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# The Influence of Work Motivation on Work Discipline with Job Satisfaction as An Intervening Variable for Employees of The Public Housing and Residential Areas Agency of Pekanbaru City

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## Abstract

This research is motivated by the importance of implementing discipline for employees and organizations. Discipline will affect work and organizational goals. Employees who do not have good discipline will result in unsatisfactory performance. Discipline has an impact on performance, of course, performance is related to employee work results. Because poor work results will certainly affect the goals and even the existence of the organization. The purpose of this study was to determine and analyze the effect of work motivation on employee work discipline with job satisfaction as an intervening variable for employees of the Public Housing and Settlement Area Office of Pekanbaru City. This research method is quantitative descriptive method. Primary data is obtained directly through questionnaire results. The research sample amounted to 45 employees at the Public Housing and Settlement Area Office of Pekanbaru City. It is concluded that work motivation, work discipline and job satisfaction of employees of the Public Housing and Settlement Area Office of Pekanbaru City are quite good. This is known from the average assessment of the three variables which are in the good enough category. There is an effect of work motivation on employee work discipline. There is an effect of work motivation on employee job satisfaction. There is no effect of job satisfaction on employee work discipline, and there is no effect of work motivation on work discipline and job satisfaction as an intervening variable in employees of the Office.

**Keywords:** Local Government, Work Motivation, Work Discipline, Job Satisfaction

## Introduction

An organization or company really needs the role of human resource management. This can be caused because without human resources, the organization cannot possibly run. In company development, human resources are the most important factor supporting the running of a company. Humans are the drivers and managers of other production factors such as capital, raw materials, equipment and others to achieve organizational goals (Novitasari & Winarsih, 2020). The current era of globalization is entering fierce competition in all fields. Therefore, every company or organization is required to have its own competitive advantage so as not to be left behind by its competitors. One way that can be taken is to improve the work discipline of its employees.

Discipline is the ability of individuals to do work regularly, diligently, continuously and follow established rules (Suwarna, 2021). Discipline can be interpreted as a form of attitude from an employee, such as always arriving on time, being responsible for completing all job demands, complying with all company regulations and applicable social norms (Ningrum et al,

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2020). Work discipline is also defined as a form of attitude, behavior and actions that are in accordance with the rules of the organization, both written and unwritten (Alhusaini et al, 2020).

Good work discipline reflects a person's sense of responsibility for the tasks assigned (Asfar & Anggraeni, 2020; Sadat, Handayani & Kurniawan, 2020). Good work discipline can also encourage work passion (Nasir, 2020). Good work discipline can also encourage one's work enthusiasm (Hasibuan & Silvya, 2019; Nasir, 2020). Good work discipline can also encourage work enthusiasm and the realization of organizational goals (Pala'langan, 2021). Employees who do not have good discipline will result in unsatisfactory performance (Azhar, Nurdin & Siswadi, 2020). Undisciplined employees do not have a sense of responsibility towards the company (Nopitasari & Krisnandy, 2019). Undisciplined employees also show no desire to arrive on time (Akay, Kaawoan & Pangemanan, 2021). Undisciplined employees also result in not achieving company goals (Maharani, Tanjung & Pasaribu, 2022).

As the findings mentioned above, that work discipline can affect the condition or condition of employees. Where the condition or condition of the employee is part of the motivation in him. As Jufrizen & Sitorus said, work motivation is a condition or condition that encourages, stimulates or moves a person to do a mandated work so that he can achieve goals in the organization (Jufrizen & Sitorus, 2021). Motivation is also defined as a driving force that creates a person's passion to work together effectively and integrated with all their efforts to achieve satisfaction (Candana, & Wijaya, 2020).

According to Colquitt, et al., work motivation is a collection of energetic forces that coordinate inside and outside an employee, which drives work effort, in determining direction, intensity, and persistence (Colquitt, et al., 2017). According to Luthans, motivation is a process that starts with a physiological deficiency or need that activates behavior or is driven that is aimed at a goal or incentive (Luthans, 2016). In this case, motivation is a process that starts with a physiological or psychological deficiency or need in the form of behavioral activity or driving intentions in goals or stimuli. Employees who have high work motivation will have a positive impact on the organization, improve work performance, create enthusiasm and passion for work (Marlinda et al, 2021).

Several studies on motivation have been conducted. The results concluded that high work motivation can make employees have high discipline (Pramadita & Surya, 2015). High work motivation has an impact on achieving organizational goals (Pradnyani et al, 2020). Conversely, low work motivation can reduce employee morale (Astuti & Mayasari, 2021). Low morale can also result in low work performance, decreased work productivity, and can have an impact on decreased discipline (Sudjud, 2021). In addition to work motivation, the condition or condition of employees and even their discipline is also related to their job satisfaction. As said by Hasibuan, that job satisfaction is an emotional attitude that is pleasant and loves his job, this attitude is reflected in work morale, discipline and work performance that can be enjoyed at work, outside work and a combination of inside and outside work (Hasibuan, 2010).

The problems of work discipline, work motivation, and job satisfaction have also been studied by previous research. However, no research has been found that is completely similar to this research. Previous research examined the effect of motivation on other variables, or work motivation on work discipline alone, or work motivation on job satisfaction alone without the variable of work discipline. Similar research that makes job satisfaction an intervening variable is also different from this study. As research conducted by Rafika Rachmaniah with the research title of the effect of work discipline and work motivation on employee performance with job satisfaction as an intervening variable (Rachmaniah, 2022). The difference also lies in the

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subject and locus of research. Therefore, this research is different from previous research or contains novelty value.

Based on the results of the preliminary study related to this research, several phenomena or employee problems related to discipline were found, such as there were employees who did not show a desire to arrive on time and there were employees who always arrived late. In addition, there are employees who do not complete their work on time, always making excuses every time they are asked to do additional work. More details about the problem findings can be seen in the following table.

Table 1

Employee Problems of the Public Housing and Settlement Areas Service

| No. | Field Findings |
|-----|----------------|
| 1 | There are employees who do not show a desire to arrive on time |
| 2 | There are employees who always come late |
| 3 | There are employees who are absent without information |
| 4 | Unpleasant work environment causes employees to always look for excuses to leave during working hours |
| 5 | Inadequate facilities and infrastructure are often the reason work is not completed on time |
| 6 | There are employees who are not satisfied with the work environment they live in |
| 7 | There are employees who feel there is no incentive to complete work on time |
| 8 | There are employees who feel that their work lacks enthusiasm for coming to the office |
| 9 | There are employees who feel that the work they do does not have a positive impact on them |
| 10 | There are employees who are easily bored in completing work |

Source: Processed by Authors, 2023

The problems mentioned above indicate that there are problems with work motivation, work discipline, and job satisfaction of employees of the Public Housing and Settlement Areas Service. Service employees who have good work motivation in themselves will certainly work seriously and obey the various work rules that exist in the service. Employees who obey the rules certainly show good discipline.

Discipline is very important for employees and organizations, because discipline will affect work and organizational goals. As said earlier that employees who do not have good discipline will result in unsatisfactory performance (Azhar et al, 2020). It is stated that discipline has an impact on performance, of course, performance is related to employee work results. Because poor work results will certainly affect the goals and even the existence of the organization.

**Methods**

This research uses quantitative research methods. The research was conducted at the Public Housing and Settlement Area Office of Pekanbaru City. The research sample amounted to 45 people. Where this research data was collected by research questionnaires. The answer to each questionnaire statement item is given one of the scores 1-5 according to the answer given by the research sample. This research data analysis uses descriptive statistical analysis and

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inferential statistical analysis. Descriptive statistical analysis in the form of percentages and categorization. Inferential statistical analysis uses SEM model analysis, namely by using the SmartPLS application. The benchmarks for descriptive statistical measurements in this study are as follows.

Table 2

Interval Categories of Work Motivation, Work Discipline and Job Satisfaction

| No. | Interval (%) | Categories |
|-----|-------------|------------|
| 1 | 80 – 100 | Good |
| 2 | 60 – 79 | Good Enough |
| 3 | 40 – 59 | Less Good |
| 4 | 20 – 39 | Not Good |
| 5 | 1 – 19 | Very Unfavorable |

Source: Riduwan (2018)

Then the benchmarks for inferential statistical analysis in this study are divided into two, namely benchmarks for measurement models, and benchmarks for structural model criteria. In the SEM model analysis, the measurement model is used to see validity, and the structural model to see the influence of variables. The following are the benchmarks.

Table 3

Measurement Model Evaluation Criteria

| Validity and Reliability | Parameters | Description |
|--------------------------|------------|-------------|
| Convergent Validity | Loading Factor Value | a. It can be said to be valid if the loading value > 0,7<br>b. For the initial stage of loading value development > 0,5 – 0,6 can be declared valid |
| | Average Variance Extracted (AVE) | AVE = 0,5 is a good measure of convergent validity |
| Discriminant Validity | Cross Loading | The correlation of the construct with each indicator is > than the size of the other constructs, then the latent construct predicts its indicators better than the other constructs |
| | Square Foot of AVE | The square root value of AVE > the correlation value between latent variant constructs, then discriminant validity is achieved. |
| | Cronbach's Alpha | a. Cronbah's alpha > 0,7 for confrimatory research<br>b. Cronbah's alpha $\geq$ 0,6 - 0,7 still acceptable for explanatory researc |
| | Composite Reliability | a. Composite reliability $\geq$ 0,7 good reliability<br>b. Composite reliability > 0,6 - 0,7 still acceptable for explanatory research |

Source: Processed by Authors, 2023

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While the benchmark for the structural model or the value of its influence is as follows.

Table 4

Model Structural Evaluation Criteria

| Testing | Criteria | Description |
|---------|----------|-------------|
| *Model fit* | APC | *Average Path Coefficient* (APC) p *value* < 0,1 |
| | ARS | *Average R Square* (ARS) p *value* < 0,1 |
| | AVIF | *Average Variance Inflation* (AVIF) p *value* < 5 |
| Coefficient of Determinant (R2) for Latent Variables | $R^2$ | R square value of 0.67 identifies a good model, a value of 0.33 identifies a moderate model while a value of 0.19 model can be said to be weak |
| Path Coefficient | P *value* | P *value* < α, then it is said to be significant |

Source: Processed by Authors, 2023

**Results and Discussion**

It is known that the research respondents were male, totaling 32 people, or 71.11% of the 45 research respondents. Meanwhile, female respondents were only 13 people, or only 28.89% of the total research respondents. Respondents under 26 years old were only 1 person, or 2.22% of the total respondents in this study (45 people). The age range 26 years - 30 years is 2 people (4.44%), the age range 31 years - 35 years is 4 people (8.89%), the age range 36 years - 40 years is 9 people (20.00%), and those over 40 years old are 29 people (64.44%). Where respondents who have a high school / equivalent education are 21 people, or 46.67% of the 45 respondents. Respondents who have a Diploma education are 4 people (8.89%), 17 people (37.78%) have undergraduate degrees, and 3 people have postgraduate degrees, or 6.67% of the total respondents. respondents.

Respondents who have a working period of 1-3 years are only 2 people (4.44%). Then the working period of 4-6 years is 5 people or 11.11% of the total respondents. The rest or most of the respondents have a long working period or more than six years, namely 38 people (84.44%). Based on the results of the answers to the research questionnaire by the research respondents, the conditions of work motivation, work discipline, and job satisfaction were obtained as follows.

Table 5

Condition of Work Motivation, Work Discipline, and Job Satisfaction of Pekanbaru City's Public Housing and Settlement Areas Service Agency Employees

| No. | Variables | Average | Criteria |
|-----|-----------|---------|----------|
| 1 | Work Motivation | 67,85% | Good Enough |
| 2 | Work Discipline | 66,61% | Good Enough |
| 3 | Job Satisfaction | 66,67% | Good Enough |

Source: Processed by Authors, 2023

It is known that all work motivation, work discipline, and job satisfaction of Pekanbaru City's Public Housing and Settlement Areas Service Agency employees are quite good. Where the highest average is the work motivation variable, then followed by the job satisfaction and job discipline variables. Then the results of SEM model testing with the SmartPLS application are as follows.

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a.  Measurement Model

   1.  Convergent Validity

        Convergent validity is done by looking at the item reliability (validity indicator) shown by the loading factor. Loading factor is a number that shows the correlation between the score of a question item and the indicator score of the indicator construct that measures the construct. A loading factor value greater than 0.7 is said to be valid. Figure 1 shows the results of the calculation of the outer loading factor and the results obtained show the loading factor value is above 0.70. This means that the indicator has met the requirements of convergent validity by looking at the outer loading which can be seen in Table 6.

Table 6

Outer Loading Values

| Variables | Indicators | Outer Loading | Criteria |
|---|---|---|---|
| Work Discipline (Y) | DK1 | 0,789 | Valid |
| | DK2 | 0,791 | Valid |
| | DK3 | 0,737 | Valid |
| | DK4 | 0,685 | Valid |
| | DK5 | 0,824 | Valid |
| | DK6 | 0,680 | Valid |
| | DK7 | 0,806 | Valid |
| | DK8 | 0,837 | Valid |
| Job Satisfaction (Z) | KK1 | 0,798 | Valid |
| | KK2 | 0,875 | Valid |
| | KK3 | 0,936 | Valid |
| | KK4 | 0,776 | Valid |
| | KK5 | 0,877 | Valid |
| | KK6 | 0,804 | Valid |
| | KK7 | 0,790 | Valid |
| | KK8 | 0,885 | Valid |
| | KK9 | 0,822 | Valid |
| | KK10 | 0,783 | Valid |
| | KK11 | 0,879 | Valid |
| Work Motivation (X) | KK12 | 0,764 | Valid |
| | MK1 | 0,719 | Valid |
| | MK2 | 0,647 | Valid |
| | MK3 | 0,791 | Valid |
| | MK4 | 0,681 | Valid |
| | MK5 | 0,710 | Valid |
| | MK6 | 0,793 | Valid |
| | MK7 | 0,716 | Valid |
| | MK8 | 0,753 | Valid |
| | MK9 | 0,793 | Valid |
| | MK10 | 0,691 | Valid |
| | MK11 | 0,774 | Valid |
| | MK12 | 0,820 | Valid |

Source: Processed by Authors, 2023

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2. Discriminant Validity

Discriminant validity is testing that the measuring instrument, precisely measures the construct being measured, not other constructs. Instrument validity in addition to being determined based on convergent validity is also determined by discriminant validity. For testing discriminant validity, it can be seen from the cross-loading value and the construct AVE root (Ghozali, 2013). An indicator is declared descriminant validity if the cross-loading value of the indicator on the variable is the largest compared to other variables. The following is the cross-loading value of each indicator on each variable.

Table 7

Cross Loading Values

| Item | Work Discipline_(Y) | Job Satisfaction _(Z) | Work Motivation_(X) |
|------|---------------------|------------------------|----------------------|
| DK1 | 0,821 | 0,558 | 0,708 |
| DK2 | 0,814 | 0,395 | 0,617 |
| DK3 | 0,754 | 0,468 | 0,545 |
| DK5 | 0,799 | 0,472 | 0,702 |
| DK7 | 0,823 | 0,415 | 0,570 |
| DK8 | 0,833 | 0,430 | 0,652 |
| KK1 | 0,748 | 0,797 | 0,878 |
| KK10 | 0,438 | 0,784 | 0,640 |
| KK11 | 0,610 | 0,878 | 0,734 |
| KK12 | 0,394 | 0,764 | 0,505 |
| KK2 | 0,449 | 0,876 | 0,600 |
| KK3 | 0,456 | 0,936 | 0,591 |
| KK4 | 0,316 | 0,776 | 0,410 |
| KK5 | 0,365 | 0,878 | 0,560 |
| KK6 | 0,285 | 0,804 | 0,545 |
| KK7 | 0,441 | 0,791 | 0,517 |
| KK8 | 0,510 | 0,885 | 0,650 |
| KK9 | 0,370 | 0,822 | 0,587 |
| MK1 | 0,627 | 0,642 | 0,745 |
| MK11 | 0,684 | 0,610 | 0,792 |
| MK12 | 0,675 | 0,712 | 0,852 |
| MK3 | 0,546 | 0,497 | 0,790 |
| MK5 | 0,634 | 0,403 | 0,712 |
| MK6 | 0,553 | 0,657 | 0,773 |
| MK7 | 0,689 | 0,411 | 0,719 |
| MK8 | 0,523 | 0,571 | 0,741 |
| MK9 | 0,542 | 0,637 | 0,811 |

Source: Processed by Authors, 2023

Based on the data presentation in Table 7 above, it can be seen that each indicator on the research variable has the largest cross loading value on the variable it forms compared to the cross-loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study already have good descriminant validity in compiling their respective variables. Apart from looking at the cross-loading value, descriminant validity can also be determined by other methods, namely by looking at the average variant extracted (AVE) value for each indicator, which is required to be> 0.5 for a good model.
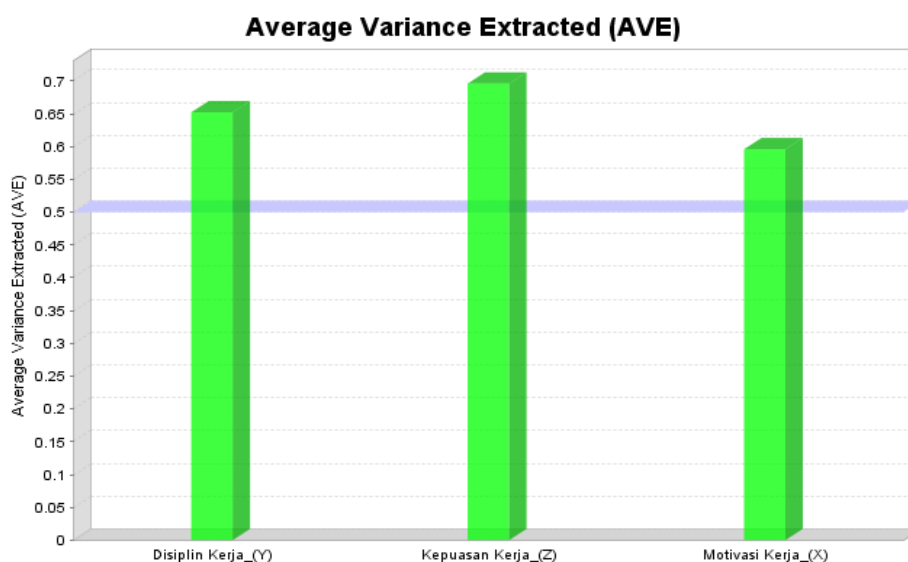
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Table 8

Average Variance Extracted (AVE)

| Variables | Average Variance Extracted (AVE) |
|---|---|
| Work Discipline (Y) | 0,652 |
| Job Satisfaction (Z) | 0,696 |
| Work Motivation (X) | 0,596 |

Source: Processed by Authors, 2023

The following are the results of the Average Variance Extracted (AVE) output which are presented in the form of the following curves.

Figure 1

AVE Graphics



Source: Processed by Authors, 2023

Based on the data presentation in Table 8 and Figure 1 above, it can be seen that the AVE value of the work discipline, job satisfaction, and work motivation variables is> 0.5. Thus it can be stated that each variable has good descriminant validity.

3. Reliability Analysis Results

The next check is indicator reliability by looking at the composite reliability output or Cronbach's alpha. It is said that reliability is if the composite reliability value is> 0.6 and the Cronbach'alpha value is greater than 0.7. The results of measuring indicator reliability with composite reliability or Cronbach's alpha are as follows.

Table 9

Cronbach's Alpha and Composite Reability

| Variables | Cronbach's Alpha | rho_A | Composite Reliability |
|---|---|---|---|
| Work Discipline (Y) | 0,894 | 0,898 | 0,918 |
| Job Satisfaction (Z) | 0,960 | 0,973 | 0,965 |
| Work Motivation (X) | 0,915 | 0,918 | 0,930 |

Source: Processed by Authors, 2023

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The results of the composite reliability measurement from the table show that the value is above 0.6 and all variables for Cronbach's alpha have a value above 0.7. Thus, it can be stated that each variable data is valid and has high reliability.

b.   Structural Model

After testing the outer model that has been fulfilled, then testing the inner model (structural model) is carried out. The inner model can be evaluated by looking at the R-square (indicator reliability) for the dependent construct and the t-statistic of the path coefficient test. The higher the R-square value, the better the prediction model of the proposed research model. In table 10, it can be seen that the construct R-square is based on the results of the estimation carried out.

Table 10

Results of R-Sqyare Value (Inner Model)

| Variables | R Square | R Square Adjusted |
|---|---|---|
| Work Discipline (Y) | 0,625 | 0,607 |
| Job Satisfaction (Z) | 0,561 | 0,551 |

Source: Processed by Authors, 2023

Based on table 10, the work discipline variable has an R Square value of 0.625 after calculation through SmartPLS, this can be interpreted that the ability of variance that can be explained by work motivation variables is 0.625 or 62.5%. The job satisfaction variable has an R Square value of 0.561 after calculation through SmartPLS, this means that the ability of variance that can be explained by the work motivation variable is 0.561 or 56.1%. Through the results of testing the research hypothesis with the SmartPLS 3 application program, the influence value on each indicator item for each variable is also obtained. More details can be seen in the form of the following test result model.

Figure 2

Influence Test Results for each Research Variable
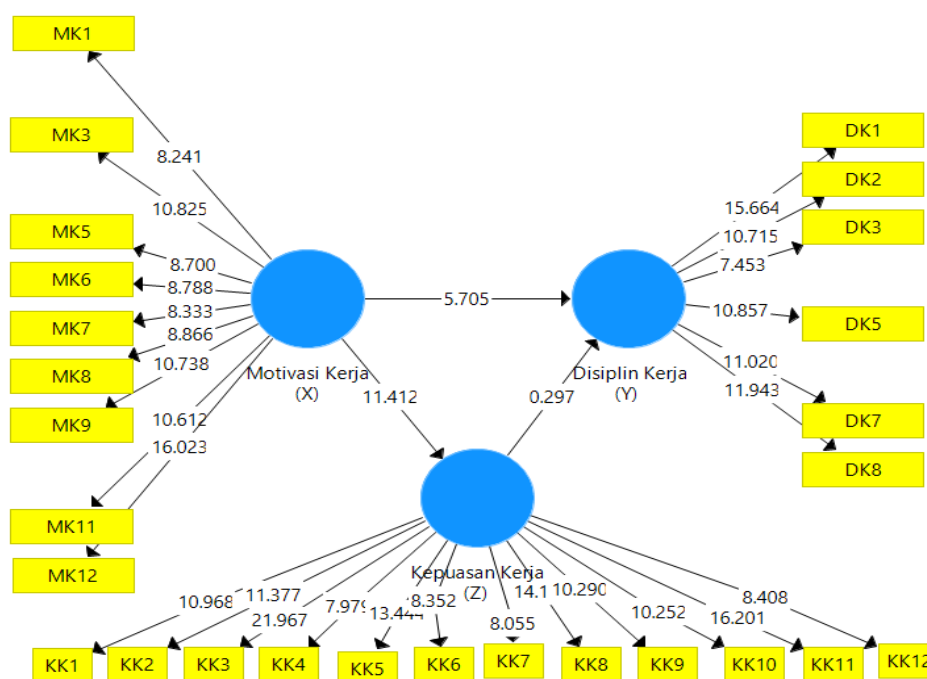


Source: Processed by Authors, 2023

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The values in the figure above are the tcount or influence value on each variable and each indicator item. Where the ttable value set for SmartPLS test results is 1.96. The values of each indicator item above are greater than the value of 1.96. So, it can be said that each indicator item has an influence on each variable.

The $t_{count}$ value for the work motivation variable (X) on work discipline (Y) is 5.705 or greater than the $t_{table}$ value (5.705> 1.96). Thus, it can be said that there is an influence of work motivation (X) on work discipline (Y). Then there is an effect of work motivation (X) on job satisfaction (Z), because the tcount> ttable value (11.412> 1.96). However, there is no effect of job satisfaction (Z) on work discipline (Y), it is known from the $t_{count}$ value < $t_{table}$ value (0.297 < 1.96).

The indicator that most influences the work motivation variable is the indicator of developing individual potential or the possibility of growth, because this indicator obtained the highest tcount value compared to other indicators on the work motivation variable, which amounted to 16.023. Then followed by indicators of recognition, advancement, responsibility, the work itself, and achievement.

The indicator that most influences the work discipline variable is the indicator of discipline towards regulations, because the indicator obtained the highest tcount value compared to other indicators, which amounted to 15.664. Then followed by indicators of accepting sanctions when violating applicable rules and authorities, discipline towards duties and responsibilities, and time discipline. Meanwhile, the indicator that most influences the job satisfaction variable is the salary/income indicator (payment), because this indicator gets the highest tcount value compared to other indicators in the job satisfaction variable, which is 21.967. Then followed by indicators of working conditions, supervision, promotion opportunities, work itself, and co-workers.

(1)  Direct Effect

Through the results of SEM testing with the SmartPLS 3 application program, the P Values for each research hypothesis were also obtained. Variables are said to have an influence if the P Values value is smaller than 0.05 otherwise there is no influence. The following are the results of hypothesis testing for direct influence.

Table 11

Hypothesis Test Results for Direct Effect

| No. | Hypothesis | Standard Deviation | P Values |
|-----|------------|--------------------|----------|
| 1 | Work Motivation --► Work Discipline | 0,146 | 0,000 |
| 2 | Work Motivation --► Job Satisfaction | 0,066 | 0,000 |
| 3 | Job Satisfaction --► Work Discipline | 0,182 | 0,766 |

Source: Processed by Authors, 2023

Through Table 11, it is known that there is a direct effect of work motivation on work discipline. Then, there is a direct effect of work motivation on job satisfaction. Because both hypotheses obtained P values smaller than 0.05 (0.000 < 0.05). However, there is no direct effect of job satisfaction on work discipline. Because the P Values obtained are greater than 0.05 (0.766 > 0.05).

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(2)  Indirect Effect

Through the results of SEM testing with the SmartPLS 3 application program, the P Values for indirect effects were also obtained. Where the indirect effect in this study is the effect of work motivation on work discipline with job satisfaction as an intervening variable. The test results can be seen in the following table.

Table 12

Hypothesis Test Results for Indirect Eff

| Hypothesis | Standard Deviation | P Values |
|---|---|---|
| Work Motivation --▶ Work Discipline --▶ Job Satisfaction | 0,144 | 0,778 |

Source: Processed by Authors, 2023

It is known from the table that the P Values obtained for the indirect effect is 0.778. This value is greater than 0.05 (0.778> 0.05). This means that there is no indirect effect of work motivation on work discipline with job satisfaction as an intervening variable.

**Conclusion**

Based on the results of the research and discussion, the conclusions are as follows. Work motivation, work discipline and job satisfaction of employees of the Public Housing and Settlement Area Office of Pekanbaru City are quite good. This is known from the average assessment of the three variables which are in the good enough category. There is an influence of work motivation on the work discipline of employees of the Public Housing and Settlement Area Office of Pekanbaru City. Thus, the work motivation that exists in department employees can affect their work discipline. This means that employees who have good work motivation will certainly show good work discipline as well. There is an influence of work motivation on job satisfaction of employees of the Public Housing and Settlement Area Office of Pekanbaru City. Thus, job satisfaction of department employees can be influenced by their work motivation. This means that employees who have good work motivation will show good job satisfaction. Vice versa, employees who have good job satisfaction will have good work motivation.

There is no effect of job satisfaction on the work discipline of employees of the Public Housing and Settlement Areas Office of Pekanbaru City. Thus, job satisfaction of department employees does not affect their work discipline. In other words, the work discipline shown by employees is not the result of the job satisfaction conditions they experience. This means that employees who are satisfied with their jobs do not necessarily show good work discipline. There is no effect of work motivation on work discipline and job satisfaction as an intervening variable in employees of the Public Housing and Settlement Areas Office of Pekanbaru City. Because work motivation does not have an influence on the work discipline of agency employees.

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