

# The Influence of Work Discipline and Motivation on Performance Employees in Regional Government Organizations

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## Abstract

*Every organization, whether government-owned or private-owned, is obliged to provide the best service to service users by improving the performance of its employees. This research was planned to have the aim of knowing and analyzing work discipline and work motivation of employees in government organizations. The independent variables used are work discipline and work motivation variables, while the dependent variable is employee performance. The planned method that will be used is descriptive analysis, validity and reliability testing and hypothesis testing. The results of this research produce two hypotheses, namely the first hypothesis, namely that work discipline is expected to improve performance. The second hypothesis is that work motivation is expected to improve employee performance.*

## Keywords

*work discipline; work motivation; employee performance; government organization*



## I. Introduction

The existence of human resources in an organization is a valuable asset for the organization itself. Human resources are the main and strategic factor for achieving successful development of a nation. Strong and highly competitive human resources in various aspects will support increased development, both in the economic field and in the social and cultural fields (Azhad et al., 2015). Highly competitive human resources are one of the key factors for success in the era of globalization which is characterized by increasingly tight competition in human interaction and life.

Every organization, both private and government, must strive to improve organizational performance in order to compete in the current situation where competition is increasing. Organizational performance can be seen from the performance of the employees involved in the organization. Performance is the output produced by the functions or indicators of a job or profession within a certain time (Mangkunegara, 2018). The quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Qomariah, 2020), performance can be interpreted as the work results achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity and within a certain period of time. Performance is a universal concept covering the operational effectiveness of an organization in achieving planned goals (Azhad et al., 2015). Many factors can increase the performance of an employee in a company. Several factors that can improve employee performance include: employee work discipline, employee motivation at work.

According to (Qomariah, 2020), work discipline is an attitude that is very necessary and receives attention in every job carried out by each person in an effort to improve performance in order to achieve organizational goals. Discipline is obedience who are serious and supported by awareness to carry out their duties and obligations and behave as they should in a particular environment (Sutrisno, 2014). Discipline can also be defined as individual and group efforts that ensure compliance with orders and take the initiative to carry out necessary actions if there are no orders. By being disciplined, employees will obey all orders given to them by their superiors on time. With high discipline from employees, everything assigned will be done on time. Research conducted by (Hutajulu et al., 2020), (Anggrainy et al., 2017), (Jumadil et al., 2023), (Widyawati, 2021), (Hutajulu et al., 2020), (Anggrainy et al., 2017), (Jumadil et al., 2023), (Widyawati, 2021), (Jufrizen & Hadi, 2021), (Munawaroh, 2019), (Istiqomah & Suhartini, 2015), (Darmadi, 2020), (Wiryawan et al., 2020), (Sanjaya, 2021), (Azis, 2021), (Rosalina & Wati, 2020), (Titisari et al., 2021), (Syahputra, 2021), (Yantika et al., 2018), (Arda, 2017), (Tilaar et al., 2017), (Liana & Irawati, 2014), (Trijanuar, 2016), (Sulistyo et al., 2016), (Putra et al., 2016), (Herawati & Mahfudnurnajamuddin, 2018), (Sumowo, 2017), (Bentar et al., 2017), (Saputri et al., 2020), (Lopes, 2016), (Suwondo & Sutanto, 2015), (Fathurahman & Ahman, 2020), (Bahri et al., 2018), (Lumentut & Dotulong, 2015), (Marwanto & Nugroho, 2014), (Tumanggor et al., 2022), (Candana et al., 2020), (Jufrizen & Sitorus, 2021), (Muhsin & Arifa, 2018), (Ulantini et al., 2022), (Liana & Irawati, 2014), (Idayati, 2019), (Mujib et al., 2016), (Trijanuar, 2016), (Sya'roni et al., 2018), (Feel et al., 2018), (Saputri et al., 2020), (Makkira et al., 2016), (Qomariah & Utamy, 2023), (Ekasari et al., 2022), (Ingsih et al., 2021), (Mu'ah et al., 2023), which states that employee work discipline can improve employee performance in an organization.

The next factor that can improve performance is employee work motivation. According to (Samsudin, 2006), motivation is the process of influencing or encouraging someone or a work group from outside so that they want to carry out something that has been determined. According to (Nitisemito, 2014), motivation can be interpreted as a summary concept that we use to explain certain observed behavior patterns. Work motivation is something that creates encouragement or enthusiasm for work. Motivation is a psychological impulse that directs a person towards a goal that he will achieve (Simamora, 2012). According to (Rivai, 2009), motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Every employee must have motivation at work. The work motivation of an employee can be in the form of: having high personal responsibility for their work, wanting to achieve achievements so that they do something/work as well as possible, taking advantage of opportunities to advance (Mangkunegara, 2016). By having high work motivation, all work can be completed on time so that performance will increase. Research conducted by (Kumarawati et al., 2017), (Ardianti et al., 2018), (Suswati, 2021), (Tahiri et al., 2022), (Maryani et al., 2022), (Nilasari & Nisfiannoor, 2021), (Puspitasari et al., 2024), (Priyono et al., 2018), (Triasmawan et al., 2023), (Qomariah, Estiningsih, et al., 2022), (Wahyudi et al., 2021), (Mulyadi et al., 2023), (Setiawan et al., 2022), (Nilasari & Nisfiannoor, 2021), (Mu'ah et al., 2023), (Utomo et al., 2019), (Sari et al., 2020), (Rahmadani et al., 2020), (Nursaid et al., 2020), (A. Kurniawan et al., 2023), (A. Setiawan et al., 2022), (Nursaid et al., 2023), (Qomariah et al., 2021), (Qomariah, et al., 2022), (M. A. Kurniawan et al., 2021), (Qomariah, Warsi, et al., 2020), (Qomariah, et al., 2020) which states that work motivation can improve employee performance.

## II. Literature Review

### 2.1 Human Resource Management

According to (Hasibuan, 2016), the definition of human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society. According to (Mangkunegara, 2018), the definition of human resource management is planning, organizing, coordinating, implementing and supervising the procurement, development, provision of services, integration, maintenance and separation of workforce in order to achieve organizational goals that have been designed. previously. According to (Flippo, 2013), human resource management is planning, organizing, directing and supervising procurement, development, compensation, integration, maintenance and release of human resources in order to achieve various individual and organizational goals.

### 2.2 Employee Performance

According to (Sinambela, 2014), performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities such as standard work results, targets or objectives or criteria that have been determined in advance and have been previously agreed upon. According to (Rivai & Mulyadi, 2012), individual performance is influenced by factors including: expectations regarding rewards, motivation, competence and needs, perceptions of tasks, internal and external rewards, perceptions of rewards and satisfaction.. According to (Mangkunegara, 2018 ), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. Employee performance is a measure of the extent to which employees are successful in carrying out their work duties (Hasibuan, 2018).

### 2.3 Work Discipline

Discipline is serious obedience supported by awareness of carrying out one's duties and obligations and behaving in a certain way in a certain environment (Sutrisno, 2014). According to (Simamora, 2012), work discipline is a tool used by superiors to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all organizational regulations and applicable social norms. According to (Siagian, 2015), discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees and improve work performance.

### 2.4 Work motivation

Work motivation is a process where needs encourage a person to carry out a series of activities that lead to achieving certain goals. Goals that are successfully achieved will satisfy or fulfill these needs (Kridharta & Rusdianti, 2017). The more precise the efforts to provide motivation, the higher labor productivity, resulting in benefits for both parties, both the company and the employees. According to (Azhad et al., 2015), motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. Motivation is a motive that is

associated with a person's desire to do something or not. Motivation is generally divided into two, namely intrinsic and extrinsic motivation (Dessler, 2016).

### **III. Research Methods**

This research was designed as quantitative research. Quantitative research is systematic scientific research into parts and phenomena and the causality of their relationships (Sugiyono, 2016). The aim of quantitative research is to develop and use mathematical models, theories and/or hypotheses related to a phenomenon. This research has 2 variables consisting of an independent variable and a dependent variable. The independent variables are work discipline (X1) and work motivation (X2). Meanwhile, the dependent variable is employee performance (Y). This research was designed to use descriptive analysis, validity and reliability tests of measuring instruments, and hypothesis testing. The population of this study were all employees of government organizations in Jember Regency.

### **IV. Results and Discussion**

#### **4.1 The Influence of Work Discipline on Employee Performance**

Discipline is serious obedience supported by awareness of carrying out one's duties and obligations and behaving in a certain way in a certain environment (Sutrisno, 2014). According to (Simamora, 2012), work discipline is a tool used by superiors to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all organizational regulations and applicable social norms. According to (Sinambela, 2014), performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities such as standard work results, targets or objectives or criteria that have been determined in advance and have been previously agreed upon. The relationship between discipline and performance is theoretically very related. This is because one of the elements of work discipline is completing tasks given by superiors on time. Thus, if there is an employee who can complete his duties on time, his performance will also increase. Previous research also states that work discipline can improve performance by: (Muhsin & Arifa, 2018), (Ulantini et al., 2022), (Liana & Irawati, 2014), (Idayati, 2019), (Mujib et al., 2016), (Trijanuar, 2016), (Sya'roni et al., 2018), (Feel et al., 2018), (Saputri et al., 2020), (Makkira et al., 2016), (Qomariah & Utamy, 2023), (Ekasari et al., 2022).

#### **4.2 The Influence of Work Motivation on Employee Performance**

According to (Azhad et al., 2015), motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. Motivation is a motive that is associated with a person's desire to do something or not. Motivation is generally divided into two, namely intrinsic and extrinsic motivation (Dessler, 2016). According to (Mangkunegara, 2018), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The relationship between motivation and employee performance has a positive relationship. So the higher a person's motivation at work, the performance will increase too. This is because one indicator of

work motivation is the desire to achieve achievement in one's work. Previous research which revealed that motivation can improve employee performance, among others, was carried out by:(Kumarawati et al., 2017), (Ardianti et al., 2018), (Suswati, 2021), (Tahiri et al., 2022), (Maryani et al., 2022), (Nilasari & Nisfiannoor, 2021), (Puspitasari et al., 2024), (Priyono et al., 2018), (Triasmawan et al., 2023), (Qomariah, Estiningsih, et al., 2022), (Wahyudi et al., 2021), (Mulyadi et al., 2023).

### 4.3 Conceptual Research Framework

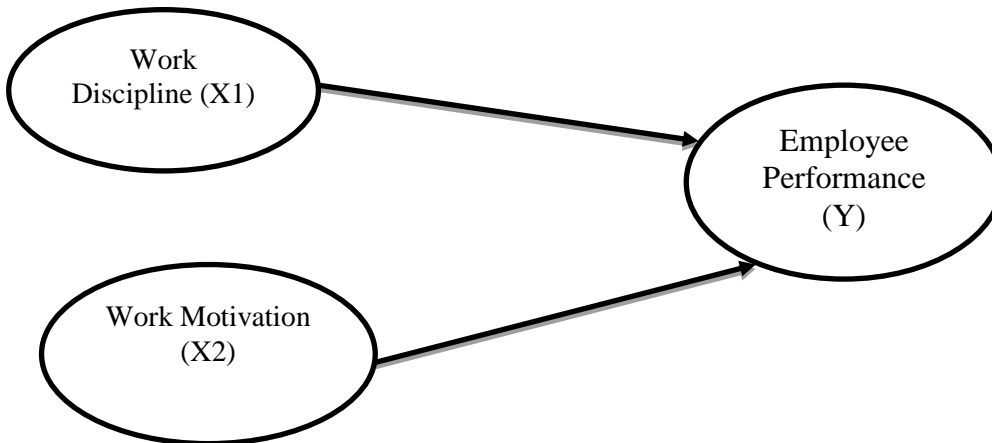


Figure 1. Conceptual Framework

## V. Conclusion

The conclusions that can be presented based on the explanation related to theory and previous research results related to the variables of work discipline, work motivation and performance are:

1. First hypothesis (H1): Work discipline has a positive effect on employee performance.
2. Second hypothesis (H2): work motivation has a positive effect on employee performance.

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