Employee Performance: An Assessment Model Based on Motivation and Discipline

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ABSTRACT

The purpose of this research is to determine the extent of the combined influence of motivation and discipline on employee performance at the West Bandung Regency Education Office Secretariat. The population of this study consists of employees at the West Bandung Regency Education Office Secretariat. The sample used in this study consisted of 38 respondents. The data analysis method employed a quantitative descriptive approach and multiple linear regression analysis using the SPSS tool. Data collection was obtained from respondents through questionnaires. The results of this research indicate that there is an influence of motivation on employee performance, an influence of discipline on employee performance, and a combined influence of motivation and discipline on employee performance at the West Bandung Regency Education Office Secretariat, amounting to 91.8%. This means that motivation and discipline can explain 91.8% of the variation in employee performance at the West Bandung Regency Education Office Secretariat.

INTRODUCTION

The Secretariat of the Department of Education in West Bandung Regency, Indonesia, is comprised of both Civil Servants (Pegawai Negeri Sipil or PNS) and Contract Workers (Tenaga Kerja Kontrak or TKK). All employees in the secretariat are expected to be proactive, possessing a core responsibility which involves formulating program planning within the Department of Education. Their duties include coordination, monitoring, asset management, general administration, human resources, finance, as well as planning, evaluation, and reporting, as outlined in the Regent's Regulation (PERBUP) No. 40 of 2021 for West Bandung Regency regarding the Duties, Functions, and Task Details of the Department of Education. In light of their roles and functions, the secretariat requires highly skilled, disciplined, and motivated employees who can work in accordance with established rules and exhibit professionalism (BPK, 2021). To enhance employee performance in a more professional manner, intrinsic motivation and adherence to established regulations are necessary (Rusdianti et al., 2022). Given that the secretariat's staff must be supported by effective employee performance and should strive for continuous improvement, performance enhancement is closely associated with motivation and discipline (Dessler, 2010). This aligns with research conducted by Sibarani & Suryalena (2018), who found that motivation influences performance, and Layuk et al. (2019), whose study demonstrated that motivation significantly impacts

employee performance. Additionally, research by Sari & Hadijah (2016) confirmed that work discipline has a significant effect on employee performance. Previous research findings underscore the vital roles of motivation and discipline in achieving high-quality performance.

Motivation, as defined by Emda (2017), is a driving factor that encourages individuals to engage in specific activities, often regarded as a motivating factor for one's behavior. Motivation in the workplace is crucial within an organization, as it serves as the driving force for employees to perform their tasks efficiently and achieve optimal results for the organization. To fulfill the expectations of the organization, employees must be diligent and enthusiastic in their work. The strength of an employee's work motivation plays a pivotal role in determining their performance (Utami, 2017).

Employees at the secretariat are required to exhibit discipline in their daily tasks, including adhering to schedules and executing their work efficiently. This discipline is essential for achieving quality work, as a lack of discipline may lead to poor results and hinder progress towards the intended goals (Sari & Hadijah, 2016). Work discipline encompasses attitudes, behaviors, and actions that align with established regulations, both written and unwritten (Akmaluddin & Haqqi, 2019). To improve employee performance, it is essential for managerial staff to motivate employees through guidance, direction, mentoring, comfort, discipline enforcement, and setting an example that employees can follow, ultimately leading to goal achievement as per the existing regulations (Ahmadiansah, 2016).

Work discipline is paramount for organizational growth, as it motivates employees to adhere to rules, procedures, and policies, resulting in high-quality performance (Widyawati, 2021). Besides discipline, an investigation into employee motivation is necessary, as work motivation serves as a stimulus for each employee to execute their duties. Without motivation, employees may lack enthusiasm in completing their tasks and easily become demoralized in the face of failure (Sasongko et al., 2021).
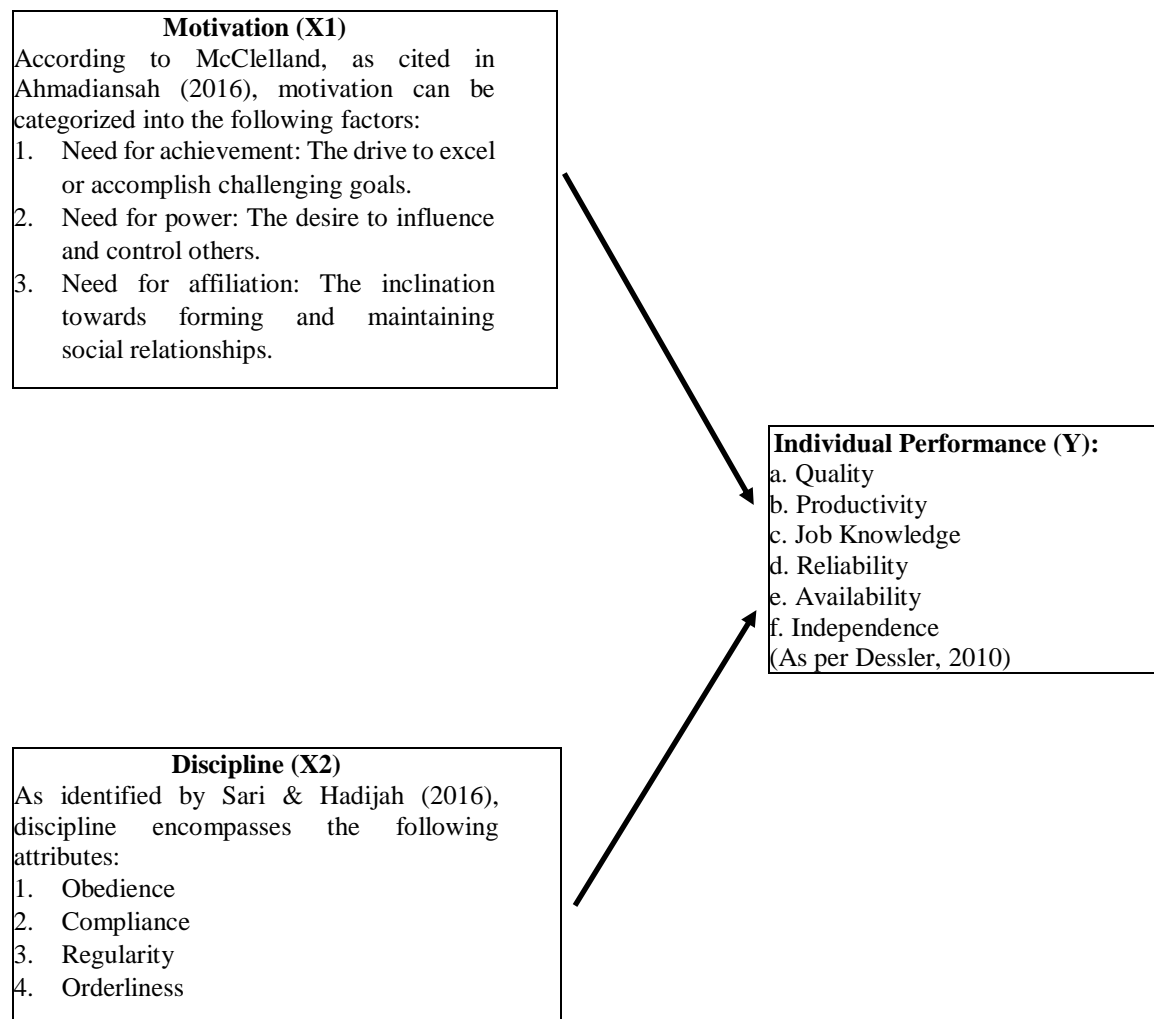
Based on the researcher's observations and available data, the secretariat employs 38 individuals, consisting of 16 Civil Servants (PNS) and 22 Contract Workers (TKK). Their daily tasks are demanding, with each employee actively engaged in their responsibilities to ensure that data is relevant and aligns with systems such as SIPD, Dapodik, SIMTUN, public services, human resources administration, asset management, and financial disbursements such as salary, additional income allowances (TPP), professional teacher allowances (TPG), and other payments. However, it is observed that some employees are not fully compliant with established regulations, as they do not consistently adhere to Smart Absence (arriving or leaving work earlier than required), engage in conversations during work, and lack focus in their tasks. Some even frequently use their mobile phones during working hours.

Based on the aforementioned issues, the research problem is formulated as follows: 1) Is there a significant relationship between motivation and employee performance?; 2) Is there a significant relationship between discipline and employee performance?; 3) Is there a significant relationship between motivation and discipline in influencing employee performance?. The objectives of this research are as follows:
To assess and analyze the influence of motivation on employee performance at the Secretariat of the Department of Education, to evaluate and analyze the impact of discipline on employee performance at the secretariat, to investigate and analyze the combined influence of motivation and discipline on employee performance at the secretariat. The outcomes of this research are expected to provide valuable insights into the impact of work motivation and discipline on employee performance in the Secretariat and serve as a reference for becoming better employees in line with established rules and regulations.

In this study, motivation and employee discipline are considered as factors influencing employee performance within the Secretariat of the Office of Education in West Bandung Regency. Therefore, motivation and discipline are treated as independent variables (X1 and

X2, respectively), while performance is the dependent variable (Y). Motivation X1, discipline X2, and performance are the variables of interest. Based on the aforementioned conceptual framework, the research model can be presented as follows:

Motivation (X1)
According to McClelland, as cited in Ahmadiansah (2016), motivation can be categorized into the following factors:
1. Need for achievement: The drive to excel or accomplish challenging goals.
2. Need for power: The desire to influence and control others.
3. Need for affiliation: The inclination towards forming and maintaining social relationships.

Individual Performance (Y):
a. Quality
b. Productivity
c. Job Knowledge
d. Reliability
e. Availability
f. Independence
(As per Dessler, 2010)

Discipline (X2)
As identified by Sari & Hadijah (2016), discipline encompasses the following attributes:
1. Obedience
2. Compliance
3. Regularity
4. Orderliness

Figure 1. Conceptual Model
Source: Data Processed, 2023

METHODS

The research method aims to achieve objective results concerning a particular issue. To do so, a specific method that is deemed most relevant and capable of assisting in problem-solving is required. In this study, a quantitative research approach is employed, which entails using statistical analysis to derive findings (Sugiyono, 2017). Qualitative data is transformed into quantitative data by assigning scores to individual questions. The quantitative data obtained by the researcher is essentially an interpretation of the qualitative data.

Descriptive research is conducted to obtain a description of the characteristics of the motivation, discipline, and performance variables. The nature of this research is fundamentally verificative, as it seeks to test the validity of a hypothesis through data collection in the field. The study aims to assess the influence of motivation and discipline on employee performance within the Secretariat of the Department of Education in West Bandung Regency. Given the descriptive and verificative nature of the research, the research methods employed include

descriptive survey and explanatory survey methods, along with the distribution of questionnaires. The research design adopted is causal in nature. The unit of analysis in this research is the individual, specifically the employees within the Secretariat of the Department of Education in West Bandung Regency. The population consists of all the data or subjects under investigation, pertaining to specific characteristics related to phenomena, events, or occurrences (Rusdianti, 2018). In other words, the population refers to all individuals, events, or whatever the researcher's focus of investigation is.

The population in this research encompasses all employees within the Secretariat of the Department of Education in West Bandung Regency, consisting of 16 Civil Servants (PNS) and 22 Contract Workers (TKK), making a total population of 38 individuals. The research employs a saturated sampling technique, where the entire population is included as a sample. Therefore, the sample size used in this research consists of the same number as the population, which is 38 employees in the Secretariat of the Department of Education in West Bandung Regency.

The variables in this study consist of three types, namely: 1) Motivation, which is an Independent Variable (X1); Motivation has a close relationship with the attitudes and behaviors of an individual. Motivation is an internal state within an individual, driving them to engage in certain activities or tasks. To measure the motivation variable, three indicators are utilized, as proposed by Mc. Clelland (as cited in Ahmadiansah, 2016). These three indicators include: 1) Need for achievement; 2) Need for power; 3) Need for affiliation.

Discipline is another Independent Variable (X2); Discipline, in general, refers to the willingness to adhere to rules and regulations, whether written or unwritten, which manifest in one's attitude and actions, in order to achieve a predetermined goal. In this study, discipline is measured based on the theory presented by Sari & Hadijah (2016), which outlines dimensions such as: 1) Obedience; 2) Compliance; 3) Regularity; 4) Orderliness.

Performance is the Dependent Variable (Y); Employee performance is the outcome of an individual's work performed legally, in accordance with the responsibilities assigned to them within a specific timeframe. Performance indicators, according to Dessler (2010), encompass: 1) Quality; 2) Productivity; 3) Job Knowledge; 4) Reliability; 5) Availability; 6) Independence.

Table 1. Operational Variables

Variable	Dimensions	Indicator	Question Number
Motivation (X1) Mc. Clelland in Ahmadiansah, 2016	1. Needs for achievement	1. Desire to achieve success	1
		2. Meeting standards	2
		3. Triving to improve one's capabilities	3
	2. Need for power	1. Desire, directing, motivating, and influencing colleagues	4,5
		2. Being responsible for others	6
		3. Exercising authority (leadership)	8
	3. Need for affiliation	Building relationships and communicating in a friendly and amicable manner.	7

Discipline (X₂) Sari & Hadijah (2016)	1. Awareness of obedience	1. Adhering to punctuality at work	1,2
		2. Adhering to existing rules	3
		3. Adhering to sanctions	4
	2. Awareness of compliance	1. Willing to comply with regulations	5
		2. Willing to uphold the image of the department	6
		3. Willing to follow the rules and be ready for the consequences	7,8
	3. Regularity	1. Adherence to applicable rules	9,11
		2. Acceptance of regulations	10
	3. Orderliness	1. Compliance with working hours	13
		2. Proper use of office facilities	12
		3. Respect for colleagues	14
Individual Performance (Y) Dessler (2010)	1. Quality of Word	1. Timely completion of employees' work	1
		2. Achievement of work results in accordance with targets	2
		3. Precision in work	6
		4. Work results acceptable to consumers/institutions	5
	2. Productivity	1. Efficient in working	7
		2. Quantity and quality in line with targets	3,4
	3.Job Knowledge	1. Knowledge of job descriptions	8
		2. Know how to complete the work	9
	4.Reliability	1. Work is well received	10
		2. Reliable while completing the work	11
	5.Availability	1. Always ready at the workplace	12

RESULT AND DISCUSSION
Table 1. Validity and Reliability Test

The results of the questionnaire consisting of employee motivation, discipline and performance obtained a Pearson correlation value above the r-table value (n = 38, α = 5%) = 0.320. If the Pearson correlation value obtained is greater than 0.320, then all statements in the questionnaire can be said to be valid, as shown in Table 1 below.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work_Motivation	261.53	1067.445	.958	.872
Work_Discipline	238.21	917.576	.945	.816
Employee_Performance	233.87	856.388	.972	.790
Total_Score	146.74	339.064	1.000	.943

Source: Data Processed (2023)

Table 1 also indicates that all variables are reliable, as evident from the Cronbach's Alpha values exceeding the critical value (0.320).

Table 2. Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.870	2.972		.629	.533
	Work_Motivation	1.235	.184	.691	6.700	.000
	Work_Discipline	.331	.116	.293	2.842	.007

a. Dependent Variable: Employee_Performance

The values of the constant and regression coefficients were determined from Table 8, allowing for the formulation of the multiple linear regression equation as follows:

$Y = 1.870 + 1.251X_1 + 0.331X_2 + e$

The equation can be interpreted as follows:

a = 1.870 indicates that when the motivation and discipline variables are zero, the employee performance variable will be 1.870 units. Thus, it can be observed that the regression lines intersect the Y-axis at the point 1.870.

b_1 = 1.251 signifies that if the motivation variable increases by one unit while keeping other variables constant, the employee performance variable will increase by 1.251 units.

b_2 = 0.331 shows that if the discipline variable increases by one unit while holding other variables constant, the employee performance variable will increase by 0.331 units.

CONCLUSIONS

Based on the research problem, the following findings have been obtained: 1) Motivation has a significant influence on employee performance in the Secretariat of the Department of Education in West Bandung Regency. 2) Discipline significantly affects employee performance in the Secretariat of the Department of Education in West Bandung Regency. 3) Motivation and Discipline both have a positive impact on employee performance in the Secretariat of the Department of Education in West Bandung Regency. This is consistent with the application of the results of the Anova test, which reveals that motivation and discipline jointly influence performance to the extent of approximately 91.8%. These findings align with previous research, such as Sibarani & Suryalena (2018), which demonstrated the influence of motivation on performance, and Layuk et al. (2019), whose research confirmed the dominant impact of motivation on employee performance. Furthermore, the study

conducted by Sari & Hadijah (2016) revealed the significant influence of work discipline on employee performance.

Recommendations that companies or institutions can consider when making policy decisions in the future: For the Secretariat of the Department of Education, the results of this research provide insights and recommendations that underscore the critical roles of motivation and discipline in achieving enhanced performance. These findings emphasize the importance of enforcing discipline and encouraging employees to be more diligent in carrying out their tasks, thus contributing to overall performance improvement.

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