



## The Dynamics of Employee Performance: Motivation and Discipline Perspectives

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**Abstract:** In the Secretariat of the Regional Representative Council (DPRD) of West Java Province, the study aims to simultaneously and partially investigate and analyze: (1) motivation; (2) work discipline; (3) employee performance; and (4) the effect of work motivation and discipline on employee performance. The staff at the Secretariat of the Regional Representative Council (DPRD) of West Java Province served as the unit of analysis in this study, with a sample size of 60 people. Frequency distribution and path analysis were used as the analytical techniques. The Secretariat of the Regional Representative Council (DPRD) of West Java Province's employees were deemed to have a high level of motivation, a high level of discipline, and a high level of employee performance based on the findings of the research and debate. Employee performance is influenced by both motivation and discipline at the same time, but motivation has a somewhat stronger influence than work discipline.

**Keywords:** Motivation, Work Discipline and Employee Performance

### INTRODUCTION

The urgent need to improve the competency of human resources (HR) is one of the demands of the globalization period on the Indonesian country. Every agency activity revolves around its human resources, which are the primary factor that must be taken into account for all requirements. Because agencies cannot function effectively without personnel, human resource management is crucial to managing, coordinating, and employing employees in a way that allows them to work productively to achieve goals (Sarah Puspitasari 2017:25).

The success of an agency in attaining its goals is significantly influenced by how well it manages its people resources. Every organization strives to increase employee performance in the hopes of achieving its objectives. Humans must also satisfy their basic wants, and this desire is considered as the motivation for employment (Nora Anisa Br Sinulingga, 2016: 87).

A company's human resources (HR) must be professionally managed to strike a balance between employee needs and the requirements and capabilities of the organization. The ability of the organization to develop productively and sensibly depends on this equilibrium

(Mangkunegara 2013:2). As a result, it is important to prepare for and anticipate the challenges presented by globalization. Every human resource person must, therefore, exhibit a high level of professionalism, which entails technical and management proficiency in the core competencies of the job.

The State Civil Apparatus is one part of the apparatus whose obligations are to serve the community fairly and in accordance with Pancasila's laws and the 1945 Constitution. Employee development aims to raise the standard of human resources so that they have attitudes and behaviors that are based on commitment, honesty, responsibility, discipline, and authority so that they can deliver services in accordance with the needs of community development. cited as 2019:64 by Hasanuddin Haruna)

The Secretariat of the Regional Representative Council (DPRD), located in the Indonesian province of West Java, serves as a significant regional government administrative hub. As part of its responsibility, the DPRD Secretariat supports the legislative process, ensures transparency, and makes it easier for the regional government to function effectively. The performance of its workforce has a direct bearing on the efficacy and efficiency of these vital functions.

This study attempts to look into the complex interactions between employee performance, work ethics, and motivation within the Secretariat of the Regional Representative Council (DPRD) of West Java Province. It is crucial for maximizing the institution's operations and furthering its objective of serving the public and fostering regional development to understand how these factors combine and affect the workforce.

The two main foundations of organizational behavior and human resource management are motivation and work discipline. Workplace discipline develops a culture of responsibility, punctuality, and accountability, while motivated employees typically display higher levels of engagement, dedication, and productivity. Analyzing how these elements interact and affect employee performance is of the utmost importance for the DPRD Secretariat.

The study will investigate a number of fundamental questions, including:

What are the average levels of motivation among workers at the West Java Province's DPRD Secretariat?

How is work discipline viewed and applied within the DPRD Secretariat's organizational culture?

How much do work ethic and motivation affect how well employees perform at the DPRD Secretariat?

What practical learnings and suggestions may be drawn in order to improve staff performance at the DPRD Secretariat through increased motivation and work ethic?

This study aims to provide a thorough knowledge of the complex dynamics that influence the workforce inside the DPRD Secretariat by addressing these questions. In their efforts to promote a more productive, engaged, and accountable workforce, politicians, administrators, and HR professionals will find the findings to be an invaluable resource. The ultimate goal is to advance the ideas of excellent public service and good governance by optimizing regional government in the West Java Province.

## **LITERATURE REVIEW**

Employee performance is an important factor in an organization's success, and it has been the focus of a lot of management and organizational behavior study. For efficient governance and the provision of public services, it is crucial in the context of public administration and governmental institutions, such as the Secretariat of the Regional Representative Council (DPRD) in West Java Province, Indonesia.

## **Motivation and Employee Performance**

In the study of employee performance, motivation is a key idea. According to Robbins and Judge (2018), it describes the internal and external forces that motivate people to start, continue, and focus their efforts on reaching organizational goals. Motivated workers are more likely to be engaged, devoted, and productive in the workplace. Higher levels of motivation are positively connected with improved job performance, according to research (Pinder, 2008).

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In addition to Maslow's theory, Herzberg's Two-Factor Theory (Herzberg et al., 1959) emphasizes that motivation and job satisfaction are driven by different causes rather than just the absence of unhappiness. When present in the workplace, motivators like acknowledgement, success, and responsibility can encourage people to perform at higher levels.

## **Work Discipline and Employee Performance**

Employee performance is greatly influenced by work discipline, also known as self-control or self-discipline. Employees must be able to control their behavior, meet deadlines, and uphold a high standard of work ethics (Vohs & Baumeister, 2016). High levels of work discipline help people be reliable, consistent, and successful in completing tasks and achieving their goals.

Work discipline and the idea of self-regulation go hand in hand because people with strong self-regulation abilities are better able to withstand distractions and maintain their attention on their activities (Duckworth & Seligman, 2005). Employees with strong work ethics are more likely to uphold organizational goals, finish tasks on schedule, and meet other requirements at work (Tangney et al., 2004).

## **The Interplay between Motivation and Work Discipline**

Work discipline and motivation have a complex relationship. Because their excitement and devotion motivate them to uphold a strong work ethic, motivated employees frequently display a better level of self-discipline (Lanero et al., 2017). On the other hand, a lack of motivation may result in employees losing interest in their work and paying less attention to their obligations (Steel et al., 2018).

The significance of coordinating motivational tactics with the development of work discipline has been stressed by research in this field. Employee self-discipline is more likely to be long-lasting and less dependent on outside controls when they are intrinsically driven (Ryan & Deci, 2000). However, when used properly, extrinsic motivators like rewards and recognition can also have a good impact on job discipline (Deci et al., 1999).

An arrangement of scientific publications with a literature review can be seen as an affirmation of the limitations of scientific research. The key phrase in the abstract section contains the entirety of the digest in this part. The creation of any written works must therefore be required to include a literature review.

It is crucial for everyone to create a literature review by altering the terminology and phrase found in the literature search part in order to avoid being accused of plagiarizing from other people's work. Using direct or indirect quotes is simple.

## **RESEARCH METHODS**

### **Method Used**

Research techniques can be seen as scientific approaches to data collection with predetermined goals and applications. Humans can employ the findings from study; generally, the information gleaned from research can be used to comprehend, address, and foresee issues.

Descriptive and verification research methodologies are used in this study. The descriptive method is a research technique used to ascertain the value of independent variables, either one or more variables (independent), without drawing comparisons or associating them with other variables (Sugiyono, 2013:35). In order to be able to draw conclusions, the process involves gathering, presenting, and analyzing data that paints a clear enough picture of the subject under investigation. The descriptive analysis approach is employed in this study to ascertain the levels of employee performance at the West Java Province DPRD Secretariat, as well as their levels of motivation and work ethic.

The verification method is a research technique that seeks to ascertain the relationship between two variables, claims Sugiyono (2013:35). Using statistical calculations, this approach essentially tests a hypothesis. Based on statistical calculations, it serves the purpose of determining how motivation and work ethic affect employee performance. The verification technique was employed in this study to determine the degree to which employee performance in the West Java Province DPRD Secretariat is influenced by motivation and work ethic.

### **Variable Operationalization**

A variable is an item that is operationally, practically, or realistically articulated in the definition of the concept within the parameters of the research object or the topic being studied. The independent variable and the dependent variable are the variables employed in this study. In this study, there are two variables: the dependent variable, employee performance, and the independent factors, motivation (X1) and work discipline (X2).

A component of research that instructs us on how to quantify variables is the operationalization of variables. To measure a variable, we use an operational definition as a form of guide (Sugiyono 2013:41). The decomposition of research variables into research sub-variables, dimensions, sub-variables, indicators, and measurements is known as variable operationalization. Three factors will be examined in this study: employee performance (Y) as the dependent variable, motivation (X1) and work ethics (X2) as independent variables.

### **Population**

A population is a broadly defined group of things or persons that share specific traits that researchers have chosen to study and from which they have derived conclusions. Population in this context refers to both live things and inanimate natural items. Population also refers to all the traits and qualities of the items being examined (Sugiyono 2013:80), not just the quantity of objects or individuals being studied. There were 138 people in total, representing five different occupations, at the West Java Province DPRD Secretariat for this study.

### **Sample**

The sample is a component of the population's size and makeup. Researchers can use samples obtained from a community if it is huge and they are unable to investigate the entire population, for instance owing to a lack of resources, time, or energy. Based on the Slovin approach, the author determined that 58 samples would be used in this study.

### **Analysis Design and Hypothesis Testing**

Following the collection of data from all respondents or other data sources, data analysis is a task. Data analysis tasks include grouping data based on respondent types and variables,

tabulating data for all respondents based on variables, presenting data for each variable studied, performing calculations to address the problem formulation, and performing calculations to test proposed hypotheses.

### **Analysis Descriptive**

The discipline of statistics known as descriptive statistics examines various methods for gathering, organizing, and presenting research data. This category includes tasks like gathering data or gathering data, grouping data or grouping data, figuring out statistical values and functions, and lastly making graphs and visuals.

### **Analysis Verification**

The verification approach involves determining whether an explanation of a method that has been used in other settings to solve problems akin to those in life is true or false, with or without enhancements. Verification is the process of putting a theory to the test to see if a hypothesis can be accepted or rejected.

### **Validity Test**

A data measurer's fitness for the object of the measurement is referred to as content validity in this study (Ferdinand, 2014). To determine if a questionnaire item is valid, the following criteria are used:

1. If  $r_{count}$  is positive and  $r_{count} > r_{table}$ , then the variable is valid.
2. If  $r_{count}$  is not positive and  $r_{count} > r_{table}$ , then the variable is invalid.

Each question indication is valid if the results reflect a substantial value. The SPSS (Statistical Package for Social Sciences) application was used in this study to conduct validity testing.

### **Reliability Test**

The results of the reliability test, which was conducted using the Cronbach's alpha method, may be observed from the value of the Correlation Between Forms. When similar data are available at many points in time, study findings are reliable. A trustworthy instrument will yield the same results when used repeatedly to measure the same thing.

### **Path Analysis**

The data utilized in path analysis must at the very least be in the form of intervals. Given that the data collected from respondents is in ordinal form, the Method Successive Interval (MSI) is initially used to transform the data into interval data.

### **Hypothesis Testing**

The following is the proposed theory: the effect of motivation and discipline at work on workers' performance. When presented as a statistical hypothesis, the research hypothesis is:

- Reject  $H_0$  if  $F_{count} \geq F_{table (0,5) (n-k-1)}$  → There is the influence of Motivation and Work discipline on employee performance.
- Accept  $H_0$  if  $F_{count} < F_{table (0,5) (n-k-1)}$  → There is no the influence of Motivation and Work Discipline on Employee Performance

## FINDINGS AND DISCUSSION

### General description of the West Java Province DPRD Secretariat

The DPRD Secretariat, as the Secretariat of the Provincial Regional People's Representative Council appointed by the Governor of West Java, is a service element in essence, providing administrative services to the Council, which include secretariat, financial management, and facilitating various activities of council members. The DPRD Secretariat is led by the Secretary, technically operationally under and responsible to the DPRD leadership, and administratively responsible to the Governor through the Regional Secretary.

### Data

60 respondents from the West Java Provincial DPRD Secretariat served as the study's respondents. In the sections that follow, we'll go into more detail on the traits of the respondents who took part in the researcher's research, broken down by gender, age, greatest level of education, and length of service.

**Table 1. Characteristics of Respondents Based on Employee Gender**

No	Employee Gender	Total	
		Frequency	Percentage
1	Male	41	68.3
2	Female	19	31.7
<b>Total</b>		<b>60</b>	<b>100</b>

Source: Primary data processed in 2019

You can see the breakdown of respondents by gender in the table above: of the 60 respondents, 68.3% were men, or 41 respondents, while the remaining 31.7% were women, or 19 respondents overall.

### Employee Motivation at the West Java Province DPRD Secretariat

The table below shows the general employee motivation variables in the West Java Province DPRD Secretariat:

**Table 2. Summary of performance variables for West Java Province DPRD Secretariat employees (n = 60)**

No	Indicator	Score	Explanation
1	I want to develop my inner creativity.	199	disagree
2	I am very enthusiastic about achieving high standards at work.	196	disagree
3	I want to be the person who is always accepted by other people.	216	agree
4	I want to be well received in my work environment.	217	agree
5	I want to move forward and never fail to carry out my work.	202	disagree
6	I want to participate in each agency's activities.	212	agree
7	I continue to strive to have the best position.	204	disagree
8	I keep trying to give it all my ability to work.	189	disagree
<b>Total</b>		<b>1.630</b>	
<b>Average Score</b>		<b>203.75</b>	

Source: Recap of SPSS processing results version 25

Based on table 4.13 above, the cumulative score for the employee motivation variable reaches 1,630. With the highest total score being  $5 \times 8 \times 60 = 2,400$  and the lowest total score being  $1 \times 8 \times 60 = 480$ .

### Employee Work Discipline at the West Java Province DPRD Secretariat

In general, employee work discipline variables at the West Java Province DPRD Secretariat can be seen in the table below:

**Table 2. Summary of work discipline variables for West Java Province DPRD Secretariat employees (n=60)**

No	Indicator	Score	Explanation
1	I always come to work on time.	191	disagree
2	I always carry out the assigned work tasks carefully.	221	agree
3	I am always responsible for everything in my occupation.	202	disagree
4	I always carry out tasks according to applicable regulations.	190	disagree
5	I am very capable of collaborating well with leaders and other co-workers.	209	agree
<b>Total</b>		<b>1.013</b>	
<b>Average Score</b>		<b>202.6</b>	

Source: Recap of SPSS processing results version 25

The employee motivation variable has a cumulative score of 1.013 based on table 4.19 above. With  $1 \times 8 \times 60$  being the lowest total score and  $5 \times 5 \times 60$  being the best total score.

## CONCLUSION AND RECOMMENDATIONS

### Conclusion

The following conclusions can be taken from research that was conducted to ascertain the impact of work motivation and discipline on employee performance at the DPRD Secretariat of West Java Province:

1. Employee motivation at the West Java Provincial DPRD Secretariat is moderate, which means that their needs for achievement, affiliation, and power have not been met by their current working conditions. However, there are several factors that must be taken into account, including the lack of recognition for work results, the inability to overcome challenges, and the presence of other people, which is less necessary.
2. The work discipline among employees at the West Java Provincial DPRD Secretariat is moderate, which indicates that it is not at its best. The most crucial factor in increasing performance is work discipline; however, there are some things that employees need to be aware of in order to improve work discipline, including frequent tardiness in attendance, a lack of adherence to workplace rules, and a lack of accountability for tasks.
3. Employees at the West Java Provincial DPRD Secretariat perform at a moderate level, but there are a number of issues that the leadership needs to pay attention to, including employee lack of discipline, which can negatively impact employees' performance, lack of creativity, monotonous creativity, invisible innovation, lack of creativity, and thoroughness in carrying out work to demonstrate quantity and quality of work.

4. The performance of personnel in the West Java Provincial DPRD Secretariat is simultaneously influenced positively by motivation and work discipline. But motivation has a stronger impact on performance than work ethics. Additionally, the following factors also have an impact on how well employees perform at work:
5. Employee motivation affects performance, so the more motivated an employee is, the better their performance will be.
6. Workplace discipline affects employee performance, hence the more disciplined a person is, the better their performance.

### **Recommendations**

Based on the results of the research and observations that have been carried out, the author would like to propose several suggestions that can be taken into consideration by the West Java Province DPRD Secretariat to increase work motivation and discipline. These suggestions include:

1. Improving employee motivation can be done by increasing understanding of the applicable value system and being responsive in responding to all information received, so it would be best for the West Java Provincial DPRD Secretariat to increase employee motivation both through providing several awards and adequate facilities, so that in the future it will encourage the achievement of good employee performance. tall.
2. Work discipline at the West Java Provincial DPRD Secretariat further increases attendance and compliance with work regulations in order to create an environment that is conducive to improving performance.
3. The performance of West Java Provincial DPRD Secretariat employees must be improved, especially regarding discipline and increased creativity and innovation in creating competitive and comparative advantages in completing tasks; cooperation with fellow colleagues to complete work must be further improved; and the frequency of regular maintenance of work equipment must be increased.
4. Priorities that the West Java Province DPRD Secretariat must pay attention to are optimizing work discipline to create high performance.

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