

Does Work Motivation Mediate the Effect of Work Discipline on Employee Performance? Evidence from Indonesian Hotel Employees



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ABSTRACT: This study aims to determine the effect of work discipline on employee performance with work motivation as a mediation. The population in this study were all employees working at Swiss-Belinn Hotel Malang, and the sampling method used was the census method of 104 respondents. The data analysis method used is *Partial Least Square* (PLS). The study results show that work discipline positively and significantly affects employee performance. Work discipline is proven to have a positive and significant effect on work motivation. Work motivation also has a positive and significant effect on employee performance. Work motivation can mediate the relationship between work discipline and employee performance.

KEYWORDS: Employee Performance, Work Motivation, Work Discipline, PLS

I. INTRODUCTION

Tourism 4.0 is a tourism development trend for many countries worldwide and emerges to unlock the potential for innovation in the entire tourism sector (Korže, 2019). Advances in technology 4.0 enable the realization of various applications that can enrich the tourist experience and boost the tourism industry's productivity. One business directly related to the implementation of tourism activities, so that without its existence, tourism cannot run well, is the hotel business (Wijayanti, 2019). The hotel business in Malang City is quite tight; in 2021, the number of star hotels in Malang City will be 41 units. Then the number will increase to 52 units in 2022 (Department of Youth, Sports and Tourism of Malang City, 2022). The existence of more and more hotels resulted in increasingly fierce competition. Facing intense competition, of course, brings challenges and difficulties for the hotel itself. Hotels must be able to develop and manage their resources to survive and thrive in these conditions.

People are an essential resource for most organizations, but in service-based organizations such as hotels, human resources are critical in delivering successful performance. (Evans, 2015). Employees occupy essential organizational positions and are valuable assets (Chakraborty & Biswas, 2019). The performance of all departments measures a hotel's success, not just one department's performance (Rutherford & O'Fallon, 2007, p. 82). Declining employee performance can put the company in a dangerous position and affect the survival and sustainability of the organization as a whole (Kim et al., 2019; Ng & Allen, 2018). Employee performance is behavior in carrying out duties and obligations according to organizational standards (Chu & Lai, 2011).

Organizations need to pay attention to various factors that can affect employee performance. One of the factors that can affect employee performance is work discipline (Sedarmayanti, 2007; Razak et al., 2018; Pawirosumarto & Bachelor, 2017; Hermina & Yosepha, 2019; Amiroso & Mulyanto, 2015). Work discipline is vital in improving employee performance, especially in hotels. Discipline is the key to realizing company, employee, and community goals; good discipline means employees are aware and willing to do all their jobs properly (Hasibuan, 2012, p. 198). Although several research studies explain that work discipline influences employee performance, several studies show different results, namely, work discipline does not significantly affect employee performance (Allah & Heryanto, 2018; Sardjana et al., 2018).

Work motivation is used as mediation to bridge the relationship between work discipline and employee performance, which in the empirical study above shows inconsistencies in research results. Work motivation is essential because, with work motivation, employees will be more enthusiastic in carrying out the tasks assigned and can improve employee performance (Diamantidis & Chatzoglou, 2018); Çetin Askun, 2018; Dharma, 2017; Ghebregiorgis, 2018; Riyanto et al., 2017). Motivation is the first step for someone to take action due to physical and psychological deficiencies or, in other words, is an encouragement shown to fulfill specific goals (Luthans, 2006).

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II. LITERATURE REVIEW

Relationship between Work Discipline and Employee Performance

Work discipline is vital in improving employee performance, especially in hotels. Discipline is the key to realizing company, employee, and community goals; good discipline means employees are aware and willing to do all their jobs properly (Hasibuan, 2012, p. 198). Several factors must be considered in applying discipline, such as punctuality, using office equipment properly, high responsibility, and adherence to company rules. Based on the research results and empirical data, the following hypotheses are developed:

H1 : Work Discipline has a positive and significant effect on employee performance

Relationship between Work Discipline and Work Motivation

Alexandri et al. (2019) and Roni et al. (2018) examined the relationship between work discipline and work motivation, the result of which was that work discipline had a positive and significant effect on work motivation. An optimistic attitude that is implemented through self-discipline will make someone more motivated to improve their performance. Based on the research results and empirical data, the following hypotheses are developed:

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

Relationship between Work Discipline and Work Motivation

Work motivation is fundamental because, with work motivation, employees will be more enthusiastic in carrying out the tasks assigned, which can improve employee performance. Research by Diamantidis and Chatzoglou (2018), Çetin and Askun (2018), Jayaweera (2015), Rasheed et al. (2016), Ghebrejorgis (2018), Riyanto, et al. (2017), Mohamud (2017), showed that work motivation has a positive and significant effect on employee performance. Based on the above study, the following hypotheses can be arranged:

H3 : Work Motivation has a positive and significant influence on Employee Performance

Work Motivation mediates the effect of Work Discipline on Employee Performance

Discipline factors play an essential role in the implementation of employee performance. An employee with a high level of discipline will continue to work well even without being supervised by a leader (Parinduri et al., 2017). Likewise, employees who have discipline will obey rules with high awareness without feeling coerced so that they are encouraged to do good work. Better. As long as work discipline increases employee motivation, the resulting performance will also be good. Based on the research results and empirical data, the following hypotheses are developed:

H4 : Work Motivation mediates the effect of work discipline on employee performance

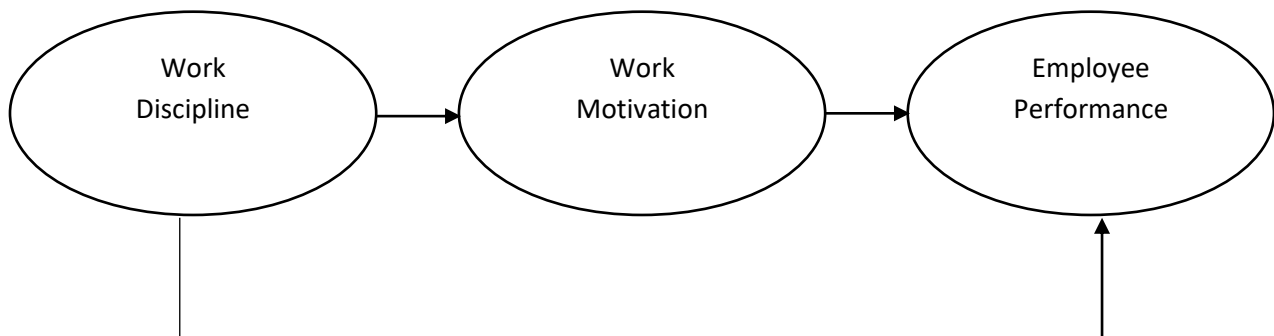


Figure 1. Research Model

Source: Authors, 2023

III. RESEARCH METHODS

This study examines the effect of work discipline on employee performance variables directly or through work motivation as a mediation. All data in this study will be analyzed using PLS (Partial Least Square) through smartPLS software. This study uses the Casual Step method to test the intervening variables developed by Baron and Kenny (Baron & Kenny, 1986).

Population and Sample

The population in this study were all employees who worked at Hotel Swiss-Belinn Malang. The sampling technique in this study used the census method. The census method is a research method used to collect information from respondents, where all members of the population are sampled so that the sample in this study is 104 employees.

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Measurement

Data was collected through a questionnaire which a Likert Scale measured. This study measured work discipline by four indicators: awareness, willingness, obedience, and work ethics (Hasibuan, 2007). Work motivation uses two indicators: extrinsic and intrinsic (Luthans, 2011). Based on Mathis and Jackson (2006), employee performance has five indicators: quantity, quality, timeliness, attendance at work, and cooperative attitude (ability to work together).

IV. RESULT AND DISCUSSION

Characteristics of Respondents in this study are as follows

Table 1. Characteristics of Respondents

Characteristics of Respondents Based on Gender		
Gender	Amount	Percentage
Man	56	53.8%
Woman	48	46.2%
Characteristics of Respondents Based on Status		
Status	Amount	Percentage
Not married yet	63	60.6%
Married	41	39.4%
Characteristics of Respondents by Age		
Age Range	Amount	Percentage
17-25 Years	37	53.6%
26-35 Years	48	46.2%
36-45 Years	16	15.4%
46-60 Years	3	2.9%
Characteristics of Respondents Based on Years of Service		
Years of service	Amount	Percentage
<1 Year	6	5.8%
1-2 Years	39	37.5%
2-4 Years	36	34.6%
4-5 Years	7	6.7%
> 5 Years	16	15.4%
Characteristics of Respondents Based on Last Education		
Last education	Amount	Percentage
Senior High School	37	35.6%
D1	34	32.7%
S1	32	30.8%
S2	1	1.0%
Characteristics of Respondents Based on Income		
Income	Amount	Percentage
1-3 Million	46	44.2%
>3-5 Million	35	33.7%
>5-8 Million	18	17.3%
>8 Million	5	4.8%

Source: Data processed by researchers, 2023

The results of the hypothesis analysis obtained from the analysis using smartPLS are as follows:

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Table 2. Hypothesis testing results

Hypothesis	Relations Between Variables	Path Coefficient	t-Statistics	p-value	Results	
H1	Work Discipline -> Employee Performance	0,308	3,236	0,001	Significant	Received
H2	Work Discipline -> Work Motivation	0,401	4,878	0,000	Significant	Received
H3	Work Motivation-> Employee Performance	0,439	3,818	0,000	Significant	Received
H4	Work Discipline -> Work Motivation -> Employee Performance	0,176	2,984	0,003	Significant	Accepted (partial mediation)

Source: Data processed by researchers, 2023

Based on the data in Table 4.2, Work Discipline on Employee Performance shows a coefficient value of 0.308 which means cheerful. It has a t-statistic value more significant than the t-table value ($3.236 > 1.96$) and a p-value of 0.001 which means < 0.05 (significance value), so it has a significant effect. Work Discipline positively and significantly influences Employee Performance, and H1 is accepted.

Work Discipline on Work Motivation shows a coefficient value of 0.401 which means cheerful and has a t-statistic value more significant than the t-table value ($4.878 > 1.96$) and a p-value of 0.000 which means < 0.05 (significance value), so that it has a significant effect. Work Discipline positively and significantly influences Work Motivation, and H2 is accepted.

Work Motivation on Employee Performance shows a coefficient value of 0.439 which means cheerful. It has a t-statistic value more significant than the t-table value ($3.818 > 1.96$) and a p-value of 0.000 which means < 0.05 (significance value), so it has a significant effect. Work motivation positively and significantly affects employee performance, and H3 is accepted.

Based on the analysis that has been carried out, the results show that work discipline has a significant positive effect on employee performance, and indirectly work discipline has a significant positive effect on work motivation. So based on the results of the mediation test, it is known that Work Motivation provides a partial mediating role in the influence of Work Discipline on Employee Performance with a t-statistic value more significant than the value of t-table ($2.984 > 1.96$), so Hypothesis 6 is accepted.

DISCUSSION

Effect of Work Discipline on Employee Performance

Based on the research that has been done, it is known that work discipline significantly influences employee performance. Discipline is measured based on awareness, willingness, obedience, and work ethics that are felt to improve performance. Improve performance explains that the increase in employee performance is due to the discipline of Swiss-Bellin Hotel Malang employees. These results follow the theory by Veithzal (2012) that disciplined employees will comply with regulations with high awareness without any sense of coercion so that they voluntarily carry out work, making it easier to achieve their performance. The results of this study are consistent with previous research by Razak et al. (2018); Amiroso and Mulyanto (2015); Alexandria et al. (2019); Pawirosumarto and Bachelor (2017); Roni et al. (2018); Hermina and Yoshepa (2019); Sofyan et al. (2016); Simatupang and Saroyeni (2018).

The Effect of Work Discipline on Work Motivation

Based on the research that has been done, it is known that work discipline has a positive and significant influence on work motivation. That explains that the increase in work motivation is due to the work discipline felt by the employees of Swiss-Bellin Hotel Malang. Employees who are disciplined in coming to work and uphold the guidelines at work will always feel calmer at work because employees will always do their work according to predetermined rules, such as doing assignments or working as early as possible, and this will allow employees to be more motivated in completing tasks faster and better. This study's results align with previous research by Alexandri et al. (2019) and Roni et al. (2018).

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Effect of Work Motivation on Employee Performance

It is known that work motivation has a positive and significant influence on employee performance. Work motivation is measured based on intrinsic and extrinsic aspects. That explains that the increase in employee performance is due to the work motivation felt by the employees of Hotel Swiss-Bellin Malang. These results follow the theory put forward by Robbins (2002), which states that motivation is the desire to use a high energy level in efforts to achieve organizational goals. The results of this study are in line with previous research by Diamantidis and Chatzoglou (2018), Çetin and Askun (2018), Dharma (2017), Jayaweera (2015), Rasheed et al. (2016), Ghebregiorgis (2018), Riyanto, et al. (2017),

The Effect of Work Discipline on Employee Performance which is mediated by Work Motivation

Based on the analysis that has been carried out, the results show that work motivation provides a partial mediating role in the influence of work discipline on employee performance. That shows that work discipline directly affects employee performance. This condition indicates that employee motivation at the Swiss-Bellin Hotel Malang will not affect the relationship between work discipline and employee performance.

Discipline factors play an essential role in the implementation of employee performance. An employee with a high level of discipline will continue to work well even without being supervised by a leader (Parinduri et al., 2017). Likewise, employees with discipline will comply with regulations with high awareness without any sense of coercion to motivate them to do a better job. As long as work discipline increases employee motivation, the resulting performance will also be good. The stage is that good work discipline will make employees further increase their work motivation to increase their performance.

CONCLUSIONS

Based on the results and discussion, the conclusions of this study are as follows:

1. Work discipline has a significant positive effect on employee performance.
2. Work discipline has a significant positive effect on work motivation.
3. Work motivation has a positive and significant influence on employee performance
4. Work motivation mediates the influence of the work environment on employee performance.

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