

# THE INFLUENCE OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS INTERVENING VARIABLES (Case Study on Medical Doctor and Nurses in Canada)

Richard Frimpong Oppong<sup>1</sup>, Ian Wooton<sup>2</sup>  
(Thompson rivers university - Canada)<sup>1</sup>  
(University of Surrey - UK)<sup>2</sup>

---

## Abstract

*This study aims to find out how the influence of work discipline on employee performance with incentives as an intervening variable. The research method used is the method of qualitative data and quantitative data. While the data used is primary data. The data analysis method in this study used simple linear regression analysis to obtain a comprehensive picture of the effect of work discipline variables on employee performance using the SPSS 25 for Windows program. To find out whether there is a significant effect of the independent variable on the dependent variable, a simple linear regression model is used. The results of testing the hypothesis using simple regression analysis and t-test show that: that the t-table value of the Work Discipline variable is 4.074 >*

**Keywords:** Work Discipline, Incentives, Employee Performance

---

## INTRODUCTION

Talking about HRM (Human Resource Management) nowadays is getting more and more attention, because human resources are actors from all levels of planning to evaluation who are able to utilize other resources owned by an organization or company. Stephen P. Robbins and Mary Coulter (2010), stated that: "Management involves activities of coordinating and supervising the work of other people, so that the work can be completed efficiently and effectively. Management also seeks to be effective, by completing tasks for the realization of organizational goals.

It is said that the company's goals can be achieved not only depending on modern equipment, adequate facilities and infrastructure, but more depending on the human resources who carry out the work. The achievement of an organization is strongly influenced by the individual performance of its employees. Every company organization must always spur the performance of its employees in the hope of being able to achieve harmony in every part of the company, so that the expected goals are achieved.

Mangkunegara (2011: 67) states: "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". One way to spur employee performance in an organization or company is to further improve employee performance optimally, such as providing compensation, holding job training for new employees, getting special attention for employees with achievements such as giving awards, and other forms of attention to all. his employees.

The following is employee performance data at Medical Doctor and Nurses in Canada with production data as of 2019 in the last few months.

Month	Amount / Ton	Percentage	Target
September	1,200 Tons	70%	1600 tons
October	1,450 Tons	80%	1600 tons
November	1,150 Tons	68%	1600 tons
December	1,223 tons	69%	1600 tons

At Medical Doctor and Nurses in Canada there has been a process of division of labor (Job Description) which is based on the expertise and level of education of each employee, so that it appears that all employees are able to maximize their potential to carry out their respective duties and functions when getting work assignments from the company. This phenomenon is what makes employees undisciplined in work which causes a decrease in crop yields due to a lack of motivation causing employees to be ignored in the company.

Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Thus if the rules or regulations that exist in the company are ignored, or are often violated, then employees have bad discipline. Conversely, if employees comply with the company's provisions, it illustrates the existence of good disciplinary conditions. According to Edy Sutrisno (2016: 89) 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. Discipline in this company is discussed in the presence of employees who are often absent or other names are absent, this is an obstacle to the company's targets not being met.

According to Samsudin (2010: 281) suggests that motivation is the process of influencing or pushing from the outside towards a person or work group so that they want to carry out something that has been determined. Meanwhile, according to Liang Gie in Samsudin states that motivation is the work done by managers in providing inspiration, encouragement and encouragement to other people, in this case employees, to take actions. The objectives of this research are:

- a. To find out how the influence of Work Discipline on Employee Performance Medical Doctor and Nurses in Canada.
- b. To find out how the influence of Work Discipline on Employee Performance at Medical Doctor and Nurses in Canada with Work Motivation as an intervening variable.

## **LITERATURE REVIEWS**

### **Performance**

Performance in an organization is one of the elements that cannot be separated in an organizational institution, both government agencies and private institutions. Performance comes from the word Job Performance or Actual Performance which is work performance or actual achievement achieved by a person.

### **Work Discipline**

Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Thus if the rules or regulations that exist in the company are ignored, or are often violated, then employees have bad discipline. Conversely, if employees comply with the company's provisions, it illustrates the existence of good disciplinary conditions.

### **Work motivation**

According to Samsudin (2010: 281) suggests that motivation is the process of influencing or pushing from the outside towards a person or work group so that they want to carry out something that has been determined. Meanwhile, according to Liang Gie in Samsudin states that motivation is the work done by managers in providing inspiration, encouragement and encouragement to other people, in this case employees, to take actions.

## **METHODS**

This research was conducted at Medical Doctor and Nurses in Canada. The time of this research began in January 2020 until it was finished.

The data collection technique used is by way of a questionnaire or questionnaire which is a number of questions or written statements about factual data or opinions related to the respondent, which are considered facts or truths that are known and need to be answered by the respondent (Suroyo anwar 2009: 168.).

In this study, the population was 40 harvesting employees of Medical Doctor and Nurses in Canada. Because the target population is less than 100, the sampling technique used is the census method, where the entire population of 40 harvesters will be used as the research sample.

## RESULTS AND DISCUSSION

### Equation 1

#### Simple Linear Regression Testing

##### Simple Linear Regression Results

Model	Coefficients <sup>a</sup>					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	tolerance	VIF
	B	std. Error	Betas					
(Constant)	1,586	2031			.781	.440		
Discipline_Work_X	.922	.122	.774		7,542	.000	1,000	1,000

a. Dependent Variable: Motivation\_Y1

Based on these results, the multiple linear regression equation has the formulation:  $Y1 = a + b X + \epsilon$ , so the equation is obtained:

$$Y1 = 1.586 + 0.922 X + \epsilon$$

The description of the multiple linear regression equation above is as follows:

- The constant value (a) of 1.586 indicates the magnitude of the Motivation variable (Y1) if the Work Discipline variable (X) is equal to zero.
- The regression coefficient value of the Work Discipline variable (X) (b1) is (0.922) indicating the large role of the Work Discipline variable (X) on the Motivation variable (Y1). This means that if the Work Discipline variable factor (X) increases by 1 unit value, it is predicted that the Motivation variable (Y1) will increase by (0.922) units.

### Equation 2

#### Multiple Linear Regression Testing

##### Multiple Linear Regression Results

Model	Coefficients <sup>a</sup>					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	tolerance	VIF
	B	std. Error	Betas					
(Constant)	1,616	1,499			1,078	.288		
Discipline_Work_X	.319	.141	.289		2,255	.030	.400	2,497
Motivation_Y1	-.580	.119	.626		4,885	.000	.400	2,497

a. Dependent Variable: Performance\_Y2

Based on these results, the multiple linear regression equation has the formulation:  $Y2 = a + b1X + b3Y1 + \epsilon$ , so that the equation is obtained:

$$Y2 = 1.616 + 0.319 X + -0.580 Y1 + \epsilon$$

The description of the multiple linear regression equation above is as follows:

- The constant value (a) of 1.616 indicates the magnitude of Employee Performance (Y2) if Work Discipline (X) and Motivation (Y1) are equal to zero.

- b. The regression coefficient value of Work Discipline (X) (b1) is 0.319 indicating the large role of Work Discipline (X) on Employee Performance (Y2) assuming the variable Motivation (Y1) is constant. This means that if the Work Discipline factor (X) increases by 1 value unit, it is predicted that Employee Performance (Y2) will increase by 0.319 value units assuming constant Motivation (Y1).
- c. The regression coefficient value of Motivation (Y1) (b3) is 0.580 indicating the magnitude of the role of Motivation (Y1) on Employee Performance (Y2) assuming the variable Work Discipline (X) is constant. This means that if the motivation factor (Y1) increases by 1 unit value, it is predicted that employee performance (Y2) will increase by 0.580 value units assuming constant work discipline (X).

**t test (Partial)**

**Partial Test (t) Equation 1**

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	tolerance	VIF
	B	std. Error	Betas				
(Constant)	1,586	2031		.781	.440		
Discipline_Work_X	.922	.122	.774	7,542	.000	1,000	1,000

a. Dependent Variable: Motivation\_Y1

**Hypothesis test of the influence of the Work Discipline variable (X) on the Motivation variable (Y1).**

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If  $t_{count} < t_{table}$  or  $-t_{count} > -t_{table}$  or  $Sig. > 0.05$ .
2. Reject H0 If  $t_{count} \geq t_{table}$  or  $-t_{count} \leq -t_{table}$  or  $Sig. < 0.05$ .

From the table above, a  $t_{count}$  value of 7.542 is obtained with  $\alpha = 5\%$ ,  $t_{table}$  (5%;  $n_k = 38$ ) obtained a  $t_{table}$  value of 1.685. From this description it can be seen that  $t_{count}$  (7.542)  $>$   $t_{table}$  (1.685), likewise with a significance value of 0.000  $<$  0.05, it can be concluded that the first hypothesis is accepted, meaning that the Work Discipline variable (X) has a positive and significant effect on motivation (Y1).

**Partial Test (t) Equation 2**

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	tolerance	VIF
	B	std. Error	Betas				
(Constant)	1,616	1,499		1,078	.288		
Discipline_Work_X	.319	.141	.289	2,255	.030	.400	2,497
Motivation_Y1	.580	.119	.626	4,885	.000	.400	2,497

a. Dependent Variable: Performance\_Y2

**Hypothesis Test of the effect of Work Discipline (X) on Employee Performance (Y2)**

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If  $t_{count} < t_{table}$  or  $-t_{count} > -t_{table}$  or Sig.  $> 0.05$
2. Reject H0 If  $t_{count} \geq t_{table}$  or  $-t_{count} \leq -t_{table}$  or Sig.  $< 0.05$

From the table above, a  $t_{count}$  value of 2.255 is obtained with  $\alpha = 5\%$ ,  $t_{table}$  (5%;  $n_k = 38$ ) obtained a  $t_{table}$  value of 1.685. From this description it can be seen that  $t_{count}$  (2.255)  $>$   $t_{table}$  (1.685), and its significance value is  $0.030 < 0.05$ , it can be concluded that the second hypothesis is rejected, meaning that work discipline (X) has a positive and significant effect on employee performance (Y2).

**Hypothesis Test the effect of Motivation (Y1) on Employee Performance (Y2)**

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If  $t_{count} < t_{table}$  or  $-t_{count} > -t_{table}$  or Sig.  $> 0.05$
2. Reject H0 If  $t_{count} \geq t_{table}$  or  $-t_{count} \leq -t_{table}$  or Sig.  $< 0.05$

From the table above, a  $t_{count}$  value of 4.885 is obtained with  $\alpha = 5\%$ ,  $t_{table}$  (5%;  $n_k = 38$ ) obtained a  $t_{table}$  value of 1.685. From this description it can be seen that  $t_{count}$  (4.885)  $>$   $t_{table}$  (1.685), and its significance value is  $0.000 < 0.05$ , it can be concluded that the third hypothesis is accepted, meaning that motivation (Y1) has a positive and significant effect on employee performance (Y2).

**Path Analysis**

**Direct and Indirect Relations**

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	Work Discipline (X)	0.289	0.774	-	Significant	As Independent Variable
2	Motivation (Y1)	0.626	-	0.484	Significant	As an Intervening Variable

**CLOSING**

**Conclusion**

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. The things proposed state that: From the table above, a  $t_{count}$  value of 7.542 is obtained with  $\alpha = 5\%$ ,  $t_{table}$  (5%;  $n_k = 38$ ) obtained a  $t_{table}$  value of 1.685. From this description it can be seen that  $t_{count}$  (7.542)  $>$   $t_{table}$  (1.685), Likewise with a significance value of  $0.000 < 0.05$ , it can be concluded that the first hypothesis is

- accepted, meaning that work discipline (X) has a positive and significant effect on motivation (Y1).
2. From the table above, a tcount value of 2.255 is obtained with  $\alpha = 5\%$ , ttable (5%; nk = 38) obtained a ttable value of 1.685. From this description it can be seen that tcount (2.255) > ttable (1.685), and its significance value is  $0.030 < 0.05$ , it can be concluded that the second hypothesis is accepted, meaning that work discipline (X) has a positive and significant effect on employee performance (Y2).
  3. From the table above, a tcount value of 4.885 is obtained. With  $\alpha = 5\%$ , ttable (5%; nk = 38) a ttable value of 1.685 is obtained. From this description it can be seen that tcount (4.885) > ttable (1.685), and its significance value is  $0.00 < 0.05$ , it can be concluded that the third hypothesis is accepted, meaning that motivation (Y1) has a positive and significant effect on employee performance (Y2).

### Suggestion

To perfect this research, there are several additional aspects proposed in the suggestions in this research, namely as follows:

1. Further research is suggested to consider variables not examined in this study.
2. It is recommended for future researchers to expand the scope of research objects, for example in the scope of provincial or national governments throughout Canada.

### REFERENCES

- Akbar. 2017. Media Convergence According to Experts and Its Impact on Audiences. Available (Online): <https://pakarkomunikasi.com/konvergensi-media>. (19 December 2018)
- Ardianto, Elvinaro., et al. (2007) Mass Communication An Introduction Ed. Revisions. Bandung: Rosdakarya Youth
- AVERAGE, 3rd Volume, No. 2, 2017, Pramuningrum, et al, City Strategy, 162-182
- Dude, Burhan. (2008). Sociology of Communication: Theory, Paradigm and Discourse of Communication Technology in Society. Jakarta: Kencana Prenada Media Group
- Cangara, Hafid. 2007. Introduction to Communication Studies. PT Raja Grafindo Persada, Jakarta.
- Claudione, Abigail. (2017). Use Social Media as a Convergence Strategy on Radio in Salatiga Fm, Radio Zenith Fm, and Radio Elisa Fm. Faculty of Communication Science Faculty of Social and Communication Sciences Satya Wacana Christian University: Salatiga
- Effendi, Onong Uchjana. (2006). Communication Science Theory and Practice. Bandung: PT Juvenile Rosdakarya
- Effendi, Onong Uchjana. (2003). Science, Theory and Philosophy of Communication. Bandung: PT. Image Aditya Bakti.
- Herdiansyah, Haris. (2014). Qualitative Research Methods for the Social Sciences. Jakarta: Salemba Humanika.
- Jenkins, Henry. (2006). Convergence Culture, Where Old and New Media Collide, New York University.
- McQuail, Denis. (2011). Theory Mcquail Mass Communications Edition 6 Book 1 (Trans.). Jakarta: Salemba Humanika



*Richard Frimpong Oppong, Ian Wooton*

---

- Moleong, Lexy J. (1989). *Qualitative Research Methodology*. Rev. ed. Bandung: Rosdakarya Youth
- Mulyana, Deddy. (2001) *Qualitative Research Methodology, New Paradigm of Communication Science and Other Social Sciences*. Bandung: Rosdakarya Youth.
- Nurudin. (2007). *Introduction to Mass Communication*. Jakarta : PT Raja Grafindo Persada
- Sugiyono. 2016. *Quantitative, Qualitative and R&D Research Methodology*. Alfabet, Bandung.
- Rizky Perdana, Firza. (2016). *Faduka Fm's Efforts in Maintaining the Existence of the Social Function of Radio in the Media Convergence Era*. Faculty of Dakwah State Islamic Institute: Purwokerto.
- Sutopo, HB (2002). *Qualitative Research Methods Basic Theory and Its Application in Research*. Surakarta: Eleven March University of Pres
- Sugiyana, Aritasius. (2012). *Media Convergence Transformation Strategy: A Case Study of Kompas Daily Grand Strategy*. Master's thesis, Faculty of Social and Political Sciences, University of Indonesia, Jakarta
- Triyono. (2010). *Global Fm Radio Strategy in Improving Broadcaster Quality*. Faculty of Da'wah, State Islamic University of Sunan Kalijaga: Yogyakarta.
- Trinoviana, Anindita. (2017). *Radio Convergence Strategy as an Effort to Expand Audience and Advertising Markets*. Faculty of Communication Studies, Indonesian Islamic University: Yogyakarta.
- Writer team. 2013. *Media Convergence*. Available (Online): <https://meiditriadisurya.wordpress.com/2013/12/26/konvergensi-media/> (19 December 2018)