his work in accordance with predetermined rules.

4. Responsibility

Responsibility is to give the assumption that the work done is something that must be done with diligence and sincerity.

5. Diligent

The creation of personal habits of employees to maintain and improve what has been achieved. Diligent in the workplace means developing positive habits in the workplace. What is good must always be in prime condition every time.

6. Persistent

Perseverance means being diligent, hard-hearted, and serious (working, studying, trying, etc.). Persons who are diligent are people who work regularly, are able to withstand boredom / boredom, and want to learn from mistakes (other people and themselves) in the past so as not to happen again.

### **Discipline**

According to Simamora (2004: 234) discipline is a procedure that corrects or punishes subordinates for violating regulations or procedures. Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms (Rivai, 2004: 444).

According to Setiawan and Kartika (2014: 1477) to measure performance can use the following indicators:

1. Accuracy in completing tasks is the management of time in work and also the accuracy of employees in completing work.
2. Suitability of working hours is the willingness of employees to comply with company regulations relating to the timeliness of the time of entry / return to work and the number of attendance.
3. The level of attendance can be seen from the number of absences of employees in a company during certain periods.
4. Cooperation between employees is the ability of employees to work together with others in completing a specified task so as to achieve maximum usability and results.

### **Education and Training**

Notoatmodjo (1992) argues that education and training is an effort to develop human resources, especially for the development of aspects of intellectual ability and human personality.

Training can be said as an activity to empower employees to have the expertise and ability to carry out their duties. The training process is insightful, fosters love, and trains skills through dialogical communication and contains elements of similarity that are expected to lead to motivation, requiring certain teaching methods from the teacher. Training methods can take the form of lectures, demonstrations, and discussions that aim to provide understanding of knowledge, understanding applications and understanding analysis, synthesis and evaluation (Shah, 2002: 202).

### Performance

Performance is the output produced by functions or indicators of a job or a profession in a certain time. Whereas According to As'ad (2005: 63) argues that performance is a success of someone in carrying out a job. Hasibuan (2001: 34) Performance is a result of work achieved by a person in carrying out assignments assigned to him based on skills, experience and sincerity as well as time.

According to Wirawan (2009: 80) to measure performance can use the following indicators:

- 1) Quantity of work results, namely the ability of employees to complete a number of results of their daily tasks.
- 2) Quality of work, namely the ability of employees to show the quality of work results in terms of accuracy and safety.
- 3) Efficiency, namely the completion of employee work quickly and accurately.
- 4) Work discipline is the willingness of employees to comply with company regulations relating to the timeliness of entry / return work and the number of attendance.
- 5) Accuracy in the ability of employees to carry out work in accordance with what is ordered by the border.
- 6) Leadership is the ability of employees to convince others so that they can be mobilized maximally to carry out basic tasks.
- 7) Honesty, namely the sincerity of an employee's heart in carrying out his duties and the ability to not abuse the authority given to him.
- 8) Creativity is the ability to submit constructive new ideas / proposals for smooth work, reduce costs, improve work outcomes and increase productivity.

### RESEARCH LOCATION

The research was conducted at the Human Resources Development Agency of West Sumatra Province Jl. Padang Besi District of Lubuk Kilangan Padang.

### Conceptual Framework of Research

In this case the researcher uses the research conceptual framework as follows:

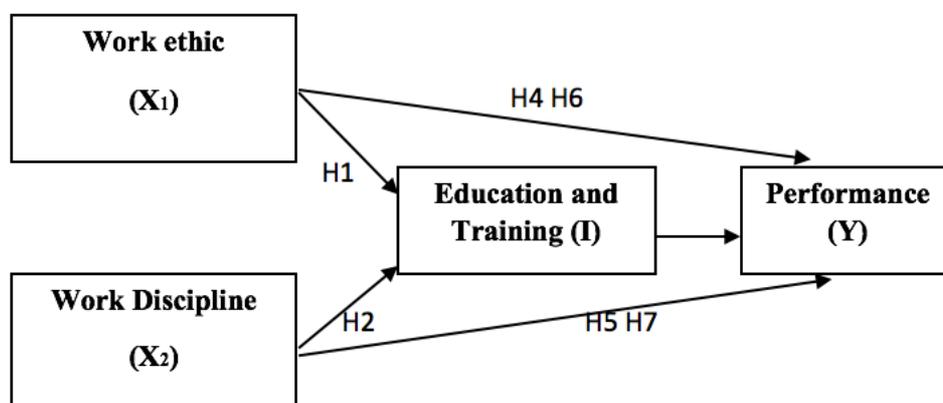


Figure 1. Research Conceptual Framework

## RESEARCH METHODOLOGY

### Research Context

Based on the formulation, objectives and hypothesis of the research, the method used in this study is quantitative research to determine the influence between variables. This study aims to determine the effect of Work Ethics ( $X_1$ ), Work Discipline ( $X_2$ ) and Education and Training (I) on Employee Performance (Y). The object of research in this study is Work Ethics, Work Discipline and Education and Training on Employee Performance. The subject of the study was the Employee of the Human Resources Development Agency of the Province of West Sumatra.

### Data Collection and Samples

Thus, the population in this study were employees of the Human Resources Development Agency of the Province of West Sumatra. Employees who make up the population are all employees of the Human Resources Development Agency of the Province of West Sumatra, amounting to 84 employees. Samples are part of the population. Before the technique of sampling is determined, the amount of samples is first determined. To determine the number or size of a sample, this study uses the Slovin formula.

### Path Analysis Techniques

Path analysis technique is a path diagram that can be used to calculate the direct and indirect effects of independent variables on a dependent variable. These effects are reflected in what is called the path coefficient, where mathematically path analysis follows a structural mode.

## ANALYSIS AND RESULTS

### Line Model Coefficient I

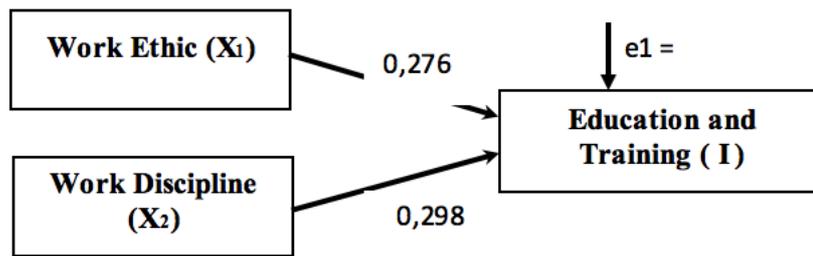
Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The summary of the results of data processing using the SPSS

**Table 2**  
**Regression of the Effect of Work Ethics and Work Discipline on Education and Training Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.206	3.101		4.580	.000
Work Ethic	.276	.092	.311	3.000	.004
Work Discipline	.298	.091	.341	3.286	.002

Based on the table above, it was found that the significance value of the work ethic variable ( $X_1$ ) = 0.004 < 0.05, this means that the Work Ethic ( $X_1$ ) has a significant effect on Education and training (I). While the variables of work discipline ( $X_2$ ) = 0.002 > 0.05, which means work discipline ( $X_2$ ) has a significant effect on Education and training (I). From the processing of the data above, we can obtain the Model I Path Diagram, as follows:

**Figure 2**  
**Model I - Path Diagram**



**Path Model II Coefficient**

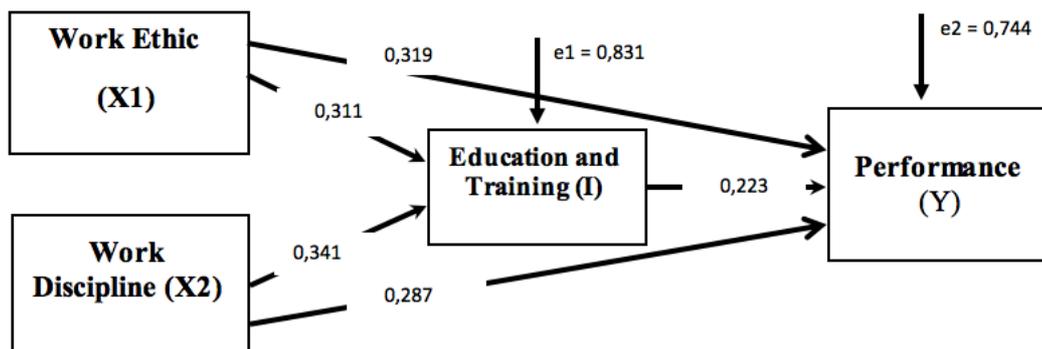
Multiple linear regression analysis is still used in subsequent studies to obtain the two model path coefficients, with the aim of knowing whether there are influences of independent variables (competence and workload) and intervening variables (motivation) on the dependent variable (performance). Can be seen at tabel below:

**Table 3**  
**Regression Effect of Work Ethics, Work Discipline, Education and Training on Performance Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.348	3.218		2.669	.009
1 Work Ethic	.281	.087	.319	3.231	.002
Work Discipline	.250	.087	.287	2.882	.005
Education and Training	.222	.100	.223	2.226	.029

From the processing of the data above, Path Chart Model II can be obtained, ad follows:

**Figure 3**  
**Model II - Path Analysis**



### Simultaneous Hypothesis Testing (Test F)

Simultaneous hypothesis testing is shown in table 4 below

**Table 4**  
**Calculation of Test F (X1 and X2 against Y through I)**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	465.240	3	155.080	21.453	.000 <sup>a</sup>
	Residual	578.319	80	7.2		
	Total	1043.560	83			

a. Predictors: (Constant), Education & Training ( I ), Work Etic (X1), Work Discipline (X2)

From the ANOVA test, the calculated F value is 21,453 with a significance probability of 0,000. The probability of significance is less than 0.05. With  $df_1 = k - 1 = 3 - 1 = 2$  and  $df_2 = n - k = 84 - 3 = 81$  obtained Ftable of 3.11 then  $F_{count} > F_{table}$  or  $21.453 > 3.11$  with a significance level of 0.000 or  $\alpha 0.005$ . It means that there is a significant linear relationship between Work Ethic Variables (X1) and Work Discipline (X2) with Performance Variables (Y) through Education and Training Variables (I).

### Partial Hypothesis Testing (t test)

The t test is intended to find out how far the influence of one independent variable individually in explaining the dependent variable.

**Table 5**  
**Calculation of t test (X1 against I)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19.403	2.823		6.873	.000
1 Work Ethic	.414	.086	.467	4.785	.000

a. Dependent Variable: Education and Training

**Source: Primary Data processed, 2018**

### ***Effects of Work Ethics (X1) on Education and Training (I)***

Partial influence between work ethic on education and training is 4,785 with sign.  $0,000 < \alpha = 0.05$ . Sign value. smaller  $\alpha = 0.05$ , indicating the acceptance of the hypothesis that the work ethic has a significant positive effect on education and training, meaning that the higher the influence of the work ethic, the higher the education and training will be.

**Table 6**  
**Calculation of t test (X2 against I)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19.101	2.763		6.912	.000
1 Work Discipline	.422	.084	.483	5.000	.000

***Effect of Work Discipline (X2) on Education and Training (I)***

Partial influence between work discipline on education and training is 5,000 with sign. 0,000  $< \alpha = 0.05$ . Sign value. smaller  $\alpha = 0.05$ , indicating the acceptance of a hypothesis which states that work discipline has a significant positive effect on education and training, meaning that the higher the influence of work discipline, the higher the education and training will be.

**Table 7**  
**Calculation of t test (I against Y)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.170	3.122		5.179	.000
1 Education and Training	.509	.095	.511	5.380	.000

***Effect of Education and Training (I) on Performance (Y)***

Partial influence between education and training on performance is 5,380 with a sign. 0,000  $< \alpha = 0.05$ . Sign value. smaller  $\alpha = 0.05$ , indicating the acceptance of the hypothesis that education and training have a significant positive effect on performance, meaning that the higher the influence of education and training will be the higher the performance.

**Table 8**  
**Calculation of t test (X1 against Y)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.021	2.648		6.427	.000
1 Work Ethic	.489	.081	.554	6.030	.000

a. Dependent Variable: Performance

**Source: Primary Data processed, 2018**

***Effect of Work motivation (X1) on Performance (Y)***

Partial influence between work ethic and performance is 6.030 with sign. 0,000  $< \alpha = 0.05$ . Sign value. smaller  $\alpha = 0.05$ , indicating the acceptance of the hypothesis that the work ethic has a significant positive effect on performance, meaning that the higher the influence of work motivation the higher performance.

**Table 9**  
**Calculation of t test (X2 against Y)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.588	2.646		6.647	.000
1 Education and Training	.471	.081	.541	5.820	.000

## CONCLUSIONS & SUGGESTION

### Conclusions

- a. Work ethic has a significant effect on employee education & training at the Human Resources Development Agency of the Province of West Sumatra. This is evidenced by the significant value of the work ethic variable (X1) = 0.004 < 0.05.
- b. Work discipline has a significant effect on employee education & training in the Human Resources Development Agency of the Province of West Sumatra. This is evidenced by the significant value of the value of the work discipline variable (X2) = 0.002 > 0.05.
- c. Education and Training have a significant effect on the performance of employees in the Human Resources Development Agency of the Province of West Sumatra. This is evidenced by the significant value for the Education and training variables (I) = 0.029 < 0.05.
- d. Work ethic has a significant effect on the performance of employees in the Human Resources Development Agency of the Province of West Sumatra. This is evidenced by the significant value of the work ethic variable (X1) = 0.002 < 0.05.
- e. Work discipline has a significant effect on the performance of employees in the Human Resources Development Agency of the Province of West Sumatra. This is evidenced by the significant value of the value of the work discipline variable (X2) = 0.005 < 0.05.
- f. Directly the work ethic through education and training has a significant influence on employees in the Human Resources Development Agency of the Province of West Sumatra. This is evidenced by the direct effect value of 0.319 and the indirect effect value of 0.069, which means that the value of direct influence is greater than the value of indirect influence.
- g. Directly the work discipline through education and training has a significant influence on employees in the Human Resources Development Agency of the Province of West Sumatra. This is evidenced by the direct effect value of 0.341 and the indirect effect value of 0.076, which means that the value of direct influence is greater than the value of indirect influence.

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