

## The Relationship between Work Motivation, Work Discipline and Employee Performance at the Regional Secretariat of Bogor City

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**Abstract** - The purpose of this study was to determine the relationship between work motivation and work discipline with employee performance in the Regional Secretariat of Bogor City. The study population was 158 non-leadership employees with ASN status in the Regional Secretariat of Bogor City with 114 non-leadership employees with ASN status calculated using the Slovin formula with an error rate of 5%. Collecting data for each variable studied using a questionnaire with a rating scale. The data analysis technique used descriptive statistical analysis techniques and inferential statistical analysis techniques. The results showed: (a) There is a positive and significant relationship between work motivation and employee performance indicated by the correlation coefficient  $r_{y1} = 0.531$  with the degree of strength of the relationship "medium" and  $\hat{Y} = 59.707 + 0.531 X1$ . Work motivation contributes 28.2% to employee performance, (b) There is a positive and significant relationship between work discipline and employee performance as indicated by the correlation coefficient  $r_{y2} = 0.676$  with the degree of strength of the relationship "strong" and  $\hat{Y} = 27,852 + 0.922 X2$ . Work discipline contributes 45.6% to employee performance, and (c) There is a positive and significant relationship between work motivation and work discipline together with employee performance as indicated by the multiple correlation coefficient of  $r_{y1.2} = 0.810$  with the degree of strength of the relationship. "Very strong" and  $\hat{Y} = 49.244 + 0.450X1 + 0.841X2$ . Work motivation and work discipline together have a 65.6% contribution to employee performance.

**Keywords:** Employee performance, work discipline, work motivation.

### I. INTRODUCTION

Human resources are a very important role in the organization, because human resources cause other resources to function and run. So important is the role of human resources, this factor becomes the determinant for the progress and retreat of the organization. Because no matter how great the buildings and offices, the amount of capital used, the extent of the marketing network and the maturity of the plans and strategies, all is meaningless without the people who move, implement and realize the plan. Besides, human resources can also create organizational effectiveness and productivity. Through effective human resources, this requires the leadership to be able to find the best way to empower the people within the organization so that the desired goals can be achieved. In an effort to achieve organizational goals, the problems faced are not only in raw materials for work tools, production machines, money and the work environment, but also with human resources who manage these other production factors. The role of human resources is very important in every organization, because although other economic factors are available and supported by modern technology, it will not have meaning for organizational life without the presence and role of human resources in it.

Employee performance will not be optimal if it only relies on production machines without paying attention to human aspects. It must be remembered that in an organizational organization, the human aspect who is capable, skilled, and responsible as an employee is an organizational asset that is very valuable for the survival of the organization. Humans as workers are expected to be able to achieve optimal levels of work productivity with certain standards. Employee performance is the work achieved by employees in carrying out their duties in accordance with their responsibilities, which include: quality of work, quantity of work, timeliness, effectiveness and independence. Quality of work is the quality of work that is achieved based on terms of suitability and readiness. The quantity of work is the amount of work that can be completed according to the target within a certain period. Timeliness is the accuracy of completing a job on time. Effectiveness is the completion of work carried out by a person or group of people in accordance with predetermined time and goals.

Contribution to the organization is the extent to which employees contribute energy and thoughts given to the organization according to their responsibilities. Bogor City Regional Regulation No. 3/2010 concerning the Organization of Regional Apparatus, places Inspectors, Heads of Services, Agencies, Regional Technical Institutions, and Districts under and responsible to the Mayor through the Regional Secretary. Therefore the role of the Regional Secretary is very strategic as policy maker and coordinator of the implementation of general policies of the Regional Government as well as controlling the implementation of the activities of the Regional Apparatus within the Bogor City Government.

The logical consequence of this strategic role is that the Bogor City Regional Secretariat must be able to improve the quality of performance based on the principles of professionalism, transparency and accountability in providing services. The good performance of the Regional Secretariat services will ultimately be a driving and supporting factor for the growth and development of the City of Bogor in general. In order to support the implementation of main tasks and functions at the Regional Secretariat of Bogor City, adequate human resources and office facilities / equipment are needed, both in quality and quantity. The human resources owned by the Regional Secretariat of Bogor City are as can be seen in Table 1

**Table 1.** Number of employees of the Bogor City Regional Secretariat

No.	Description	Quantity
1.	Government employees (ASN)	199
2.	Non-ASN	84
Total		283

Sumber: Regional Secretariat of Bogor City, 2020.

Utilization of government officials is continuously carried out in the form of human resource development which is essentially an effort to develop, improve, control, supervise and control management in a planned, gradual and sustainable manner to improve the performance of all Bogor City Government officials, through coordinated cooperation to take steps to reform the Administrator sector. State (public service reform) in order to achieve Good Governance.

There are performance problems for non-leadership employees with ASN status in the Regional Secretariat of Bogor City such as late hours to work, staff who do not come to work beyond the deadline without any information, delay in making performance reports, making the author interested in conducting research starting with a preliminary survey of the leaders, namely Echelon III and IV include Assistants, Heads of Divisions and Heads of Subdivisions within the Bogor City Secretariat. Based on the results of the preliminary survey conducted by the author regarding the performance of employees to 3 (three) Assistants, 9 (nine) Heads of Divisions, and 22 Heads of Subdivisions at the Regional Secretariat of Bogor City, it shows that there are employee performance problems, namely employee performance has not been achieved according to the target. has been determined. The results of the full preliminary survey are as follows:

1. There are 37.1% of employees who have not worked in accordance with the quality of work, which shows that there are still employees who have not been able to work in accordance with the quality of work.
2. There are 38.5% of employees who have not completed the quantity of work according to the target, which shows that there are still employees who have not completed the quantity of work according to the target.
3. There are 30.6% of employees who have not completed their work on time according to the time of completion of work results, which shows that there are still employees who have not completed their work on time.
4. There are 32.9% of employees who have not completed work effectively, which shows that there are still employees who have not completed work effectively.
5. There are 29.1% of employees who are not yet independent in doing work, which shows that there are still employees who are not yet independent in doing work.

Employee performance problems are thought to be related to work motivation and work discipline.

Based on the background as described above, the authors are interested in raising research on work motivation and work discipline, as well as how it relates to employee performance. Based on the identification of the

problems mentioned above, the problems formulated in this study are as follows: (1) Is there a relationship between work motivation and the performance of non-leadership employees who have ASN status? (2) Is there a relationship between work discipline and the performance of non-leadership employees with ASN status? (3) Is there a relationship between work motivation and work discipline together with the performance of non-leadership employees who have ASN status? The objectives to be achieved in this study are: (1) To determine the relationship between work motivation and the performance of non-leadership employees with ASN status. (2) Knowing the relationship between work discipline and the performance of non-leadership employees with ASN status. (3) Knowing the relationship between work motivation and work discipline together with the performance of non-leadership employees who have ASN status.

## II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### A. *Employee Performance*

Every human being has the potential to act in various forms of activity. The ability to act can be acquired by humans either naturally or by studying. Even though humans have the potential to behave in a certain way, that behavior is only actualized at certain times. The potential for certain behavior is called the ability, while the expression of this potential is known as performance. According to Mangkunegara (2016: 67) the term performance comes from the word job performance or Actual Performance (work performance or actual achievement someone has achieved). The definition of performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Mangkunegara (2016: 67).

Employee performance is a condition related to the success of an organization in carrying out its mission which can be measured from the level of productivity, service quality, responsiveness, responsibility, and accountability (Tangkilisan, 2005: 178). Wirawan (2012: 5) states that performance is an abbreviation of work energy kinetics, whose equivalent in English is performance. Performance is the output produced by the functions or indicators of a job or a profession within a certain time. Performance as the results of the work function / activity of a person or group in an organizational activity that is influenced by various factors to achieve organizational goals within a certain period. The function of the activity or work referred to here is the implementation of the results of the work or activities of a person or group which becomes the authority and responsibility of an organization. The implementation of the work results / work performance is directed at achieving organizational goals within a certain period of time (Pabundu Tika, 2006: 121-122). Sutrisno (2010: 172) concludes that performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

Employee performance is the result of a process that refers and is measured over a certain period of time based on pre-determined terms or agreements (Edison, 2016: 190). In general, performance can be interpreted as the entire work process of an individual whose results can be used as a basis for determining whether the individual's work is good or vice versa (Roziqin, 2010: 41). Employee performance is the ultimate goal and is a way for managers to ensure that employee activities and output are produced concretely with organizational goals (Susilo, 2004: 30), therefore it is necessary to measure the performance carried out by workers. According to Gomes in Intanghina (2009: 89), performance measurement can be done through several indicators as follows:

- a. Quantity of work: the amount of work done in a specified time period.
- b. Quality of work: the quality of work achieved based on the requirements of its suitability and readiness.
- c. Job Knowledge: the breadth of knowledge about the job and its skills.
- d. Creativeness: the authenticity of ideas that arise from actions to solve problems that arise.
- e. Cooperation: willingness to cooperate with other people (fellow members of the organization).
- f. Dependability: awareness and trustworthiness in terms of attendance and completion of work on time.
- g. Initiative: enthusiasm to carry out new tasks and to enlarge its responsibilities.
- h. Personal Qualities: regarding personality, leadership, hospitality, and personal integrity.

Meanwhile, Intanghina (2009: 77) quotes Mitchel's opinion which provides another indicator of employee performance measurement. The indicators provided by Mitchel are as follows: (1) Quality of Work; (2) Job Knowledge; (3) Creativeness; (4) Cooperation; (5) Dependability; (6) Initiative; (7) Personal Qualities; (8) Capability; (9) Communication. According to Robbins (2006: 84), employee performance is optimal achievement in accordance with the potential of an employee which is always a concern of organizational leaders. Employee performance illustrates the extent to which employee activities in carrying out tasks and trying to achieve the goals set. Furthermore, employee performance has 6 (six) indicators, namely: (i) Quality. Work quality is measured by employees' perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees. (ii) Quantity. Represents the amount produced expressed in terms such as the number of units, the number of activity cycles completed. (iii) Punctuality. Is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities. (iv) Effectiveness. Is the level of use of organizational resources (manpower, money, technology, raw materials) maximized with the intention of increasing the results of each unit in the use of resources. (v) Independence. It is the level of an employee who will later be able to carry out his work duties. (vi) Work commitment. Is a level where employees have a work commitment with the agency and employee responsibilities to the office.

According to Artana (2002: 8), employee performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with given responsibilities. Employee performance indicators include:

- a) Work quality, namely the ability of employees to show the quality of work results in terms of accuracy and neatness.
- b) Work quantity is the employee's ability to complete a number of the results of his daily assignments.
- c) Knowledge about work, namely the understanding of all levels of work and things related to it.
- d) Loyalty, namely the employee's obedience to his job and position in the company. Employee loyalty is reflected by the willingness of employees to protect and defend the company from irresponsible people.
- e) The ability to cooperate, namely the ability of employees to cooperate with others in completing a specified task so as to achieve maximum efficiency and usefulness.
- f) Adaptability is the ability of employees to adapt to their environment and work.
- g) Initiative, which is related to thinking and creativity in the form of ideas for an organizational goal. Every initiative should receive attention or a positive response from superiors. If superiors always tackle employee initiatives, the organization will lose energy or impetus to move forward.
- h) Independence, namely the ability of employees to complete their own tasks or work.
- i) Creativity is the ability to submit constructive new ideas / suggestions for the smooth running of work, reduce costs, improve work results and increase productivity

According to Widodo (2015: 131) that performance is the level of achievement of results for the implementation of certain tasks. Furthermore, it is stated that there are 7 (seven) performance indicators, namely:

- a. Destination. A goal is something a better state to be achieved in the future. Thus, objectives indicate the direction in which performance should take place.
- b. Standard. Standard is a measure of whether the desired goals can be achieved. Without standards, it is not known when a goal will be achieved
- c. Feedback. Feedback is the input needed to measure performance progress, performance standards and goal achievement. With feedback, performance is evaluated and as a result performance improvements can be made.
- d. Tools or means. Tools or means are resources that can be used to help complete goals successfully. Tools or means are supporting factors for achieving goals
- e. Compensation. Competence is a major requirement in performance. Competence is the ability that a person has to carry out the job given to him properly.
- f. Motive. Motive is a reason or impetus for someone to do something.
- g. Job Opportunities get higher priority, get more attention, and take up available time.

Based on a number of theories regarding performance, it can be synthesized that employee performance is the work achieved by employees in accordance with the roles or duties of employees in an organization. Employee performance indicators include: (a) Quality of work, (b) Quantity of work, (c) Timeliness, (d) Work effectiveness, (e) Contribution to the Organization.

## **B. Work Motivation**

Theories about needs that are widely known (Arep and Tanjung, 2003: 78), include:

- a. Abraham Maslow's hierarchical theory of needs, hierarchically begins, (1) The need for biology and physiology, (2) the need for salvation, (3) the need for compassion, (4) the need for self-esteem, (5) the need for cognitive, (6) Need for Aesthetics, (7) Need for Self-Actualization, and (8) Need for Transcendence.
- b. Frederick Herzberg's two-factor theory classifies two motivating factors including salary, wages, bonuses, company policy and administration, job security, working conditions, supervisory relationships, relationships with coworkers. The second factor includes progress, recognition and status, occupation, achievement, growth possibilities, and responsibility.
- c. The theory of achievement motivation from David Mc. Clelland, expressed the need for affiliation, the need for power, and the need for achievement. This theory is known as the achievement motivation theory.

The theory put forward by the three opinions shows similarities and it can be explained that motivation theory, for example Maslow and Herzberg's theory, sort in a hierarchy, only in different terms, while the opinion of Mc. Clelland is an emphasis that the organization provides opportunities for achievement for each member in order to meet needs.

Work motivation is one of the main elements in a person's behavior. Motivation is a psychological process. However, this does not mean that motivation is the only element that can explain a person's behavior. There are many other elements that can explain the occurrence of behavior, where perception, personality, and the environment are other elements that can influence the occurrence of behavior (Thoha, 2003: 197). Work motivation is a mental condition that encourages activity and provides energy that leads to the achievement of needs, to give satisfaction or to reduce imbalances. This opinion can be concluded that motivation in this sense emphasizes the mental condition of humans so that it can encourage activity and also provides strength so that it moves in the direction as expected.

Work motivation is something that makes people act or behave in certain ways based on motives. The dimensions of work motivation include: (1) Encouragement, (2) Expectations, and (3) Rewards (Hasibuan, 2006: 67). Work motivation is a behavior guide or a system consisting of elements that exist in the needs of humans and their environment. Work motivation includes dimensions (1) Human needs, and (2) Environment (Mangkunegara, 2007: p. 88). Work motivation is a psychological characteristic of human activities to contribute in the form of a person's level of commitment, including the factors that cause, channel and maintain human behavior in a certain direction to achieve desires (As'ad, 2002: 154). Work motivation consists of intrinsic motivation and extrinsic motivation. Intrinsic motivation is the motive that becomes active or functions and does not need to be stimulated from outside, because in every individual there is already an urge to do something. The dimensions of intrinsic motivation include: (1) The desire to move forward, (2) The desire to become one with the task, (3) Self-actualization, and (4) Willingness to take responsibility. For example, a person who likes reading no longer needs to be encouraged to read, he will naturally look for books to read. Extrinsic motivations are motives that are active and function because of external stimuli. The dimensions of extrinsic motivation include: (1) Efforts to improve capabilities, (2) Efforts to obtain feedback, and (3) Efforts to achieve goals. For example, someone is studying, knowing that the next morning he will take an exam in the hope of getting a good score (Sardiman, 2011: 143).

Motivation according to Herzberg's theory in Luthans (2011: 210) consists of 2 factors, namely intrinsic motivation and extrinsic motivation. According to this theory, what is meant by intrinsic motivation are things that encourage achievement that are intrinsic, which means that they originate in a person. Meanwhile, what is meant by extrinsic motivation or maintenance are factors that are extrinsic in nature, which means that they originate from outside the self which in turn determine a person's behavior in one's life. According to Herzberg, these two factors are very important in motivating employees even though Herzberg emphasizes intrinsic motivation to increase employee motivation but without extrinsic motivation it will lead to employee dissatisfaction so that it has an impact on employee behavior and performance. According to Herzberg quoted by Luthans (2011: 160), indicators of intrinsic motivation:

1. Achievement (Success). The success of an employee can be seen from the achievements he has achieved so that an employee can succeed in carrying out his job, so the leader must study his subordinates and their



- work by giving them opportunities so that employees can strive to achieve good results. When the employee has succeeded in doing his job, the leader must declare that success.
2. Recognition. As a continuation of the successful implementation, the leadership must provide a statement of recognition of the success of the employees which can be done in various ways such as awarding certificates of appreciation or cash.
  3. Work it self. Leaders make real and convincing efforts, so that subordinates understand the importance of the work they do and try to avoid boredom in employee work and make sure that each employee is right in their job.
  4. Responsibility. Responsibility can be a motivating factor for subordinates if the leader avoids strict supervision or supervision, namely by allowing subordinates to work alone as long as the job allows and applies the principle of participation. The principle of participation applied by the leadership makes subordinates fully plan and carry out their own work.
  5. Advancement (Development). Development is one of the motivating factors for subordinates. If this development factor actually serves as a motivator, then the leader can start by training his subordinates for more responsible work. When this has been done, then the leader gives recommendations about subordinates who are ready for development, to raise their ranks, be sent for further education and training.

According to Herzberg quoted by Luthans (2011: 160), extrinsic motivation indicators:

1. Policy and administration. Policies and administration that become extrinsic motivation are policies and administration applied to employees related to work. Policies and administration are generally made in writing by the leadership. Policies or administrations that are made can be used as guidelines for employees in carrying out work in accordance with the assigned duties and responsibilities. The respective leaders will carry out policies and administration so that they can do the fairest.
2. Quality supervisor. The quality of supervision that is not good enough can cause disappointment for employees. Leaders must understand how to supervise employees according to their responsibilities. Leaders must have the skills to supervise employees at work so that they feel comfortable. Therefore, leaders must try to improve themselves by participating in training and education.
3. Interpersonal relations. Interpersonal relations show the individual relationship between subordinates and their superiors and between subordinates and co-workers, where the possibility that subordinates feel unable to get along with their superiors or co-workers.
4. Working condition. Each leader can play a role in various things so that the situation of each of his subordinates becomes more appropriate. For example, a special room for the unit, lighting, furniture, air temperature and other physical conditions. According to Herzberg, if good environmental conditions could be created, high achievement could be created, high achievement could be generated through concentration on ego needs and higher self-realization.
5. Wages (Salary). In general, each leader cannot determine his own salary scale that applies in his unit. However, each manager has an obligation to assess whether the positions under his supervision are compensated according to the work they do. Leaders should try to find out how positions in the office are classified and what elements determine that classification.

Work motivation is hierarchically starting from the basic needs of humans, starting from the lowest level, namely, physiological, security, social, respect, and self-actualization (Arep and Tanjung, 2003: 87). Work motivation is something that gives rise to work motivation or enthusiasm. The dimensions of work motivation include: (1) encouragement, and (2) morale (Martoyo, 2002: 134). Work motivation is an energetic drive that comes both from within and from outside the employee, initiation, work-related business and determines its direction, intensity, and persistence (Colquitt, Lepine and Wesson, 2013: 164).

Based on a number of the above theories regarding work motivation, it can be synthesized that work motivation is an impetus that appears in employees that raises the enthusiasm to work in order to achieve goals. Intrinsic motivation indicators include: (a) The desire to succeed, (b) The perceived values of the work itself, (c) Responsibility, and (d) The desire to develop. Extrinsic motivation indicators include: (a) Policy and administration, (b) Quality of Supervision, (c) Interpersonal Relations, (d) Salary, and (e) Recognition.

### **C. Work Discipline**

The success of an organization in achieving its goals is determined, among other things, by the work discipline factors of employees who have good and correct attitudes and behavior in obeying all colors of life in society,

nation and state. In addition, employee discipline is a manifestation of compliance and obedience to the law, and employees will try to reduce all forms of violations in accordance with applicable regulations. Siagian (2008: 305) states that the discussion of employee discipline in human resource management departs from the view that no human being is perfect, free from mistakes and mistakes. In other words, employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve work performance. Seeing this quote, discipline is directed to improve and shape the attitude and behavior of employees voluntarily so that they can cooperate with other employees in improving their work performance. Davis and Newston (2006: 423) suggest two types of discipline in organizations, namely:

- i. Preventive discipline is an action taken to encourage employees to comply with standards and regulations so that no violations occur.
- ii. Corrective discipline is an action taken after the occurrence of a rule violation, this action is intended to prevent further violations.

Discipline is a process of directing (devotion) of direct desires, impulses of desires or interests to a certain ideal or goal to achieve a greater effect.

Based on this assessment, to enforce employee discipline in an organization, regulations and legal sanctions are required for employees who do not comply with the regulations. Regulations on work discipline are needed to provide guidance (coaching) for employees in realizing the implementation of good employee discipline in an organization. According to Nitisemito (2004: 118) discipline is important to uphold for a company, with the hope that most of the regulations are obeyed by employees. According to Hasibuan (2006: 193), discipline is the most important operational function of human resource management, because the better the discipline of employees, the higher work performance they can achieve. By paying attention to the above matters, without good employee discipline, it will be difficult for the organization to achieve results. Sedarmayanti (2002: 10) states that discipline is one of the most important human resource management functions and is the key to the realization of tasks. Without discipline, it is difficult to achieve maximum goals.

Closely related to a participatory leadership style, Yuki (2010: 157) argues that including other people in making decisions is often a necessity to make these decisions accepted and implemented in the organization. This means that employees are involved in decision making which ultimately encourages employees to be able to participate, in this case the employees will be closer to knowing the character of their leaders and encourage an interest in helping the leadership with full awareness. The openness of the leadership will help the mindset of employees to open their horizons, so that they better understand the goals of the organization, which in turn will affect the enforcement of work discipline. Duties should be carried out consciously by employees. Should not feel that there is intervention from superiors in carrying out daily tasks. He must be willing to accept and carry out that these tasks are obligations as a logical consequence of which everything has been regulated by law.

According to Kartono (2002: 18), work is important to support one's own life, as well as ensuring a sense of being useful, desired, needed and which certainly gives meaning to life. Thus, it is important to instill in employees an understanding of their willingness and high awareness in carrying out. Hasibuan (2006: 193) says that discipline is the willingness and awareness of a person to obey all company regulations and prevailing social norms. If these employees understand the importance of work, they can be sure to carry out tasks with full awareness or loyalty, grow from within themselves and do not feel forced to work. There are four list perspectives concerning work discipline, namely (Hani, 2002: 198): a. Retributive Discipline, which is trying to punish people who make mistakes. b. Corrective Discipline, which is trying to help employees correct inappropriate behavior. c. Individual Rights Perspective, which seeks to protect the basic rights of individuals during disciplinary actions. d. Utilitarian Perspective, which focuses on the use of discipline only when the consequences of disciplinary action outweigh the negative effects.

Every manager must be able to ensure that employees are orderly in their duties. In the context of discipline, the meaning of justice must be treated consistently. If an employee is faced with disciplinary action challenges, the employer must be able to prove that the employee engaged in misconduct that deserves punishment. Here, supervisors need to practice how to properly manage discipline. To manage discipline, it is necessary to have disciplinary standards that are used to determine that employees have been treated fairly (Hani, 2002: 200). Disciplinary action against employees must apply equally. Here disciplinary action applies to all, not choosing,

sorting and siding with anyone who violates will be subject to the same disciplinary sanctions including for managers or leaders, because leaders must set an example for their subordinates.

According to Rivai (2005: 444), work discipline is a tool used by leaders to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness of employees to comply with all organizational regulations and prevailing social norms. Work discipline indicators include: (1) Attendance. This is a fundamental indicator for measuring discipline, and usually employees who have low work discipline are accustomed to being late in work, (2) Adherence to work regulations. Employees who obey work regulations will not neglect work procedures and will always follow work guidelines set by the organization, (3) Adherence to work standards. This can be seen through the amount of employee responsibility to the tasks entrusted to him, (4) a high level of vigilance. Employees who have high alertness will always be careful, calculating and thorough in their work, and always use something effectively and efficiently, and (5) Work ethically. Some employees may act impolitely or engage in inappropriate behavior. This is a form of disciplinary action, so that ethical work is a manifestation of employee work discipline. According to Singodimejo in Sutrisno (2009: 94), indicators of work discipline are as follows: a. Obey the rules of time. Judging from the hours to come to work, time to go home, and rest hours that are on time according to the rules applicable in the company. b. Compliance with organizational regulations. Basic rules about how to dress, and behave at work. c. Obey the rules of conduct at work. Shown by ways of doing jobs in accordance with the position, duties and responsibilities as well as how to relate to other work units. d. Obey other regulations. Rules about what can and should not be done by employees in the company.

According to Hani (2002: 208), indicators that can be used to measure work discipline are: (1) attendance, (2) obedience, (3) timeliness, and (4) behavior. According to Siswanto (2004: 98), work discipline is an attitude of respecting, appreciating, obeying and obeying the applicable regulations, both written and unwritten and being able to carry them out and not avoiding receiving sanctions if he violates his duties and authority given to him. According to Flippo (2005: 87), work discipline is any attempt to coordinate a person's behavior in the future by using law and rewards. According to Atmosudirjo (2007: 148), work discipline is a form of obedience and self-control which is closely related to rationalism, awareness, not emotionally. This opinion illustrates that discipline is a form of adherence to rules through self-control carried out through rational considerations. According to Fathoni (2006: 245), work discipline is when employees always come and go home on time as determined by the head manager, the leaders of each agency. According to Hasibuan (2017: 193-198), discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. Willingness is an attitude, behavior and actions of a person in accordance with company regulations, whether written or not. Discipline indicators include: (a) Objectives and abilities, (b) role models, (c) remuneration, (d) Justice, (e) Waskat, (f) Penalties, (g) Assertiveness, and (h) Human relations .

According to James Drever (2004: 112), work discipline is the ability to control behavior that comes from within a person according to things that have been regulated from outside or existing norms. In other words, discipline from a psychological perspective is the behavior of a person who appears and is able to conform to predetermined rules. According to Pratt Fairchild (2005: 110), work discipline consists of two parts, namely inner discipline and social discipline. Both are related to each other, so that someone who has a disciplined attitude is a person who can direct their behavior and actions based on certain standards or limits of behavior that are accepted in their respective groups or social spheres. This behavior regulation can be obtained through education and learning. According to Greenberg (2007: 131), work discipline is a person's willingness and actions to comply with all the rules that have been drawn up with a specific purpose.

According to Alfred R. Lateiner (2002: 72) that work discipline is a force that always develops in the body of workers that makes them able to comply with established decisions and regulations. Work discipline indicators include: (a) Punctuality. If employees come to the office on time, go home on time, and employees can behave orderly, it can be said that the employee has good work discipline. (b) Utilization of Facilities. Employees who are careful in using office equipment to avoid damage to office equipment are a reflection of employees who have good work discipline. (c) High Responsibility. Employees who always complete their assigned tasks according to procedures and are responsible for their work can also be said to have high work discipline. (d) Compliance with Office Rules. Employees who wear uniforms according to the rules, wear identity cards, permission when not entering the office are also a reflection of high discipline.



According to Robbins (2005), there are three indicators of work discipline, namely: a). Time discipline. Time discipline here is defined as an attitude or behavior that shows adherence to working hours which includes: attendance and compliance of employees during working hours, employees carrying out their duties in a timely and correct manner. B). Regulatory discipline. Written and unwritten rules and regulations are made so that the goals of an organization can be achieved properly. For this reason, it requires a loyal attitude from employees to this predetermined commitment. Loyalty here means obedience and obedience in carrying out orders from superiors and regulations, rules that have been set. As well as the obedience of employees in using complete uniforms that have been determined by the organization or company. C). Responsibility discipline. One manifestation of employee responsibility is the best possible use and maintenance of equipment so that it can support office activities running smoothly. As well as the ability to face the work that is his responsibility as an employee.

According to Veithzal Fauzi Rivai and Basri (2005: 44), that indicators of work discipline are as follows:

- i. Presence. Attendance is a very basic indicator for measuring employee discipline. Employees who have low work discipline are accustomed to arriving late in carrying out their duties.
- ii. Adherence to work regulations. Employees who obey work regulations will comply with work guidelines / rules and will not neglect work procedures set out in organizational rules.
- iii. Adherence to work standards. This obedience can be seen through the size of the employee's responsibility to the task that has been entrusted to him.
- iv. Work ethically. Some employees may do actions that are not in accordance with social conditions. So by improving the work ethic of employees, of course, it is hoped that it will help improve their performance.

According to Jim Collins and Morten T. Hansen (2011: 34) that discipline, in essence, is consistency of action, consistency with values, consistency with long-term goals, consistency with standard performance, consistency of methods, consistency over time. Discipline is not the same as regimentation. Discipline is not the same as measurement. Discipline is not the same as obedience or hierarchical obedience to bureaucratic rules. True discipline requires independence of the mind.

Based on several theories regarding work discipline, it can be synthesized that work discipline is an action that shows obedience, obedience to applicable regulations, loyalty, tranquility, order and order. Work discipline indicators include: (a) Compliance with regulations (b) Compliance with work standards, and (c) Utilization of facilities.

#### ***D. Relationship between Work Motivation and Employee Performance***

Work motivation is an encouragement that appears in employees that creates enthusiasm for work in order to achieve goals. Intrinsic motivation indicators include: (a) The desire to succeed, (b) The perceived values of the work itself, (c) Responsibility, and (d) The desire to develop. Extrinsic motivation indicators include: (a) Policy and administration, (b) Quality of Supervision, (c) Interpersonal Relations, (d) Salary, and (e) Recognition. The results of research by Dewi Putri Anjar Wulan, Syamsu Alam, and Fauziah Umar (HJABE Vol. 1 No. 2 April 2018) show that work motivation has a significant and positive direct effect on employee performance at PT PLN (Persero) Merauke Area. The results showed that work motivation has a positive and significant effect on employee performance. Employee performance is the work achieved by employees in accordance with the role or duties of employees in an organization. Employee performance indicators include: (a) Quality of work, (b) Quantity of work, (c) Timeliness, (d) Work effectiveness, (e) Contribution to the organization. Thus, the better the work motivation, the better the employee's performance. Therefore, it is assumed that there is a positive relationship between work motivation and employee performance.

#### ***E. Relationship between Work Discipline and Employee Performance***

Work discipline is an action that shows obedience, obedience to applicable regulations, loyalty, peace, order and order. Work discipline indicators include: (a) Compliance with regulations (b) Compliance with work standards, and (c) Utilization of facilities. Research results by Johannes Eliezer Ayer, Lyndon R.J. Angemanan, Yolanda I. Rori (2016) shows that labor discipline has a positive and significant effect on the performance of Supiori employees from the Agriculture Service ( $\beta$ ) 0.741 with a significant 0.00. Employee performance is the work achieved by employees in accordance with the role or duties of employees in an organization. Employee performance indicators include: (a) Quality of work, (b) Quantity of work, (c) Timeliness, (d) Work

effectiveness, (e) Contribution to the organization. As the description shows that the increasing work discipline will increase employee performance. Therefore, it is suspected that there is a positive relationship between work discipline and employee performance.

#### F. Relationship between Work Motivation and Work Discipline Together on Employee Performance

Work motivation is an encouragement that appears in employees that creates enthusiasm for work in order to achieve goals. Intrinsic motivation indicators include: (a) The desire to succeed, (b) The perceived values of the work itself, (c) responsibility, and (d) The desire to develop. Extrinsic motivation indicators include: (a) Policy and administration, (b) Quality of Supervision, (c) Interpersonal Relations, (d) Salary, and (e) Recognition. Work discipline is an action that shows obedience, obedience to applicable regulations, loyalty, peace, order and order. Work discipline indicators include: (a) Compliance with regulations (b) Compliance with work standards, and (c) Utilization of facilities. Employee performance is the work achieved by employees in accordance with the role or duties of employees in an organization. Employee performance indicators include: (a) Quality of work, (b) Quantity of work, (c) Timeliness, (d) Work effectiveness, (e) Contribution to the organization. As described above, work motivation and work discipline are jointly related to employee performance. This indicates that it is suspected that there is a positive relationship between work motivation and work discipline together with employee performance. The constellation between the three variables can be seen in Figure 1.

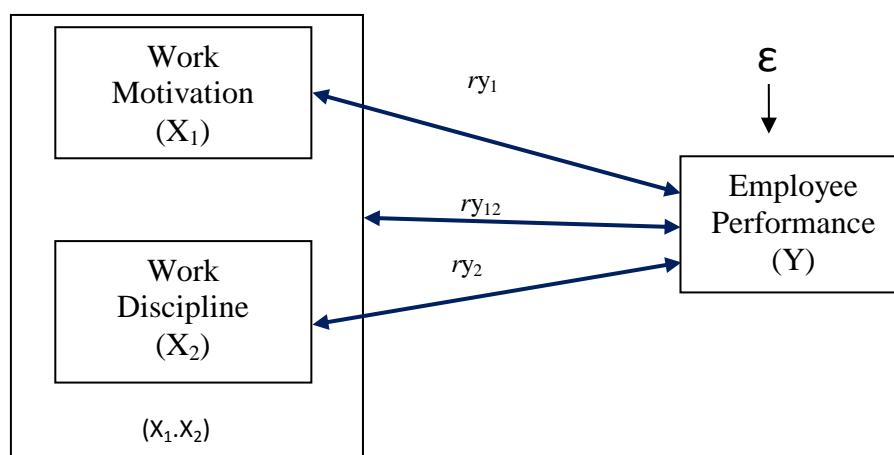


Figure 1. Research Model

Based on the framework of thinking above, the hypothesis that can be proposed in this study:

1. There is a positive relationship between work motivation and employee performance.
2. There is a positive relationship between work discipline and employee performance.
3. There is a positive relationship between work motivation and work discipline together with employee performance.

### III. RESEARCH METHOD

The research method used is a survey method with a correlational approach, namely a research method designed to obtain information about the influence between different variables in a population. This method is used to collect data from a number of employees at the same time. This study examines the relationship between three variables, namely work motivation () and work discipline (), with the performance of employees at the Regional Secretariat of the city of Bogor (Y). The analysis technique used is descriptive statistical analysis and inferential statistical analysis. Descriptive statistical analysis is concerned with recording and summarizing data with the aim of describing important things in a group of data. Meanwhile, inferential statistical analysis is concerned with drawing conclusions from recorded and summarized data.

#### IV. RESULT AND DISCUSSION

##### A. *The Relationship between Work Motivation (X1) and Employee Performance (Y)*

The results showed that there was a positive and significant relationship between work motivation and employee performance. This is indicated by the results of the analysis using the product moment technique, the correlation coefficient of  $r_{y.1} = 0.531$  is obtained. The significant test whether or not the relationship between Work Motivation (X1) and Employee Performance (Y) is used, the t test is used. Obtained the value of  $t = 6.637$  and the value of t table = 1.665 at the level of Sig = 0.05 and  $N - 1$  or  $114 - 1 = 113$ . It turns out that the value of  $t_{count} > t_{table}$  or  $6.637 > 1.665$ , means the relationship between Work Motivation (X1) and Employee Performance (Y) is significant. Thus it can be concluded that there is a significant positive relationship between Work Motivation (X1) and Employee Performance (Y). The contribution (coefficient of determination) Work Motivation (X1) to Employee Performance (Y) is calculated based on the correlation coefficient  $r = 0.531$  which is used as the coefficient of determination, namely  $r^2 = (r_{y.1})^2 = 0.282$ , meaning that the Work Motivation variable (X1) contributes to Employee Performance (Y) of 28.2% and the rest are other factors.

The results of the analysis of the functional relationship between Work Motivation and Employee Performance at the Regional Secretariat of Bogor City, obtained a functional relationship equation  $\hat{Y} = 59,707 + 0.531 X1$ , which means that the constant (a) is 59,707, meaning that if the Work Motivation X1 is 0, then the Employee Performance (Y) is the value amounting to 59,707. The functional coefficient (b) of the Work Motivation variable (X1) is 0.531, meaning that if the Work Motivation (X1) has increased by one unit, the Employee Performance (Y) has increased by 0.531 units. The indicator of the perceived values of the work itself (X12) has the strongest relationship (0.826) with the work quality indicator (Y1). This strongest relationship indicates that if the indicator of the perceived value of the job itself is improved, then the quality of work is predicted to increase.

The existence of a positive and significant relationship between work motivation and employee performance is also proven by previous research that is relevant to this study, namely the research of Riswanto Dasman Lanin, Syamsir. International Conferences on Education, Social Sciences and Technology (2018) concludes that the significance value is greater than Alpha (0.05), it can be concluded that the work motivation variable is linear to performance. The magnitude of the influence of the work motivation variable on performance is 42.4%.

Employee performance can be influenced by several factors. According to Davis, the factors that influence performance achievement are 2 (two) factors, namely the ability factor and the motivation factor (Mangkunegara, 2016). Meanwhile, according to the Timple the factors that affect performance also consist of 2 (two) factors, namely internal factors and external factors (Mangkunegara, 2016). Thus it can be concluded that work motivation has an effect on employee performance. Based on the above research results, relevant research results, and theory, it can be concluded that work motivation makes a significant contribution to employee performance. The higher the work motivation, the higher the employee performance and vice versa the lower the work motivation, the lower the employee performance.

##### B. *The Relationship between Work Discipline (X2) and Employee Performance (Y)*

The results showed that there was a positive and significant relationship between work discipline and employee performance. This is shown by the results of the analysis using the product moment technique, the correlation coefficient of  $r_{y.2} = 0.676$  is obtained. The test results are significant or not the relationship between Work Discipline (X2) and Employee Performance (Y), then the t test is used. Obtained the value of  $t = 9.696$  and the value of t table = 1.665 at the level of Sig = 0.05 and  $N - 1$  or  $114 - 1 = 113$ . It turns out that the value of  $t_{count} > t_{table}$  or  $9.696 > 1.665$ , means the relationship between Work Discipline (X2) and Employee Performance (Y) is significant. Thus it can be concluded that there is a significant positive relationship between Work Discipline (X2) and Employee Performance (Y). The contribution (coefficient of determination) of Work Discipline (X2) to Employee Performance (Y) is calculated based on the correlation coefficient  $r = 0.676$  which is used as the coefficient of determination, namely  $r^2 = (r_{y.2})^2 = 0.456$ , meaning that the Work Discipline variable (X2) contributes to Employee Performance (Y) 45.6% and the rest are other factors. The functional relationship between Work Discipline and Employee Performance at the Regional Secretariat of the City of Bogor, the

functional relationship equation is obtained  $\hat{Y} = 27,852 + 0.922 X_2$ , which means that the constant (a) is 27,852, meaning that if the Work Discipline ( $X_2$ ) is 0, then the Employee Performance (Y) is the value amounted to 27,852. The functional coefficient (b) of the Work Discipline variable ( $X_2$ ) is 0.922, meaning that if the Work Discipline ( $X_2$ ) has increased by one unit, the Employee Performance (Y) has increased by 0.922 units. The indicator "Obeying the rules" ( $X_{21}$ ) has the strongest relationship (0.665) with the indicator "Punctuality" (Y3). This strongest relationship shows that if the indicator of compliance with regulations is increased, the timeliness is predicted to increase.

The existence of a positive relationship between work discipline and employee performance is proven by the research of Johanes Eliezer Ayer, Lyndon R.J. angemanan, Yolanda P.I. Rori. Agri-SocioEkonomi Unsrat, ISSN 1907– 4298, Volume 12 Number 3A, November 2016: 27 - 46, that labor discipline has a positive and significant effect on the performance of Supiori employees from the Department of Agriculture ( $\beta$ ) 0.741 with a significant amount of 0.00. Thus it can be concluded that work discipline has an effect on employee performance. Furthermore (Siagian, 2008) states that discipline is an act of management to encourage members of the organization to fulfill the demands of these various provisions. In other words, employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that employees voluntarily try to work cooperatively with other employees and improve their work performance (Siagian, 2000). Thus it can be concluded that work discipline has an effect on work performance or employee performance.

Based on the above research results, relevant research results and theories, it can be concluded that Work Discipline makes a significant contribution to Employee Performance. The higher the work discipline, the higher the employee performance and vice versa, the lower the work discipline, the lower the employee performance.

### *C. The relationship between Work Motivation (X1) and Work Discipline (X2) together with Employee Performance (Y)*

The results showed that there was a positive and significant relationship between Work Motivation and Work Discipline together with Employee Performance. The multiple correlation calculation between Work Motivation and Work Discipline Together with Employee Performance results in a multiple correlation coefficient of  $R = 0.810$ , meaning that this value indicates that there is a positive relationship between Work Motivation and Work Discipline together with verified employee performance. The test results are significant or not the relationship that occurs between the variable Work Motivation ( $X_1$ ) and Work Discipline ( $X_2$ ) together with Employee Performance (Y), then the F test is used. at the level of  $\text{Sig} = 0.05$ . It turns out that the value of  $F_{\text{count}} > F_{\text{table}}$  or  $105.642 > 3.08$ , means that the relationship between work motivation ( $X_1$ ) and Work Discipline ( $X_2$ ) together with Employee Performance (Y) is significant. Thus it can be concluded that there is a significant positive relationship between the variables of Work Motivation ( $X_1$ ) and Work Discipline ( $X_2$ ) together with Employee Performance (Y).

The contribution of Work Motivation ( $X_1$ ) and Work Discipline ( $X_2$ ) together with Employee Performance (Y) is calculated based on the coefficient of determination, namely  $r^2 = (r_{y.1.2})^2 = 0.656$ . It means that the variables of Work Motivation ( $X_1$ ) and Work Discipline ( $X_2$ ) together form a contribution of 65.6% to Employee Performance (Y). The functional relationship between Work Motivation ( $X_1$ ) and Work Discipline ( $X_2$ ) together with Employee Performance (Y) is  $\hat{Y} = 49.244 + 0.450X_1 + 0.841X_2$ . This multiple functional equation means that the constant value of 49.244 means that if Work Motivation ( $X_1$ ) and Work Discipline ( $X_2$ ) are zero together, then the Employee Performance is 49,244. The coefficient value is 0.450, meaning that every one unit increase of Work Motivation ( $X_1$ ) means that it will affect the increase in Employee Performance by 0.450 units provided that the Work Discipline variable ( $X_2$ ) is constant. The coefficient value is 0.841, meaning that every one unit increase of Work Discipline ( $X_2$ ) will affect Employee Performance by 0.841 units provided that the Work Motivation variable ( $X_1$ ) is constant.

The research results of Riswanto Dasman Lanin, Syamsir (2018) show that the variable work discipline is linear to performance. The magnitude of the influence of the work discipline variable on performance is 32.4%. The significance value is greater than Alpha (0.05), it can be concluded that the work motivation variable is linear to performance. The magnitude of the influence of the work motivation variable on performance is 42.4%. From the results of research and relevant research results, it can be concluded that Work Motivation ( $X_1$ ) and Work

Discipline (X2) make a significant contribution to Employee Performance (Y). The higher the Work Motivation and Work Discipline received by the employee, the higher the employee performance and vice versa, the lower the work motivation and work discipline, the lower the employee performance.

## V. CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

### A. Conclusion

Based on the results of research conducted at the Regional Secretariat of the city of Bogor with a permanent employee population, the following conclusions can be drawn: (1). There is a positive and significant relationship between work motivation and employee performance indicated by the correlation coefficient  $r_{y1} = 0.531$  with the degree of strength of the relationship "medium" and  $\hat{Y} = 59.707 + 0.531 X1$ . Work motivation contributed 28.2% to employee performance. (2). There is a positive and significant relationship between work discipline and employee performance as indicated by the correlation coefficient  $r_{y2} = 0.676$  with the degree of strength of the "strong" relationship and  $\hat{Y} = 27,852 + 0.922 X2$ . Work discipline contributes 45.6% to employee performance. (3). There is a positive and significant relationship between work motivation and work discipline together with employee performance as indicated by the multiple correlation coefficient of  $r_{y1.2} = 0.810$  with the degree of strength of the relationship "very strong" and  $\hat{Y} = 49.244 + 0.450X1 + 0.841X2$ . Work motivation and work discipline together contribute 65.6% to employee performance.

### B. Implications

#### 1. Efforts to Improve Employee Performance through Work Motivation

Phenomenon of performance problems among non-leadership employees with ASN status in the Bogor City Regional Secretariat, such as late hours to work, staff who do not come to work beyond the deadline without any information, delay in making performance reports. Furthermore, the results of preliminary studies show that employee performance problems are: (1) Employees who have not worked in accordance with the quality of work, (2) Employees who have not completed the quantity of work according to the target, (3) Employees who have not completed work on time according to the time of completion of work results. , (4) Employees who have not completed work effectively, and (5) Employees who are not yet independent in doing work. The results showed that there was a positive relationship between work motivation and employee performance. The implication is that it is necessary to increase the work motivation of employees through the level of welfare and the fulfillment of their needs must be met properly and fairly. Providing opportunities and opportunities for employees to empower themselves in exploiting all their abilities and skills will help maintain and maintain their work motivation. Empowered employees will provide many benefits, both for themselves and for the organization. In the long term, empowered employees will provide ideas and initiatives for the organization in solving any problems it faces.

#### 2. Efforts to Improve Employee Performance through Work Discipline

The performance of ASN staff in the Bogor City Secretariat is still not as expected. As the results of the preliminary study show that employee performance problems are: (1) Employees who have not worked in accordance with the quality of work, (2) Employees who have not completed the quantity of work according to the target, (3) Employees who have not completed work on time according to the time of completion of work results. , (4) Employees who have not completed work effectively, and (5) Employees who are not yet independent in doing work. The results showed that there was a positive relationship between work discipline and employee performance. The implication is that it is necessary to increase employee work discipline through: (a) Making work schedules, (b) Determining work targets, (c) Getting used to responsibility, (d) Self-training and having a strong desire to change habits so far.



### 3. *Efforts to Improve Employee Performance through Work Motivation and Work Discipline collectively*

The results showed that the relationship between work motivation and work discipline together is a complementary relationship with one another. This means that good work motivation and work discipline will be directly proportional to employee performance. The contribution of work motivation and work discipline together is considered to have a dominant contribution to the performance of employees at the Bogor City Regional Secretariat. The implementation is by strengthening work motivation and work discipline together so as to provide better performance improvement.

#### C. *Recommendation*

Based on the conclusions and implications of the study, several recommendations can be put forward as follows:

1. For Leaders: a). Clearly communicate work goals to subordinates. The step is to coordinate continuously in order for employees to understand their work goals. b). Increase intellectual stimulation by stimulating or encouraging employees to be more creative and innovative. The steps are by giving trust and responsibility to employees and continuously providing motivation to employees. c). Give attention to employees personally and establish close relationships with subordinates. His steps are to give personal attention to employees and treat employees as partners so that employees feel happy at work.
2. For Organizations: Increasing the perceived values of the work itself, namely: (a) Providing recognition, meaning recognition of the existence of employees and the work results of employees, (b) Providing rewards for employees who excel, (3) Providing opportunities to get promotions for employees who excel, and (4) Provide full support to employees in capacity building. (c) Further researchers are expected to examine and study other variables that are thought to be related to employee performance, namely organizational culture, work environment, job satisfaction, personality, organizational commitment, supported by the latest related sources or references.

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