

# IMPROVING THE PERFORMANCE EMPLOYEES OF BOGOR REGENCY REGIONAL DEVICE ORGANIZATION THROUGH IMPROVEMENT EMPLOYEE DISCIPLINE, WORK CLIMATE, AND WORK MOTIVATION

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## Abstract

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The purpose of this study is to examine the influence of improving employee discipline, work climate and work motivation on improving the performance of employees of regional device organizations in Bogor Regency. The research population is the executor in the Human Resources Staffing and Development Agency and the Bogor Regency Regional Secretariat as many as 290 people with a sample size of 169 people calculated using the Slovin formula with an error rate of 5%. Data collection for each variable studied using questionnaires with a rating scale. Data analysis techniques use descriptive statistical analysis techniques and inferential statistical analysis techniques. The data analysis in this study used the Partial Least Square Structural Equation Modelling (PLS SEM) method. The results showed: (a) Employee discipline variables have a positive and significant influence on motivational variables. (b) Employee discipline variables have a positive and significant influence on performance variables. (c) Work climate variables have a positive and significant influence on motivational variables. (d) Work climate variables have a positive and insignificant influence on performance variables. (e) Motivational variables have a positive and significant influence on performance variables. (f) The magnitude of the coefficient of parameters for discipline variables on performance through motivation is 0.054 which means there is a positive indirect influence of discipline on performance through motivation. Or it can be interpreted that the higher the value of discipline, the performance through motivation will increase as well. (g) The magnitude of the coefficient of parameters for the working climate variable on performance through motivation is 0.278 which means there is a positive indirect influence of discipline on performance through motivation. Or it can be interpreted that the higher the value of the work climate, the performance through motivation will increase as well.

**Keywords:** employee discipline; human resource management; performance; work climate; work motivation.

## I. INTRODUCTION

Global competition demands an improvement in the performance of Civil Servants (Pegawai Negeri Sipil - PNS). Civil servants are required to work more professionally, morally, cleanly and ethically in supporting the implementation of bureaucratic reform and supporting the smooth running of government tasks and development. For this reason, every government agency is required to be able to define its vision, mission and role as a public institution in order to be able to provide the best service for the community. In order to improve the quality of the government apparatus, the performance of human resources must always be improved in order to achieve the desired goals. Civil Servants also still seem far from being "servant of the community" in providing public services that are their duty. As an illustration, based on research on local government officials/bureaucracies, the ability of public services carried out only reached 43.98 percent. However, for bureaucratic tasks that reflect the power or authority of the government (ie regulation and supervision), such as granting permits, implementing regulations, and supervising

community activities, at least 75 percent [1]. Research related to employee performance will be carried out at Regional Apparatus Organizations in Bogor Regency which in this case will be limited to the Personnel and Human Resources Development Agency (Badan Kepegawaian dan Pengembangan Sumber Daya Manusia - BKPSDM) and Regional Secretariat (Sekretaris Daerah - SETDA) Bogor Regency. The BKPSDM and the Regional Secretariat are two supporting regional apparatus within the Bogor Regency Government which function to assist the Regent in carrying out the functions of supporting government affairs, in particular supporting the fields of staffing and administrative services as well as education and training [2]. The Agency for Personnel and Human Resources Development and the Regional Secretariat are always strongly committed to implementing the management of apparatus resources so that superior state civil apparatus resources are always available. The implementation of bureaucratic reform, especially in the area of changes in the arrangement of the Human Resources management system, will greatly support the development of good local governance [3]. The development of ASN to have qualifications, competence, performance and discipline, is

expected to be able to realize human resources that have higher competitiveness and are increasingly able to carry out the achievement of Regional Government goals and programs. (BKPP Strategic Plan, 2018-2023) [3].

There are several problems that appear from the observations of researchers including the lack of discipline of BKPSDM employees and the Regional Secretariat and there are still employees who arrive late and are lazy to enter the office and even if they come quickly go home where after break time they do not immediately return to the office and also sanctions that should be given employees are not carried out properly according to the disciplinary rules for civil servants, both in the form of verbal and written warnings [2]. In addition to discipline factors, work climate factors can also affect employees' work attitudes and determine employee performance, which includes working temperature, humidity, air movement speed and radiation temperature in a workplace. Uncomfortable working weather, not in accordance with the specified conditions can reduce work capacity resulting in decreased work efficiency and productivity. A pleasant work climate makes employees' attitudes positive and gives encouragement to work, and vice versa if the work climate situation is not pleasant for employees tend to leave the job as a result can reduce employee performance [3].

From the observations, it can be concluded that on average the employees of the BKPSDM and the Regional Secretariat of Bogor Regency precede the office hours before leaving at 15.30. The high absenteeism of employees is also carried out on the grounds of permission to leave and permission without explanation. In addition, BKPSDM employees and the Regional Secretariat also have slackness in their work, this shows that there are problems that need serious attention from organizational leaders in an effort to improve employee performance, namely the employee motivation factor. In this case the work motivation of employees at BKPSDM and the Regional Secretariat of Bogor Regency is considered not optimal, it is proven that there are employees who are placed in parts whose work is monotonous, and less varied and employees are only provided with modest education and training according to their field of work. The reason is that employees can be sure to feel bored at work and tired from doing the same work every day. The phenomenon of work climate factors, motivation and employee discipline, is believed to affect the performance of employees at the BKPSDM and the Regional Secretariat of Bogor Regency. Therefore, employee performance can be measured through these three employee performance factors. Performance measurement is an important management tool at all levels of the economy, as it can help evaluate plans, revenue policies, and so on.

Organizational performance cannot be separated from the performance of employees in carrying out their duties and work. Thus, the progress or failure of an organization is largely determined by the role and quality of its employees. Performance must be built within the organization and must be measured, assessed, and continuously improved (Tukiran [4]) performance measurement can be done through several indicators as follows:

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

Employee discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is an attitude, behavior and actions that are in accordance with the regulations of the organization, both written and unwritten [5]. According to Singodimejo [6] discipline indicators are as follows:

- 1) Obey the rules of time.
- 2) Obey company rules.
- 3) Obey the rules of behavior at work.
- 4) Obey other regulations in the company.

According to Agustini [7] the indicators of work discipline are:

- 1) Attendance Rate
- 2) How to work
- 3) Obedience to superiors
- 4) Work awareness
- 5) Responsibility

Discipline must be enforced in an organization. That is, without the support of good employee discipline, it is difficult for the organization to realize its goals. So, discipline is the key to the success of an organization in achieving its goals [8]. Mangkunegara [9] describes work discipline as the implementation of management to reinforce organizational guidelines. It is different with Sastrohadiwiryono [10] which states that work discipline is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and being able to carry out them and not evading receiving sanctions if he violates the rules. the duties and powers assigned to him. Work climate is a characteristic that distinguishes an organization from other organizations, affects the individuals in it, and relatively lasts for a certain period of time [11]. Work climate as a result of the behavior of members of the organization. Organizational climate is a relative quality of the internal environment of the organization that is maintained and distinguishes the organization from other organizations, including: the results of the behavior and policies of members of the organization with other organizations, something that is felt and accepted by members of other organizations, used as a basis for interpreting something and act as a source of pressure for actual activities [12].

In practice, it is important to create an appropriate work climate and provide effective resources so as to keep the organization away from negative things and can stimulate employee performance to continue working. Work resources related to things such as: hard work and teamwork are very helpful in achieving company goals and ideals. As stated by Milton [13] the work climate is based on the quality of the organization's internal environment that lasts a long time, is influenced by its members, and affects the behavior of its members so that it can be described in an attribute that distinguishes one organization from another. A similar statement was put forward by Keith and Davis [14] which stated that the work climate concerns the environment that exists or is faced by individuals who are in an organization that affects someone who does a task or a job. With these factors, it is expected to be able to create a good work climate that can shape employee attitudes within the company and create responsibility for all aspects in the company. The definition of work climate implies several factors that influence the formation of a work climate. From the factors that form the work climate, several indicators of the work climate appear that support the understanding of the work climate.

According to Mathis and Jackson [15] motivation is a desire in a person that causes that person to act. People act usually for a reason to achieve a goal. According to Suchyadi [16], motivation is an impulse that grows within a person. Both those who come from within and from outside themselves to do a job with high enthusiasm using all the abilities and skills they have in order to achieve organizational goals. According to Henny [17] motivation is one of the factors that will determine the performance of an employee. If someone is motivated at work, he will try to do his best to realize and complete what is his duty and work. As a reference in the framework of thinking, the analysis model in this study can be described as figure 1.

can also affect Y. And variable Z affects Y. In addition, variable X1 affects Y through Z and X2 affects Y through Z.

## II. RESEARCH METHODS

This research is a survey research with path analysis [18], which explains the existence of variables that influence each other through a quantitative approach to prove the hypothesis of the effect of discipline on motivation, the effect of work climate on motivation, the effect of discipline on employee performance, the effect of work climate on performance. employees and the influence of work discipline and work climate on employee performance through work motivation. The research was conducted at the BKPSDM office and the Bogor Regency Regional Secretariat on Jalan Bersih Tengah Cibinong Village in 2021. This research was conducted by means of interviews and surveys to BKPSDM employees and the Bogor Regency Regional Secretariat with implementing status. The unit of analysis in this study is Improving the Performance of Regional Apparatus Organizations in Bogor Regency through Improvement of Employee Discipline, Work Climate, and Work Motivation.

This research questionnaire was created using the Google Form tool and distributed online. Researchers used the Google Form tool in this study because of the COVID-19 pandemic factor which resulted in employees working from home so that researchers could not collect data directly. The variables used in this study are Discipline, Work Climate, Motivation and Employee Performance. Some indicators of research variables are not used in hypothesis testing, so that in presenting the analysis of descriptive variables, they will not be included. Descriptive statistics are intended to analyze data based on the results obtained from respondents' answers to each variable measuring indicator [19].

## III. RESULTS AND DISCUSSION

### Discipline has a positive effect on work motivation

From the examination of research results, there is a positive influence between discipline on work motivation at BKPSDM and the Regional Secretariat of Bogor Regency. This is in accordance with the results of path coefficients with the original sample value of 0.144 which shows a positive number with a t-count value of 3.530 greater than the t-table value of 1.96 and a p-value of 0.00 less than 0.05 so that it can be said that the variable discipline has a positive effect on work motivation variables. These results can be interpreted that the better the discipline, the employee's work motivation will increase and vice versa if the discipline is bad, the work motivation will be low.

The discipline construct on motivation has a t-statistic value of 3,530 which is greater than 1.96, the original sample value is 0.144, which means it is positive and the p-values are 0.000, less than 0.05. Therefore, the first hypothesis which states that there is a positive effect of employee discipline on work motivation is accepted.

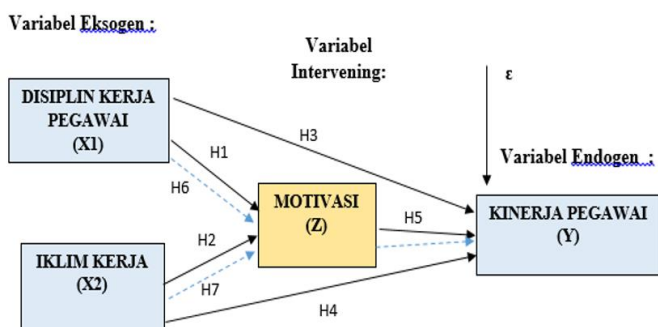


Figure 1, The Analysis Research Model

The figure explains that there is a relationship between the variables that underlie the framework of this research including two exogenous or independent variables, namely Work Discipline (X1) and Work Climate (X2), one mediating variable, namely Motivation (Z), and one endogenous variable, namely Employee Performance. (Y). This relationship explains that the variable X1 can affect Z and X2 can also affect Z. Variable X1 can affect Y and X2

### **Work climate has a positive effect on motivation**

The exogenous construct of work climate has a positive influence on work motivation. The work climate construct on motivation has a t-statistic value of 28,182 which is greater than 1.96, the original sample value is 0.748 which means it is positive and the p-values are 0.000 less than 0.05. Therefore, the second hypothesis which states that there is a positive effect of work climate on work motivation is accepted. From the indicators that have been tested on implementers at the BKPSDM and the Bogor Regency Secretariat, it shows that a good relationship with colleagues affects motivation. A conducive and adequate work climate will greatly affect employee motivation in terms of improving their performance. Availability of adequate office facilities, smooth internet network, and clean, bright and far from noise make the working atmosphere of employees comfortable so that employees can improve their performance optimally.

### **Discipline has a positive effect on employee performance**

From the examination of research results, there is a positive influence between discipline on the performance of employees at the BKPSDM and the Regional Secretariat of Bogor Regency. This is in accordance with the results of path coefficients with the original sample value of 0.624 which shows a positive number with a t-count value of 11.88 greater than the t-table value of 1.96 and a p-value of 0.00 less than 0.05 so that it can be said that the discipline variable has a positive and significant effect on the performance variable. When the work discipline level of an organization is high, it is expected that employees will work better, so that organizational productivity increases. In addition, good work discipline will increase work efficiency as much as possible, not spending a lot of time for the organization to just make improvements in the discipline aspect and time can be used to achieve organizational goals.

### **Work climate has a positive effect on employee performance**

From the examination of research results, there is a positive influence between work climate on employee performance at BKPSDM and the Regional Secretariat of Bogor Regency. The work climate construct on performance has a t-statistic value of 2.104 greater than 1.96, the original sample value is 0.121 which means it is positive and the p-values is 0.036 less than 0.05 so that there is a positive effect of work climate on performance. Therefore, the fourth hypothesis which states that there is a positive effect of work climate on performance is accepted. Based on the calculations, the results showed that there was a positive effect of work climate on employee performance. The more conducive the work climate, the higher the level of performance, on the contrary, the less conducive the work climate, the lower the level of performance. This is proven in research at the BKPSDM and the Regional Secretariat of Bogor Regency. This is because as a public servant, Civil Servants must continue to work and serve as well as possible regardless of the conditions encountered in the work environment. However, if supported by a conducive work climate, employee performance will increase and can

immediately achieve organizational goals. Therefore, the work climate affects the performance of employees at the BKPSDM and the Regional Secretariat of Bogor Regency.

### **Motivation has a positive effect on employee performance**

From the examination of research results, there is a positive influence between motivation on employee performance at the BKPSDM and the Regional Secretariat of Bogor Regency. This is in accordance with the results of path coefficients with the original sample value of 0.371 which shows a positive number with a t-count value of 4.356 greater than the t-table value of 1.96 and a p-value of 0.00 less than 0.05 so that it can be said that the variable motivation has a positive and significant effect on employee performance variables. These results can be interpreted that the better the motivation obtained by the employee, the employee's performance will increase and vice versa if the motivation is lacking, the employee's performance will be low. Therefore, the fifth hypothesis which states that discipline has a positive effect on performance is accepted. Work motivation is very influential on the performance of employees at BKPSDM and Bogor Regency Secretariat. In performance, so that someone can work more optimally and well, good work motivation is needed as well. Good work motivation causes employees to work more enthusiastically and maximally. The existence of superior attention to subordinates can also motivate employees to work. The closer and more often superiors pay attention and approach subordinates, the morale of employees increases so that employee performance also increases.

### **There is an influence of work discipline on performance through motivation**

From the examination of research results, there is a positive influence between work discipline on employee performance through motivation at the BKPSDM and the Regional Secretariat of Bogor Regency. This is in accordance with the results of path coefficients with an original sample value of 0.054 which indicates a positive number with a t-count value of 2.326 greater than the t-table value of 1.96 and a p-value of 0.02 less than 0.05 so that it can be said that the variable discipline has a positive and significant effect on employee performance variables through motivation. From the test, it appears that when the influence of the mediator is included in the model, it can be seen that there is a significant negative effect of discipline on performance. This is similar to the first step when the influence of the mediator is not included in the model. With the loss of the direct influence of discipline on performance it can be said that motivation has a partial mediation effect. Therefore, the sixth hypothesis which states that discipline has a positive influence on performance through motivation is accepted.

### **There is an influence of work climate on performance through motivation**

From the examination of research results, there is a positive influence between work climate on employee performance through motivation at the BKPSDM and the

Regional Secretariat of Bogor Regency. This is in accordance with the results of path coefficients with the original sample value of 0.278 which shows a positive number with a t-count value of 4.535 greater than the t-table value of 1.96 and a p-value of 0.00 less than 0.05 so that it can be said that the variable work climate has a positive and significant effect on employee performance variables through motivation. From testing the effect of work climate on performance by including a mediator in the model, it can be seen that there is a positive influence of work climate on performance. This is different from the first step when the influence of the mediator is not included in the model. With the loss of the direct influence of work climate on performance, it can be said that motivation has a full mediation effect..

#### IV. CONCLUSION

The employee discipline variable has a positive and significant effect on the motivation variable. The employee discipline variable has a positive and significant effect on the performance variable. The work climate variable has a positive and significant effect on the motivation variable. The work climate variable has a positive and insignificant effect on the performance variable. The motivation variable has a positive and significant effect on the performance variable. The magnitude of the parameter coefficient for the discipline variable on performance through motivation is 0.054, which means that there is a positive indirect effect of discipline on performance through motivation. The magnitude of the parameter coefficient for the work climate variable on performance through motivation is 0.278, which means that there is a positive indirect effect of discipline on performance through motivation. Based on calculations using bootstrap or resampling, where the results of the discipline estimation coefficient test on performance through bootstrap motivation is 0.277 with a t-value of 4.535 and a standard deviation of 0.061. Then the p value is 0.000 < 0.05 so H7 is accepted or which means that the indirect effect of work climate on performance through motivation is statistically significant or significant. This is different from the first step when the influence of the mediator is not included in the model with the result that the work climate has no effect on performance. With the loss of the direct influence of work climate on performance, it can be said that motivation has a full mediation effect.

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