The Influence of Work Discipline and Job Characteristics on Employee Performance Through Motivation as an Intervening Variable at Stikes Senior Medan

Amri Jamoris Sinaga[1)]
Universitas Stikes Senior Medan[1)]

Email : amrijamoris87@gmail.com

Abstract
This study aims to analyze the effect of work discipline, work environment, and competence on employee performance at Stikes Senior Medan. This research uses a quantitative approach with data collection techniques through interviews, observations, and distributing questionnaires. The research sample was taken using nonprobability sampling method, with the research population consisting of permanent foundation lecturers. Data analysis was carried out using various test tools, namely validity, reliability, classical assumptions, multiple linear regression, t-test, and F-test. The results showed that work discipline and competence have a positive but insignificant influence partially on employee performance. In contrast, the work environment has a positive and significant effect partially on performance. Simultaneously, the three variables (work discipline, work environment, and competence) are proven to have a positive and significant effect on employee performance.
Keywords:Performance, work discipline, work environment, competence.

INTRODUCTION

Human resources (HR) is an important component of management because humans are the main and important assets as movers and regulators of the company or organization. Very dependent on individuals and their people to achieve goals in accordance with the vision and mission of the organization. Every organization or company will always try to improve the performance of its employees. This is because improving performance is an important program because performance greatly affects the success of an organization or company (Ramadhan, MS, et al., 2022).

To support performance improvement in the education sector, STIKES Senior Medan plays an active role as a foundation involved in the health sector, training, technical guidance, as well as comparative studies or cooperation with other regions in Indonesia. The hope is to increase understanding and ultimately provide greater benefits to the community. To achieve organizational goals, a workforce that has high responsibility, dedication, integrity, and professionalism is required. Human resource management also has an important role in managing all aspects of human resources within the organization. Researchers have collected data directly in the field to find out directly the situation of employees at Stikes Senior Medan.

The results of the recapitulation of attendance every year for the past five years indicate that the percentage of absenteeism, tardiness and early departure of Stikes Senior Medan employees in 2020 to 2024 has increased every year. The highest annual percentage increase for employee absenteeism occurred in 2024, which amounted to 22.03% as well as for tardiness of 25.27% and early departure of 17.18%. This can be a benchmark to see the work discipline of senior field staff. The higher the level of absence, tardiness and early departure of employees, indicating that the level of employee satisfaction is still low.

Employee performance has decreased in 2022 based on the average assessment of all aspects. Stikes Senior Medan is a company engaged in education that focuses on health. In addition to these internal assessments, performance can also be assessed from public complaint data, which can be seen as follows:

According to Cashmere (2019: 189-93), there are several factors that affect performance, such as ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In an organizational context, important factors include work discipline, knowledge, and work environment. Work discipline refers to compliance with applicable laws and regulations, as well as the conformity of members' activities with work agreements within the organization where they work. Knowledge includes creativity in generating ideas and planning something that is in line with the organization's goals. A conducive and supportive work environment is also an important factor in an organization or agency. The presence of employees who care about the work environment not only affects personal comfort but also the ability to complete tasks effectively in accordance with the targets set.

Discipline is the main foundation in achieving the goals of an organization. The implementation of discipline in an organization aims to ensure that all employees voluntarily and without pressure comply with applicable rules and regulations. A good level of discipline can be seen from the level of employee awareness in complying with existing regulations and laws. This includes responsibility for completing tasks, willingness to follow organizational norms and culture, and efforts to improve performance effectiveness and efficiency (Wahyu

Eka Wijaya, Diah A. S., 2021). According to Hamali (2018),

Researchers focused the research topic on Civil Servants (PNS) of STIKES Senior Medan due to the limited time and resources available. They also intend to explain the research topic. This research only discusses Work Discipline, Job Characteristics, and Motivation because there are many other factors that can affect performance.

METHOD

The approach in this study is to use an associative approach, an associative approach is an approach where to find out that there is a relationship or influence between the two variables (independent variable and dependent variable). In this study, the independent variable X1 is Work Discipline, X2 is Job Characteristics, Z is Motivation and the dependent variable Y is Performance. The research was conducted from October 2023 to January 2024 at STIKES Senior Medan which is located at Jl. Jamin ginting.

The population and sample in this study were. The population in this study were all Civil Servants (PNS) at STIKES Senior Medan, which were recorded in October 2023, totaling 57 people. Due to the small population, the sampling technique in this study is a saturated sample, which means that the sample size uses the entire population. In this study, the number of samples used was 57 people.

In this study, researchers used primary data and secondary data. According to Sanusi (2011), the types and sources of data are divided into two, namely: Primary Data and Secondary Data. Primary data is data that is first recorded and collected by researchers. Primary data in this study were obtained through questionnaires. Secondary data is data that is already available and collected by other parties. Secondary data for this study were obtained through books and journals related to Work Discipline, Job Characteristics, Motivation and Performance.

The data collection techniques used in the research are Questionnaire, by making a list of questions in the form of a questionnaire addressed to employees and Documentation studies, by collecting company / agency data related to research needs.

RESULTS AND DISCUSSION

Description of Respondent Data

No.	Age	Amount	Percentage
1.	20-30 Years	4	6.2%
2.	31-40 Years	20	30.8%
3	41-50 Years	35	53.8%
4	> 50 Years	6	9.2%
	Total	**65**	**100%**

No.	Gender	Amount	Percentage
1.	Male	15	24,6%
2.	Female	50	75,4%
	Total	**65**	**100%**

No.	Education Level	Amount	Percentage
1.	high school / vocational high school	10	19,3%
2.	Diploma (1/2/3)	7	7,0%
3.	S1	45	68,4%
4.	S2	3	5,3%
	Total	**65**	**100%**

No.	Years of service	Amount	Percentage
1	< 5 Years	6	3,5%
2	5 – 10 Years	9	8,7%

3	> 10 Years	50	87,7%
	Total	**65**	**100%**

From the table above, it can be seen that the majority of respondents are 41-50 years old with 35 employees (53.8%). While the number of respondents aged 20-30 years was 4 employees (6.2%), the number of respondents aged 31-40 years was 20 employees (30.8%) and the number of respondents aged over 50 years was 6 employees (9.2%).

The majority of respondents were female with 45 employees (78.9%). While the number of male respondents was 12 employees (21.1%).

The majority of respondents have an undergraduate education totaling 39 employees (68.4%). Meanwhile, the number of respondents with high school / vocational high school education was 10 employees (19.3%), the number of respondents with Diploma (1/2/3) education was 4 employees (7.0%) and the number of respondents with S2 education was only 3 employees (5.3%).

The majority of respondents have a tenure of > 10 years, totaling 50 employees (87.7%). While the number of respondents who have a tenure of < 5 years is 2 employees (3.5%) and the number of respondents who have a tenure of 5 - 10 years is 5 employees (8.7%).

Validity and Reliability Test Results

Tabel 1. Validity Test

Variable	Indicator	Questionnaire	r-count	Sig	Result
Performance (Y)	1	Y1	0,547	0,014	Valid
	2	Y2	0,555	0,020	Valid
	3	Y3	0,562	0,043	Valid
Work Discipline (X_1)	1	X1.1	0,566	0,044	Valid
	2	X1.2	0,582	0,016	Valid
	3	X1.3	0,554	0,015	Valid
	4	X1.4	0,525	0,028	Valid
	5	X1.5	0,547	0,019	Valid
	6	X1.6	0,579	0,017	Valid
	7	X1.7	0,541	0,015	Valid
	8	X1.8	0.586	0,039	Valid
Job characteristics (X_2)	1	X2.1	0,465	0,030	Valid
	2	X2.2	0,546	0,037	Valid
	3	X2.3	0,542	0,015	Valid
	4	X2.4	0,578	0,020	Valid
	5	X2.5	0,595	0,023	Valid
Motivation (Z)	1	Z1	0,598	0,015	Valid
	2	Z2	0,558	0,044	Valid
	3	Z3	0,596	0,013	Valid
	4	Z4	0,542	0,038	Valid
	5	Z5	0,552	0,036	Valid

Source : Primary Data Processed, 2023

Based on the validity test of the research instrument in the table above, it can be seen that all statement items are declared valid with the provisions of the comparison of the t-count values obtained> 0.364 and sig <0.05. Thus the research instrument in this study can be used as a whole in the next test.

Table 2. Reliability Test

Research Variables	Conbrach's Alpha	Result
Performance (Y)	0,839	Reliabel
Work Discipline (X_1)	0,773	Reliabel
Job characteristics (X_2)	0,866	Reliabel
Motivation (Z)	0,786	Reliabel

Source : Primary Data Processed, 2023

The reliability value of the instrument above shows the level of reliability of the research instrument which is sufficient, indicated by the Conbrach's Alpha value> 0.6. It can be concluded that the statement items of each variable have explained or provided an overview of the variables studied.

Descriptive Statistical Analysis

The analysis used in this study is descriptive analysis, namely to describe the respondents' perceptions of the statement items submitted. The respondent's answer number starts from numbers 1 to 5 in each questionnaire statement of the research variable, namely Work Discipline, Job Characteristics, Motivation and Performance which is a description of the respondent's answer, namely STIKES Senior Medan employees. Determination of the interval class applied to all variables of the lowest value of the scale is 1 and the highest value of the scale is 5. The class interval is (5-1)/5 = 0.8. The class division can be seen in the following table:

Table 3. Average Class Division of Respondents' Answers

| Average Value Range	Class/Category
4,21 – 5,00	Very High/very good
3,41 – 4,20	High/Good
2,61 – 3,40	Medium/Neutral
1,81 – 2,60	Low/Not Good
1,00 – 1,80	Very Low/Very Not Good

Information :
- Number of Class Intervals (k) : 5
- Maximum Score : 5
- Minimum Score : 1
- Data Range : 4
- Class Interval (i) : 0,8

Classic Assumption Test
Normality Test

The data normality test used in this study was carried out with the normality plot test by looking at the P-Plot graph. The basis for decision making is if the data spreads around the diagonal and follows the direction of the diagonal line, then the path model fulfills the assumption of normality. The results of the normality test carried out are shown in the following figure:

Model I
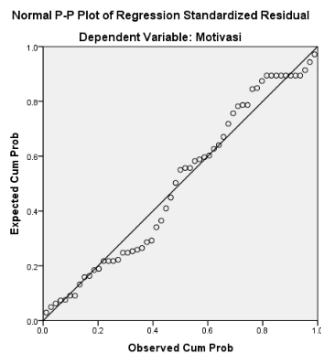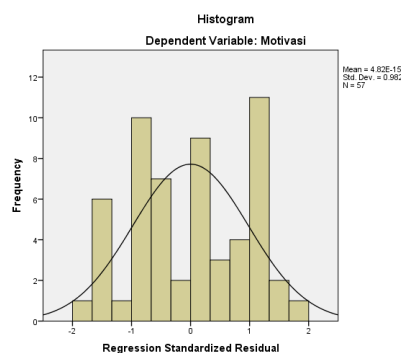
Results of Normality Test Sub Model I   Histogram Sub Model I

Based on the normal plot graph on the left, it can be concluded that the data spreads around the diagonal line and follows the direction of the diagonal line. This shows that the residual data is normally distributed.

Similarly, the results of the histogram graph in the figure on the right show that the residual data is normally distributed as seen from the almost perfect bell-shaped image (symmetrical).

Table 4. Results of the Non-Parametric Kolmogorov-Smirnov (K-S) Test Sub

One-Sample Kolmogorov-Smirnov Test

|		Unstandardized Residual
N		57
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.39833048
Most Extreme Differences	Absolute	.115
	Positive	.115
	Negative	-.095
Test Statistic		.115
Asymp. Sig. (2-tailed)		.059

a. Test distribution is Normal.
b. Calculated from data.

Based on the data in Table 15, the Asymp. Sig. (2-tailed) value of 0.059. Because the value of Asymp. Sig. (2-tailed) is greater than 0.05, it can be concluded that the regression model fulfills the assumption of normality.

Model II
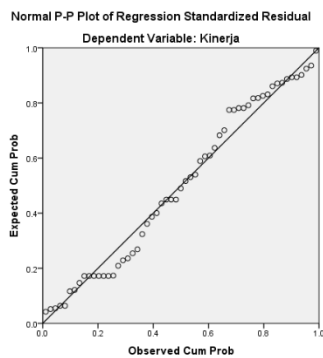
Results of Normality Test
Sub Model II
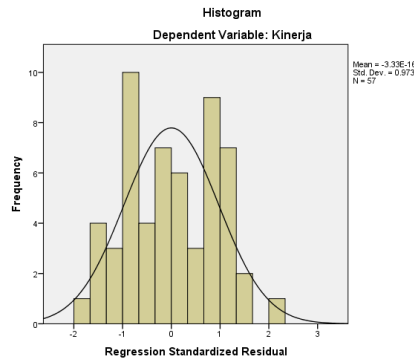
Histogram Sub Model II

By looking at the normal plot graph display on the left, it can be concluded that the data spreads around the diagonal line and follows the direction of the diagonal line. This shows that the residual data is normally distributed.

Similarly, the results of the histogram graph in the figure above show that the residual data is normally distributed as seen from the almost perfect bell-shaped image (symmetrical).

Table 5. Kolmogrov-Smirnov (K-S) Non-Parametric Statistical Test Results Sub

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		57
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.56432982
Most Extreme Differences	Absolute	.114
	Positive	.097
	Negative	-.114
Test Statistic		.114
Asymp. Sig. (2-tailed)		.072

Based on the data in Table 5, the Asymp. Sig. (2-tailed) value of 0.062. Because the value of Asymp. Sig. (2-tailed) is greater than 0.05, it can be concluded that the regression model fulfills the assumption of normality.

Multicollinearity Test

Multicollinearity is a condition in which there is a significant correlation between the independent variables. If there is relatively perfect multicollinearity, then the interpretation through least squares becomes indeterminate and the variance and standard deviation become undefined. This leads to increased deviations regarding the accuracy of the independent variables in explaining the dependent variable.

Table 6. Multicollinearity Test Sub Model I

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	19.296	1.070		18.035	.000		
Work Discipline	.088	.025	.379	3.512	.001	.995	1.005
Job characteristics	.136	.032	.455	4.215	.000	.995	1.005

a. Dependent Variable: Motivasi

Source : Primary Data Processed, 2023

The results of multicollinearity testing can be seen that the VIF and tolerance values are as follows: The Work Discipline variable (X1) has a VIF value of 1.005 and a tolerance of 0.995. The Job Characteristics variable (X2) has a VIF value of 1.005 and a tolerance of 9.995. From these provisions that if the VIF value < 10 and tolerance> 0.10, there are no symptoms of multicollinearity and the values obtained from the calculation are in accordance with the provisions of the VIF and tolerance values, it can be concluded that there is no multicollinearity so that the model has met the requirements for classical assumptions in regression analysis.

Table 7. Multicollinearity Test Sub Model II

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.932	4.055		.230	.819		
Work Discipline	.132	.040	.435	3.306	.002	.810	1.235
Job characteristics	.059	.053	.153	2.116	.009	.749	1.336
Motivation	.739	.195	.568	3.798	.000	.625	1.599

a. Dependent Variable: Kinerja

Source : Primary Data Processed, 2023

The results of multicollinearity testing can be seen that the VIF and tolerance values are as follows: The Work Discipline variable (X1) has a VIF value of 1.235 and a tolerance of 0.810. The Job Characteristics variable (X2) has a VIF value of 1.336 and a tolerance of 0.749. The Motivation variable has a VIF value of 1.599 and a tolerance of 0.625. From these provisions that if the VIF value < 10 and tolerance> 0.10, there are no symptoms of multicollinearity and the values obtained from the calculation are in accordance with the provisions of the VIF and tolerance values, it can be concluded that the independent variables do not occur multicollinearity so that the model has met the requirements for classical assumptions in regression analysis.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the path model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of one observation to another observation is constant, it is called homoscedasticity, otherwise if it is different it is called heteroscedasticity. With SPSS processing, the following results were obtained:

Model I   **Model II**

Scatterplot
Dependent Variable: Motivasi

Scatterplot
Dependent Variable: Kinerja
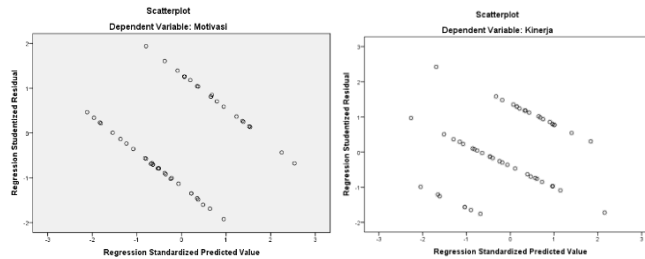
The scatterplots graph in Model I shows that the points spread randomly and are spread both above and below the number 0 on the Y axis and do not form a certain regular pattern, it can be concluded that there is no heteroscedasticity in the regression model. So it can be concluded overall that the regression model meets the requirements of the classical assumption test.

The scatterplots graph in Model II shows that the points spread randomly and are spread both above and below the number 0 on the Y axis and do not form a certain regular pattern, it can be concluded that there is no heteroscedasticity in the regression model. So it can be concluded overall that the regression model meets the requirements of the classical assumption test.

In addition, the basis for decision making in the heteroscedasticity test can be done using the Glejser test, namely by comparing the resulting significance value. If the significance value > 0.05, then there is no heteroscedasticity, but if the significance value < 0.05, then heteroscedasticity occurs.

Table 8. Results of the Glejser Test Sub Model I

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.300	.516		-.581	.564
	Work Discipline	.018	.012	.196	1.465	.149
	Job characteristics	.003	.016	.030	.221	.826

a. Dependent Variable: Abs_Res1

Tabel 9. Hasil Uji Glejser Sub Model II

Coefficientsᵃ

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.894	2.019		-.938	.353
Work Discipline	-.001	.020	-.007	-.045	.964
Job characteristics	.054	.026	.311	2.040	.146
Motivation	.069	.097	.118	.708	.482

a. Dependent Variable: Abs_Res2

The results of the Heteroscedasticity Test with the Glejser Method can be seen in the following table. Based on the data in Table 8, obtained sig value. > 0.05, it can be concluded that heteroscedasticity does not occur.

Based on the data in Table 9, obtained sig value. > 0.05, it can be concluded that heteroscedasticity does not occur.

Hypothesis Test

The hypothesis states that Work Discipline (X1) and Job Characteristics (X2) have a positive and significant effect on Motivation (Z). The following are the results of the t-test calculation for each variable:

Table 10. Hasil Uji t Sub Model I

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.296	1.070		18.035	.000
	Work Discipline	.088	.025	.374	3.612	.001
	Job Characteristic	.136	.032	.456	5.115	.000

a. Dependent Variable: Motivasi

Source : Primary Data Processed, 2023

In the table, the t statistical test is obtained as follows:

1. Work Discipline variable (X1) with a t-count value (3.612) > t-table (2.005) with a significance probability level (Sig) of 0.001 (<0.05). This shows that Work Discipline has a significant effect on the Motivation variable.
2. Variable Job Characteristics (X2) with a t-count value (5.115) > t-table (2.005) with a significance probability level (Sig) of 0.000 (<0.05). This shows that Job Characteristics have a significant effect on the Motivation variable.

Thus, the path analysis equation can be arranged as follows:

$$Z = 19.296 + 0{,}088 X_1 + 0{,}136 X_2$$

The analysis equation model means:

1. The constant value is 19.296 which means that if the independent variables, namely Work Discipline (X1), and Job Characteristics (X2) are equal to zero, then Motivation (Z) is 19.296.
2. The regression coefficient value X1 = 0.088 indicates that if Work Discipline increases by 100%, it will increase Motivation by 8.8%.
3. The regression coefficient value X2 = 0.136 shows that if Job Characteristics increase by 100%, it will increase Motivation by 13.6%.

Table 11. Results of the t-test for Sub Model II

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.932	4.055		.230	.819
	Work discipline	.132	.040	.435	3.207	.002
	Job characteristic	.059	.053	.153	2.126	.009
	Motivation	.739	.195	.568	3.693	.000

a. Dependent Variable: Kinerja

Source : Primary Data Processed, 2023

In the table, the t statistical test is obtained as follows:

1. The Work Discipline variable (X1) has a t-count value (3.207) > t-table (2.006) with a significance probability level (Sig) of 0.002 (<0.05). This shows that Work Discipline has a significant effect on the Performance variable.
2. The Job Characteristics variable (X2) has a t-count value (2.116)> t-table (2.006) with a significance probability level (Sig) of 0.009 (<0.05). This shows that Job Characteristics have a significant effect on the Performance variable.
3. The Motivation variable (Z) has a t-count value (3.798)> t-table (2.006) with a significance probability level (Sig) of 0.000 (<0.05). This shows that Motivation has a significant effect on the Performance variable.

Thus the path analysis equation can be arranged as follows:

$$Y = 0{,}932 + 0{,}132X_1 + 0{,}059X_2 + 0{,}739Z$$

The analysis equation model means:

1. The constant value is 0.932 which means that if the independent variables, namely Work Discipline (X1), Job Characteristics (X2) and Motivation (Z) are equal to zero, then Performance (Y) is 0.932.
2. The regression coefficient value X1 = 0.132 indicates that if Work Discipline increases by 100%, it will increase Performance by 13.2%.
3. The regression coefficient value X2 = 0.059 indicates that if Job Characteristics increase by 100%, it will increase Performance by 5.9%.
4. The regression coefficient value Z = 0.739 shows that if Motivation increases by 100%, it will increase Performance by 73.9% Path Analysis

Model I

Referring to the regression output of Sub Model I, it can be seen that the probability value of significance (Sig) of the two variables, namely Work Discipline (X1) = 0.001 and Job Characteristics (X2) = 0.000. These results provide a conclusion that the regression of Sub Model I, namely the Work Discipline variable (X1) has a significant effect on Motivation (Z), and the Job Characteristics variable
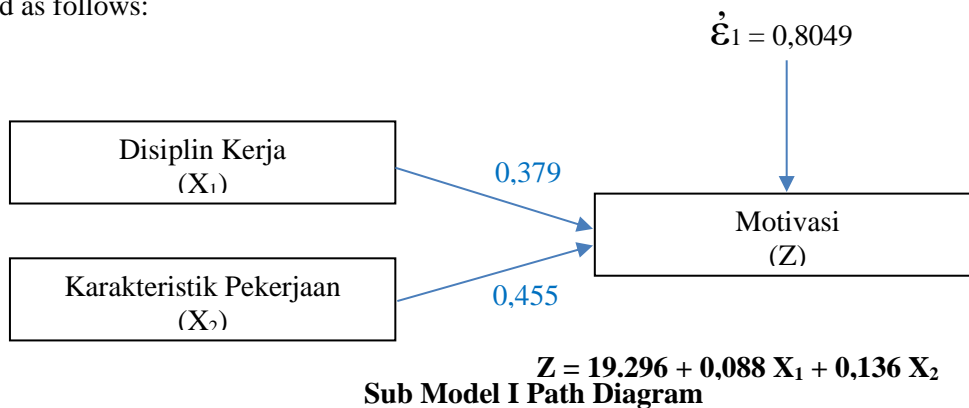
(X2) has a significant effect on Motivation (Z).

The amount of R2 or R-square value contained in table 12.

Table 12. Model Summary Test Results Sub Model I
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612	.375	.352	.406

The data above shows that the contribution or contribution of the influence of the Work Discipline (X1) and Job Characteristics (X2) variables on the Motivation (Z) variable is 35.2%, while the remaining 64.8% is the contribution of other variables not included in the study. Meanwhile, the value of $\dot{\epsilon}1$ can be found by the formula $\dot{\epsilon}1 = \sqrt{(1-0.352)} = 0.8049$. Thus, the path diagram of structure model I is obtained as follows:

$$\dot{\epsilon}_1 = 0,8049$$

Disiplin Kerja (X₁) → 0,379 → Motivasi (Z)

Karakteristik Pekerjaan (X₂) → 0,455

$$Z = 19.296 + 0,088 \ X_1 + 0,136 \ X_2$$
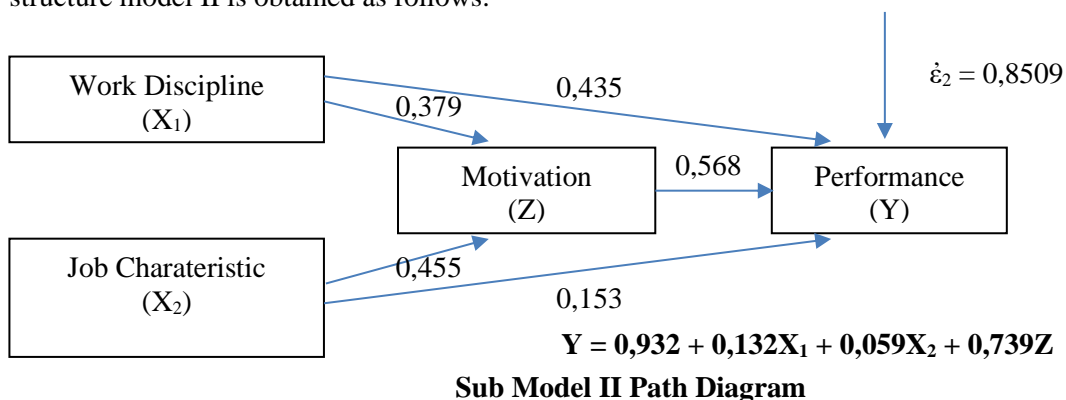**Sub Model I Path Diagram**

Model II

Referring to the regression output of Sub Model II, it can be seen that the significance probability value (Sig) of the Work Discipline variable (X1) is 0.002, Job Characteristics (X2) is 0.269 and Motivation (Z) is 0.000. These results provide the conclusion that the regression of Sub Model II, namely the Work Discipline variable (X1) has a significant effect on Performance (Y), the Job Characteristics variable (X2) has a significant effect on Performance (Y) and the Motivation Variable (Z) has a significant effect on Performance (Y).

The amount of R2 or R-square value contained in table 19.

Table 13. Results of the Model Summary Test Sub Model II
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508	.258	.216	.580

The data above shows that the contribution or contribution of the influence of the Work Discipline variable (X1), Job Characteristics (X2) and Motivation (Z) to the Performance variable (Y) is 21.6%, while the remaining 78.4% is the contribution of other variables not included in the study. Meanwhile, the value of $\dot{\epsilon}1$ can be found by the formula $\dot{\epsilon}1 = \sqrt{(1-0.216)} = 0.8509$. Thus, the path diagram of structure model II is obtained as follows:

$$\dot{\epsilon}_2 = 0,8509$$

Work Discipline (X₁) → 0,435 → ; 0,379 → Motivation (Z) → 0,568 → Performance (Y)

Job Charateristic (X₂) → 0,455 ; → 0,153

$$Y = 0,932 + 0,132X_1 + 0,059X_2 + 0,739Z$$
Sub Model II Path Diagram

The results of the analysis show that the direct effect given by Work Discipline (X1) on Performance (Y) is 0.435 While the indirect effect of Work Discipline (X1) on Performance (Y) through Motivation (Z), namely 0.379 x 0.568 = 0.215. Then the total effect given by the Work Discipline variable (X1) on Performance (Y) is the direct effect plus the indirect effect, namely 0.435 + 0.215 = 0.650. Based on the results of the above calculations, it can be seen that the direct effect value is 0.435 and the indirect effect is 0.215, which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the Work Discipline variable (X1) through Motivation (Z) has a significant influence on Work Discipline (Y).

The analysis results show that the direct effect given by Job Characteristics (X2) on Performance (Y) is 0.153. While the indirect effect of Job Characteristics (X2) on Performance (Y) through Motivation (Z), namely 0.455 x 0.568 = 0.258. Then the total effect given by the Job Characteristics variable (X2) on Performance (Y) is the direct effect plus the indirect effect, namely 0.135 + 0.258 = 0.393. Based on the results of the above calculations, it can be seen that the direct effect value is 0.135 and the indirect effect is 0.393, which means that the direct effect value is smaller than the indirect effect value. These results indicate that indirectly the variable Job Characteristics (X2) through Motivation (Z) has a significant effect on Performance (Y).

Table 14. Total Influence Value

No.	Influence	Direct Influence	Indirect Influence	Pengaruh Total
1	Work Discipline → Performance	0,435	0,379 x 0,568 = 0,215	0,650
2	Job Charaacteristic → Performance	0,153	0,455 x 0,568 = 0,258	0,393

Sobel Test

Sobel test is used to determine Hypothesis 6 and Hypothesis 7. The Sobel test is conducted to test the strength of the indirect effect of the Work Discipline and Job Characteristics variables on the Performance variable through the Motivation variable.

To see the indirect effect, it can be done with a test tool, namely using the available Calculation for the Sobel Test by entering the original sample and standard error of each independent variable on the dependent variable if there is a mediator and without a mediator. With the criteria if the Sobel test statistic ≥ 1.96 with significance <0.05, then the variable can be said to be able to mediate between the independent variable and the dependent variable.

Table 15. Sobel Test Results

Variable	Unstandardized	Std. Eror	Test Statistic	Std. Eror	P-Value
Work Discipline towards Motivation	0,096 (a)	0,029 (S_a)	2.577	0.024	0.015
Motivation towards Performance	0,631 (b)	0,169 (S_b)			
Job Characteristics towards Motivation	0.144 (a)	0.035 (S_a)	2.075	0.032	0.038
Motivation towards Performance	0.462 (b)	0.191 (S_b)			

Source: Data Processed with Calculation for the Sobel Test, 2023

From Table 15 above, the test statistic value of the effect of Work Discipline on Performance through Motivation as an intervening variable has a test statistic value of 2.077> 1.96 with a significance of 0.013 <0.05, which means Hypothesis 6 is accepted where Motivation is able to mediate the effect of Work Discipline on Performance.

The test statistic value of the effect of Job Characteristics on Performance through Motivation as an intervening variable has a test statistic value of 2.075> 1.96 with a significance of 0.032 <0.05, which means Hypothesis 7 is accepted where Motivation is able to mediate the effect of Job Characteristics on Performance.

Discussion

The effect of Work Discipline on Motivation

The Work Discipline variable has a positive and significant effect on Motivation at STIKES Senior Medan. The Work Discipline variable has a regression coefficient value of 0.088 and has a unidirectional effect, which means that if Work Discipline increases by 100%, it will increase the Motivation of Senior STIKES Medan employees by 8.8%.

The effect of Job Characteristics on Motivation

The Job Characteristics variable has a positive and significant effect on Motivation at STIKES Senior Medan. The Job Characteristics variable has a regression coefficient value of 0.136 and has a unidirectional effect, which means that if the Job Characteristics increase by 100%, it will increase the Motivation of Senior STIKES Medan employees by 13.6%.

The effect of Work Discipline on Performance

The Work Discipline variable has a positive and significant effect on performance at STIKES Senior Medan. The Work Discipline variable has a regression coefficient value of 0.132 and has a unidirectional effect, which means that if Work Discipline increases by 100%, it will increase the performance of Senior STIKES Medan employees by 13.2%.

The Effect of Job Characteristics on Performance

The Job Characteristics variable has a positive and significant effect on performance at STIKES Senior Medan.The Job Characteristics variable has a regression coefficient value of 0.059 and has a unidirectional effect, which means that if the Job Characteristics increase by 100%, it will increase the performance of STIKES Senior Medan employees by 5.9%.

The Effect of Motivation on Performance

Motivation variable has a positive and significant effect on performance at STIKES Senior Medan. The Motivation variable has a regression coefficient value of 0.739 and has a unidirectional effect, which means that if Motivation increases by 100%, it will increase the performance of Senior STIKES Medan employees by 37.9%.

The Effect of Work Discipline on Performance through Motivation

Based on the results of the sobel test calculation, it is known that the test statistic value is 2.477> 1.96 with a significance of 0.013 <0.05, it can be concluded that the Motivation variable is able to mediate the relationship between the influence of Work Discipline on Performance. Thus it can be said that the effect of Work Discipline will be greater to improve Performance if done through Motivation.

The Effect of Job Characteristics on Performance through Motivation

Based on the results of the sobel test calculation, it is known that the test statistic value is 2.085> 1.96 with a significance of 0.037 <0.05, it can be concluded that the Motivation variable is able to mediate the relationship between the influence of Job Characteristics on Performance. Thus it can be said that the effect of Job Characteristics will be greater in improving Performance if done through Motivation.

CONCLUSION

Conclusion

Based on the results of research and analysis of the effect of Work Discipline and Job Characteristics on employee performance at the Regency Regional Revenue Agency with motivation as an intervening variable, it can be concluded as follows:

1. Work discipline has an influence on motivation at Senior STIKES Medan.
2. Job characteristics affect motivation at Senior STIKES Medan.
3. Work discipline has an influence on performance at Senior STIKES Medan.
4. Job characteristics affect performance at Senior STIKES Medan.
5. Motivation has a significant influence on performance at Senior STIKES Medan.
6. Work discipline affects performance through motivation as an intervening variable at Senior STIKES Medan.
7. Job characteristics affect performance through motivation as an intervening variable at STIKES Senior Medan.

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