PERFORMANCE OF NON-CIVIL SERVANT GOVERNMENT EMPLOYEES (PPNPN) BASED ON WORK DISCIPLINE AND WORK MOTIVATION

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Abstract

This study aims to analyze the influence of work discipline and work motivation on the performance of Non-Civil Servant Government Employees (PPNPN). The research methods used were quantitative descriptive and verifiable with a saturated sample of 76 respondents. Data analysis uses multiple regression, multiple correlation, coefficient of determination, and F test and t test. The results of the study show that partially and simultaneously work discipline and work motivation have a positive and significant influence on employee performance. Therefore, it is necessary to supervise work discipline more intensively and provide more work motivation, so that employee performance increases.

Keywords: Work Discipline, Work Motivation, Employee Performance

INTRODUCTION

Human Resource Management (HRM) plays a strategic role in achieving institutional goals. Institutions require competent, reliable, and high-quality human resources (HR) because HR is the key factor in managing and mobilizing other resources. Amidst the era of global competition and dynamic change, institutions need to continuously adapt and innovate to remain relevant and grow.

The success of an institution is greatly influenced by employee performance, which encompasses aspects such as quantity, quality, work time, and teamwork. One of the critical factors influencing employee performance is work discipline. Work discipline reflects the employees' willingness to comply with the rules and norms applicable in the institution. Disciplined employees are expected to improve productivity and work quality. Additionally, work motivation also plays a

significant role in encouraging employees to work optimally, thereby supporting the achievement of organizational goals.

The Ciawi Agricultural Leadership and Management Training Center (BBPMKP), as a government agency specializing in agricultural management training, manages 88 employees, most of whom are Non-Civil Servant Government Employees (PPNPN). Despite its vision of producing modern agricultural HR, employee performance at BBPMKP Ciawi in 2023 remained relatively low, with an average performance evaluation score of 73.85%, categorized as "Fair." Several issues identified include employee tardiness, lack of teamwork, and low work motivation.

Employee tardiness is one of the indicators of low work discipline, with an average delay of 6.6 minutes per person per month in 2023. This indicates a lack of discipline that can potentially disrupt services. Furthermore, a pre-survey questionnaire on work motivation revealed

that approximately 54% of employees have low motivation, primarily due to a lack of recognition and harmonious social relationships among employees.

Based on these issues, this study aims to analyze the influence of work discipline and work motivation on the performance of PPNPN employees at BBPMKP Ciawi. It is hoped that this research can provide recommendations to improve employee performance and support the achievement of institutional goals.

RESEARCH METHODS
RESEARCH DESIGN

This study uses a descriptive quantitative approach to determine the significant relationship between the variables under investigation. The results of this method will provide a better understanding of the research subjects. The focus of this research is work discipline, work motivation, and the performance of Non-Civil Servant Government Employees (PPNPN) at the Ciawi Agricultural Leadership and Management Training Center (BBPMKP).

Based on the principles of positivism, the quantitative method is a scientific research method that adheres to concrete or empirical, objective, measurable, rational, and systematic scientific principles. Furthermore, it tests and validates hypotheses to explain the relationship between the two variables. This is done to examine hypotheses derived from descriptive research using statistical calculations and to determine whether the hypotheses are accepted based on the research findings (Sugiyono, 2014).

POPULATION AND SAMPLE

The population in this study consists of 76 Non-Civil Servant Government Employees (PPNPN) at the Ciawi

Agricultural Leadership and Management Training Center (BBPMKP). The sampling method used in this study is non-probability sampling, which is a technique where not all elements or members of the population have an equal chance of being selected as samples (Sugiyono, 2017).

To determine the number of samples to be collected, the researcher used the saturated sampling technique. According to Sugiyono (2017), saturated sampling is a technique in which all members of the population are used as the sample in the study. Based on the use of the saturated sampling technique, the sample size in this study is 76 individuals.

INSTRUMENT TESTING METHOD

Validity and reliability tests of the research instrument are necessary before conducting the study using preliminary data from survey questionnaires. These tests determine whether the survey questionnaire is suitable for use as initial data. The validity test ensures that all statements in the questionnaire are accurate and legitimate. If the validity testing requirements with r-table (r-table < r-count) are met, Pearson scores can be used to determine the validity of the survey. Since there are no values below the r-table threshold, the results of the validity test for the questionnaire in this study are considered valid.

The reliability test is used to determine whether the data employed in the study is consistently reliable and valid for the variable indicators or constructs. The alpha coefficient value is compared to confirm the test results. The study findings indicate that the total variable value exceeds 0.60, meaning that if the processed data results are 0.60 or higher, the data can be considered

reliable. Conversely, if the value is less than 0.60, the data is not reliable. In other words, the questionnaire used in this study is deemed reliable.

The classical assumption test is conducted to ensure that classical problems such as normality, multicollinearity, and heteroscedasticity are not present in the data used in the research. The results of the classical assumption test indicate no issues with normality, multicollinearity, or heteroscedasticity, and the regression model is suitable for use as a predictor.

RESULTS AND DISCUSSION
RESULT

Non-Civil Servant Government Employees (PPNPN) at the Ciawi Agricultural Leadership and Management Training Center (BBPMKP) consist of 67 male employees (89%) and 9 female employees (11%). This indicates that males are the majority, as they are considered more assertive and capable of taking on greater responsibilities compared to females.

In terms of educational background, the majority of employees are high school (SMA/SMK) graduates, totaling 61 individuals (80%). This is due to BBPMKP's requirements, which mandate a minimum education level of high school or equivalent for employees assigned to operational roles, while those with a bachelor's degree (S1) are placed in administrative position.

Employee Responses to Work Discipline, Work Motivation, and Employee Performance

This study aims to measure the influence of work discipline and work motivation on the performance of Non-Civil Servant Government Employees at the Ciawi Agricultural Leadership and Management Training Center (BBPMKP). A list of employee responses regarding work discipline and work motivation is provided here.

Table of Recapitulation of Employee Responses to Work Discipline

No	Indicator	Mean	Criterion	Interpretation
1.	Presence	3.90	Tall	Employee attendance is mostly high according to the rules applicable in the agency.
2.	Regulatory Compliance	3.93	Tall	Employees mostly obey the regulations that apply to the agency.
3.	Obey Work Standards	4,01	Tall	Employees mostly adhere to the work standards that apply in the agency
Average Work Discipline		**3.95**	Tall	**The average employee assessment of work discipline variables is in the high category.**

Source: Primary data processed, 2024

Employee responses regarding the work discipline variable averaged 3.95, which falls into the high category. This indicates that employees at the institution have a high level of awareness and commitment to work discipline. The highest score was found in the "adherence to work standards" indicator, with an average score of 4.01. However, the "attendance" indicator had the lowest score, with an average of 3.90, which is still categorized as high, as many employees were frequently absent. The organization should implement several approaches, such as providing rewards to diligent employees

as motivation, issuing verbal or written warnings, and reducing the salaries of employees who lack discipline

.

Table of Recapitulation of Response Score of Work Motivation Variables

No	Indicator	Mean	Criterion	Interpretation
1.	Appreciation	4,14	Tall	Most of the employees receive high awards according to the regulations that apply in the agency.
2.	Social relationships	3,94	Tall	Most employees feel that the leadership builds and encourages the creation of a conducive work atmosphere
3.	Life Needs	4,39	Very High	Employees get salaries, allowances and assistance from agencies to meet their living needs.
4.	Success at work	4,23	Very High	Employees get tasks according to their workload, so that they can complete the work completely, and are given the opportunity to make decisions..
Average Work Motivation		**4,17**	**Tall**	**Employee work motivation is high as seen from the indicators of appreciation, life needs and success at work**

Source: Primary data processed, 2024

Employee responses regarding the work motivation variable averaged 4.17, which falls into the high category. The highest-scoring statement item was the "basic needs" indicator, with an average score of 4.39, categorized as very high. Meanwhile, the lowest score was found in the "social relationships" indicator, with a score of 3.95, categorized as high. To improve work motivation, particularly in the social relationships indicator, the institution can take several steps, such as enhancing teamwork and collaboration within teams. When employees know, understand, and trust one another, they can collaborate more effectively and complete tasks together more efficiently.

Employee Performance Variable Response Score Recapitulation Table

No	Indicator	Mean	Criterion	Interpretation
1.	Work Results	4.27	Very High	The majority of employees can produce high work according to the applicable regulations in the agency.
2.	Working Knowledge	4.14	Tall	Most of the employees have high work knowledge according to the regulations applicable in the agency.
3.	Initiative	4.23	Very High	The majority of employees have a high level of initiative in accordance with the applicable regulations in the agency.
4.	Time Discipline	4	Tall	Most employees have high time discipline according to the regulations that apply in the agency.
5.	Attitude	3.62	Tall	Employees generally have a positive attitude in working according to the rules that apply in the agency.
6.	Deft	4,46	Very High	The majority of employees have high dexterity in working according to the applicable standards in the agency.

Average Performance Variables	4,12	Tall	Average employee performance in the high category is measured by work performance, work knowledge, initiative, time discipline, attitude and dexterity.

Source: Primary data processed, 2024

The employee's response regarding the employee performance variable was 3.56 which was included in the high category. This shows that most of the performance of employees in the company is considered good. The highest score is on the dexterity indicator with a score of 3.85. Employees work deftly in the company to complete work quickly and accurately. The lowest score is in the attitude indicator section with an average score of 3.13 which is included in the fairly high category. The strategy that must be carried out by the agency is to build open and transparent communication and involve employees in decision-making.

Multiple Linear Regression Analysis

The form of the equation is calculated using multiple linear regression analysis. The equation shows the influence of work discipline and work motivation on employee performance. Multiple regression analysis is used by researchers, when it intends to predict how the state (ups and downs) of dependent variables, when two or more independent variables as predictors are manipulated (Sugiyono, 2019).

Multiple Linear Regression Analysis Results Table

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.566	3.673		2.876	.005
Disiplin Kerja	.787	.132	.416	5.963	.002
Motivasi Kerja	.913	.117	.543	7.786	.000
a. Dependent Variable: Kinerja Pegawai					

Source: Processed data, 2023

Multiple regression analysis is used to determine whether two or more independent variables have a significant influence on the dependent variable. The regression analysis produces the following regression equation:

$$Y = 10.566 + 0.787\ X1 + 0,913\ X2 + e$$

The equation indicates that factor X1 has a value of 0.787, meaning that work discipline has a positive influence on employee performance. Meanwhile, X2 has a value of 0.913, indicating that work motivation also has a positive impact on employee performance.

Correlation Analysis of Parallels

Multiple correlation analysis was used to determine the relationship between work discipline variables, and work motivation on employee performance. The results of the multiple correlation analysis can be seen in Table 3.2 below:

Table of Multiple Correlation Analysis Results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910[a]	.829	.824	4.737
a. Predictors: (Constant), Disiplin Kerja, Motivasi Kerja				
b. Dependent Variable: Kinerja Pegawai				

Source: Processed data, 2023

The correlation coefficient (R) of 0.910 indicates that the multiple correlation results fall into the strong category. There is a relationship between the variables of work discipline (X1) and work motivation (X2) on employee performance (Y). This suggests that the better the work discipline and motivation, the better the performance of Non-Civil Servant Government Employees (PPNPN). This study supports the findings of Kusminariah (2023), which also identified a strong and positive relationship between work discipline, work motivation, and performance.

Analysis of the Coefficient of Determination (R2)

The results of the coefficient of determination (R²) analysis show an R-squared value of 0.829, or 82.9%. This indicates that work discipline and work motivation contribute 82.9% to employee performance, while the remaining 17.1% is influenced by other variables not included in this study. These remaining variables could be examined in other research models and may include factors such as skills and expertise, knowledge, job design, personality, work environment, job satisfaction, leadership, organizational culture, loyalty, and commitment (Kasmir, 2016:189).

HYPOTHESIS TESTER
1. Test F

The F-test is used to examine the simultaneous influence of independent variables, namely work discipline and work motivation, on the dependent variable, which is employee performance.

Test Result Table F

ANOVA[a]						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	288.306	2	144.153	3.212	.046[b]
	Residual	3276.379	73	44.882		
	Total	3564.684	75			
a. Dependent Variable: KINERJA						
b. Predictors: (Constant), MOTIVASI KERJA, DISIPLIN KERJA						

Source: Processed data, 2023

The results of the F-test calculation show that Ho is rejected and Ha is accepted, as the calculated F-value is 7.079, while the F-table value is 2.34 at a 5% significance level. This means that, with a 95% confidence level, work discipline and work motivation have a significant and positive influence on employee performance.

2. Test t

Test Results Table t

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.566	3.673		2.876	.005
	Disiplin Kerja	.787	.132	.416	5.963	.002
	Motivasi Kerja	.913	.117	.543	7.786	.000
a. Dependent Variable: Kinerja Pegawai						

Source: Processed data, 2023

The hypothesis testing results indicate that work discipline has a positive and significant impact on employee performance. The calculation results show that the t-value ($t_{calculated}$) is 5.963, which is greater than the t-table value (t_{table}) of 1.662, with a significance level of 0.002, which is lower than the 0.05 threshold. Similarly, the hypothesis testing for work motivation shows that $t_{calculated}$ is 7.786, which is greater than t_{table} (1.662), with a significance level of 0.000, which is also lower than 0.05.

DISCUSSION

This research was conducted at BBPMKP Ciawi with the research subjects of PPNPN employees in the general section totaling 76 respondents. Data collection was carried out by distributing questionnaires which then the data from the questionnaire was analyzed. Based on the results of data analysis, it can be explained that the results of the research are as follows:

The Influence of Work Discipline and Work Motivation on Performance

Based on the results of the calculation of the F test hypothesis, it was obtained that the F value was calculated as 83,629 and the F value of the table was 3.10, so that the F calculation was greater than the F table (83,629 > 3.10), it can be concluded that Ho was rejected and Ha was accepted, meaning with a confidence level of 95%, simultaneously the variables of work discipline and work motivation had a positive and significant effect on employee performance in the general part of PPNPN employees at BBPMKP Ciawi. The above is in line with previous research by Kusminariah, (2023) which said that work motivation and work discipline have a positive effect on employee performance.

The Effect of Work Discipline on Performance

Based on the results of the calculation from the test hypothesis test t, it was obtained that the t-value was calculated as 5.963 and the t-value of the table was 1.662, with a sig value of 0.002 < 0.05, meaning that t calculated > t table (5.963 > 1.662) values so that Ho was rejected and Ha was accepted. This shows that the first hypothesis "there is an influence of work discipline on performance" is proven. Thus, work discipline has a positive and significant effect on employee performance in the general part of PPNPN employees at

BBPMKP Ciawi. This is supported by research conducted by Damayanti, (2024) which states that work discipline partially has a positive and significant effect on employee performance.

The Effect of Work Motivation on Performance

Based on the calculation results from the test hypothesis test t, it was obtained that the calculated t value was 7.786 and the table t-value was 1.662, with a sig value of 0.000 < 0.05, meaning that t calculated > table t (7.786 > 1.662) values so that Ho was rejected and Ha was accepted. This shows that the first hypothesis "there is an influence of work discipline on performance" is proven. Thus, work discipline has a positive and significant effect on employee performance in the general part of PPNPN employees at BBPMKP Ciawi. This is supported by research conducted by Gunawan (2019) which states that work discipline partially has a positive and significant effect on employee performance.

CONCLUSION

The results of the training and testing that have been carried out, then the conclusions can be drawn as follows:
1. Employee assessment of work discipline, work motivation and as follows:
   1. Work discipline in employees has a high average, the highest score is in the indicator of compliance with work standards, however, the lowest score is in the attendance indicator.
   2. Work motivation in employees has a high average, the highest score is in the indicator of success at work. However, there is the lowest value in social relationship indicators.
2. Employee performance has a high average, the highest score is in the dexterity indicator, but there is the lowest score in the attitude indicator.
3. The similarity of management discipline and motivation has a positive and significant impact on the performance of Non-Civil Servant Government Employees (PPNPN) at the Ciawi Leadership and Agriculture Management Training Center (BBPMKP).
4. Partial test results
   1. Work discipline partially has a positive and significant effect on employee performance.
   2. Work motivation partially has a positive and significant effect on employee performance.

RECOMMENDATIONS

1. Improving employee discipline in the company needs to make a clear attendance policy so that employees can easily understand it, this policy includes information about working hours, rest time, leave and sanctions if they are late or absent.
2. Work motivation in the company needs to be improved by creating a culture where employees feel comfortable communicating openly and honestly with each other and providing opportunities for employees to collaborate on joint projects and tasks in order to create good social relationships.
3. To improve employee performance by establishing the company's core values that emphasize positive attitudes, such as respect, cooperation, and responsibility and listen carefully to employee input and complaints.

FURTHER RESEARCH RECOMMENDATIONS

Previous studies were mostly conducted using the survey method. Future research can be carried out using different methods, such as experimental or qualitative approaches. Using different research methods can provide alternative perspectives on the relationships between the variables studied.

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