


## The Effect Of Motivation On Employee Performance Through Work Discipline At The Babelan District Office, Bekasi Regency

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Article Info	ABSTRACT
<p><b>Keywords:</b> Work Motivation, Work Dicipline, Employee Performance</p>	<p>This research aims to analyze the influence of motivation on employee performance through work discipline at the Babelan District Office, Bekasi Regency. Employee performance is a crucial factor in the effectiveness of public services, which can be influenced by various factors, including work motivation and work discipline. This research uses a quantitative method with a survey approach, where data is collected through questionnaires distributed to employees at the Babelan District Office. The research results show that work motivation has a positive and significant effect on employee performance. Apart from that, work discipline also acts as a mediating variable that strengthens the relationship between motivation and employee performance. With high work discipline, the impact of motivation on improving performance becomes more optimal. Therefore, improving work discipline and a fair and transparent reward system are very necessary to increase employee productivity.has a positive but not significant effect on tax aggressiveness.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Fairly Maulana Andhito Putra Fakultas Ekonomi dan Bisnis, Universitas Bhayangkara Jakarta Raya, Indonesia <a href="mailto:fairlymaulanaandhitoputra@gmail.com">fairlymaulanaandhitoputra@gmail.com</a></p>

### INTRODUCTION

Human Resource Management (HR) is one of the branches of management that includes various aspects such as planning, organizing, implementing, and controlling. This process is applied in various organizational functions, including production, marketing, finance, and staffing. Given the importance of the role of HR in achieving company goals, One of the main aspects of management work related to human resources is the aspect related to employee performance and the management part that manages this is better known as performance management. In general, employee performance refers to the results (achievements or appearance) of work achieved by people or groups of people in an organization.

Performance is very important for an organization because it will determine the effectiveness of the organization, performance is also important because it reflects the measure of success in managers in managing the organization and its human resources. The goals of the organization will be achieved through the good performance of its employees. On the other hand, the organization will face obstacles in achieving its goals if the performance of employees is not effective, in the sense that it cannot meet the job demands desired by the organization.

According to (Juniarti & Putri, 2021), organizational leaders, employee performance is very important because it is a benchmark for their success in managing the work unit they lead. So, performance is a central factor for management work in managing an organization. Therefore, it is important for management to recognize and understand various aspects related to employee performance as well as the resulting factors. The Basic Concept of Employee Performance is a framework for understanding and assessing individual performance in the context of an organization. This involves assessing the contribution and achievement of employees in achieving organizational goals as well as their ability to carry out the duties and responsibilities that have been set (Sinambela, 2010).

This study is based on the results of previous research Alfian, (2019) which stated that motivation has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance (Muna & Isnawati, 2022). Work ability work motivation has a positive and significant effect on employee performance (Dewi et al., 2023).

Individuals who have high work motivation will be better prepared to carry out their tasks, resulting in much better performance than less motivated individuals. If individuals who have this motivation occupy a position as a leader, then the work motivation will affect the morale of their subordinates or their team, which in turn makes the group more responsive to work and results in optimal team performance. When most or all of the teams in an organization perform well, it will improve the overall performance of the organization (Saputra, 2021).

Performance improvement is in line with work motivation which plays a very important role in various aspects of organizational life. When a person is motivated, he will be motivated to do everything in order to achieve a certain set of goals. Sekhar et al., (2013) strategically stated that individual work motivation not only has a direct effect on the performance and readiness of individuals and groups, but also has an indirect impact on the overall performance of the organization.

To realize the achievement of optimal results in an agency, work discipline plays a crucial role so that in every regulation in any company regarding discipline there must always be one. This is due to the importance of the influence of discipline in achieving the standards of an agency. Through discipline, an employee not only respects himself, but also respects others. For example, if employees do their duties without any supervision from the leadership (Maskur, 2024).

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase a person's awareness and willingness to obey all applicable company regulations and social norms (Pangastuti, 2021).

Employee indiscipline, such as late entry, early departure, and lack of responsibility for work, are factors that affect performance at the sub-district office. To overcome this, it is necessary to implement a transparent digital attendance system and regular evaluation to ensure compliance with working hours. In addition, for employees who violate the rules, gradual sanctions must be implemented so that discipline and responsibility can be improved.

On the other hand, internal factors also play an important role in the sustainability of employee performance, especially related to the suitability of tasks with their competencies. Therefore, the placement of employees must be based on their educational background, expertise, and work experience so that they can work more effectively and professionally. With the implementation of the right standards, it is hoped that work discipline will increase, delays will be reduced, and productivity and service quality at the sub-district office can be more optimal (Wau, 2021).

## METHOD

### Literature Review

#### Employee Performance

According to (Robbins & Judge, 2008) employee performance, it is the result of work achieved in the form of quality and quantity as part of the implementation of the tasks and responsibilities given. Performance is defined as the effort made by an organization to achieve the goals that have been set. Based on the opinions of experts who have been presented, employee performance can be understood as an action that reflects the employee's work process in completing his or her duties, which is then evaluated based on its suitability with the goals, objectives, and vision and mission of the organization or government (Supriyadi et al., 2020).

Employee performance can be interpreted as a means of communication that takes place continuously between leaders and employees. This communication aims to create a clear understanding of the tasks that must be done, so that a sense of mutual understanding is created in the work environment. Based on the opinions of experts, employee performance is closely related to communication between leaders and subordinates, where effective communication can foster a sense of mutual need and increase productivity. One of the factors that plays a role in improving employee performance is the direction from the leader who is able to provide guidance and motivation, so that employees can work more optimally (Bacal, 2012).

#### Motivation

Motivation is the driving force that drives a person to do an action or activity. This concept is derived from the Latin word 'movere', which means drive or driving force. Motivation is formed from the attitude of employees in dealing with work situations and aiming to achieve company goals. Factors that influence motivation can come from the individual themselves or the organization they work for. In the context of the sub-district, the factors of Work Motivation, Work Discipline, and Employee Performance, have the potential to have a significant impact on employee performance. Employee performance can be affected by various aspects, including the employee's proactive and positive mental attitude towards the work situation, which in turn can strengthen their work motivation to achieve maximum performance. (Yusuff, 2019).

Work motivation is a condition that has an influence on evoking, directing and maintaining behaviors related to the work environment. The motivation factor is formed from the attitude of employees in dealing with work situations (Muflihin, 2024). Work motivation

is the driving force behind every organization's efforts to increase productivity, whether it is for the government or for the general public. It is the result of the desire to achieve common goals and to carry out tasks in a methodical and organized way (Maulia, 2024).

### Work Discipline

Work discipline is an attitude, behavior, and act that is in accordance with the company's regulations, both written and unwritten. Discipline is the most important operative function of MSDM because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him. This encourages work passion, work spirit, and the realization of the goals of the company, employees, and the community. Therefore, every manager always tries to make his subordinates have good discipline (Prayogi et al., 2019).

Discipline shows a condition or attitude of respect that exists in employees towards company regulations and stipulations. Thus, if the rules or regulations in the company are ignored, or often violated, the employee has poor discipline (Dharmanto et al., 2024). Work discipline is the awareness and willingness of employees to obey all organization/company regulations and applicable social norms. Thus, work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior according to the set rules of the game (Diyah Juniarti, 2024).

### Research Methods

In this study, the author uses a quantitative research method. The population in this research conducted at the Babelan District Office, North Bekasi is 50 people. Primary data were collected from sources through questionnaires or interviews. Furthermore, the data that has been processed by others, such as those found in research books and journals, is called secondary data. The data analysis methods in this study include descriptive statistical analysis, data quality test, classical assumption test, multiple linear regression analysis, and hypothesis test. The data was processed using the SPSS 26 program.

### Conceptual Framework

The framework in this study is presented as follows:

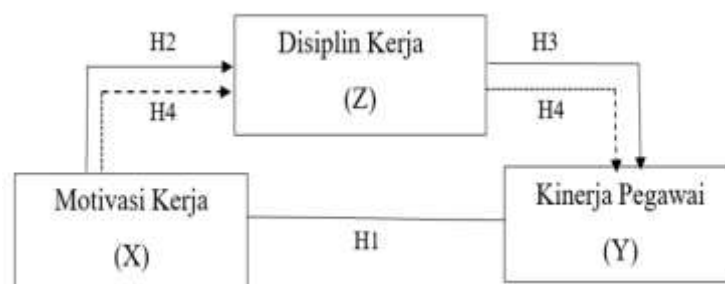


Figure 1. Conceptual Framework

## RESULTS AND DISCUSSION

Based on the literature review and relevant previous research, this study will discuss the results and discussion as follows.

### **The Influence of Motivation on Employee Performance**

Based on the calculation results, H1 was accepted because the results showed that work motivation had an effect on employee performance, in particular, work motivation was associated with an increase in employee performance at the Babelan District Office, Bekasi Regency. Having high personal responsibility for their work in the office is the main factor that makes motivation affect employee performance. If employees have a sense of responsibility for their work, they will be motivated and have an internal drive to achieve the agency's goals, so that the most influential work motivation is the Responsibility indicator and the most influential employee performance is the work speed indicator. This is in line with previous research Alfian, (2019) which found that work motivation has an effect on employee performance. In addition, research. found that work motivation gets a positive and significant correlation with employee performance (Norhadiana, 2020).

Based on the results of the validity test which states that the  $r$  value is calculated on the work performance indicator in the 8th statement item, namely that my boss gives constructive feedback on my work, it shows that the boss gives constructive or constructive feedback on the work that has been done. Constructive feedback means that the boss not only assesses the work results, but also provides clear, objective, and useful input so that employees can improve their performance. This feedback usually includes appreciation for aspects that have been done well and suggestions for improvement in areas that still need improvement. Thus, employees can understand their strengths and weaknesses, so that they can develop professionally. While the  $r$  value is calculated on the indicator of recognition of performance with the 1st statement item, namely I feel motivated when I get recognition for my work, it shows that a person feels encouraged to work better when they get recognition for their work. This recognition can be in the form of praise, appreciation, or appreciation from a boss, coworker, or organization. When a person's efforts and achievements are appreciated, this can increase confidence, job satisfaction, and the spirit to continue to grow. In the work environment, giving recognition to employee performance is one of the important factors in increasing motivation.

### **The Effect of Motivation on Work Discipline**

Based on the results of the calculation, H2 was accepted because the results showed that work motivation had an effect on work discipline in this case, work motivation was associated with employee work discipline at the Babelan District Office, Bekasi Regency. With employees who have high personal responsibility for their work, other employees are also able to be disciplined in doing the tasks given by their superiors, so that they are able to achieve the same work goals. The most influential of work motivation is the responsibility indicator and the most influential work discipline is internal discipline. This is in line with previous research which stated that work motivation has a significant effect on work discipline (Hustia, 2020).

Based on the results of the validity test which states that the  $r$  value is calculated on the labor attendance indicator in the 5th statement item, namely a conducive work environment supports my discipline, it shows that a conducive work environment plays an important role in supporting a person's discipline at work. When the work atmosphere is comfortable,

orderly, and supported by a clear system, employees tend to be more likely to comply with the rules and carry out their duties responsibly. Factors such as good communication, firm but fair leadership, and a positive work culture can improve employee discipline. While the  $r$  value is calculated on the indicator of work delay with the 3rd statement item, namely I am able to manage time well to complete work on time, it shows that a person has good time management skills in completing their work on time. The ability to manage time well includes effective planning, task prioritization, and efficient use of time to avoid procrastination. With good time management, a person can complete their work in a more organized and productive manner without feeling rushed or overwhelmed. It also helps in reducing stress due to accumulated workloads and improving the quality of work output.

### **The Effect of Work Discipline on Employee Performance**

Based on the calculation results, H3 was accepted because the results showed that there was an influence between discipline and employee performance, this result showed that work discipline contributed to improving employee performance at the Babelan District Office, Bekasi Regency. This also shows that discipline greatly affects employee performance, the delay in employee work makes employees undisciplined, which hampers the work performance of employees in the office. So that the most influential work discipline is the indicator of work tardiness and the most influential employee performance is the cooperation indicator. The results of this study are in line with the findings of the study which states that competence has a significant effect on employee performance (Razak et al., 2018).

Based on the results of the validity test which states that the  $r$  value is calculated on the innovation indicator in the 1st statement item, namely I feel that innovation in my work in the sub-district office is very important to improve service efficiency, it emphasizes the importance of innovation in work in the sub-district office to improve service efficiency. Innovations in this context can be in the form of the application of digital technology, simplification of administrative procedures, or the development of more effective working methods. With innovation, the service process can become faster, more accurate, and more transparent, so that the community gets better services. In addition, innovation also helps reduce the workload of employees by automating repetitive tasks, so they can focus more on work that requires analysis and decision-making. While the  $r$  value is calculated on the work speed indicator with the 4th statement item, namely I feel able to complete my tasks within the specified time, it shows that a person has the ability to organize and complete their work according to the set time limit. This ability reflects good time management skills, including effective work planning, task prioritization, and discipline in carrying out responsibilities. By completing tasks on time, a person can maintain productivity, reduce stress due to accumulated work, and provide more optimal work results.

### **The Effect of Work Motivation on Employee Performance Through Work Discipline**

Because the value of direct influence is smaller than the value of total influence, Motivation can be a mediator in the relationship between work motivation and employee performance. So it is interpreted that work motivation affects employee performance with work discipline as a mediating variable. This indicates that H4 is accepted. It can be said that work motivation encourages employees to improve work discipline, which will later motivate

them to be more disciplined at work. Thus, work discipline strengthens the impact of work motivation on employee performance.

## CONCLUSION

Based on the results of data analysis and previous discussions, a conclusion can be drawn that it is proven: There is an Effect of Work Motivation on Employee Performance at the Babelan District Office, Bekasi. There is an Effect of Work Motivation on Work Discipline at the Babelan District Office, Bekasi. There is an Effect of Work Discipline on Employee Performance at the Babelan District Office, Bekasi. There is an Effect of Work Motivation on Employee Performance through Work Discipline as a mediation variable at the Babelan District Office, Bekasi.

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