

# Variables that affect Performance with Working Discipline as A Variable Intervening at the Padang City Education Office

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**ABSTRACT :** This research aims to determine empirically the variables affecting performance by working discipline as a variable Intervening at the education office of Padang. Collection of primary data using poll or questionnaire techniques. The research population is all civil servants of the Padang City Education Office in 2019. The number 101 research samples were determined using a saturated sampling technique (census). Analysis of data in this study using path analysis.

The results showed that 1) working competencies have a positive and significant impact on employee discipline 2) The working culture has a positive and significant effect on employee discipline 3) Working competency is positive and significant towards employee performance 4) Work culture positive and significant impact on employee performance 5) Work discipline is positive and significant to the performance of employees 6) work competency is positive and significant to the employee performance of Padang City education with working discipline as a intervening variable; 7) The working culture has a positive and significant impact on the performance of the Padang City Education officer with the working discipline as a intervening variable.

**Keywords:** work competence, work culture, work discipline, performance

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## 1. INTRODUCTION

Performance is an overview of the achievement of the implementation of an activity program or policy of realizing the objectives, objectives, vision, and mission of the organization that is poured through the strategic planning of an organization. Performance can be known and measured through the benchmark success standards set by the organization. Without the objectives and targets set in measurement, performance on a person or organizational performance is unlikely to be known if there is no benchmark in its success (Moeheriono, 2014:95). Meanwhile, according to Hartatik (2014:17, performance as the ability or achievement of work that has been achieved by the personnel or group of people in an organization, to carry out their functions, duties and responsibilities in running the organization's operations. Higher performance means the increased efficiency, effectiveness, or higher quality of completion of a series of tasks charged to an employee in an organization.

Padang City Education Office as one of the regional Device Unit (SKPD) in Padang City has a duty to assist the regional head in the implementation of local government in the field of education in order to realize the vision of Padang City is the realization of a superior education, competitive, creative, and believer. The initial

observation of the Padang City Education Office is known that employees ' performance is still not optimal, and can be seen in the following table:

**Table 1: Capaian Kinerja Berdasarkan Sasaran Strategis Dinas Pendidikan Kota Padang Tahun 2018**

No	Strategic objectives	Target	Realization
1	The study of early childhood education and basic education 9 years	100%	54,55%
2	Increasing quality of education	100%	66,67%
3	Increasing quality of education services	100%	100%
4	Availability of reliable governance system	100%	50%

Source: Lakip of Padang City Education Office, 2019

From the table above, it can be noted that the low realization of the strategic target of Padang city education, from 4 (four) strategic objectives, only one strategic target that is realized according to target of 100%, there is on the target of increasing quality of education service, while the implementation of early childhood education and basic education 9 year achievement only 54.55%. The increasing quality of the education achievement is 66.67% and the availability of a governance system that is handa, amounting to 50%. This suggests that employee performance still needs to be improved so that organizational objectives can be accomplished properly.

Terdapat beberapa faktor yang mempengaruhi kinerja pegawai salah satunya adalah kompetensi kerja. Kompetensi merupakan aspek kemampuan pegawai yang meliputi pengetahuan, keterampilan dan sikap yang memungkinkan pegawai berhasil dalam menyelesaikan pekerjaan dengan baik. Pegawai yang sudah mempunyai kompetensi yang baik, maka instansi akan mempertahankan pegawai untuk tetap bekerja dengan memberikan gaji, tunjangan, dan lain-lain yang sesuai dengan kompetensinya, dengan timbal balik antara instansi dengan pegawai, maka pegawai akan berkomitmen terhadap instansi tempat bekerja. Namun, kompetensi masih menjadi permasalahan yang sering dihadapi di Dinas Pendidikan Kota Padang, seperti: (1) Penempatan pegawai yang dilakukan tidak sesuai dengan kompetensi yang dibutuhkan oleh organisasi, (2) Kompetensi pegawai dilihat dari latar belakang pendidikan dan pangkat/golongan masih sangat kurang sehingga menyebabkan pelaksanaan kerja tidak tercapai. Hal ini diperlihatkan pada Tabel 2.

**Table 2: Padang City Education Officer Data**

No	Rank/class	S2	S1	DIII	SLTA	Amount
1	IV/c	1	-	-	-	1
2	IV/b	4	-	-	-	4
3	IV/a	2	6	-	-	8
4	III/d	-	17	-	-	17
5	III/c	-	12	-	-	12
6	III/b	2	11	-	10	23
7	III/a	-	13	-	12	25
8	II/d	-	2	1	-	3
9	II/c	-	2	-	-	2
10	II/b	-	3	1	1	5
11	II/a	-	-	-	1	1
Amount		9	66	2	24	101

Source: Padang City Education Office, 2019

Based on table 2, education and Rank/class is still low, it is suspected to affect or impact the performance of employees who are not optimal. Another factor that affects employee performance is the working culture. A productive work culture is a culture that can make organizations strong and organizational objectives can be achieved. From the results of the pre survey of the Padang City Education Office, it can be noted that the implementation of quality work culture is still weak and uneven. Issues related to working culture include: (1) still found officers who relax while playing mobile phones, games and read newspapers on working hours and

do not care about the job, (2) still found officers who tend to work out after the long holidays , (3) There are employees who are not helping each other who have difficulties in their duties, and (4) There are employees who are irresponsible and concerned about their work performance. This indicates that the working culture of civil servants in Padang City Education Office is lacking in understanding the positive working culture so that it can affect the decline of employees ' performance.

Given how important work competency problems, work culture, work discipline and employee performance are for agencies, the authors are interested in conducting research. Therefore, the formulation of the problem is presented: 1) How is the effect of working competence on working discipline 2) How does the influence of work culture on working discipline 3) How does the performance competency influence work 4) How does the cultural influence work on performance 5) How does the effect of working discipline on performance 6) How is the effect of working competence on performance 7) How is the influence of work culture on the performance of Padang Education office staff with working discipline as a intervening variable?

## **2. LITERATURE REVIEW**

### **1. Performance**

Performance can be interpreted as a result of a process referring to and measured over a period of time based on pre-defined conditions or agreements (Edison et al., 2016:190). According to the opinion of Hartatik (2014:17) The sense of performance is the ability to work that has been achieved by personnel or groups of people in the organization, to carry out their functions, duties and responsibilities in carrying out the operations of the Organization. While according to Siswanto in Sandy (2015:11) performance is the achievement achieved by someone in carrying out the duties and jobs given to him.

### **2. Work Competency**

Spencer in Wibowo (2014:272) stated that competence is the fundamental foundation of people's characteristics and indicates how to behave, mind, equalize situations, and be able to support it for a long time. Suyanto and Jihad (2013:39) suggests that competence is a description of one's work and the form of work that can be seen. Skills in the form of knowledge, attitude, skills in the field of work must be owned by a worker to get the job done. Similarly, Murgianto, DKK (2016), which says higher officers ' competence and in accordance with the demands of employees ' performance will increase as competent officers usually have the ability and a fast working will to solve the problems faced, do the job quietly, confidently, view the work as obligation to be done willingly, and openly improve themselves through the learning process.

### **3. Organizational Culture**

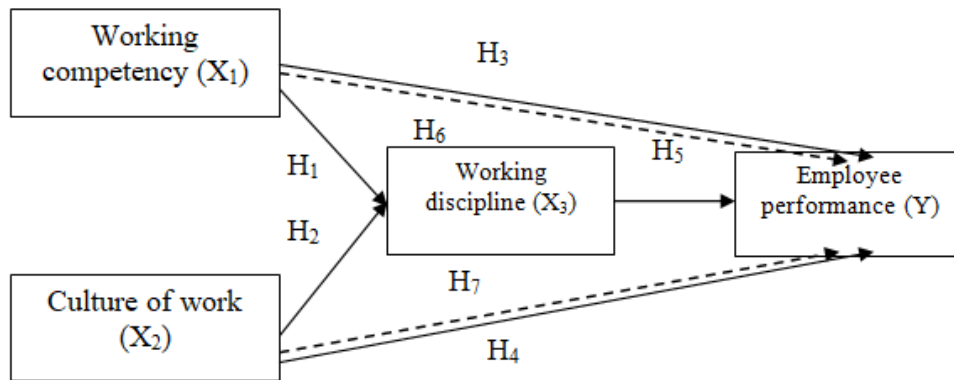
Darodjat Opinion (2015:28) The culture of work is interpreted as social values or the overall pattern of behavior in conducting activities or occupations. Further explained, working culture is a working attitude, as well as the way individuals work that rests on common values and has become the nature, habits and driving force that provides positive power to the individual to always succeed in working.

### **4. Working discipline**

The work discipline shows the condition in which the employee adhered to the organization's rules. Afandi (2018:12) expressed work discipline as a tool of manager to make changes to the behavior of officers, as an effort to increase awareness and willingness of officers in obeying all the rules in the organization and the prevailing social norms. Another opinion was expressed by Singodimedjo in Sutrisno (2016:86), stating that the discipline is the attitude of willingness and readiness of one to obey and adhere to the prevailing regulatory norms.

### 3. CONCEPTUAL FRAMEWORK

According to the foundation of theory and the development of hypotheses, then the thought developed in this research is seen in the following figure:



**Figure-1: Conceptual framework Research**

#### Research hypothesis

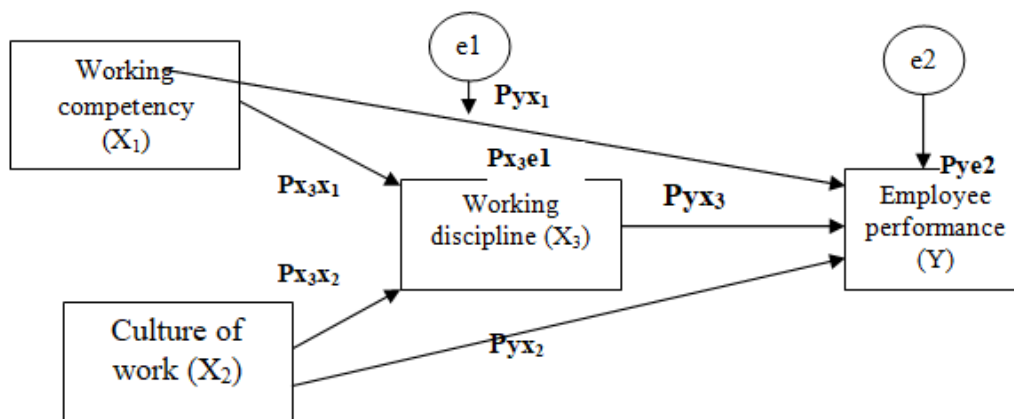
Based on the foundations of the theory and conceptual framework previously stated, then the hypothesis that can be developed in this research is as follows: 1) Work competence positively affect the working discipline 2) The working culture positively affect the working discipline of the work competency positively affect the performance 4) The working culture has a positive effect on the performance 5) The work discipline has a positive effect on 6 performance. 7) The culture of work is influential on the performance of Padang education office personnel with working discipline as intervening variables.

### 4. RESEARCH METHODS

Sumadi (2014:25) Research objects are factors that play a role in the events or symptoms that will be examined. In this research object research used is the education office of Padang. The number of samples in this study was 101 civil servants at the Padang City Education Office.

#### Path Analysis

To prove the hypothesis that has been disclosed, then in this research the data that has been collected will be processed with the help of application Amos 23. The data analysis Model is a Path analysis method, to explain the direct influence or indirect influence of a set of exogenous variables against endogenous variables, with the following path diagram.



**Figure-2: Influence of exogenous variables against variable Endoge data analysis and discussion**

## Result Path Analysis

The analysis of the pathways in this study is divided into two substructures, namely: (1) substructure I analyzed the influence of occupational competence and working culture as an exogenous variable towards working discipline as an endogenous variable. (2) Substructure II analyzes the influence of work competence, work culture and working discipline as an exogenous variable to the performance of the officer as endogenous variable. After analysis of the path of substructures I and substructures II will be described as a model of research pathway analysis. From the results of the calculations using Amos 23, the diagram can be described as follows.

### Path Analysis of the first SUB structure

The summary of the path coefficient value in sub-structure 1 can be seen in the following table 3:

**Table 3: Analysis result Sub structure Line 1**

Variable Interimpact	Line coefficient	Significance value	Description	Coefficient of determination
Working competency of Working discipline	0,258	0,001	Signifikan	0,335
Working culture of working discipline	0,537	0,000	Signifikan	

Sumber: Data primer diolah, 2020

Data analysis results on sub structures I can be inserted into the equation of the path as follows:

$$X_3 = P_{X_3X_1} \cdot X_1 + P_{X_3X_2} \cdot X_2 + e_1$$

$$X_3 = 0,258 X_1 + 0,537 X_2 + e_1$$

Large coefficient of path influence of other variables beyond the model of research against the working discipline can be calculated using the following formula:

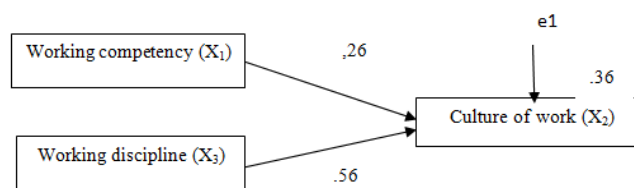
$$\rho_{X_3e_1} = \sqrt{1-r^2}$$

$$\rho_{X_3e_1} = \sqrt{1-0,355}$$

$$\rho_{X_3e_1} = \sqrt{0,645}$$

$$\rho_{X_3e_1} = 0,803$$

The path coefficient of influence of other variables on working discipline is 0.803 so it is known that the magnitude of influence of other variables on working discipline outside of the competency variable and the working culture is 64.5 % with the calculation of  $0.803 \times 0.803 = 0.629$ . The analysis result chart of the sub structure line can be drawn as follows:



**Figure 3: Sub Structure Path Diagram 1**

### Sub Structure Path Analysis 2

Sub structure II is done to analyse the influence of work competence, work culture and discipline of working employee performance. Analysis result Sub-structure 2 displayed on table 4

**Table 4: Analysis Result Sub Structure Line 2**

Variable Interimpact	Line coefficient	Significant value	Description	Coefficient of determination
Working competence on employee performance	0,215	0,000	Significant	0,612
Working culture towards employee performance	0,206	0,000	Significant	
Working discipline of employee performance	0,723	0,000	Significant	

Sumber: Data primer diolah, 2020

Data analysis results on sub-structures 2 can be inserted into the equation of the path as follows:

$$Y = P_{yx_1} \cdot X_1 + P_{yx_2} \cdot X_2 + P_{yx_3} \cdot X_3 + e_2$$

$$Y = 0,215 X_1 + 0,206 X_2 + 0,723 X_3 + e_2$$

Large coefficient of path influence other variables outside the model of the study of the performance of Pegawaican be calculated using the following formula:

$$\rho_{ye2} = \sqrt{1-r^2}$$

$$\rho_{ye2} = \sqrt{1-0,612}$$

$$\rho_{ye2} = \sqrt{0,388}$$

$$\rho_{ye2} = 0,623$$

The path coefficient of influence of other variables on the performance of Pegawaiis 0.623 so it is known that the magnitude of influence of other variables on employees ' performance outside of the working competency variable, working culture and working discipline is 38.8% with the calculation of  $0.623 \times 0.623 = 0.388$ . The analysis result chart of sub-line structure 2 can be drawn as follows:

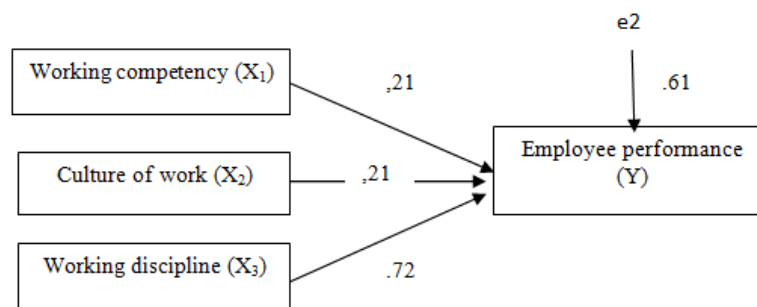


Figure 3: Sub Structure Path Diagram 2

Based on the analysis of Substructures 1 and sub-structure 2, can be created chart of analysis of the path drawn as follows:

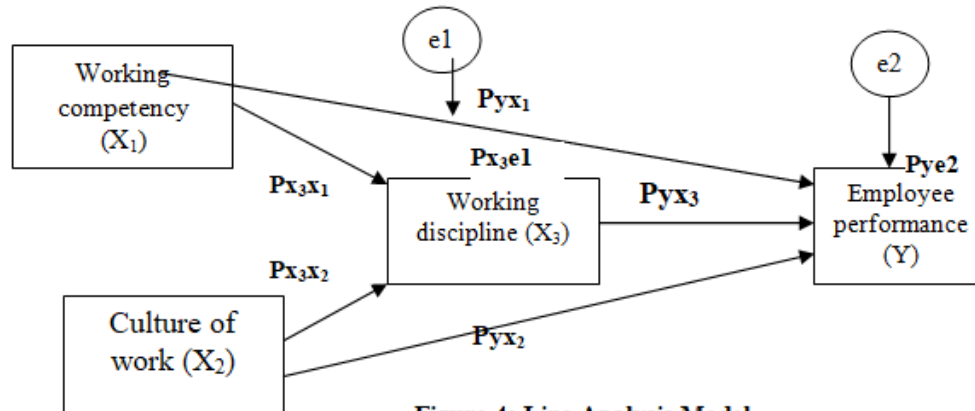


Figure 4: Line Analysis Model

The table above shows a summary of the results on all three of these functions, visible all Exogonus variables give a significant influence on Endogonus, meaning a partial hypothesis is accepted because it is empirically proven, simultaneously all functions are proven significant.

### Hypothesis test Results

The hypothesis results of the study are as follows:

#### 1. Influence of work competency on working discipline

The results showed that working competence has significant effect on the working discipline of the Padang City education officer with significance level ( $0.001 < 0.05$ ). Pathway coefficient influences the work competence of the working discipline of 0.258 and positive value. It means the higher the competency of

work, the higher the working discipline. Conversely, the lower the competency of work, the lower the working discipline.

## **2. Influence of work culture to work discipline**

From the results of the research acquired a significant working culture of the work discipline of the Padang City Education office with significance level ( $0.000 < 0.05$ ). The path coefficient of work culture influences the working discipline of 0.537 and positive value. It means that the higher the culture of working, the working discipline will increase. Conversely, the lower the culture of work, the lower the discipline of work.

## **3. Influence of work competency on employee performance**

This study also reveals that the working competence has a significant impact on the performance of the Padang Education Office. Data analysis results obtained a significant value of 0.000 with a line coefficient of positive value of 0.215. This indicates that high working competence will be more likely to improve the performance of the Padang Education Office.

## **4. Influence of work culture to employee performance**

Research findings indicate that the working culture has a significant effect on the performance of Padang Education office. Based on the analysis of known line of regression coefficient of positive value of 0.206 with significance rate of  $0.000 < 0.005$ , then H4 is acceptable. It can be concluded that the working culture has a significant effect on the performance of Padang Education office. It means the higher the working culture that employees have, it will be able to improve employee performance. Conversely, the lower the culture of employee work, then the employee's performance will be decreasing.

## **5. Effect of working discipline on employee performance**

The test results of the fifth hypothesis in this study showed that the work discipline has significant effect on the performance of the Padang Education Office. Based on the analysis of the path obtained the standardized regression coefficient 0.723 with significance rate of  $0.000 < 0.05$ . The results concluded that the research hypothesis was received that the work discipline was positive and significant to the performance of Padang education officers. It means the higher the discipline of employee work, the higher the employee's performance, the less the lower the discipline of employees, the lower the performance of employees.

## **6. Influence of work competency on employee performance with working discipline as Intervening variable**

Based on the results of direct influence given working competence on the employee's performance of 0.215. Indirect influence gained from the direct influence value of working competence on employee performance through working discipline,  $0.258 \times 0.723 = 0.187$ . The total effect given by the working discipline of the member's performance is the direct indirect influence,  $0.215 + 0.187 = 0.402$ . This means that the competency of the work has a greater influence on the performance of employees when through working discipline.

## **7. Effect of working culture on employee performance with working discipline as a Intervening variable**

The last hypothesis known direct influence given the working culture to performance amounted to 0.206. Indirect influence is derived from the direct influence value of working culture to performance through working discipline,  $0.537 \times 0.723 = 0.388$ . Then the total influence given by the working culture to performance is an indirect direct influence,  $0.206 + 0.388 = 0.594$ . This means that the work culture has a greater influence on employee performance when through work discipline.

### **Direct and indirect influences**

The results of direct or indirect influences as well as the total influence of this research are:

#### **1. Direct influence (*Direct Effect* atau DE)**

a) Direct influence of work competency on working discipline.

$$X_1 \rightarrow X_3 = 0,258$$

The direct influence between working competence on working discipline is 0.258.

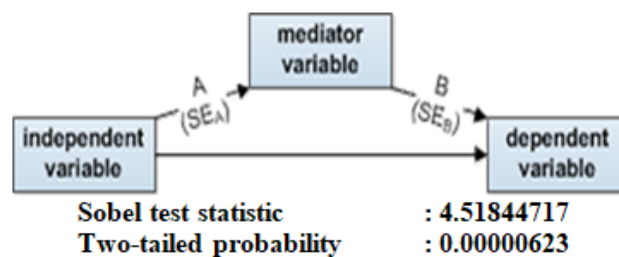


- b) Direct influence of working culture to working discipline.  
 $X_2 \rightarrow X_3 = 0,537$   
 The direct influence of working culture to working discipline is 0.537.
  - c) Direct influence of working competence on employee performance.  
 $X_1 \rightarrow Y = 0,215$   
 The direct influence between working competence on employee performance is 0.215.
  - d) Direct influence of working culture to employee performance.  
 $X_2 \rightarrow Y = 0,206$   
 The direct influence between the working culture and the employee's performance is 0.206.
  - e) Direct influence of working discipline towards employee performance.  
 $X_3 \rightarrow Y = 0,723$   
 The direct influence between working discipline to employee performance is 0.723.
2. Indirect influence (*Indirect Effect* or IE)
- a) Influence of competency of employee performance through work discipline  
 $X_1 \rightarrow X_3 \rightarrow Y = (0,258 \times 0,723) = 0,187$

This means that there is no direct influence of competency on employee performance through working discipline as the intervening variable is 0.187.

The influence of mediation shown by multiplication coefficient needs to be tested with Sobel test as follows: 1) Variable coefficient of work competency against working discipline (A) = 0.258. 2) Variable coefficient of work discipline towards employee performance (B) = 0.723. 3) The standard error of the working discipline (SEA) Competency is = 0.054. 4) Standard error from Employee performance competency (SEB) = 0.052.

Results of analysis with Sobel Test Calculator for the Signification of Mediation Kris Preacher:



**Figure 5: Sobel tests the effect of working competency on employee performance through working discipline**

Results of analysis with Sobel test shows the statistical value (Z-value) for the influence of the working discipline variable as a intervening variable between the working competency variable and the employee's performance of 4.51844717 and significantly on Two-tailed probability with the number 0.00000623. Because Z-value is > 1.96 or p-value of <  $\alpha = 0.05$ , it can be inferred bahwa indirect effector influence not langsung pada This research is positive and significant.

- b) Indirect influence of working culture towards employee performance through working discipline  
 $X_2 \rightarrow X_3 \rightarrow Y = (0,537 \times 0,723) = 0,388$

This means that there is no direct influence on the working culture of employees through working discipline as the intervening variable is 0.388.

The influence of mediation shown by multiplication coefficient needs to be tested with Sobel test as follows: 1) The coefficient of the working culture variable against the working discipline (A) = 0.537. 2) Variable coefficient of work discipline towards employee performance (B) = 0.723. 3) The standard of error of the culture of working discipline (SEA) = 0.054. 4) The standard of an error from the Employee performance culture (SEB) = 0.052.



Results of analysis with Sobel Test Calculator for the Signification of Mediation Kris Preacher:

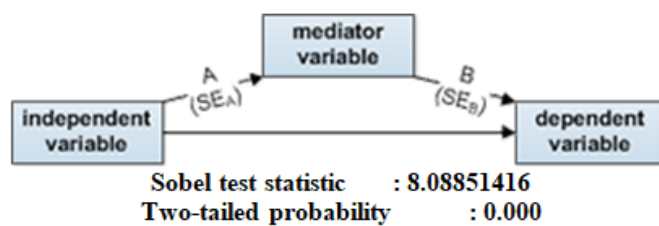


Figure 6

*Sobel Test influences the working culture of employee performance through working discipline*

The results of the analysis with Sobel Test showed a Z-value for the influence of the working discipline variable as a intervening variable between the working culture variable and the employee's performance of 8.08851416 and a significant Two-tailed probability with a number 0.0, because Z-value > 1.96 or P-value of <  $\alpha = 0.05$ . Then it can be concluded that the indirect effect or indirect influence on the research is positive and significant.

The next percentage of direct and indirect influences of the above research variables against employee performance are presented in Table 5 below.

Table 5

**Recapitulation of Variable Influence Work Competency and Working Culture to Employee Performance With the working discipline as a Intervening variable**

No	Hypothesis	Nature of Influence	Research results
1	The competency of work positively affects the working discipline of the Padang Education Office.	Direct	Accepted
2	The working culture has a positive effect on the working discipline of Padang Education Office.	Direct	Accepted
3	The competency of work is positive to the performance of Padang education officer.	Direct	Accepted
4	Working culture has a positive effect on the performance of Padang Education Office.	Direct	Accepted
5	The work discipline has a positive effect on the performance of Padang Education office.	Direct	Accepted
6	Working competence affects the performance of Padang City education officer with working discipline as intervening variable	Indirect	Accepted
7	The working culture affects Padang Education's performance by working discipline as a intervening variable.	Indirect	Accepted

Sumber: Data primer diolah, 2020

## 5. CONCLUSIONS AND SUGGESTIONS

### Conclusions

The conclusion of the research results is:

1. The competency of work is positive and significant to the working discipline of the Padang Education Office. It means that if employees ' competence of the Organization is better, then the employee discipline will be better too.
2. The working culture is positive and significant to the employee's work discipline. That is, if the culture of work is getting better, then the employee discipline will be better too.
3. Work competencies are positive and significant to the employee's performance. It means that, if the employee's competency is better, then the employee's performance will be better too.
4. The working culture has a positive and significant impact on the performance of Padang Education office. This means that if the working culture is getting better, the employee's performance will be better.

5. Work disciplines are positive and significant towards employee performance. That is, if the working discipline is getting higher, then the employee's performance will be better too.
6. The competency of work is positive and significant to the employee's performance by working discipline as an intervening variable. This means that the employee discipline has a real role in the influence of working competence on employee performance.
7. The working culture has a positive and significant impact on the performance of the Padang City Education officer with the working discipline as an intervening variable. It means that the employee discipline has a real role in the dissemination of the influence of working culture towards employee performance.

### **Suggestions**

Based on the results of this research, advised to the Padang City Education Department:

1. Respondents' response to the Working competency variable, the character indicator gives the lowest influence. Therefore, Padang City Education Office should be more attentive to improve the competency of the work so that employees can control the worries and improve honesty while working so that the work is more optimal.
2. Respondents' response to the working culture variable, known as the work Behaviour indicator, gives the lowest influence. Therefore, Padang City Education Office should pay attention to the behavior of employees' work so that employees are more working hard in achieving the target, help each other to realize the vision and mission of the Organization and cooperate with fellow employees so that the goal of the Education office in Padang City can be achieved well.
3. Based on the respondents' response to the working discipline variable, the job responsibility indicator gives the lowest influence. Therefore, it must give awareness to employees about the importance of improving the responsibilities of work more faithfully to the rules that have been established, fulfill the target work and discipline in making reports on the tasks of the work. By increasing the discipline of the agency, such as giving strict sanctions or strikes for employees who are deemed able to improve employee work discipline.
4. This research is expected to be the basis for research on work competence, work culture and work discipline to employee performance but with different indicators and objects.

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***How to cite this article: Yulina Eliza, Variables that affect Performance with Working Discipline as A Variable Intervening at the Padang City Education Office, Asian. Jour. Social. Scie. Mgmt. Tech. 2(4): 120-130, 2020.***