



## THE INFLUENCE OF MOTIVATION AND SELF EFFICACY ON EMPLOYEE PERFORMANCE THROUGH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT PT. PUPUT TANI INDEPENDENT

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### Abstract

*This research aims to find out how much influence motivation and self-efficacy have on employee performance through work discipline as an intervening variable at PT. Puput Tani Mandiri. The type of research is quantitative research. The population in this study were all employees of PT. Puput Tani Mandiri, totaling 80 people, the entire number will be used as a sample, so the sample in this study is 80 respondents. The method used is Structur Equation Modeling (SEM) with Partial Least Square (PLS) 3.0. Based on the research results, it can be concluded that there is a positive and significant influence of motivation on work discipline, there is a positive and significant influence of self-efficacy on work discipline, there is a positive and significant influence of motivation on employee performance, there is a positive and significant influence of self-efficacy on employee performance, there is an influence positive but not significant work discipline on employee performance, there is a positive but not significant influence of motivation on employee performance through work discipline and there is a positive but not significant influence of self-efficacy on employee performance through work discipline.*

**Keywords:** *Motivation, Self Efficacy, Employee Performance, Work Discipline*

### 1. INTRODUCTION

Human Resources (HR) are an important asset in an organization because they function as a driver of other resources. Apart from that, even though many companies already use existing infrastructure and sophisticated technological tools, without the ability of employees to control operations, it will be very difficult for the company to progress and compete with other companies, if there are no employees who are competent in running the technology (Febriani, 2021 ). The success of an organization will be determined by the human resources it has. Human resources are required to be competent and have high enthusiasm and discipline in carrying out their roles and duties well according to their field. In order to get employees who meet expectations, companies must create good conditions so that employee performance continues to improve. One aspect that supports employee performance is motivation. Through the motivation created within oneself, it will provide encouragement for employees. Employees can be motivated by providing what employees need and encouraging employees so that they can change their behavior to support their performance in accordance with what the company expects (Hidayati & Ermiyanto, 2017). Motivation as a force that encourages someone to take an action or not essentially exists internally and externally which can be positive or negative in directing it depending on the toughness of the leader. When employee motivation is high, employee performance will be high and conversely, if motivation is low, employee performance will also be low. According to (Mangkunegara, 2017) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given. Employee performance really helps the organization in achieving short-term and long-term goals. Employee performance is the ultimate goal and is a way for various leaders to ensure that employee activities and output produced are in accordance with the goals of the company or organization, therefore every company or organization demands that employees are able to display optimal performance, because of the good and

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bad performance achieved by employees will influence the performance and success of the company or organization as a whole (Andry, 2018). Apart from motivation, self-efficacy is also a factor that influences performance which is able to provide motivation for the cognitive resources and actions needed to carry out certain tasks (Luthans, F, 2015). Self-efficacy is a feeling of self-confidence that arises from having confidence in one's abilities to do the job. It is hoped that beliefs related to encouragement or motivation from oneself will further increase self-confidence and make employees more confident in their abilities. Work discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms (Hasibuan, 2018). Discipline is the most important operational function of human resource management because the better the employee's work discipline, the better the performance achieved. Good discipline reflects a person's great sense of responsibility for the tasks given to him, this can encourage work enthusiasm, work enthusiasm and the realization of the company, employees and society (Akbar et al., 2021). Therefore, every manager always tries to ensure that his subordinates have discipline in a company because this will create a good, healthy and balanced work environment and can work more effectively and efficiently so that it will produce more optimal performance.

PT. Since its founding in 2010, Puput Tani Mandiri has become one of the leading agricultural and plantation fertilizer distributors in Indonesia. Initially, this company focused on distributing fertilizer to meet agricultural needs in various regions, especially in the Aceh (NAD), North Sumatra, West Sumatra, Riau and Kalimantan regions. However, along with its growth and development, this company began to expand its reach and became a fertilizer producer in 2011. Transformation into a manufacturer allows PT. Puput Tani Mandiri to better control the quality and availability of the fertilizer they provide and increase efficiency in the supply chain. In this way, companies can adapt their products to increasingly complex and varied market needs. PT. Puput Tani Mandiri offers various types of fertilizer, including NPK fertilizer, Natural Phosphate, Dolomite and fertilizers containing micro elements that are important for plant growth. This product diversity allows the company to meet the needs of various types of plants and soil conditions. Apart from that, this company also accommodates customer needs by providing NPK fertilizer in briquette form. This innovative approach helps make fertilizer use and application easier for farmers, as well as increasing the efficiency of fertilizer use on a larger scale. With a commitment to providing quality products and good service to customers, PT. Puput Tani Mandiri continues to develop itself to become a reliable partner for farmers and plantations throughout Indonesia

**2. LITERATURE REVIEW****2.1 Motivation**

Motivation is something that makes people act or behave in certain ways so that they are motivated according to their needs (Maharani et al., 2023). According to (Mangkunegara, 2017) motivation is a condition or energy that moves employees who are directed or aimed at achieving the company's organizational goals. Motivation is a condition that comes from within and influences individuals to carry out activities to achieve predetermined targets (Habeahan, 2023). From the opinions that have been expressed, the author can conclude that motivation is self-motivation and a sense of passion or enthusiasm in completing tasks to achieve a desired goal. Based on expert opinion and conclusions from the definition of motivation, in this research the author refers to theory (Habeahan, 2023) which states that motivation is a condition that comes from within and influences individuals to carry out an activity to achieve predetermined goals. Motivation is a driver of employee behavior. Many factors can influence employee work motivation according to (Priansa, Donni Juni, 2014), including those related to family and culture, self-concept, recognition and achievements, goals and aspirations, learning abilities, employee conditions, environmental conditions, dynamic elements in work and leadership efforts to motivate employees. Indicators of work motivation in this research, the author refers to Maslow's theory (Tarigan & Aria Aji Priyanto, 2021) which states that indicators of work motivation are the existence of physiological needs, the need for security, the existence of social needs, the need for appreciation and the existence of self-actualization.



## 2.2 Self Efficacy

Self-efficacy is a person's belief regarding his ability to perform activities or behavior successfully (Kilapong, 2013). Individuals who have a level of self-efficacy that does not give up easily will experience less self-doubt and enjoy new activities that will be more challenging, because the higher the self-efficacy a person has, the more confident he or she will be in his ability to get the best results from his work. there is also a high chance of progress or success (Masruroh & Prayekti, 2021). According to (Oktariani et al., 2020) Self Efficacy is an aspect of knowledge about an individual's self or an individual's ability to estimate his or her abilities which includes self-confidence, ability to adapt, cognitive capacity, intelligence and capacity to act in stressful situations. From several definitions that have been presented, the author concludes that self-efficacy is a person's self-perception or a person's belief regarding their capacity to achieve success in the tasks and responsibilities they carry out. Based on this conclusion, the researcher refers to the definition outlined by (Kilapong, 2013) in this research, namely a person's belief regarding their ability to perform activities or behavior successfully. The behavior of each individual will be different from one another because each individual has a different level of self-efficacy. According to (Feist, J., & Feist, G. J, 2014) self-efficacy can grow through several factors, including the experience of mastering something (Mastery Experience), social modeling, social persuasion and physical and emotional conditions. Indicators of self-efficacy in this research, the author refers to the opinion of (Iis & Yunus, 2016) which states that indicators of self-efficacy are confidence in being able to complete certain tasks in any situation, confidence in the ability to move motivation to achieve results, confidence in achieving set targets and hope. towards results, related to the ability to believe that an action will work well if it is accompanied by hope.

## 2.3 Work Discipline

Discipline is a certain situation where people in the company follow the existing rules without any coercion. Work discipline is defined as the implementation of management to strengthen organizational guidelines (Mangkunegara, 2017). According to (Hasibuan, Malayu SP, 2018) discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Furthermore (Mohammad Kevin Arga Prasetya et al., 2022) states that work discipline is an orderly character at work and being able to accept all kinds of rules from superiors given to employees. From the several definitions that have been conveyed, the author concludes that work discipline is a tool used by management in an organization in the form of management actions so that it can encourage employee awareness and willingness to comply with all company regulations and social norms that apply in the organization, whether written or not written voluntarily. From the several definitions of work discipline that have been explained, in this research the author refers to the opinion of (Mohammad Kevin Arga Prasetya et al., 2022) which states that work discipline is an orderly character at work and being able to accept all kinds of rules from superiors given to employees. According to Kurt Lewin in (Hufad & Fatturrahman, 2023) the factors that influence work discipline are attitudes and behavior. Meanwhile, according to (Hasibuan, Malayu SP, 2018) the factors that influence employee work discipline are goals and abilities, leadership, compensation, legal sanctions & supervision. Indicators of work discipline in this research the author refers to the opinion of (Sutrisno, E, 2016), namely: Frequency of attendance, level of compliance with company rules, level of compliance with norms and behavior at work and level of compliance with other rules not specified in company.

## 2.4 Employee Performance

Performance is the willingness to carry out an activity that is related to motivation. Performance is defined as something that creates desires or activities that encourage people to achieve a desired goal (Linda Lerebulan, 2022). Employee performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Furthermore (Hasibuan, Malayu SP, 2017) states that performance is a work result achieved by a

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*Faisal Riza1, Sukaria Sinulingga2, Sugih Arto Pujangkoro3*

person in carrying out their duties based on skill, effort and opportunity. Based on several definitions that have been presented, in this research the researcher refers to those presented by (Mangkunegara, 2017) where employee performance is the result of work both in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. So it can be concluded that employee performance is an achievement or work result obtained by an employee as a whole both in terms of quality and quantity related to work tasks and responsibilities that have been assigned to employees and must be carried out within a certain period of time to achieve organizational goals or company. According to (Mangkunegara, 2017) there are several factors that influence performance, including ability factors and motivation factors. According to (Suaib et al., 2021) there are three factors that influence employee performance, including work motivation, welfare and work enthusiasm. The author's indicators of employee performance in this research refer to the opinion of (Mangkunegara, 2017), namely quality of work results, quantity of work results, teamwork, responsibility for assigned tasks and initiative in carrying out tasks.

**2.5 conceptual framework**

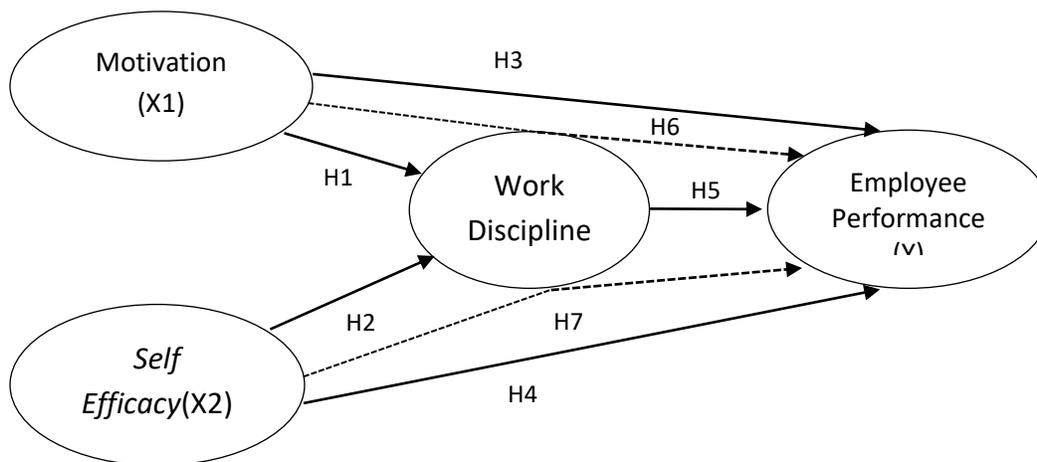


Figure 1 Conceptual Framework

**Hypothesis Formulation**

Based on the explanation that has been given, the following research hypothesis is developed:

- H1: Motivation has a positive and significant effect on work discipline at PT. Puput Tani Mandiri
- H2: Self efficacy has a positive and significant effect on work discipline at PT. Puput Tani Mandiri
- H3: Motivation has a positive and significant effect on employee performance at PT. Puput Tani Mandiri
- H4: Self efficacy has a positive and significant effect on employee performance at PT. Puput Tani Mandiri
- H5: Work discipline has a positive and significant effect on employee performance at PT. Puput Tani Mandiri
- H6: Motivation has a positive and significant effect on employee performance through work discipline at PT. Puput Tani Mandiri
- H7: Self efficacy has a positive and significant effect on employee performance through work discipline at PT. Puput Tani Mandiri

### 3. RESEARCH METHODS

The type of research that will be carried out in this research is quantitative research, where the analysis process places more emphasis on numerical data (numbers) and then processes it using statistical methods. Quantitative research is defined as a research method based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis with the aim of testing predetermined hypotheses. The population in this study were all employees of PT. Puput Tani Mandiri, numbering 80 people. The sampling technique in this research is non-probability sampling, which is a technique that does not provide equal opportunities for each element or member of the population to be selected as a sample. In particular, using the census method or saturated sample, namely a sampling technique when all members of the population are used as samples (Sugiyono, 2017). This is because the population is only 80 people, so the entire number will be used as a sample, so that the sample in this study is 80 respondents. The source of research data collected in this research is through a research questionnaire which will be distributed to all PT employees. Puput Tani Mandiri, totaling 80 people, were respondents. A questionnaire is a data collection technique that is carried out by giving a set of written questions to respondents to answer (Sugiyono, 2017). Processing Data collected from survey results will be grouped based on variables and type of respondent and tabulated. Data processing is carried out by calculations using SmartPLS 3.0 software.

### 4. RESULTS AND DISCUSSION

#### 4.1 Path Diagram

The analysis process begins with creating a path diagram that describes the cause-and-effect relationship between the constructs studied using SEM-PLS

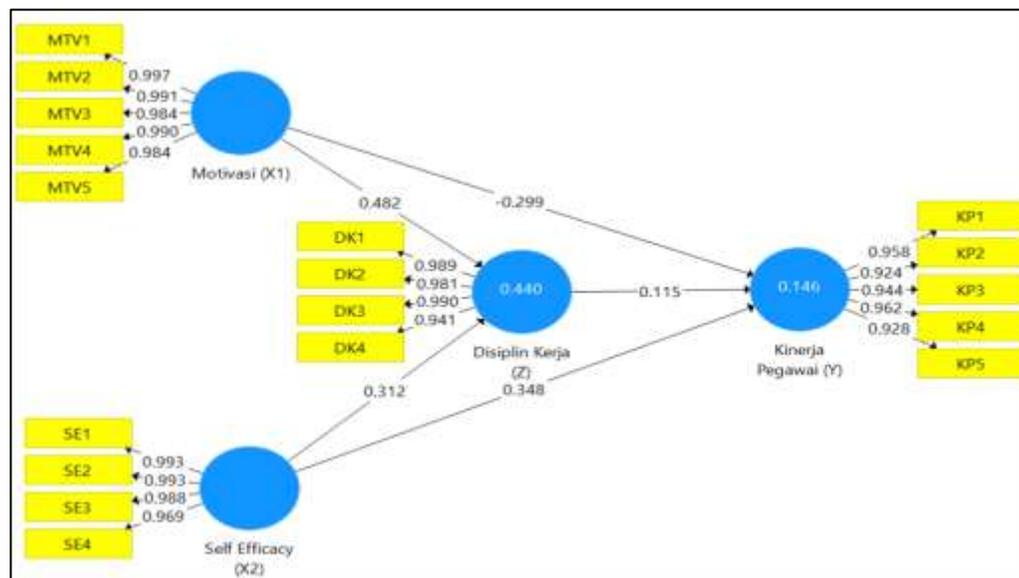


Figure 2 Research Path Diagram Chart

In Figure 2, it can be seen that the direct influence of motivation on employee performance has a value of -0.299, while the direct influence of motivation on work discipline has a value of 0.482. Apart from that, the direct influence of self-efficacy on employee performance has a value of 0.348 and the direct influence of self-efficacy on work discipline is 0.312 and the direct influence of work discipline on employee performance has a value of 0.115. From these results, it can be seen that all indicators have met convergent validity with factor loading values of more than 0.70.

**THE INFLUENCE OF MOTIVATION AND SELF EFFICACY ON EMPLOYEE PERFORMANCE THROUGH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT PT. PUPUT TANI INDEPENDENT**

*Faisal Riza1, Sukaria Sinulingga2, Sugih Arto Pujangoro3*

**Measurement Model (Outer Model)**

**4.2 Convergent Validity**

Table 1 Converge Validity Data (Loading Factor) in Research

Variable	Indicator Code	Loading Factors
Work Discipline (Z)	DK1	0.989
	DK2	0.981
	DK3	0.990
	DK4	0.941
Employee Performance (Y)	KP1	0.958
	KP2	0.924
	KP3	0.944
	KP4	0.962
	KP5	0.928
Motivation (X1)	MTV1	0.997
	MTV2	0.991
	MTV3	0.984
	MTV4	0.990
	MTV5	0.984
Self Efficacy(X2)	SE1	0.993
	SE2	0.993
	SE3	0.988
	SE4	0.969

From Table 1 it can be concluded that most of the indicators for each variable in this study have a loading factor value greater than 0.70, which indicates good validity. Thus, the conclusion is that the constructs for all variables can be relied upon to test hypotheses in the structural analysis of the model.

**4.3 Discriminant validity**

Table 2 Discriminant Validity Data (Cross Loading) in Research

Variable Code	Work Discipline (Z)	Employee Performance (Y)	Motivation (X1)	Self Efficacy(X2)
DK1	<b>0.989</b>	0.099	0.577	0.483
DK2	<b>0.981</b>	0.086	0.573	0.472
DK3	<b>0.990</b>	0.109	0.616	0.478
DK4	<b>0.941</b>	0.121	0.557	0.471
KP1	0.134	<b>0.958</b>	-0.067	0.258
KP2	0.082	<b>0.924</b>	-0.122	0.295
KP3	0.114	<b>0.944</b>	-0.089	0.246
KP4	0.143	<b>0.962</b>	-0.041	0.264
KP5	0.048	<b>0.928</b>	-0.149	0.313
MTV1	0.588	-0.101	<b>0.997</b>	0.366

MTV2	0.598	-0.079	<b>0.991</b>	0.355
MTV3	0.581	-0.103	<b>0.984</b>	0.344
MTV4	0.577	-0.117	<b>0.990</b>	0.359
MTV5	0.602	-0.113	<b>0.984</b>	0.378
SE1	0.492	0.307	0.353	<b>0.993</b>
SE2	0.478	0.295	0.369	<b>0.993</b>
SE3	0.479	0.271	0.389	<b>0.988</b>
SE4	0.474	0.288	0.325	<b>0.969</b>

Data from Table 2 shows that the cross-loading correlation value from indicators to latent variables is higher than the cross-loading value from indicators to other latent variables. This shows that the indicator can explain the latent variable well and does not influence other latent variables that have no correlation with the indicator. Thus, these results support the discriminant validity of the reflective measurement model used in this study.

#### 4.4 Average Variance Extracted (AVE)

Table 3 Average Variant Extracted (AVE) Value

Variable	Average Variant Extracted(AVE)
Work Discipline (Z)	0.952
Employee Performance (Y)	0.890
Motivation (X1)	0.979
Self Efficacy(X2)	0.972

From Table 3 above, the AVE value for each variable is obtained which is greater than 0.5, so it can be stated that each AVE coefficient as discriminant validity can be declared valid and the data in this research can be processed further.

#### 4.5 Composite Reliability

Table 4 Composite Reliability and Cronbach's Alpha values

Variable	Cronbach's Alpha	Composite Reliability
Work Discipline (Z)	0.983	0.988
Employee Performance (Y)	0.969	0.976
Motivation (X1)	0.995	0.996
Self Efficacy(X2)	0.990	0.993

From the data in Table 4, each variable has a composite reliability and Cronbach's alpha value of more than 0.70, so it can be stated that the measure used in this research has good reliability.

#### Structural Model (Inner Model)

##### 4.6 R-square

Table 5 R Square Results

Variable	R Square	Adjusted R Square
Employee Performance (Y)	0.146	0.112
Work Discipline (Z)	0.440	0.425

**THE INFLUENCE OF MOTIVATION AND SELF EFFICACY ON EMPLOYEE PERFORMANCE THROUGH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT PT. PUPUT TANI INDEPENDENT**

*Faisal Rizal, Sukaria Sinulingga2, Sugih Arto Pujangoro3*

Based on Table 5, it is known that the R Square value for the Employee Performance variable is 0.146 or 14.60%, which means that the influence of Motivation and Self Efficacy on Employee Performance is 14.60% and the remaining 85.40% is influenced by other variables that have not been studied. Meanwhile, the R square value of the Work Discipline variable is 0.440 or 44.00%, which means that Motivation and Self-Efficacy influence Work Discipline by 44.00% while the remaining 56.00% is influenced by other variables that have not been studied.

**4.7 Fit Models**

Table 6 Model Fit

	<b>Saturated Model</b>	<b>Estimated Model</b>
SRMR	0.033	0.033
d_ULS	0.186	0.186
d_G	n/a	n/a
Chi-Square	5423.744	5423.744
NFI	0.362	0.362

The goodness of fit model test can be seen in the NFI value of the program. If the NFI value > SRMR and the closer it is to 1, the better the model (good fit). Based on Table 6, it can be seen that the NFI value is 0.362 > 0.033 so it can be stated that the model in this research has sufficient goodness of fit and is suitable for use to test the research hypothesis.

**4.8 Hypothesis test**

Hypothesis testing using SEM-PLS is carried out by examining the path coefficient through a bootstrapping process. The significance of the estimated parameters can be seen from the large t-statistic value. Statistically significant parameters indicate important relationships between research variables. In testing this hypothesis, significance is measured by a t-statistic that is greater than 1.96 and a P value of less than 0.05 The bootstrapping results which are the basis for hypothesis testing can be seen in Figure 3 and Table 8 below:

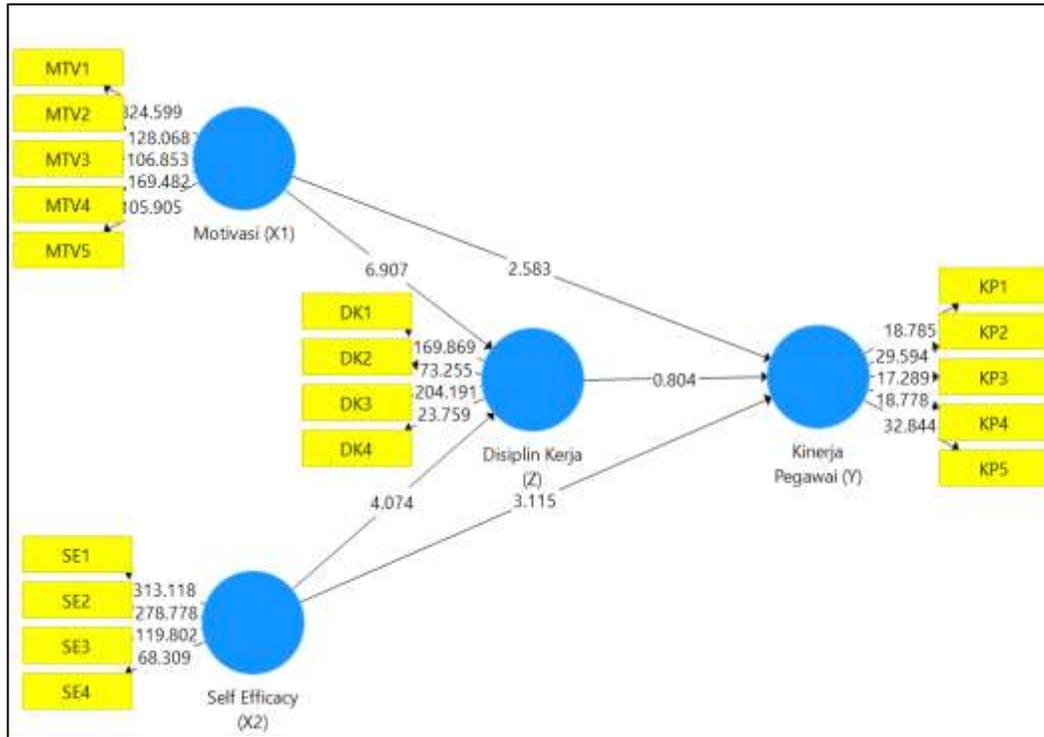


Figure 3 Path Coefficient Bootstrapping

Table 7 Path Coefficients (Direct Influence)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Results
Motivation (X1) -> Work Discipline (Z)	0.482	0.468	0.070	6,907	<b>0,000</b>	<b>Accepted</b>
Self Efficacy(X2) -> Work Discipline (Z)	0.312	0.325	0.077	4,074	<b>0,000</b>	<b>Accepted</b>
Motivation (X1) -> Employee Performance (Y)	0.299	0.292	0.116	2,583	<b>0.012</b>	<b>Accepted</b>
Self Efficacy(X2) -> Employee Performance (Y)	0.348	0.340	0.112	3,115	<b>0.003</b>	<b>Accepted</b>
Work Discipline (Z) -> Employee Performance (Y)	0.115	0.111	0.143	0.804	<b>0.424</b>	<b>Rejected</b>

**THE INFLUENCE OF MOTIVATION AND SELF EFFICACY ON EMPLOYEE PERFORMANCE THROUGH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT PT. PUPUT TANI INDEPENDENT**

*Faisal Rizal, Sukaria Sinulingga2, Sugih Arto Pujangkoro3*

Based on the data in Table 7, it can be explained and stated as an explanation of the hypothesis that:

1. Motivation has a positive and significant effect on work discipline, with a statistical t value of 6,907 > 1.96 and a P value of 0.000 < 0.05. This means that if motivation is increased, work discipline will increase significantly. This result can be stated that the first hypothesis is accepted.
2. Self-efficacy also has a positive and significant effect on work discipline, with a path coefficient value of 0.312 and a t statistic of 4,074 > 1.96 with a P value of 0.000 < 0.05. This shows that the higher the level of self-efficacy, the higher the work discipline. These results indicate that the second hypothesis is accepted.
3. Motivation has a positive and significant effect on employee performance. The test results show that the statistical t value is 2,583 > 1.96 with a P value of 0.012 < 0.05. These results indicate that the third hypothesis is accepted.
4. Self-efficacy also has a positive and significant effect on employee performance, with a path coefficient value of 0.348 and a t statistic of 3,115 > 1.96 with a P value of 0.003 < 0.05. This shows that the higher the level of self-efficacy, the higher the employee's performance. These results indicate that the fourth hypothesis is accepted.
5. Work discipline has a positive but not significant effect on employee performance. The test results show that the statistical t value is 0.804 < 1.96 with a P value of 0.424 > 0.05. These results indicate that even though work discipline is improved, employee performance will not increase significantly. Thus the fifth hypothesis statement is rejected.

To answer the sixth and seventh hypotheses, it can be seen by looking at the indirect influence between variables as in Table 8 below.

Table 8 Indirect Effect (Indirect Influence)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Results
Motivation -> Work Discipline -> Employee Performance	0.055	0.051	0.071	0.781	<b>0.437</b>	<b>Rejected</b>
Self Efficacy-> Work Discipline -> Employee Performance	0.036	0.034	0.048	0.751	<b>0.455</b>	<b>Rejected</b>

Based on the data in Table 8, it can be explained and stated as an explanation of the hypothesis that:

1. Motivation has a positive but not significant effect on employee performance through work discipline. The test results show that the statistical t value is 0.781 < 1.96 with a P value of 0.437 > 0.05. These results indicate that the sixth hypothesis is rejected.
2. Self-efficacy has a positive but not significant effect on employee performance through work discipline, with a statistical t value of 0.751 < 1.96 and a P value of 0.455 > 0.05. This shows that the seventh hypothesis is rejected.



## 5. DISCUSSION OF RESEARCH RESULTS

### 5.1 Influence of Motivation (X1) on Work Discipline (Z)

Based on the results of data analysis and the partial least squares (PLS) test, data was obtained that motivation has a positive and significant effect on work discipline, with a statistical t value of  $6,907 > 1.96$  and a P value of  $0.000 < 0.05$ . This means that if motivation is increased, work discipline will increase significantly. The results of this research are supported by research (Pratama, 2016) which states that work motivation influences work discipline and also research (Adinda et al., 2023) which states that there is a positive and significant influence between work motivation and work discipline of PT employees. Antam Tbk (UBPE) Pongkor. This means that the higher the work motivation, the higher the employee's work discipline.

### 5.2 Influence of Self Efficacy (X2) on Work Discipline (Z)

Based on the results of data analysis and the partial least squares (PLS) test, the data showed that self-efficacy also has a positive and significant effect on work discipline, with a path coefficient value of 0.312 and a t statistic of  $4,074 > 1.96$  and a P value of  $0.000 < 0.05$ . This shows that the higher the level of self-efficacy, the higher the work discipline.

The results of this research are supported by research (Ramadhani & Lestariningsih, 2020) which states that self-efficacy has a positive and significant effect on work discipline, which means that if self-efficacy is increased, work discipline will also increase.

### 5.3 Effect of Motivation (X1) on Employee Performance (Y)

Based on the results of data analysis and the partial least squares (PLS) test, where the statistical t value is  $2,583 > 1.96$  and the P value is  $0.012 < 0.05$ , it proves that motivation has a positive and significant effect on employee performance. The results of this research are supported by research (Putra & Surya, 2023) which states that work motivation has a positive and significant effect on employee performance at Jimbaran Bay Seafood Kedonganan. The higher the work motivation felt by employees, the more employee performance will increase. In research (Firwish, 2020) it is also stated that the influence of motivation on employee performance has a very positive and significant effect with the calculated t value of the motivation variable of  $5,826 >$  from the t table, namely 1.65870 and has a significance of  $0.000 < 0.05$  so that motivation has a positive effect and significant impact on employee performance.

### 5.4 Influence of Self Efficacy (X2) on Employee Performance (Y)

Based on the results of data analysis and the partial least squares (PLS) test, data was obtained that self-efficacy also has a positive and significant effect on employee performance, with a path coefficient value of 0.348 and a t statistic of  $3,115 > 1.96$  with a P value of  $0.003 < 0.05$ . This shows that the higher the level of self-efficacy, the higher the employee's performance. The results of this research are supported by research (Candana et al., 2021) which states that there is a positive and significant influence of self-efficacy on employee performance. In the context of this research, self-efficacy plays a key role in improving employee performance.

### 5.5 Effect of Work Discipline (Z) on Employee Performance (Y)

Based on the results of data analysis and the partial least squares (PLS) test, data was obtained that work discipline had a positive but not significant effect on employee performance. The test results show that the statistical t value is  $0.804 < 1.96$  with a P value of  $0.424 > 0.05$ . These results indicate that even though work discipline is improved, employee performance will not increase significantly. The results of this research are supported by research (Noverahman et al., 2023) which states that work discipline has a positive and insignificant effect on employee performance for BPBD Agam Regency employees. In the context of this

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*Faisal Rizal, Sukaria Sinulingga2, Sugih Arto Pujanggoro3*

research, it shows that there is a positive and insignificant influence of work discipline on employee performance among employees at BPBD Agam Regency.

**5.6 The influence of motivation (X1) on employee performance (Y) through work discipline (Z)**

Based on the results of data analysis and the partial least squares (PLS) test, data was obtained that motivation has a positive but not significant effect on employee performance through work discipline. The test results show that the statistical t value is  $0.781 < 1.96$  with a P value of  $0.437 > 0.05$ . In the context of this research, although motivation has a positive effect on employee performance through work discipline, motivation is not significant on employee performance through work discipline. This can be interpreted as meaning that motivation can have a direct influence on employee performance without work discipline as an intervening variable. The results of this research strengthen the results of previous research, namely research (Kiswanto et al., 2022) which states that motivation has a positive but not significant effect on employee performance through work discipline.

**5.7 Influence of Self Efficacy (X2) on Employee Performance (Y) Through Work Discipline (Z)**

Based on the results of data analysis and the partial least squares (PLS) test, data was obtained that self-efficacy has a positive but not significant effect on employee performance through work discipline, with a statistical t value of  $0.751 < 1.96$  and a P value of  $0.455 > 0.05$ . In the context of this research, although self-efficacy has a positive effect on employee performance through work discipline, self-efficacy is not significant on employee performance through work discipline. This can be interpreted as meaning that self-efficacy can have a direct influence on employee performance without work discipline as an intervening variable. The results of this research are different from previous findings conducted by (Ramadhani & Lestariningsih, 2020). The influence of self-efficacy on work discipline is greater than the indirect influence, so it can be stated that the influence of self-efficacy on work discipline is greater than the influence of self-efficacy on work discipline through employee performance, employee performance mediates self-efficacy on work discipline.

**6. CONCLUSIONS AND RECOMMENDATIONS**

**6.1 Conclusion**

1. Motivation has a positive and significant effect on work discipline at PT. Puput Tani Mandiri
2. Self-efficacy also has a positive and significant effect on work discipline at PT. Puput Tani Mandiri
3. Motivation has a positive and significant effect on employee performance at PT. Puput Tani Mandiri
4. Self-efficacy also has a positive and significant effect on employee performance at PT. Puput Tani Mandiri
5. Work discipline has a positive but not significant effect on employee performance at PT. Puput Tani Mandiri
6. Motivation has a positive but not significant effect on employee performance through work discipline at PT. Puput Tani Mandiri
7. Self efficacy has a positive but not significant effect on employee performance through work discipline at PT. Puput Tani Mandiri

**6.2 Suggestions**

1. Management needs to focus on developing motivation and self-efficacy programs for employees. This can be done through training, coaching and recognition of good contributions.
2. Building good social relationships at work is important. Activities that promote interaction between employees and strengthen team bonds can improve collaboration and performance.
3. It should be noted that motivation and work discipline are interrelated. Developing strategies that integrate motivation and work discipline can increase the effectiveness of implementing both.



4. It is important to carry out regular monitoring and evaluation of the implementation of recommended strategies and policies. This will help in evaluating the effectiveness of the steps taken and adjusting the strategy if necessary.

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**THE INFLUENCE OF MOTIVATION AND SELF EFFICACY ON EMPLOYEE PERFORMANCE THROUGH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT PT. PUPUT TANI INDEPENDENT**

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