

## **Influence of Work Discipline and Work Motivation on Employee Performance (Study on Universitas Brawijaya Malang Republic of Indonesia Employee Cooperative)**

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### **ABSTRACT**

The purpose of this study is to (1) examine and explain the influence of work motivation on employee performance, (2) examine and explain the influence of work discipline on employee performance, (3) examine and explain the influence of work motivation and work discipline on employee performance. This study was conducted at the Republic of Indonesia Employee Cooperative, Brawijaya University, Malang (KPRI UB Malang). The approach used is a quantitative approach with two independent variables, i.e., work motivation and work discipline, and one dependent variable, employee performance. This study uses a survey method by distributing questionnaires to members of the Republic of Indonesia Employee Cooperative, Universitas Brawijaya Malang. Data analysis was performed by Smart PLS software version 3.2.8 through evaluating the outer model and inner model. This study found that work motivation has no influence on employee performance, but on the contrary, work discipline has a positive influence on employee performance of KPRI UB Malang. In addition, work motivation and work discipline simultaneously influence employee performance.

**Keywords:** Work discipline; work motivation; employee performance

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### **INTRODUCTION**

Every organization or company certainly wants to achieve its goals. The role of humans involved in it will determine its success. The success of management within the organization or company is largely determined by the effectiveness of the activities of utilizing human resources of employees which have an influence on improving employee performance. The importance of human resources in an organization or company requires that every employee of the organization/company can work more efficiently, effectively, and productively. To improve employee performance, it is necessary to pay attention to what factors influence their performance. One of these factors is the employee's internal factor. It is this internal factor that determines employee performance because this factor comes from within the employee who shows talent, personal nature, and physical condition (Hamali, 2018).

One type of company that also pays attention to the importance of employee performance is Cooperatives. The special characteristics that distinguish cooperatives from other forms of business are found in the motivation that binds members who join cooperatives, cooperation between members for the welfare of their members, and not the pursuit of personal gain (Saputra & Saoqillah, 2017). Therefore, cooperative employees' motivation to work is one of the important things that influences their performance improvement. The work spirit possessed by each employee reflects work motivation that can support the employee in working so that company goals can be achieved (Faslah & Savitri, 2013). The success of various activities in the Cooperative in achieving its goals in addition to providing motivation also needs discipline for every cooperative employee. Discipline is very important in an effort to improve organizational performance.

Various studies have shown the influence of work motivation and work discipline on increasing employee performance. Studies by Sari and Masruroh (2018) and Sidanti (2015) show that work motivation has a positive influence on improving employee performance. Then, studies by Sari and Masruroh (2018), Suyitno (2017), Sarwani (2016), Sidanti (2015), and Wasilawati (2014) show that work discipline has a positive influence on improving employee performance. Further, studies by Sari and Masruroh (2018) and Sidanti (2015) show that work motivation and work discipline have a joint influence on employee performance.

In line with the background above, this study in general makes effort to raise several problem formulations:

- a. How is the influence of work motivation on the performance of KPRI UB Malang employees?
- b. How is the influence of work discipline on the performance of KPRI UB Malang employees?
- c. How is the influence of work motivation and work discipline on the performance of KPRI UB Malang employees?

### **Hypotheses Formulation**

Studies conducted by Sari and Masruroh (2018) and Sidanti (2015) show that work motivation has a positive influence on improving employee performance. However, there are studies that actually show that work motivation has no influence on employee performance (Yuliana, 2017 & Suwati, 2013). This study formulates the following hypothesis:

**H1:** Work motivation has a positive influence on employee performance

Various studies conducted by Sari and Masruroh (2018), Suyitno (2017), Sarwani (2016), Sidanti (2015), and Wasilawati (2014) show that work discipline has a positive influence on improving employee performance. Thus, this study also formulates the following hypothesis:

**H2:** Work discipline has a positive influence on employee performance

Several studies have shown that work motivation and work discipline have a joint influence on employee performance, such as the findings of Sari and Masruroh (2018) and Sidanti (2015). Thus, this study formulates the following hypothesis:

**H3:** Work motivation and work discipline simultaneously influence employee performance

Based on the theory and previous research above, the research model is presented in Figure 1.

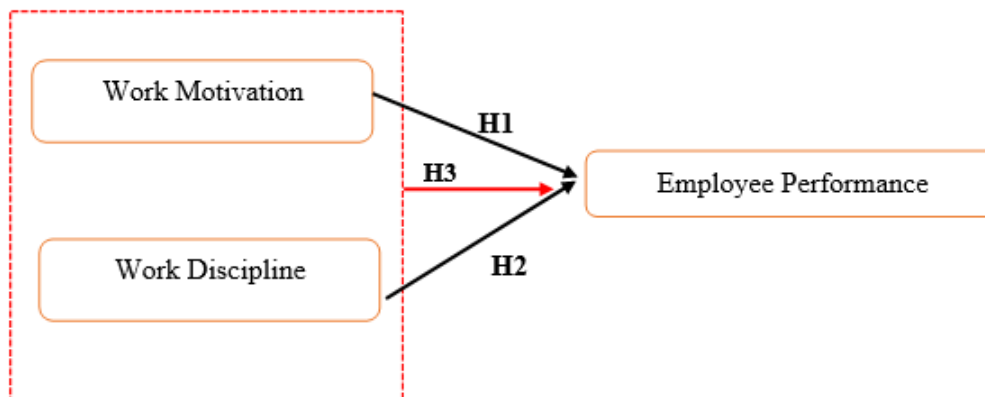


Figure 1. research model

## METHOD

The research approach used in this study is quantitative by using survey method. Data collection technique with this survey used a self-administered survey in which each questionnaire was filled out directly by the respondent (Cooper & Schindler, 2011). Survey research uses a structured questionnaire to obtain information based on the background, beliefs, or attitudes of a number of people (Neuman, 2011). In this study, the authors used data collection with a questionnaire method which was distributed directly to the employees of KPRI UB Malang.

Research variables consist of work motivation, work discipline, and employee performance. The variables used were measured from a scale developed from previous studies. To measure work motivation, statements based on Kinman and Kinman (2001) and Saleem, Mahmood and Mahmood's (2010) studies which consist of 13 statements. Work discipline used statements based on studies Chishti et al. (2010) consisting of 14 statements.

The measurement parameters of these two independent variables and one dependent variable in this study used a Likert scale with five categories. Each category is given a description of the respondent's possible answers and is quantified. The Likert scale with five categories is divided as follows:

- a. Strongly disagree on a scale of 1;
- b. Disagree on a scale of 2;
- c. Neutral on a scale of 3;
- d. Agree on a scale of 4;
- e. Strongly agree on a scale of 5.

There are two independent variables used in this study, i.e., work motivation and work discipline. The dependent variable in this study is employee performance. The sample in this study was selected using the Proportional Random Sampling method. This sampling method provides equal opportunities for all members to be sampled according to their proportions. The population is the total number of people in the organization that were tested by the researcher. The population in this study were all employees of KPRI UB Malang. The sample is part of the population unit that is used as an example or selected for research.

In general, sample size influences statistical power (Hair et al., 2014). The number of samples is expected to represent the population because it influences the error rate. Determination of the number of samples used the Slovin formula. Therefore, from a population of 43 with a

margin of error of 5%, a minimum sample of 21 was obtained. The minimum sample was then rounded up to 30 for this study.

The location of the study was at the KPRI UB Malang. In this study, data was collected using a questionnaire method which was distributed directly to the employees of KPRI UB Malang. The data used in this study were primary data and secondary data. This study used data analysis method using Smart PLS software version 3.2.8 which was run on computer media. PLS (Partial Least Square) is a variant-based structural equation analysis (SEM) that can simultaneously test the measurement model as well as test the structural model. PLS model evaluation is done by evaluating the outer model and inner model.

## RESULT AND DISCUSSION

The respondent profiles in this study include gender, education level, age, and length of service. The profiles of these respondents are presented in Table 1.

**Table 1**  
 Respondent Profile

Demographics	Amount	Percentage
<b>Gender</b>		
a. Male	12	40%
b. Female	18	60%
<b>Education</b>		
a. Senior High School	17	57%
b. Diploma	4	13%
c. Bachelor's Degree	8	27%
d. Unknown	1	3%
<b>Age</b>		
a. 20 – 29 years old	9	30%
b. 30 – 39 years old	4	13%
c. 40 – 49 years old	8	27%
d. 50 – 59 years old	4	13%
e. Unknown	5	17%
<b>Tenure</b>		
a. < 1 year	4	13%
b. 1 - 5 year	6	20%
c. 6 - 10 year	7	23%
d. 11 - 15 year	0	0%
e. 16 - 20 year	0	0%
f. 21 - 25 year	3	10%
g. 26 - 30 year	8	27%
h. > 30 year	2	7%

Source: Primary Data (2019)

The majority of respondents' gender is female as much as 60%. The most recent educational background is high school, which is 57%. For the age of the respondents, the majority were in the age range of 20-29 years old (30%) and the age range of 40-49 years (27%). The last respondent

profile is based on the respondent's tenure. The majority of respondents have worked in the range of 26-30 years and 34% have worked for more than 30 years.

**Table 2**  
Descriptive Statistical Results

	Work Motivation	Work Discipline	Employee Performance
Mean	3.80	4.17	4.11
Mode	4	4	4
Minimum	1	3	2
Maximum	5	5	5

Source: Primary Data (2019)

The results of data processing in this study based on the answers of 30 respondents produced descriptive statistics consisting of the mean value, mode value, standard deviation value, minimum value, and maximum value. Based on Table 2, it can be seen that the mean value of the work motivation variable is 3.8, the work discipline variable is 4.17, and the employee performance variable is 4.11. The majority of respondents chose a value of 4 for the statement of all variables. In addition, the minimum value of the statement chosen by the respondents for the work motivation variable is 1, the work discipline variable is 3, and the employee performance variable is 2. As for the maximum value, the majority of respondents choose a value of 5 for all variables.

## Outer Model

### 1. Validity test

Convergent validity tests were carried out on 38 statement items with a total sample of 30. The results of the AVE and the results of the outer loading is shown in Table 3 below:

**Table 3**  
Convergent Validity Test Results (Initial)

Item	Work Discipline	Employee Performance	Work Motivation	Description
DK1	0.823			valid
DK10	0.92			valid
DK11	0.926			valid
DK2	0.802			valid
DK3	0.904			valid
DK4	<b>0.629</b>			Invalid
DK5	<b>0.699</b>			Invalid
DK6	0.917			Valid
DK7	0.849			Valid
DK8	0.859			Valid
DK9	<b>0.275</b>			Invalid
KK1		<b>0.356</b>		Invalid
KK10		0.895		Valid
KK11		0.84		Valid

Item	Work Discipline	Employee Performance	Work Motivation	Description
KK12		<b>0.549</b>		Invalid
KK13		0.802		Valid
KK14		<b>0.652</b>		Invalid
KK2		0.849		Valid
KK3		0.895		Valid
KK4		0.907		Valid
KK5		0.796		Valid
KK6		0.907		Valid
KK7		<b>0.571</b>		Invalid
KK8		0.873		Valid
KK9		<b>0.512</b>		Invalid
MK1			<b>0.676</b>	Invalid
MK10			<b>0.567</b>	Invalid
MK11			0.828	Valid
MK12			<b>0.457</b>	Invalid
MK13			<b>0.568</b>	Invalid
MK2			<b>0.418</b>	Invalid
MK3			<b>-0.195</b>	Invalid
MK4			<b>0.012</b>	Invalid
MK5			<b>0.381</b>	Invalid
MK6			0.782	Valid
MK7			0.769	Valid
MK8			0.846	Valid
MK9			0.742	Valid
<b>AVE</b>	0.642	0.582	<b>0.371</b>	
<b>Description</b>	valid	valid	invalid	

Source: Primary Data (2019)

Based on Table 3, the results of the outer loading show that there are 16 statement items (DK4, DK5, DK9, KK1, KK12, KK14, KK7, KK9, MK1, MK10, MK12, MK13, MK2, MK3, MK4, and MK5) which are invalid because each value is  $< 0.7$ . Then the results of the AVE value indicate that the work motivation variable is invalid with a value of 0.371, which is  $< 0.5$ .

The next stage was to issue the 16 statement items and not include them in the next test with the aim of increasing the outer loading and AVE measurement scores. The AVE results and the latest outer loading results are shown in Table 4.

**Table 4**  
Convergent Validity Test Results (Final)

Item	Work Discipline	Employee Performance	Work Performance	Description
DK1	0.801			Valid
DK10	0.927			Valid
DK11	0.934			Valid
DK2	0.836			Valid
DK3	0.904			Valid
DK6	0.912			Valid
DK7	0.87			Valid
DK8	0.885			Valid
KK10		0.921		Valid
KK11		0.863		Valid
KK13		0.765		Valid
KK2		0.837		Valid
KK3		0.916		Valid
KK4		0.926		Valid
KK5		0.788		Valid
KK6		0.929		Valid
KK8		0.91		Valid
MK11			0.812	Valid
MK6			0.829	Valid
MK7			0.73	Valid
MK8			0.9	Valid
MK9			0.768	Valid
<b>AVE</b>	0.783	0.765	0.656	
<b>Description</b>	Valid	Valid	Valid	

Source: Primary Data (2019)

After the 16 invalid statement items were excluded, the results of the assessment of the 22 statement items contained in Table 4 were valid. In addition, the value of the AVE for work motivation which was initially invalid became valid with a value of 0.656.

**Table 5**  
Discriminant Validity Test Results

Item	Work Discipline	Employee Performance	Work Motivation
DK1	<b>0.801</b>	0.766	0.774
DK10	<b>0.927</b>	0.811	0.859
DK11	<b>0.934</b>	0.854	0.747
DK2	<b>0.836</b>	0.676	0.649
DK3	<b>0.904</b>	0.757	0.812
DK6	<b>0.912</b>	0.857	0.703
DK7	<b>0.87</b>	0.837	0.728

Item	Work Discipline	Employee Performance	Work Motivation
DK8	<b>0.885</b>	0.748	0.705
KK10	0.756	<b>0.921</b>	0.674
KK11	0.805	<b>0.863</b>	0.637
KK13	0.769	<b>0.765</b>	0.811
KK2	0.766	<b>0.837</b>	0.656
KK3	0.785	<b>0.916</b>	0.8
KK4	0.77	<b>0.926</b>	0.704
KK5	0.787	<b>0.788</b>	0.756
KK6	0.818	<b>0.929</b>	0.786
KK8	0.77	<b>0.91</b>	0.695
MK11	0.693	0.705	<b>0.812</b>
MK6	0.686	0.65	<b>0.829</b>
MK7	0.487	0.48	<b>0.73</b>
MK8	0.784	0.758	<b>0.9</b>
MK9	0.718	0.72	<b>0.768</b>

Source: Primary Data (2019)

Based on the results of the discriminant validity test in Table 5 obtained from the cross loading results, it shows that each indicator in a latent variable has differences with indicators in other variables which can be seen in the higher loading value for its construct. For example, the DK1 item in the Work Discipline table has a value of 0.801, which is higher than the Employee Performance table (0.766) and Work Motivation (0.774).

## 2. Reliability Test

Based on the results of reliability testing in Table 4.6, the composite reliability value of all variables showed results greater than 0.7 and Cronbach's alpha of all variables showed results greater than 0.6. This shows that all variables in this study are reliable.

**Table 6**  
 Reliability Test Results

Variable	Composite Reliability	Cronbach Alpha	Description
Work Discipline	0.966	0.960	Reliable
Employee Performance	0.967	0.961	
Work Motivation	0.905	0.868	

Source: Primary Data (2019)

## Inner Model

The results of the hypothesis test are shown based on the results of the T-Statistics and beta coefficients which can be seen in the original sample table.

**Table 7**  
Structural Model Test Results

	Original Sample (O)	T Statistics	T Table	Description
Work Discipline --> Employee Performance	0.672	3.14	1.70329	Accepted
Work Motivation --> Employee Performance	0.264	1.184	1.70329	Rejected

Source: Primary Data (2019)

Based on Table 7, the beta coefficient value which can be seen in the original sample table (o) shows the coefficient value and also the direction of the positive or negative relationship. The test results for each hypothesis are as follows:

Hypothesis 1: The work motivation variable has a positive influence on employee performance. The results of the hypothesis test show that the work motivation variable has no influence on employee performance. This is shown in the T Statistics value of 1.184 which means the value is < T-Table (1.70329).

Hypothesis 2: The work discipline variable has a positive influence on employee performance. The results of the hypothesis test show that the work discipline variable has a positive influence on employee performance. This is indicated by the value of T Statistics (3.14) > T-Table (1.70329), the beta coefficient value is 0.672, and is positive.

To test hypothesis 3, it is necessary to calculate the F test. The results of the PLS test show that the R2 value is 0.821. Then, the calculated F value is:

$$F = \frac{R^2/k}{1 - R^2/(n - k - 1)}$$

$$F = \frac{0,821/2}{1 - 0,821/(30 - 2 - 1)}$$

$$F = 61,91899$$

Hypothesis 3: Work motivation and work discipline simultaneously influence employee performance. From the results of the F value calculation, it shows that F count (61.91899) > F table (3.34). Therefore, hypothesis 3 is supported, i.e., the variables of work motivation and work discipline together have an influence on employee performance.

## Discussion

### 1. The Influence of Work Motivation on Employee Performance

Test results in this study proved that work motivation did not influence the performance of KPRI UB Malang employees. The results of this study were in line with the study of Yuliana (2017) and Suwati (2013) which also found that work motivation had no influence on increasing employee performance. The results of this study are not in line with various studies which show that work motivation has an influence on increasing employee performance such as the studies of Sari and Masruroh (2018) and Sidanti (2015). This difference in results occurred due to the characteristics of the employees of KPRI UB Malang which were different from those in other studies. The majority of employees of KPRI UB Malang have worked for a long period of time (26 -30 years and > 30 years). Therefore, these employees were used to working and finally inner work motivation no longer had an influence on improving employee performance.

## 2. The Influence of Work Discipline on Employee Performance

Test results in this study proved that work discipline had an influence on improving the performance of KPRI UB Malang employees. The results of this study support studies by Sari and Masruroh (2018), Suyitno (2017), Sarwani (2016), Sidanti (2015), and Wasilawati (2014). This explains that employees who have work discipline will understand their job responsibilities. Employees will obey the existing rules by themselves, such as being present on time and carrying out their duties with full responsibility to completion. Therefore, work discipline has an influence on increasing employee performance because employees are aware of their responsibilities which are reflected in their work discipline behavior.

## 3. The Influence of Work Motivation and Work Discipline on Performance

Test results in this study proved that work motivation and work discipline simultaneously influence the performance of KPRI UB Malang employees. The results of this study support studies of Sari and Masruroh (2018) and Sidanti (2015). The two studies also state that work motivation and work discipline simultaneously have an influence on increasing employee performance. Therefore, when work motivation and work discipline move together, employee performance will increase. However, when work motivation stands alone, it does not have any influence on improving the performance of KPRI UB Malang employees.

## CONCLUSION

Planning and development of tourism destinations or tourist attraction objects (TAO) are directed at the application of environmentally sound architectural themes with the concept of harmonious, organized, and sustainable marine ecotourism. The concept of microecology is applied to land management in the form of Pulau Sembilan (Nine Islands). The micro-adaptive concept of the coast and the sea that connects the islands is adapted as a concept of building form, while the pragmatic micro-concept is adapted for the spatial layout of the archipelago as a locus for the development of marine tourism destinations that will be competitive based on 5A (attractions, accommodation, accessibility, amenities, ancillary). as a tourism component. This architectural design process is carried out through fact-finding, theme determination, goal setting, display requirements in a design, and concept creation so that the design concept is born in the form of marine ecotourism architecture based on local competence in Sinjai Regency, Indonesia.

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