

## The Important Role of Work Motivation as Mediation and Work Discipline in Improving the Performance of Gresik Cooperative Employees

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### Abstract

*"Cooperatives are expected to be one of several economic actors and act as the main support for the national economy in order to provide the welfare of members and the community. In the last ten years, the Indonesian government has had a "total cooperative reform" program which was translated through the stages of reorientation, rehabilitation and development,"but in the end cooperatives as pillars of teachers are still a lingering dream and the level of competition in the business world is getting higher, to be able to survive and thrive in conditions a company must be able to develop and process various resources owned by the company such as capital, materials and machines to achieve company goals."The purpose of the following research is to analyze and find solutions to why employee performance declines through the existence of a level of motivation and work discipline that already exists in the rules of cooperative organization. The following research uses a quantitative approach that has a population of all employees of the Gresik Cooperative with a sample of 109 respondents, while the data analysis model uses the SPSS program with the results that (1) Work Discipline has a direct effect on Cooperative Employee Performance; (2) Work Discipline has a direct effect on Work Motivation; (3) Work Motivation has a direct effect on Cooperative Employee Performance.*

### Keywords

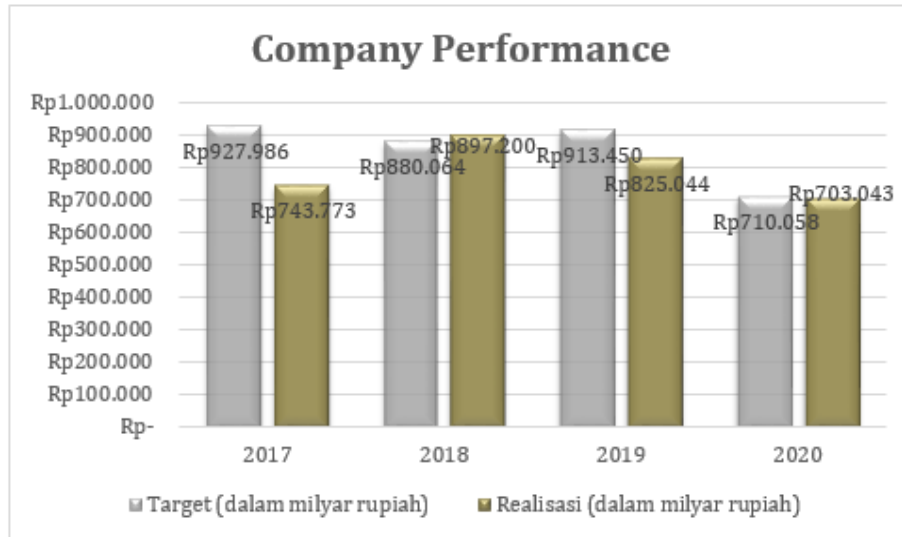
work motivation; work discipline; cooperative employee performance



## I. Introduction

Cooperatives are expected to become one of the economic actors and act as the main support for the national economy in order to provide welfare to members and the community. In the last ten years, the Indonesian government has had a "total cooperative reform" program, which was explained through the stages of reorientation, rehabilitation and development. The reformation started in 2014 as an effort to change the orientation of cooperative development with quality not quantity. But in the end, cooperatives as pillars of teachers are still a long dream and the level of competition in the business world is getting higher, in order to be able to survive and experience developments in a situation a company should be able to develop and process various resources owned by companies such as capital, Companies also need human resources, namely employees, employees are an important resource for companies because they have the talent, energy and creativity needed to achieve company goals, and the performance that companies are looking for is personal which depends on the abilities, motivation and personal support they receive.

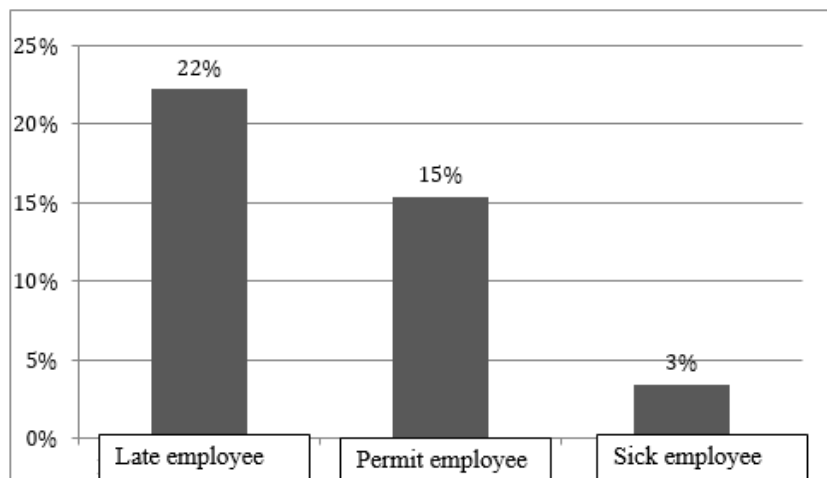
(Sutrisno, 2016); (Supiyanto, 2015) says that performance is the result of employee work in terms of quality, quantity, working time and cooperation to achieve the goals set by the organization, Gresik cooperative employees have recently experienced a decline in performance results in 4 years the last one which shows the less stable performance results in the Gresik Cooperative, the following is the performance data from 2017 to 2020, likewise in figure 1.



Source: Cooperative data 2021

**Figure 1.** Company Performance Chart

Motivation comes from the Latin word movere which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020). Without work motivation and a good level of discipline, an employee will get poor results because it allows a lack of passion in carrying out his work which has an impact on decreasing the effectiveness of the company to carry out its operations (Ekhsan, 2019), in addition to less than optimal work motivation, cooperative employee performance also allegedly influenced by the level of employee discipline that decreased and still existed, as shown in Figure 2,



Source: Cooperative data 2021

**Figure 2.** Attendance Data Chart

Based on Figure 2, attendance data is seen and it is found that there is still work motivation and discipline and occurs in the Gresik cooperative, so this will affect drop performance due to less than optimal in attendance at the place work, "the company cannot run well if the management of employees is discipline and motivation of employees is not managed properly. The importance of discipline in company management as stated in his research (Wahyudi, 2019) the contribution of motivation and discipline to performance is significant

And supported by his research (Farisi et al., 2020) concluded that motivation has a positive and significant effect on employee performance and work discipline has a positive but not significant effect on employee performance. So looking at the problems above shows the alleged importance of discipline and motivation greatly affect employee performance.

## II. Review of Literature

### 2.1 Work Discipline Against Cooperative Employee Performance

(Harlie, 2010); (Herdiany, 2011) said that work discipline is essentially a "raise awareness for its workers to carry out the tasks that have been assigned, where the formation does not arise by itself, but must be formed through formal and non-formal education, and the motivation that exists in each employee must be developed properly."

So according to (Nasir et al., 2021) that work discipline affects employee performance and is also supported by research (Wijaya, 2018) that work discipline also has a significant effect on the dependent variable of employee performance."

H1: Influence Discipline Work against Cooperative Employee Performance

### 2.2 Discipline Work against Work Motivation

(Hasibuan, 2016); (Simamora, 2014) says that discipline is a tool that makes corrections or "punishing subordinates for violating rules or procedures. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms, while (Safitri, 2017); (Burhannudin et al., 2019) states that discipline is a character that describes a person's behavior that can be used as the basis for company assessment. Based on the definition itself, it is concluded that work discipline is an attitude, behavior, and action that is in accordance with both written and unwritten regulations, and if violated there will be sanctions for violations."

H2: Influence Discipline Work against Work Motivation

### 2.3 Work Motivation on Cooperative Employee Performance

"Motivation is a motive that encourages and gives morale to subordinates, gives strength to activities and directs the behavior of subordinates to lead to the goals to be achieved (Purwanto et al., 2021); (Tangkeallo, 2021) and the motivation given superiors to subordinates within the company will be able to have a significant effect on employee performance and can be useful for the company when achieving company goals that are the company's targets (Purba, 2014); (Juniantara & Riana, 2015)."

So according to research (Farisi et al., 2020) that "motivation has a positive and significant effect on employee performance and also like his research (Susanto, 2016) on the main structure that leadership, compensation and work motivation together or partially have a positive and significant effect on performance."

H3: The Effect of Work Motivation on the Performance of Cooperative Employees

## 2.4 Work Discipline on Cooperative Employee Performance through Work Motivation

(Soesatyo, 2016) “Good discipline is self-discipline. Many people realize that it is possible that behind self-discipline is increased laziness. With awareness in applying company or agency rules that are reflected in disciplinary work, the high performance of employees will also increase”, while (Miskiani & Bagia, 2021) “Giving motivation is needed in every organization. High work motivation will make employees motivated to work with a spirit that is in accordance with not quite enough responsibility and can make a positive contribution to the organization, providing work motivation to employees by providing an appropriate salary, which is one of the efforts that the company can undertake.”

So according to (Hidayah, 2015) mediation testing proves that “work discipline and communication make a work motivation with a small effect, because the direct effect is greater directly on performance than through work motivation as a mediation. And the opinion (Putra et al., 2019) that work discipline mediation is able to further increase the influence of motivation on employee performance at the Bina Sejahtera Employee Cooperative, Badung Regency, while (Jufrizen, 2021) work motivation as a mediator does not act as a mediation on the effect of work discipline on employee performance.”

H4: The Influence of Work Discipline on Cooperative Employee Performance through Work Motivation

## 2.5 Conceptual Framework

Based on theory and relationships variable then skeleton conceptual can be seen in Figure 3:

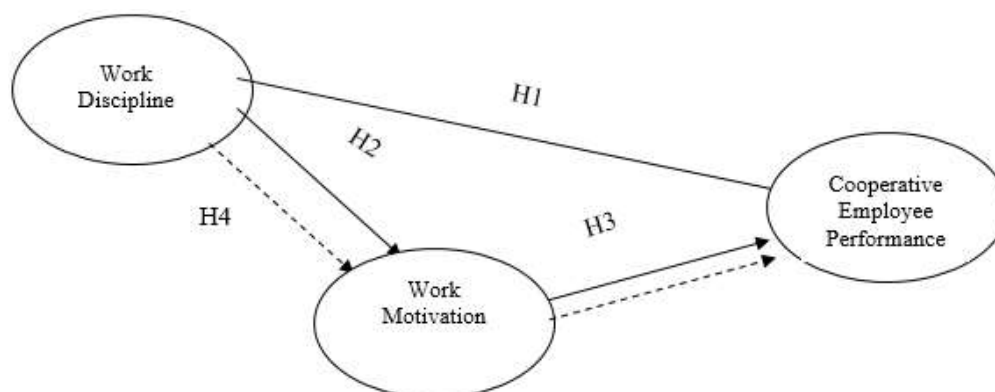


Figure 3. Conceptual Framework

## III. Research Method

### 3.1 Research Design

“Research on the effect of Work Discipline on Cooperative Employee Performance through Work Motivation as a mediation using a quantitative approach method (Sugiyono, 2016), provides a definition of the quantitative method is research data in the form of numbers and analyzes data using statistical procedures.”

### 3.2 Population and Sample

"The population is all aspects or elements to be researched from the results of quantitative and qualitative calculations or measurements of a complete and clear collection of objects (Fatihudin, 2015). The following research uses a sampling technique using 109 respondents as a subject."

### 3.3 Data Analysis

(Sujarweni & Utami, 2019) said that data analysis with the SPSS program is software "specifically for processing the most popular statistical data and SPSS is used in various market research, quality control and improvement, as well as scientific research and SPSS is used as a tool for data processing."

## IV. Results and Discussion

### 4.1 Results

#### a. Path Analysis Model Schematic (Path)

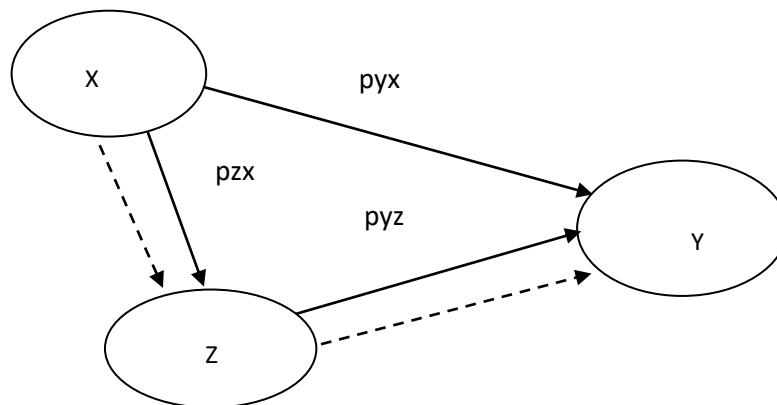


Figure 4. Schematic of Path Analysis model (Path)

#### b. Validity Test

"This validity test is to determine whether the questionable questionnaire item is valid or cannot be determined from the calculated R value > R table, the R table of 109 respondents is 0.1882. In addition, it can also see the significance number provided that if the value of sig < 0.05, then the questionnaire is said to be valid and if the value of sig > 0.05, it can be said to be invalid. The following are the results of the validity of the research questionnaire:

Table 1. Validity Test Results

Variable	Indicator	R Count	R Table	Information
Work Discipline	X1	.380	0.1882	Valid
	X2	.582	0.1882	Valid
	X3	.530	0.1882	Valid
	X4	.393	0.1882	Valid
	X5	.436	0.1882	Valid
	X6	.560	0.1882	Valid
Employee performance	Y1	.528	0.1882	Valid
	Y2	.692	0.1882	Valid

	Y3	.561	0.1882	Valid	
	Y4	.495	0.1882	Valid	
	Y5	.676	0.1882	Valid	
	Y6	.662	0.1882	Valid	
	Y7	.523	0.1882	Valid	
	Y8	.683	0.1882	Valid	
	Y9	.502	0.1882	Valid	
	Y10	.496	0.1882	Valid	
	Y11	.718	0.1882	Valid	
	Y12	.695	0.1882	Valid	
	Work motivation	Z1	.626	0.1882	Valid
		Z2	.632	0.1882	Valid
Z3		.687	0.1882	Valid	
Z4		.655	0.1882	Valid	
Z5		.607	0.1882	Valid	
Z6		.630	0.1882	Valid	
Z7		.620	0.1882	Valid	
Z8		.506	0.1882	Valid	
Z9		.566	0.1882	Valid	
Z10		.627	0.1882	Valid	
Z11		.696	0.1882	Valid	
Z12		.655	0.1882	Valid	

Based on the results of the analysis of the validity test, it can be seen that "the value of r count of all statement items is more than the value of r table, it can be concluded that all statement items on the questionnaire are valid and can be tested further."

### c. Reliability Test

"The reliability test can be strengthened through the use of cronbach alpha values. A variable can be said to be reliable or fulfills Cronbach alpha if it has a Cronbach alpha value > 0.7. The following is the cronbach alpha value of each variable":

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha	Cronbach's Alpha Theory	Information
Work Discipline	0.741	0.70	Reliable
Employee performance	0.893	0.70	Reliable
Work motivation	0.903	0.70	Reliable

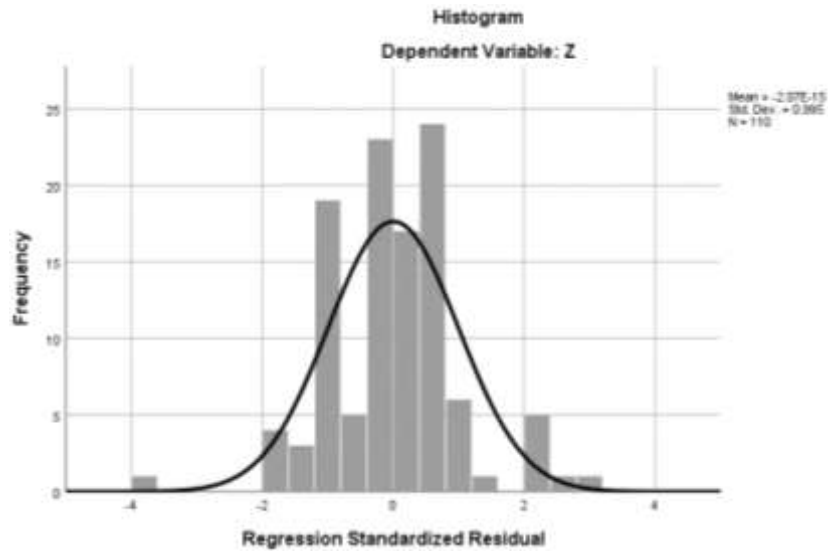
*Source: Processed primary data, 2021*

Table 2 shows that the Cronbach's Alpha value for all research instruments is above 0.70, which means that the instrument is reliable as a research measuring instrument.

### d. Classic Assumption Test

#### 1. First Equation Normality Test

The first structural equation in the following study is  $Z = \alpha X + e_1$  and the test results are obtained as follows:

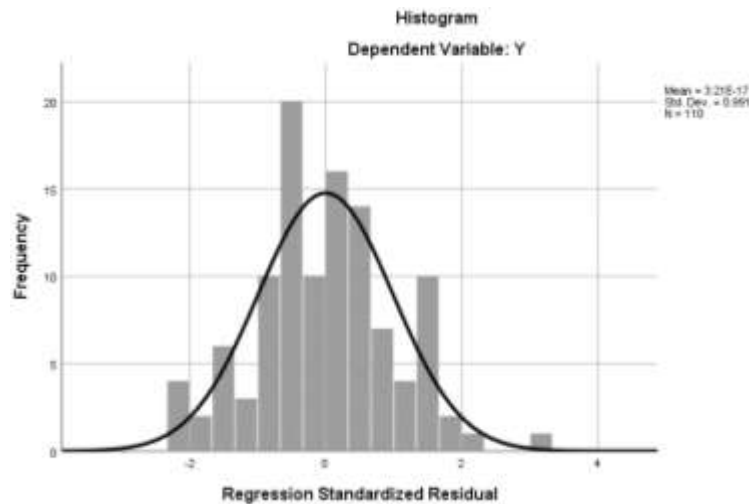


**Figure 5.** Histogram of the First Equation Normality Test

Figure 5 above is showing the Residual Standard Histogram. It passes the classical assumption if "residuals are normally distributed. In this case, what is being tested is the standard residual, because the histogram above forms a bell facing up, so the standard residual is normally distributed."

## 2. First Equation Normality Test

The second structural equation in this study is  $Y = y_xX + y_zZ + e_2$  and the test results are obtained as follows



**Figure 6.** Histogram of the Second Equation Normality Test

Figure 6 above is showing the Residual Standard Histogram."Expressed as passing the classical assumption if the residual has a normal distribution. In the following problem, the test is carried out, namely the standard residual, because the histogram above forms a bell facing up, so that the standard residual has a normal distribution."



### e. Multicollinearity Test

The next classic assumption test is the multicollinearity test. "The multicollinearity test aims to test whether the regression model found a correlation between independent variables (Ghozali, 2015). A good regression model should not have a correlation between the independent variables. If there is a correlation, it is called a multicollinearity problem. To determine the presence or absence of multicollinearity in a regression by looking at the VIF (Variant Inflation Factor) and Tolerance values with the following basic analysis:

1. If the results from SPSS show a tolerance value greater than 0.10 and a VIF value less than 10, there is no multicollinearity in the research results.
2. If the results from SPSS show a tolerance value that is smaller than 0.10 and the VIF value is greater than 10, there is multicollinearity in the research results.

In the results of this study, the multicollinearity test was divided into two stages, namely the first equation multicollinearity test and the second equation multicollinearity test which are described in the following sub-chapter:

#### a) First Equation Multicollinearity Test

The results of the multicollinearity test of the first equation  $Z = zxX + e1$  in the following study are:

**Table 3.** Multicollinearity Test Results of the First Equation

Variable	Collinearity Statistics		Information
	Tolerance	VIF	
Work Discipline	1,000	1,000	Non Multicollinearity

a. Dependent Variable: Z

Source: Primary Data Processed, 2021

"Based on the results from table 3 above, the data processing test shows that there is no multicollinearity relationship between work discipline variables and work motivation."

#### b) Second Equation Multicollinearity Test

The results of the multicollinearity test of the second equation  $Y = yxX + yzZ + e2$  in this study are as follows:

**Table 4.** Test results Multicollinearity Second Equation

Variable	Collinearity Statistics		Information
	Tolerance	VIF	
Work Discipline	.515	1,943	Non Multicollinearity
Work motivation	.515	1,943	Non Multicollinearity

a. Dependent Variable: Y

Source: Processed Primary Data, 2021

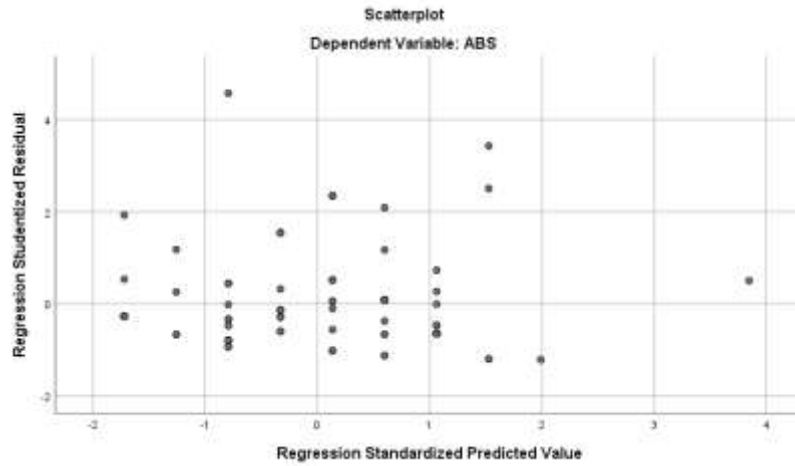
"Based on the results from table 4 above, the data processing test shows that the relationship between work discipline variables on employee performance through work motivation does not occur multicollinearity."



**f. Heteroscedasticity Test**

**1. First Equation Heteroscedasticity Test**

The results of the heteroscedasticity test of the first equation  $Z = z_xX + e_1$  in this study are:

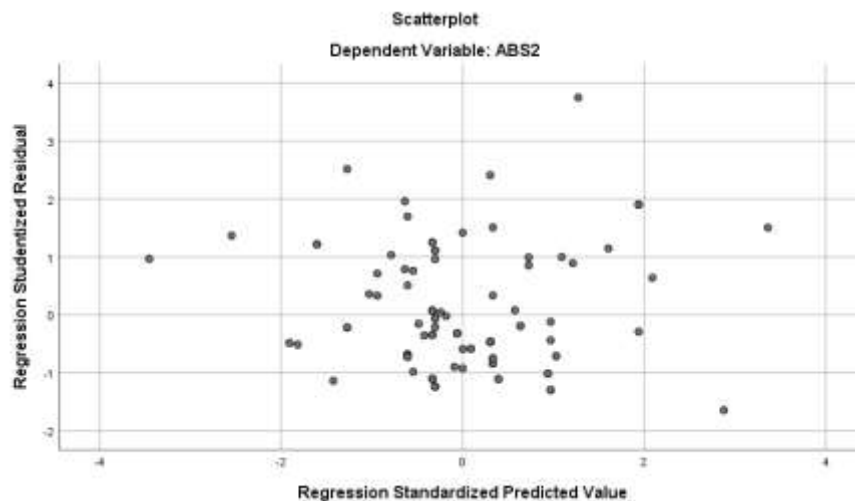


*Figure 7. Heteroscedasticity Test Results of the First Equation*

"The picture above shows that the points on the scatterplot graph in the first equation are spread out and not patterned, indicating that the first equation does not occur heteroscedasticity."

**2. Second Equation Heteroscedasticity Test**

The results of the heteroscedasticity test of the second equation  $Y = y_xX + y_zZ + e_2$  in this study are:



*Figure 8. Heteroscedasticity Test Results of the Second Equation*

Figure 8 above shows that the points on the scatterplot graph in the second equation are spread out and not patterned, indicating that the second equation does not have heteroscedasticity."

**g. Linearity Test**

"The last test in the classical assumption test is a linearity test, the purpose of the linearity test is to test the relationship between a group of independent variables and the dependent variable is linear. (Ghozali, 2015) linearity test aims to determine whether the specifications of the model used are correct or not. Good data should have a linear relationship between the independent variable and the dependent variable. This linearity test uses a test of linearity. The basis for making linearity test decisions is to use a significant value on the linearity of significance (Sugiyono, 2016), namely:

1. If the significance linearity is  $> 0.05$ , then there is no linear relationship
2. If the significance linearity is  $< 0.05$ , then there is a linear relationship

In this study, linearity testing was divided into two stages, namely; test the linearity of the first equation and test the linearity of the second equation, the following are the results of the linearity test of the first equation and the linearity test of the second equation which can be explained as follows”:

a) Linearity Test of Work Discipline on Employee Performance (XY)

"The results of the linearity test of the first equation in this study are:

**Table 5.** Linearity Test Results of Work Discipline on Employee Performance

			Sum of				
			Squares	Df	Mean Square	F	Sig.
X * Y	Between	(Combined)	291.549	11	26.504	12.073	.000
	Groups	Linearity	240.180	1	240.180	109.405	.000
		Deviation from Linearity	51.369	10	5.137	2.340	.016
Within Groups			215.142	98	2.195		
Total			506.691	109			

Source: Processed Primary Data, 2021

"From the results of the linearity test data processing, the first equation of work motivation on work discipline obtained a linearity value of significance  $< 0.05$ , so it can be concluded that work motivation on work discipline has a linear relationship.”

b) Linearity Test of Work Discipline on Work Motivation (XZ)

The results of the linearity test of work discipline on work motivation are:

**Table 6.** Linearity Test Results of Work Discipline on Work Motivation

			Sum of				
			Squares	Df	Mean Square	F	Sig.
X * Z	Between	(Combined)	337.190	15	22.479	12.466	.000
	Groups	Linearity	245.857	1	245.857	136.345	.000
		Deviation from Linearity	91.333	14	6.524	3.618	.000
Within Groups			169.501	94	1.803		
Total			506.691	109			

Source: Processed Primary Data, 2021

"From the results of the data processing of the linearity test of work discipline on work motivation, the linearity value of significance  $<0.05$  can be concluded so that it can be concluded that it has a linear relationship."

c) Linearity Test of Employee Performance on Work Motivation (YZ)

The results of the linearity test of employee performance on work motivation are as follows:

**Table 7.** Results of Employee Performance Linearity Test on Work Motivation

			Sum of				
			Squares	Df	Mean Square	F	Sig.
Y * Z	Between	(Combined)	1168.120	15	77.875	8.168	.000
	Groups	Linearity	996.646	1	996.646	104.529	.000
		Deviation from Linearity	171.474	14	12.248	1.285	.232
Within Groups			896.253	94	9.535		
Total			2064.373	109			

Source: Processed Primary Data, 2021

"From the results of data processing linearity test of the second equation of work motivation on employee performance obtained a linearity significance value  $<0.05$ , it can be concluded that work motivation on employee performance has a linear relationship."

**h. Direct Effect Hypothesis Test**

"This hypothesis test is used to determine whether exogenous variables affect the endogenous variables used in the study. The statistical test used is by comparing the value of significance with probability or by comparing t count with t table.

The criteria for statistical significance testing are as follows:

1. If the significance value is  $> 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected (the hypothesis is rejected).
2. If the significance value is  $< 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted (the hypothesis is accepted)."

The following are the results of hypothesis testing the significance value of the SPSS analysis which is described in the sub-chapter below.

a) Hypothesis of the Direct Effect of Work Discipline on Work Motivation

**Table 8.** Results of the Direct Effect of Work Discipline on Work Motivation  
As follows:

Model	Unstandardized Coefficients		Standardized	T	Sig.
	B	Std. Error	Coefficients Beta		
1 (Constant)	13.040	3.950		3.301	.001
X	1.511	.150	.697	10.090	.000

a. Dependent Variable: Z

Source: Processed Primary Data, 2021

"Based on the table, the significance value is 0.000 <0.05, which means below 0.05. These results indicate that work discipline has a significant effect on work motivation. This means that H0 is rejected and H1 is accepted."

b) Hypothesis of Direct Effect of Work Discipline on Employee Performance

**Table 9.** Results of the Direct Effect of Work Discipline on Employee Performance  
As follows:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.635	3.566		3.263	.001
X	.802	.180	.397	4.465	.000

a. Dependent Variable: Y

Source: Processed Primary Data, 2021

"Based on the table, the significance value is 0.000 <0.05, which means below 0.05. These results indicate that work discipline has a significant effect on work motivation. This means that H0 is rejected and H1 is accepted."

c) Hypothesis of Direct Effect of Work Motivation on Employee Performance

**Table 10.** Results of the Direct Effect of Work Motivation on Employee Performance  
As follows:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.635	3.566		3.263	.001
Z	.389	.083	.418	4.700	.000

a. Dependent Variable: Y

Source: Processed Primary Data, 2021

"Based on the table, the significance value is 0.000 <0.05, which means below 0.05. These results indicate that work motivation has a significant influence on employee performance. This means that H0 is rejected and H1 is accepted."

**i. Pathway Analysis**

"Path analysis testing in this study aims to describe and test the model on the relationship between the variables studied, where the independent variable is moral organizational culture, the dependent variable is employee performance, while the intervening variable is job satisfaction. In conducting path analysis, the independent variables and the dependent variable can be in the form of direct influence or indirect influence.

It is said that the direct effect occurs when the independent variable has a direct relationship with the dependent variable, while the indirect effect occurs when the independent variable is related to the dependent variable but through the intervening variable."

"The results of the path analysis that have gone through the testing stages so that the path analysis model can be known as follows":

1. The results of the first equation path summary model  $Z = \alpha X + e_1$  in this study are as follows:

**Table 11.** Path Analysis Test Results First Equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.697 <sup>a</sup>	.485	.480	3.37084	.485	101.799	1	108	.000	1.973

a. Predictors: (Constant), X

b. Dependent Variable: Z

Source: Processed Primary Data, 2021

R value is 0.697 where  $> 0.5$  so the correlation is strong because  $> 0.5$ .

R Square:  $0.485 < 0.5$  and Adjusted R Square  $0.480 < 0.5$  so that the independent variable explains the weak dependent variable. The magnitude of the effect is 48.5%. And another  $100\% - 48.5\% = 51.5\%$  is explained by variables outside the model. To determine the value of  $e_1$  used the formula, namely:

$$e_1 = (1 - R \text{ square})$$

$$e_1 = 1 - 0.485$$

$$e_1 = 0.515$$

**Table 12.** Regression Equation Based on the Value of (Beta Coefficient) on Unstandardized Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.040	3.950		3.301	.001
	X	1.511	.150	.697	10.090	.000

a. Dependent Variable: Z

Source: Processed Primary Data, 2021

Based on the table above:

On these data, the regression equation is:

$$Z = + 1(X) + e_1$$

$$Z = 13.040 + 1.511 (X) + 0.515$$

In these data, the path equation is:

$$Z = 1(X) + e_1$$

$$Z = 0.697(X) + 0.515$$

Based on the results of the linear regression test above, so that the path coefficient of X to Z is 0.486.

2. The results of the first equation path summary model  $Y = + 1 (X) + 2 (Z) + e_2$  in this study are as follows:

**Table 13.** Path Analysis Test Results of the Second Equation:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	.564	.556	2.90027

a. Predictors: (Constant), Z , X

b. Dependent Variable: Y

Source: Processed Primary Data, 2021

The R value is 0.751 where  $> 0.5$  so the correlation is strong

R Square:  $0,564 > 0,5$  and Adjusted R Square  $0,556 > 0,5$  so that the independent variable explains the dependent variable strongly. The magnitude of the effect is 56.4%. And  $100\% - 56.4\% = 43.6\%$  other explained by variables outside the model. To determine the value of  $e_2$  used the following formula:

$$e_2 = (1 - R \text{ square})$$

$$e_2 = 1 - 0.564$$

$$e_2 = 0.436$$

**Table 14.** The Regression Equation Can Be Made By Looking at the Value of (Beta Coefficient) on Unstandardized Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.635	3.566		3.263	.001
X	.802	.180	.397	4.465	.000
Z	.389	.083	.418	4.700	.000

a. Dependent Variable: Y

Source: Processed Primary Data, 2021

Based on the table above:

On these data, the regression equation is:

$$Y = + 1 (X) + 2 (Z) + e_2$$

$$Y = 11.635 + 0.802 (X) + 0.389 (Z) + 0.436$$

In these data, the path equation is:

$$Y = 1(X) + 2(Z) + e_2$$

$$Y = 0.397(X) + 0.418(Z) + 0.436$$

Based on the results of the linear regression test above, the path coefficient of X to Y is 0.397, and Z to Y is 0.418

Below is a diagram of the overall path of the path regardless of the P value (all calculated), all p value  $< 0.05$  (significant) based on the path, the value of  $XY < ZY$  means that this path model is acceptable.

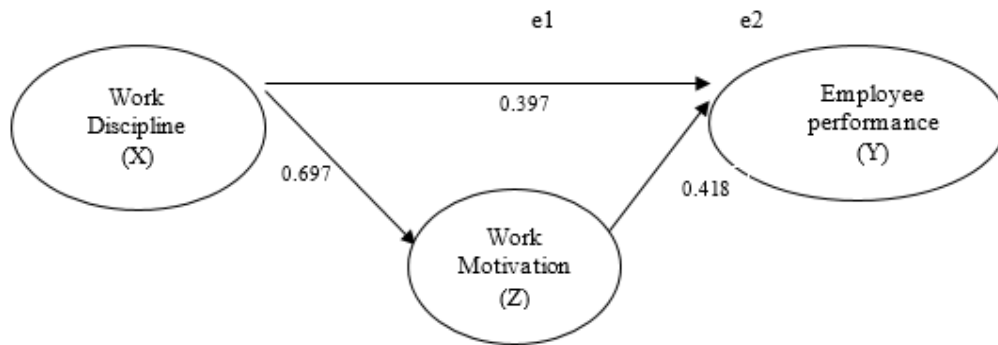


Figure 9. Pathway

Source: processed primary data, 2021

**j. Sobel Test**

"The Sobel Test was carried out through the method of testing the strength of the indirect influence of the independent variable (X) on the dependent variable (Y) through the intervening variable (Z). To test the significance of the indirect effect, it is necessary to calculate the t value of the ab coefficient with the following formula":

$$a=1.511, b=0.389, S_a=0.150, S_b=0.083$$

Table 15. Sobel Test Results Values

Input:	Test statistic:	Std. Error:	p-value:
a 1.511	Sobel test: 4.24933437	0.13832261	0.00002144
b 0.389	Aroian test: 4.23222578	0.13888177	0.00002314
s <sub>a</sub> 0.150	Goodman test: 4.26665214	0.13776117	0.00001984
s <sub>b</sub> 0.083	Reset all	Calculate	

Source: processed primary data, 2021

The indirect effect of the Sobel test  
 $Z = \text{Discipline (XZ)} \times \text{Performance (ZY)}$   
 $Z = 0.697 \times 0.418$   
 $Z = 0.291$

Table 16. Value of Test Results

NO	Direct Influence	
1	X against Y	0.397
2	X against Z	0.697
3	Z against Y	0.418
Indirect Influence		
4	Total Influence	0.291

The results of the Sobel t statistic of 4.249 and p value of  $0.000 < 0.05$ , showed that the indirect effect was significant.



## 4.2 Discussion

### a. The Effect of Work Discipline on Cooperative Employee Performance

"The results showed that the significance number was  $0.000 < 0.050$ , this indicates that work discipline has a positive and significant effect on employee performance. This shows that  $H_0$  is rejected while  $H_1$  is accepted, which means the first hypothesis can be accepted.

Based on these results, it shows that employee discipline is very important in the Gresik Cooperative where employees were originally less than optimal in work discipline, it is hoped that management can re-enforce the disciplinary rules and policies that exist in the Gresik Cooperative by giving sanctions if there is a violation of employee discipline, if discipline increases, employee performance will also increase increase.

This research supports previous research conducted by (Siagian, 2018); (Hendrawan & Pradhanawati, 2017); (Pradipto & Rahardja, 2015) work discipline has a positive and significant influence on employee performance."

### b. The Effect of Work Discipline on Work Motivation

"The results showed that the significance value was  $0.000 < 0.050$  with a significance value below 0.050 indicating that work discipline had a positive and significant effect on work motivation. This shows that  $H_0$  is rejected while  $H_2$  is accepted, which means the first hypothesis can be accepted. The highest discipline indicator is never having a fight with fellow employees. These results indicate that good relations between employees are dominant in increasing work motivation. High discipline can also increase employee work motivation

Based on these results, it shows that motivation is also needed for Gresik cooperative employees who have not given work passion, especially in discipline, so management should provide better policies through fair rewards and punishments, so that it is hoped that there will be motivation for Gresik cooperative employees and can help increase motivation work.

This study supports previous research conducted by (Arifa & Muhsin, 2018) showing that there is an influence between work discipline, leadership and work environment on work motivation, and according to what was conveyed by (Jufrizen, 2021) the effect of work discipline on work motivation is positive and significant."

### c. The Effect of Work Motivation on Employee Performance

"The results showed that the significance number was  $0.000 < 0.050$ , this indicates that work motivation has a positive and significant influence on employee performance. This shows that  $H_0$  is rejected while  $H_3$  is accepted, which means that the first hypothesis can be accepted. The highest motivation indicator is feeling calm because you get enough benefits from the company. This shows that respondents consider the amount of allowances to be one that can increase work motivation.

Based on the results of the research above, management is expected to provide work motivation that can be carried out regularly, such as giving rewards to several employees who get KPI assessments with the best results. Because work motivation has a positive effect on employee performance.

This research supports previous research conducted by (Farisi et al., 2020) that motivation has a positive and significant effect on employee performance and also like his research (Susanto, 2016) on the main structure that leadership, compensation and work motivation both together and individually partial positive and significant effect on performance."

#### **d. Indirect Effect of Work Discipline on Employee Performance through Work Motivation**

"Based on the results of the Sobel test path analysis, the T statistic was 4.249 and the p value was  $0.000 < 0.050$ , indicating that the indirect effect was significant. And when compared with the direct effect, the indirect effect of 0.291 is still below the value of the direct influence of work discipline on performance of 0.397, and the following shows that work discipline can improve employee performance directly although not through work motivation as a mediating variable.

Based on the results of the research above, management is expected to remain consistent in carrying out the rules and policies of Gresik cooperative employees, especially in improving discipline performance and providing motivation so that Gresik cooperative employees feel they have the organization and by giving rewards and punishments fairly and wisely, because discipline has a direct influence on employee performance improvement.

The results of this study are not in accordance with previous research conducted by (Hidayah, 2015) mediation testing proves that work discipline and communication create work motivation with little effect, because the direct effect is greater directly on performance than through work motivation as a mediation. And the opinion (Miswar & Setiawan, 2019) that work discipline mediation is able to further increase the influence of motivation on employee performance at the Bina Sejahtera Employee Cooperative, Badung Regency, while (Jufrizen, 2021) work motivation as a mediator does not act as a mediation on the effect of work discipline on employee performance.

### **V. Conclusion**

From the results of the testing and discussion, it is concluded that the Work Discipline in the Gresik Cooperative Company needs attention and is wiser in communicating with cooperative employees and is indispensable in improving the work discipline of cooperative employees by providing stricter and more consistent rules, as well as providing motivation that makes employees more comfortable so that the work discipline of cooperative employees can improve their performance and be more controlled.

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