

THE IMPACT OF WORK DISCIPLINE AND MOTIVATION ON EMPLOYEE PERFORMANCE AT THE DEPARTMENT OF INDUSTRY AND TRADE OF SOUTH TANGERANG CITY

Darmadi¹, N. Lilis Suryani², Iman Syatoto³

^{1,2,3}Fakultas Ekonomi dan Bisnis, dosen02445@unpam.ac.id, Universitas Pamulang

ABSTRACT

This study aims to analyze the effect of work discipline and motivation on employee performance at the Tangerang Selatan City Office of Industry and Trade. The method used is an associative quantitative approach with data collection through direct observation and questionnaires during June–July 2023. The independent variables include work discipline and motivation, while employee performance is the dependent variable. The analysis results show that work discipline has a significant positive effect on employee performance, with a regression coefficient of 0.307. Motivation also shows a significant positive effect on employee performance, with a regression coefficient of 0.473. Simultaneously, work discipline and motivation contribute significantly to employee performance, with an F value of 125.716. This study highlights the importance of strengthening work discipline and motivation to improve employee productivity. Recommendations include optimizing human resource management through the provision of incentives, training, and performance recognition to support the achievement of the institution's strategic goals.

Keywords: Work Discipline, Motivation, Employee Performance.

1. INTRODUCTION

Post-pandemic, the Tangerang Selatan City Office of Industry and Trade faces increasingly complex challenges and competition. This situation demands the agency to work more effectively and efficiently to meet community needs and achieve its strategic objectives. In this context, the presence of high-quality human resources (HR) becomes the key to supporting the agency's success. Managing HR amidst various issues and challenges is not an easy task, as employees are the main actors carrying out the agency's operations. Therefore, appropriate strategies are required to improve employee performance to sustain and enhance the agency's productivity.

Employee performance is a critical element that determines the progress or decline of an organization, including government agencies. Performance refers to the processes or results achieved by employees through various stages that must be undertaken. This aims to improve individual capabilities while supporting the organization's goals. According to Sutrisno (2018:2), performance is the result achieved by an organization, whether profit-oriented or non-profit-oriented, within a certain period in accordance with predetermined provisions or agreements.

This report includes data on the performance evaluation of employees at the Tangerang Selatan City Office of Industry and Trade for 2022. This data is expected to provide an overview of the agency's performance achievements and serve as a basis for evaluating the effectiveness of HR management strategies implemented during the year. The evaluation aims not only to understand the current condition but also to formulate plans for future performance improvements.

Table 1.

Employee Performance Evaluation Data Tangerang Selatan City Office of Industry and Trade

No	Questions	Number of Employees	Target	Answer			
				Yes	Percentage	No	Percentage
Work Output Quantity							
1	Employees are able to achieve the work targets set by the Office.	60	100%	17	28%	43	78%
Work Output Quality							
2	Employees are able to complete tasks in the predetermined order.	60	100%	26	43%	34	57%
Work Knowledge							
3	Employees	60	100%	22	37%	38	63%

	demonstrate good competence in every stage of their work.						
Task Execution							
4	Employees are able to complete their tasks and responsibilities within the specified time frame	60	100%	27	45%	33	55%
Responsibility							
5	Employees are fully responsible for the tasks assigned to them	60	100%	12	63%	23	38%

Based on the 2023 employee performance evaluation data, issues were identified in employee work quantity, with 78% of employees failing to maintain consistent performance. This indicates a decline in performance caused by a lack of regular training and employee development. Additionally, problems were noted in communication skills, as employees tend to work individually, making coordination difficult when teamwork is required. Another issue found was low work discipline, evidenced by high rates of unexcused absences, violations of work hours, and behavior not aligned with work standards. Employees often receive only verbal warnings or written reprimands without strict sanctions, which fails to create a deterrent effect. Weak work discipline impacts both the quality and quantity of work and hinders overall agency productivity.

Work motivation also emerged as a major issue affecting employee performance. The absence of compensations, such as overtime pay and rewards for loyalty, results in a lack of motivation among employees to perform optimally. Additionally, a lack of recognition from leadership in the form of appreciation for high-performing employees discourages staff from maintaining or improving their performance. The agency must address employee needs, both material and non-material, by providing appropriate incentives, training, and recognition. These efforts are crucial to encouraging employees to work more effectively, increasing awareness of the importance of discipline, and fostering strong work motivation. Without attention to these aspects, it will be challenging for the agency to achieve its strategic goals.

2. METHODS

This research employs a quantitative method with an associative approach. According to Sugiyono (2017:8), the quantitative method is based on the philosophy of positivism and is used to study a specific population or sample. Samples in this method are typically selected randomly, with data collected using research instruments, and the data analysis is quantitative or statistical to test predetermined hypotheses. The research approach used is descriptive, aiming to describe the research object or results in detail. This study is an empirical investigation focusing on the influence of work discipline and motivation on employee performance within the Tangerang Selatan City Office of Industry and Trade. In line with Sugiyono's statement (2018:13), the research location is a scientifically selected site for collecting objective data with a specific purpose. This research was conducted at the Tangerang Selatan City Office of Industry and Trade, located at Jl. Maruga Raya No. 1, Serua Village, Ciputat District, Tangerang Selatan City, Banten 15414. Data collection and direct observation were carried out over two months, from June to July 2023. These activities aimed to gather relevant data to support the analysis in this research.

3. RESULT AND DISCUSSION

A. Descriptive Statistics

Descriptive statistics is a statistical analysis method used to provide an overview of the characteristics of each research variable. This overview includes the mean, maximum value, and minimum value of the variables studied. In this research, the variables analyzed include Work Discipline (X1), Motivation (X2), and Employee Performance (Y).

To analyze the data, this study used weighting with a measurement scale. The assessment was based on respondents' responses measured using the categories: strongly disagree, disagree, neutral, agree, and strongly agree. The interpretation of the mean values from the respondents' responses was then grouped into appropriate categories, providing a systematic guide for evaluating the condition of the research object.

Table 2. Table of Respondent Response Criteria

Scale Range	Criteria
1,00 - 1,79	Very Poor
1,80 - 2,50	Poor
2,60 - 3,39	Fair
3,40 - 4,19	Good
4,20 - 5,00	Very Good

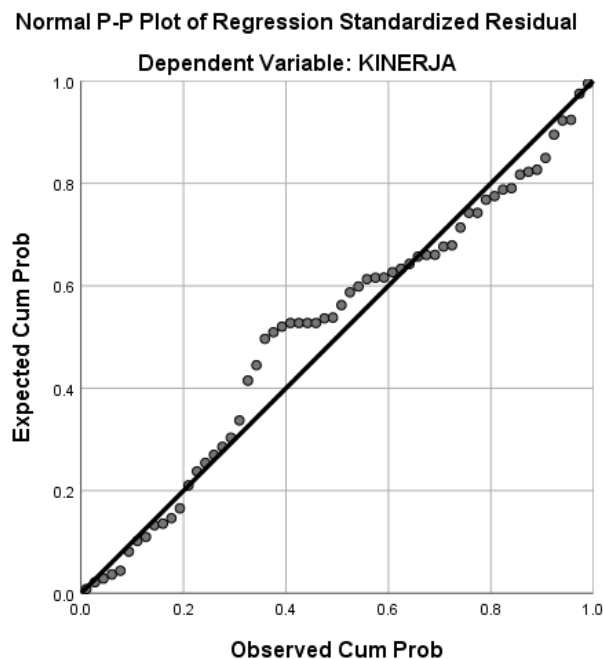
Based on the analysis results, the average score for the Work Discipline variable is 3.99, which falls within the 3.40–4.19 interval and is categorized as good. This indicates that the work discipline of employees at the Tangerang Selatan City Office of Industry and Trade has been rated positively by respondents.

Furthermore, the average score for the Motivation variable is 3.75, which also falls within the 3.40–4.19 interval and is categorized as good. This means that employee motivation at the Tangerang Selatan City Office of Industry and Trade is perceived positively by respondents.

Similarly, the average score for the Performance variable is 3.85, which falls within the 3.40–4.19 interval and is categorized as good. This suggests that employee performance at the Tangerang Selatan City Office of Industry and Trade has been rated positively by respondents.

B. Classic Assumption Test

1. Normality Test


Figure 1. P-Plot Graph for Normality Test

Based on the test results using SPSS, the Probability Plot shows that the data points are spread around the diagonal line and follow its direction. Additionally, the histogram graph illustrates a normal distribution pattern without signs of skewness. These two graphs indicate that the regression model used in this study meets the normality assumption and is suitable for further analysis.

2. Multicollinearity Test

To evaluate the presence or absence of multicollinearity among the independent variables, the Variance Inflation Factor (VIF) method was used. For the regression model to be considered free from multicollinearity, the VIF

value must be less than 10, and the Tolerance value must be greater than 0.1. The analysis results show that the VIF value for the independent variables, work discipline and motivation, is 2.757, which is below the threshold of 10. Additionally, the tolerance value for both variables is 0.363, which is greater than 0.1. Therefore, it can be concluded that there is no indication of multicollinearity among the independent variables in this model, making the regression model suitable for further analysis.

3. Autocorrelation Test

The autocorrelation test aims to identify whether there is a correlation between error terms in period t and the previous period in a linear regression model. According to Ghazali (2016:107), a good regression model should be free from autocorrelation. If autocorrelation occurs, it is referred to as an autocorrelation problem. One method used to detect the presence of autocorrelation is the Durbin-Watson (DW) test. In this test, the Durbin-Watson (DW) value was found to be 1.787. This value falls within the range of 1.55 to 2.46, indicating that the regression model does not exhibit autocorrelation. Therefore, the regression model is considered to meet the assumption of no autocorrelation and is suitable for further analysis.

4. Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.550	2.566		3.332	.002
	X1 Disiplin Kerja	.307	.104	.340	2.958	.005
	X2 Motivasi	.473	.098	.556	4.828	.000

a. Dependent Variable: RES2

The heteroscedasticity test aims to determine whether there is a difference in the variance of residuals across observations in the regression model. If the residual variance is consistent across all observations, it is called homoscedasticity; however, if the variance differs, it is called heteroscedasticity. A good regression model should meet the assumption of homoscedasticity, meaning it should not experience heteroscedasticity. Based on the scatterplot analysis, it can be seen that the data points are randomly spread, evenly distributed above and below the zero line. This random dispersion pattern indicates that the regression model does not exhibit heteroscedasticity, and it can be considered suitable for further analysis.

C. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the relationship between two or more variables and to show the direction of the relationship between the dependent and independent variables. In this study, multiple regression analysis is applied to test the extent of the relationship between the variables of Work Discipline, Motivation, and Performance. The results of the regression data processing using SPSS version 26 show the relationship between the three variables tested in the study.

Table 4. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
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1	(Constant)	8.550	2.566		3.332	.002
	DISIPLIN KERJA	.307	.104	.340	2.958	.005
	MOTIVASI	.473	.098	.556	4.828	.000

Based on the results of the multiple regression analysis, the following regression equation was obtained: $Y = 8.550 + 0.307 X_1 + 0.473 X_2 + e$. This equation can be interpreted as follows: First, the constant value $b = 8.550$ indicates that if the Work Discipline (X_1) and Motivation (X_2) variables remain unchanged, the performance (Y) value will reach 8.550. Second, the coefficient $b_1 = 0.307$ suggests that for every one-unit increase in the Work Discipline (X_1) variable, performance (Y) will increase by 0.307, assuming there is no change in the Motivation (X_2) variable.

Third, the coefficient $b_2 = 0.473$ concludes that for every one-unit increase in the Motivation (X_2) variable, performance (Y) will increase by 0.473, assuming the Work Discipline (X_1) value remains constant.

D. Discussion

This study reveals that work discipline plays a crucial role in improving employee performance at the Department of Industry and Trade of South Tangerang City. Good work discipline reflects employees' adherence to organizational rules, such as punctuality, task completion on schedule, and consistency in fulfilling job responsibilities. These findings align with the studies by Afandi (2018) and Haryani (2019), which highlight that work discipline is a key factor in enhancing individual performance by creating a structured and productive work framework. However, unlike the study by Prakasa (2018), which stated that the effect of work discipline tends to be insignificant in organizations with high flexibility, this study shows the significant impact of work discipline in a more formal environment, such as government institutions.

Motivation is also proven to be an essential factor in driving employee performance. Motivation in the form of financial incentives, rewards, or recognition of work achievements helps boost employees' work spirit and commitment to the organization. These findings support previous studies by Robbins et al. (2016) and Haryani (2019), which indicated that employee motivation improves the quality and quantity of work results. However, this study differs from Bahri (2017), which found that motivation does not have a significant impact unless supported by strong interpersonal relationships within the organization.

The combination of work discipline and motivation provides a greater impact on employee performance. This study shows that good work discipline creates a stable work structure, while motivation acts as a driving force to achieve the best results. This is consistent with the findings of Sutrisno (2019), which emphasized the importance of synergy between these two variables to create a conducive work environment. However, this study contrasts with Nurmallasari (2017), which argued that the effect of motivation is more dominant than work discipline in influencing performance.

This study provides important implications for human resource management at the Department of Industry and Trade of South Tangerang City. By developing clear discipline policies and offering relevant motivation, organizations can significantly improve employee performance. This study supports the findings of Rivai and Sagala (2018), which stressed the importance of human resource policies balanced between structure and emotional support. The study also notes that providing regular incentives and employee training can enhance motivation and work discipline, consistent with the findings of Nadeak (2019). However, this study differs from Ishaya (2017), which found that training alone is insufficient to increase motivation without recognition from leadership.

From a broader perspective, this study emphasizes the importance of effective communication within the organization to support work discipline and motivation. This aligns with the findings of Ghazali (2017), which demonstrated that good communication between management and employees strengthens the clarity of work expectations and interpersonal relationships. Unlike Nazila (2018), which focused on the impact of informal communication, this study highlights the importance of formal communication in the context of government organizations. Although this study demonstrates the significant role of work discipline and motivation, organizations also need to consider other factors, such as work culture and work-life balance, as suggested by Robbins et al. (2016). These findings support the importance of a holistic approach to human resource management.

This study underscores that work discipline and motivation are two complementary variables. Work discipline ensures a structured work framework, while motivation drives employees to perform better. This combination creates a work environment that supports productivity, consistent with the findings of Sedarmayanti (2018), which stated that effective human resource management requires an integrated approach between compliance and rewards. This study provides new insights into the importance of integrating work discipline and motivation into human resource management strategies, particularly in the government sector. By supporting previous research findings and highlighting differences in some contexts, this study offers a strong foundation for the development of more effective policies.

4. CONCLUSION

This study concludes that work discipline and motivation play a significant role in determining employee performance at the Tangerang Selatan City Office of Industry and Trade. The partial regression analysis results

show that work discipline contributes positively and significantly to performance, reflecting the importance of adherence to rules, work hours, and responsibilities in enhancing work effectiveness. Similarly, motivation has a significant positive impact on performance, indicating the need for incentives, rewards, and recognition to improve employee morale.

Simultaneously, these two variables together have a significant effect on employee performance. However, there is still room for improvement, considering that other variables outside the scope of this study can also affect performance. The main recommendations from this study are the enhancement of regular training, provision of relevant incentives, and recognition of high-performing employees. Thus, the institution is expected to create a conducive work environment to support sustainable productivity improvement and the more optimal achievement of organizational goals.

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