

THE INFLUENCE OF DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE

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ABSTRACT

This research explores the influence of discipline and work motivation on employee performance at the Technical Education and Religious Training Center (Pusdiklat) under the Ministry of Religious Affairs of the Republic of Indonesia in South Tangerang. A total of 63 respondents were selected using saturation sampling. Data analysis was conducted using SPSS software version 26, employing a quantitative research method and various statistical analysis techniques. The research findings indicate that discipline (X1) positively and significantly impacts employee performance (Y). The motivation variable (X2) also positively and significantly impacts employee performance (Y). The coefficient of determination indicates that the discipline and motivation variables can explain 36.6% of the variation in employee performance. In comparison, the remaining 63.4% is influenced by other factors outside the scope of this research model. The hypothesis test shows that the F-value (17.346) > F-table (3.150) indicates a significant overall influence of discipline and motivation variables on employee performance. This study contributes to a better understanding of the factors that can enhance employee performance in the Technical Education and Religious Training Center environment.

Keywords: Discipline, Work Motivation, Employee Performance.

1. INTRODUCTION

In the current era of dynamic globalization, anticipating and adapting to change is the key to success. Business competition is increasingly fierce, forcing companies to use various strategies to achieve their goals. Human resources (HR) are vital in the company's overall operations; the company can function properly without it. Therefore, companies try to recruit high-quality human resources to support achieving their goals. The quality of an organization depends on the quality of its human resources. To ensure that companies have quality workers, human resource management (HR) is implemented in every company, and managers have an essential role in ensuring the competence of workers in their fields.

Every government agency needs to understand employee behaviour as part of a strategy to achieve organizational performance targets. Effective and efficient use and management of human resources is the key to success in achieving the goals of government agencies. Employees have a crucial role in achieving the goals of government agencies effectively and efficiently. Good motivation from the company is needed so that employees can provide optimal results. Humans, as employees, play a determining role in the sustainability of a government organization.

As an organizational element, employees have an essential role in organizational activities. Each employee has characteristics that differentiate them from each other, impacting performance differences. Factors such as attitudes towards the work environment, motivation, work discipline, and organizational culture significantly influence employee performance. Companies need to create a conducive environment, provide fair rewards, adjust workload to employee skills, and create good work discipline through the attitudes and behaviour of managers.

Good Discipline reflects a person's sense of responsibility towards their duties, encourages passion for work, and helps achieve the goals of the agency, employees and society. In the context of government agencies, employees need to follow work instructions and regulations that have been established so that work discipline can be maintained. Lack of Discipline can cause poor employee performance and hinder achieving agency goals.

The Education and Religious Technical Personnel Training Center of the Ministry of Religion of the Republic of Indonesia in South Tangerang is a government entity responsible for research, development, education and training in the religious field. Education and training are necessary efforts to increase human resource

productivity. However, problems are related to the need for more firmness and clear instructions from leaders, causing a lack of Discipline and employee motivation to improve work performance. Leadership that is more firm can have a positive impact on the quality of employee performance and achievement of agency goals.

In facing the challenges of the globalization era, companies and government agencies need to understand the importance of HR management, creating a conducive work environment, and ensuring clarity of instructions and firm leadership. This will support discipline motivation and increase employee performance so that organizational goals can be better achieved. The assessment of the performance of employees at the Education and Religious Technical Training Center of the Ministry of Religion of the Republic of Indonesia in South Tangerang needs to show better results. Therefore, evaluation is needed so that employee performance can increase optimally per the agency's targets.

Based on observations at the Education and Religious Education and Technical Center Center of the Ministry of Religion of the Republic of Indonesia, South Tangerang, it was found that of the total number of 63 employees, work measurement is at a level that is still being corrected. The evaluation was carried out to determine the organization's progress. Overall, it shows that the aspects of work quality, work quantity, responsibility, cooperation and initiative in 2017 were only able to reach 86.20%; in 2018, there was a decline of up to 85.60% from 2019 to 2021, there was a decline. In 2019, it reached 82.40%; in 2020, it reached 81.80%; and in 2021, it decreased significantly to 81.00%. So, the overall average aspect is at an achievement of 83.40%. Even though the category description shows good and very good, there is a need for evaluation to improve further the achievement of employees whom the agency has targeted.

According to Hasibuan (2017: 193), "Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all regulations and knows his duties and responsibilities. So, employees will obey or carry out all their duties well, not under coercion. Every organization will, of course, always pay attention to all kinds of things that can influence the performance of employees in its environment, one of which is paying attention to the work discipline that the organization has implemented. In this case, for example, the frequency of employee attendance at the office, compliance with work regulations and standards and employee ethics in carrying out work. The results of the field study show that the level of absenteeism fluctuates with the percentage going up and down every year. In 2017, the number of absent employees was 36 people (51.43%). In 2018, the number of absent employees increased to 40 people (51.28%). In 2019, the number of absent employees increased to 38 people (52.78%). In 2020, the number of absent employees decreased, followed by a reduction in staff to 66 people (48.48%) and in 2021 the number of absent employees was 25 people (39.68%).

Besides employee discipline, motivating employees is critical in achieving the vision and mission. Education and Training Center for Educational and Religious Technical Personnel, Ministry of Religion of the Republic of Indonesia South Tangerang and strategies to improve employee performance. According to Abraham Maslow (2017:56), needs are the foundation that underlies employee behaviour because it is impossible to understand behaviour without understanding their needs.". Good motivation can also support a company's success in achieving its goals because these two factors will create a high level of performance, thereby supporting its success. On the other hand, if performance decreases, it will hinder the company from achieving its goals. According to field studies, the assessment of achievements in the last five years shows a fluctuating percentage. In 2017, the average level was excellent (SB), namely 85.80%. In 2018, the average rating was Very Good (SB), with a score of 83.80%. In 2019, the average level was still in the outstanding (SB) category, but the score was 81.40%. In 2020, the average level decreased significantly. It showed that the assessment was in the sound (B) category with a value of 80.40%, and in 2021, it showed an increase in the assessment in the Good (B) category with a percentage value of 80.80%. However, the category description shows good and very good, but there needs to be an evaluation to improve employee achievement targeted by the agency.

2. LITERATURE REVIEW

2.1 Work Discipline

According to Hadyati Harras et al. (2020:109), "Work discipline is everything (whether in the form of objects or humans) that can make employees or employees behave in a disciplined manner (discipline)". According to Lijan Poltk Sinambela (2018:335), "Work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behaviour following the established rules of the game." Mangkunegara (2017:129) says ", Work discipline can be interpreted as the implementation of management to strengthen organizational guidelines". In a creative economy that is very dependent on human resources or employees,

discipline is very crucial. Therefore, Mangkunegara believes that discipline is crucial for employee performance to strengthen organizational guidelines. According to Sutrisno (2019:86), "discipline is a condition or attitude of respect that exists in employees towards company rules and regulations. "Thus, if the rules or regulations in the company are ignored or frequently violated, then employees will have poor discipline."

According to Hasibuan (2017:193), many indicators influence the level of employee discipline in an organization:

1. A. Leadership example
The leader's example plays a vital role in determining employee discipline because the leader is used as an example and role model by his subordinates. Leaders must set a good example, be well-disciplined, honest, and fair, and match their words with their actions. With a lousy leadership example (lack of discipline), his subordinates will also be less disciplined.
2. B. Remuneration
Remuneration (salary and welfare) also influences employee discipline because remuneration will provide satisfaction and love for the company or job. If their love for work improves, their discipline will also improve.
3. C. Justice
Justice helps encourage employee discipline because of the ego and human nature of constantly feeling that they are essential and treated the same as other humans.
4. D. Legal sanctions
Legal sanctions play an essential role in maintaining discipline and influencing employees. Thus, the more severe the legal sanctions, the more afraid employees will be of violating company regulations, and employee attitudes and disciplinary behaviour will decrease.
5. E. Firmness
Leadership's firmness in taking action will affect the discipline of company employees. Leaders must be brave and firm, acting to punish every disciplined employee by the sanctions that have been determined. Leaders who dare to act firmly in implementing punishments for indisciplined employees will be respected and recognized for their leadership by their subordinates. In this way, leaders can maintain discipline among company employees. On the other hand, if a leader is less firm or does not punish employees who are indisciplined, it is difficult for him to maintain the discipline of his subordinates; in fact, each employee becomes more and more indisciplined because they think that the regulations and punitive sanctions no longer apply. Firm leaders take action or punish employees who violate the rules, so there is no need to make rules or regulations for the company.

2.2 Work Motivation

According to Hasibuan (2017:141), "Motivation comes from the Latin word *movere*, which means encouragement or moving. Motivation in management is only shown to human resources in general and their subordinates in particular. Motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively to successfully achieve and realize the specified goals." According to Sedarmayati (2017: 154), "motivation is the force that drives a person to take action or not, which essentially exists internally and externally, positively or negatively to direct it depending on the toughness of the leader." According to Bartol and Martin in M. Busro (2017: 50), "Motivation is a force that strengthens behaviour, provides direction for action, and a trigger to continue trying to carry out a series of activities to encourage, namely not only to others but also to oneself. Alone. So, through this encouragement, it is hoped that we will be able to act towards the desired goal."

According to Abraham Maslow (2017:56), needs are the foundation that underlies employee behaviour because it is impossible to understand behaviour without understanding their needs. Indicators of human motivational needs are as follows:

1. A. Physiological Needs
Namely the need for eating, drinking, physical protection, breathing, and sexual. These needs are the lowest level needs, known as the most basic needs. In other words, physiological needs are food, drink, place, shelter, and freedom from pain.
2. B. Safety Needs
Namely the need for self-protection from threats, danger, conflict and the environment. So, security and safety needs, namely, the need to be free from threats (safe from threatening events or environments).
3. C. Social Needs
Namely the need for friendship, affiliation, interaction, and love. The need for a sense of belonging (social), namely the need to be accepted by the group, affiliate, interact, and the need to love and be loved.

4. D. Self-Esteem Needs
Namely, the need to be respected and appreciated by others. So, the need for self-esteem is the need for self-esteem and a sense of respect from others.
5. E. Self-Actualization Needs
Namely, the need to fulfil oneself optimally using abilities, skills and potential. The need for self-actualization, namely the need to use abilities and potential skills. The need to express opinions by expressing ideas, ideas and criticism is something.

2.3 Employee Performance

According to Guritno and Wahid in M. Busro (2017: 88), "performance is a comparison of the work results achieved by employees with predetermined standards. "When the resulting performance can reach or exceed predetermined standards or targets, then a person's performance can be said to be good, and conversely, the wider the gap between target and achievement, the person's performance can be said to be low." According to Wibowo (2017:3), performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation and interests. According to Hasibuan in the book, Yoyo Sudaryo et al. (2018:203) says that "performance is a result of work achieved by a person in carrying out the tasks given to him". According to Afandi (2018:83), "Performance is the result of work that can be achieved by a person or group of people in a company by their respective authority and responsibilities to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics". According to Mangkunegara (2017:67) "the Quantity and quality of work results achieved by an employee in carrying out his duties is by the responsibilities given to him. So what is meant by quality is the level of good or bad results obtained, while Quantity is the amount obtained from the work results.

According to Mangkunegara (2017:67), there are four indicators used to measure employee performance, namely:

1. A. Work Quality
It is the result of the hard work of employees and the goals previously set by the company. If the results achieved by the employee are high, then the employee's performance is considered reasonable by the company or by the standards that have been set. This means that it is a level that shows the work process or results achieved on a job are close to perfection.
2. B. Work Quantity
It results from hard work from employees who can reach the maximum scale determined by the company. Work quantity shows the work produced by individuals or groups as requirements that become work standards. Each job has different requirements, so employees must meet these requirements regarding appropriate knowledge, skills and abilities.
3. C. Responsibility
Shows how much employees accept and carry out their work, are accountable for work results, the facilities and infrastructure used, and their daily work behaviour.
4. D. Cooperation
By having employees who have a high sense of self-esteem towards their work, employees try to achieve the best results in their work. Therefore, with a high sense of self-esteem towards their work, it is hoped that employees can improve their performance at work. Working together at a condition level, employees can create a comfortable workplace atmosphere, self-confidence, and good communication between colleagues to increase performance.
5. E. Initiative
Initiative from within company members to carry out work and overcome problems at work without waiting for orders from superiors or showing responsibility for work that has become an employee's obligation

3. RESEARCH METHODS

This research adopts quantitative methods as the primary approach. This approach is based on the philosophy of positivism and aims to investigate a specific population or sample. The research instrument used was a questionnaire with a Likert scale. The data collection and analysis process used the saturated sample method. The research was conducted at the Education and Training Center for Educational and Religious Technical Personnel, Ministry of Religion of the Republic of Indonesia, South Tangerang. The research population included all employees of the Education and Religious Technical Training Center of the Ministry of Religion of the Republic of Indonesia, South Tangerang, totalling 63 employees. Sample determination was carried out using saturated/census sampling techniques. The data collection technique involved direct observation of employees of the Education and Religious Technical Training Center of the Ministry of Religion of the Republic of Indonesia, South Tangerang, and using a questionnaire in the form of statements with Likert scale

answers. In addition, decision studies are also involved, including theoretical studies and references related to values, culture, and norms in the social situation studied. Data analysis involves grouping data, tabulating based on variables, presenting data, calculating to answer problem formulation, and calculating to test hypotheses. The analytical method used is a saturated sample.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

Based on the results of the data analysis, it is known that the majority of respondents were men, numbering 37 people or 58.7%, while there were 26 female respondents or 39.1%. Furthermore, based on information, respondents' age distribution has significant variations. Five respondents aged less than 20-29 years, or 7.9%. Meanwhile, the 30–39-year-old category includes 13 people or 20.6%, the 40–49-year-old category consists of 18 people or 28.6%, and those over 50 reach 27 people or 42.9%. Respondents' most recent education shows diversity in educational levels. There were three respondents with vocational/high school education, or 4.8%; four people with D3 education, or 6.3%; 27 people with a bachelor's degree, or 42.9%; 17 people with a master's degree, or 27.0%. And S3, as many as 12 people or 19.0%. Finally, it is known that the number of years of respondents' work is pretty evenly distributed. Respondents who worked 1-5 years amounted to 18 people or 28.6%, those who worked between 6-10 years were 27 people or 42.9%, and those who worked more than 11 years reached 18 people or 28.6%.

4.2 Classic Assumption Test

After the validity and reliability tests have been carried out, it is known that all question items and variables are valid and reliable. Next, the classical assumption test is carried out.

1. Normality Test

Table 1.
Normality Test Results Using the Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		63
Normal Parameters, b	Mean	,0000000
	Std. Deviation	4.26232158
Most Extreme Differences	Absolute	,098
	Positive	,046
	Negative	-.098
Statistical Tests		,098
Asymp. Sig. (2-tailed)		,200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data processed by SPSS 26 author (2022)

Based on the table above, you can see that Asymp.Sig (2-tailed) is 0.200, so it is more significant than 0.050 or $0.200 > 0.050$, so the data in this study is usually distributed.

2. Multicollinearity Test

Table 2.
Test results Multicollinearity With Collinearity Statistics

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Discipline	,686	1,458
	Work motivation	,686	1,458

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 26 author (2022)

Based on the test results above, the tolerance value obtained for each independent variable is the discipline of 0.686 and motivation of 0.686, where both results are less than 1 (one). The training variable's variance inflation factor (VIF) value is 1.203, and the work discipline's value is 1.458, where this value is less than 10. Thus, this regression has no symptoms of multicollinearity.

3. Autocorrelation Test

Table 3
Autocorrelation Test Results with Durbin-Watson

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,605 ^a	,366	,345	4,333	1,341

a. Predictors: (Constant), Work Motivation, Discipline

b. Dependent Variable: Employee Performance

Source: Data processed by SPSS 26 Author (2022)

Based on Table 3 above, the DW value can be seen as 1.341, where this value is in the interval 1,100 – 1,550. So, it can be concluded that without any conclusions. In this way, multiple linear analyses to test the research hypothesis above can be carried out or continued.

4. Heteroscedasticity Test

Table 4
Heteroscedasticity Test Results Using Glacier Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,235	3,098		,076	,940
	Discipline	-,001	,083	-,003	-,016	,987
	Work motivation	,075	,073	,158	1,026	,309

a. Dependent Variable: RES2

Source: Data processed by SPSS 26 author (2022)

Based on the test results in the table above, the glacier test model on the discipline variable (X1) obtained a significant probability value (Sig.) of 0.987 and work motivation (X2) obtained a significant probability value (Sig.) of 0.309 where both values are significant (Sig.) > 0.05, so the regression model on this data has heteroscedasticity interference, so this regression model is suitable for use as research.

4.3 Multiple Linear Regression

Table 5
Multiple Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,797	4,937		2,592	,012
	Discipline	,256	,132	,240	1,935	,058

Work motivation	,412	,117	,437	3,522	,001
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a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 26 author (2022)

The following are the results of processed multiple linear regression data on discipline on employee performance using SPSS version 26, which can be seen in the table below:

1. A constant value of 12,797 means that if the variables discipline (X1) and work motivation (X2) do not exist, then there is an employee performance value (Y) of 12,797.
2. A discipline value of 0.256 is interpreted as a constant constant, and there is no change in the discipline variable, resulting in a change in employee performance of 0.256.
3. A work motivation value of 0.412 means that if a constant remains and there is no change in the work motivation variable, then every change in the variable in employee performance is 0.412

Table 6.
Results of Simultaneous Correlation Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,605a	,366	,345	4,333

a. Predictors: (Constant), Work Motivation, Discipline

Source: Data processed by the author SPSS 26 (2022).

Based on the table above, the calculation results show that the coefficient of determination (R square) obtained is 0.366, so it can be concluded that the discipline and work motivation variables influence employee performance by 36.6%. In contrast, the remaining 63.4 is influenced by other factors that were not researched.

Table 7.
Simultaneous F Test Hypothesis Test Results

ANOVAa					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	651,273	2	325,636	17,346
	Residual	1126,378	60	18,773	
	Total	1777,651	62		

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Discipline

Source: Data processed by SPSS 26 author (2022)

From the results of the F test, the value $F_{count} > F_{table}$ can be obtained, namely $17,346 > 3.150$, with a significance level of $0.000 > 0.05$. Thus, H_0 is rejected, and H_3 is accepted. This means that discipline and work motivation simultaneously influence employee performance at the Education and Religious Technical Personnel Education and Training Center of the Ministry of Religion of the Republic of Indonesia, South Tangerang.

4.4 Research Discussion

There is a partially significant influence between discipline and employee performance at the Education and Religious Technical Training Center for the Ministry of Religion of the Republic of Indonesia, South Tangerang. This research confirms that the discipline at the Education and Religious Technical Personnel Training Center of the Ministry of Religion of the Republic of Indonesia, South Tangerang. There is still a need to improve employee tardiness so employees are more enthusiastic about working again. Therefore, the discipline provided by the agency is essential for the agency itself. In other words, these findings can be an improvement for the Education and Religious Technical Personnel Training Center of the Ministry of Religion of the Republic of Indonesia, South Tangerang, to continue to carry out evaluations so that employee performance will be improved in the future.

There is a partially significant influence between motivation and employee performance at the Education and Religious Technical Training Center for the Ministry of Religion of the Republic of Indonesia, South Tangerang. The results of this research confirm that motivation influences employee performance at work. Work motivation at the Education and Religious Technical Personnel Training Center of the Ministry of

Religion of the Republic of Indonesia, South Tangerang, still needs to be higher; leaders should give direction to employees to work well. Therefore, the contribution of leaders and employees is significant in an agency. In other words, these findings can improve the Education and Religious Technical Training Center for the Ministry of Religion of the Republic of Indonesia, South Tangerang, specifically to continue to carry out evaluations so that employee performance will be better in the future.

Based on the research results, it shows that discipline (X1) and work motivation (X2) have a positive effect on employee performance (Y) with the regression equation $Y = 12.797 + 0.256$ strong. With a coefficient of determination of 36.6%. Hypothesis testing obtained $F_{count} > F_{table}$, namely $17,346 > 3,150$. Thus, H_0 is rejected, and H_3 is accepted, meaning that there is a significant simultaneous influence between discipline and work motivation on employee performance at the Education and Religious Technical Training Center of the Ministry of Religion of the Republic of Indonesia, South Tangerang. This research confirms that discipline and actual motivation can influence employee performance at work by 36.6%, while other factors outside this research influence the remaining 63.4%. These findings confirm that discipline and motivation influence employee performance. Indirectly, discipline can make employees feel comfortable at work. So it can improve employee performance. However, on the contrary, if work discipline is not implemented well, it will hamper employee performance.

Apart from that, work motivation at the Education and Training Center for Educational and Religious Technical Personnel, Ministry of Religion of the Republic of Indonesia, South Tangerang, is still low; leaders should give direction to employees to work well. Therefore, the contribution of leaders and employees is significant in an agency.

5. CONCLUSION

The research results found a partially significant influence between discipline and motivation on employee performance at the Education and Religious Technical Personnel Education and Training Center of the Ministry of Religion of the Republic of Indonesia, South Tangerang. First, there is a partially significant influence between discipline and employee performance. This shows that employee tardiness must be improved to increase their work morale. Discipline is considered an essential factor for agencies, and these findings can be the basis for improvements to improve employee performance through increasing the level of discipline. Second, the research results show that work motivation has a partially significant influence on employee performance. The work motivation of employees at the Education and Religious Technical Personnel Education and Training Center is still considered low, and suggestions are given to the leadership to provide direction and support to employees so they can work better. Positive contributions between leaders and employees are considered crucial in improving employee performance.

Furthermore, the regression analysis results show that discipline and work motivation have a positive effect on employee performance, with a strong relationship. However, only around 36.6% of employee performance variability can be explained by discipline and motivation. The remainder, around 63.4%, was influenced by other factors outside this research.

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