



## Determinants of Employee Performance at the Bekasi Jaya

Bayu Seno Pitoyo<sup>1</sup>, Ari Sulistyowati<sup>2</sup>.

<sup>1,2</sup> Universitas Bhayangkara Jakarta Raya, Indonesia

Email : [bayu.seno@dsn.ubharajaya.ac.id](mailto:bayu.seno@dsn.ubharajaya.ac.id) [ari.sulistyowati@dsn.ubharajaya.ac.id](mailto:ari.sulistyowati@dsn.ubharajaya.ac.id)

Corresponding Author: [bayu.seno@dsn.ubharajaya.ac.id](mailto:bayu.seno@dsn.ubharajaya.ac.id)

### Abstract:

The Bekasi Jaya Village Office Employee Performance Impacted by Work Discipline and Work Motivation. The purpose of this study is to determine whether work motivation and work discipline have an impact on the productivity of employees at the Bekasi Jaya Village Office. The author takes a quantitative method in this investigation. This study was carried out with a saturation sampling strategy. There are up to 41 respondents from the total population who were included in the sample. method of gathering data through the distribution of questionnaires. IBM SPSS 26 is the design utilized in this investigation. The study's findings indicate that: (1) work motivation affects employee performance positively and partially,  $4,110 > 1,685$  with a significant value of  $0.000 < 0.05$ ; (2) work discipline affects employee performance positively and partially,  $2,708 > 1,685$  with a significant value of  $0.010 < 0.05$ ; and (3) work motivation and work discipline together, either simultaneously or jointly, affect employee performance,  $61,872 > 3,245$  with a significant value of  $0.000 < 0.05$ . Future studies are advised to increase the sample size and incorporate additional factors including work experience, leadership, and work environment in order to predict employee success at the Bekasi Jaya Village Office. in order to get additional data regarding the elements that affect employee performance.

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

### Introduction

The use of human resources is essential for the success of any organization, be it a government agency or a private business. Resources are the sum of the accumulated knowledge and strength of a country, Rosmawati et al (2019). Companies need human resources because they will see and assess their prospective employees by following the rules or regulations that have been set by the company and are responsible for doing their jobs well and correctly Fitriana & Siagian (2020). In the most basic definition, it refers to employees who work to achieve organizational goals. For developments in today's intense and rapidly increasing global competition, businesses must focus on the availability and quality of their human resources. Human resource management operates with the assumption that employees are the most important asset of the organization and must be managed effectively Nurkhotimah (2022).

The factor that affects employee performance is work motivation. Motivation is the driving force that motivates employees to do the work or tasks that have been given by the company or organization well, Miskiani & Bagia (2020). To help an organization achieve

its goals, employees must be motivated to work. If employees have strong work motivation, employees will try harder to complete tasks, on the other hand, if the employee's work motivation is poor, then employees are less enthusiastic about their work, give up quickly, and find it difficult to complete their tasks Supriyanto & Mukzam (2018). Employees are given the opportunity to improve their skills, so employees will be more motivated at work. One of the problems associated with poor work motivation is the inefficient use of work time, such as not coming to work on time after breaks.

One of the duties of the Bekasi Jaya Village Office, Bekasi City, is to carry out several government duties, especially serving the community. Within the boundaries of the work area of the village, the responsibility for the implementation of government affairs, community empowerment and service, community order and peace, and the environment are all included in the scope of responsibility of the village, as stated in article 3 Paragraph (1) letter h. Because this organization is a government organization that must uphold discipline and high performance to provide the highest possible quality of service. However, it is possible that the Bekasi Jaya Village Office is experiencing challenges in an effort to carry out the tasks that have been allocated by Azuzazah & Sari (2022). Therefore, managers at the Bekasi Jaya Village Office must motivate their employees to continue to work with high standards, to achieve optimal levels of empowerment and community service. One way to improve employee performance is to increase work motivation and work discipline.

## **Literature Review**

### **Employee Performance**

Performance is the result of work carried out by members of the organization in accordance with their authority and obligation to achieve organizational goals and not violate morally and ethically acceptable regulations Dame (2021). Performance can have an impact on going company activities due to higher employee performance levels will contribute more to the growth of Mulia Rizki (2021) company. Performance is a very important factor for a company, especially for employees who can help the company achieve its goals. The effectiveness of a company can be affected by good or bad personnel. Performance is a work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to him Mangkunegara (2018: 67).

### **Work Motivation**

Work motivation is an encouragement to improve the skills and abilities possessed and work with enthusiasm Sunarsi (2018). Work motivation is a desire and effort in a person that can affect all the factors needed to achieve the goals that have been set by Siswanto (2019). Expected employee motivation is a function of motivation and skills, which can affect employee performance in Kusumayanti (2020). Employees work well when they are supported by high skills and are highly motivated and vice versa.

### **Work Discipline**

Work discipline is an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten, and must do what must be done and not avoid receiving sanctions if they violate the duties and authorities given to them Sitorus (2021). In addition, work discipline is an awareness and willingness of employees to obey the company's or organization's regulations and applicable social norms, where employees always come and go home on time and do all their work Yughi et al (2022). Discipline is the most important operative function of human resource management because the better the

employee discipline, the higher the work performance that Sopandi will achieve (2022).

## Research Methods

### Research Design

This research has independent and dependent variables according to Sugiyono in Tusholihah et al (2019). The quantitative approach is an approach in research that uses numbers to analyze the relationship between variables.

The components of the X variables and Y variables in this study are:

- a. Independent variable :  
Work motivation (X1) Work discipline (X2)
- b. Dependent variable :  
Employee Performance (Y)

## Result and Discussion

### Convergent Validity

Validity testing is a procedure used in testing to determine how accurately a measuring device can measure the object to be measured. A question passes the validity test if the answer to the variable asked is correct and the level of significance  $> 0,05$ . The measurement criteria are as follows:

1. Comparing the calculated r value with the table r on alpha 0,05 and  $df = N - 2 = 41 - 2 = 39$ , Then the value of R table is obtained 0,3081.
  2. Significance value r calculate  $> r$  table then a question item can be declared valid.
- Based on the provisions of the criteria for taking the validity test, the following are the findings of this validity test:

**Table 1 Results of the Work Motivation Convergent Validity (X1)**

Statement	r Calculate	r Tabel	Sig.	Information
X1.1	0,734	0,308	0,000	Valid
X1.2	0,853	0,308	0,000	Valid
X1.3	0,837	0,308	0,000	Valid
X1.4	0,829	0,308	0,000	Valid
X1.5	0,812	0,308	0,000	Valid
X1.6	0,837	0,308	0,000	Valid
X1.7	0,834	0,308	0,000	Valid
X1.8	0,774	0,308	0,000	Valid

Source: Data processed by the author, 2024

From the table above, it can be concluded that the value of r calculated from 8 statements of Work Motivation has a positive value and is greater than the r of the table which has a value of 0.308 so it can be concluded that all statements from each variable in this study are declared valid.

**Table 2 Results of the Work Discipline Convergent Validity (X2)**

Statement	r Calculate	r Tabel	Sig.	Informatio n
X2.1	0,884	0,308	0,000	Valid
X2.2	0,844	0,308	0,000	Valid
X2.3	0,891	0,308	0,000	Valid
X2.4	0,896	0,308	0,000	Valid
X2.5	0,934	0,308	0,000	Valid
X2.6	0,928	0,308	0,000	Valid
X2.7	0,893	0,308	0,000	Valid
X2.8	0,889	0,308	0,000	Valid

Source: Data processed by the author, 2024

From the table above, it can be seen that the value of r calculated from 8 statements of Work Discipline has a positive value and is greater than the r value of the table which has a value of 0.308 so that it can be concluded that all statements from each variable in this study are declared valid.

**Table 3 Results of Employee Performance Convergent Validity (Y)**

Statement	r Calculate	r Tabel	Sig.	Informatio n
Y.1	0,876	0,308	0,000	Valid
Y.2	0,853	0,308	0,000	Valid
Y.3	0,879	0,308	0,000	Valid
Y.4	0,899	0,308	0,000	Valid
Y.5	0,839	0,308	0,000	Valid
Y.6	0,861	0,308	0,000	Valid
Y.7	0,901	0,308	0,000	Valid
Y.8	0,789	0,308	0,000	Valid

Source: Data processed by the author, 2024

From the table above, it can be seen that the value of r calculated from 8 Employee Performance statements has a positive value and is greater than the r table which has a value of 0.308 so it can be concluded that all statements from each variable in this study are declared valid.

### Composite Reliability

The indication of the research variable, the questionnaire, was evaluated using this test. If respondents' responses to the questionnaire remain constant or do not change over time, then the questionnaire is considered reliable. The criteria for passing the reliability test are Cronbach Alpha > 0.70, this states that the research is said to have passed the test because the data is reliable. The findings of the variable reliability test conducted for this study are shown in the following table:

**Table 4 Composite Reliability**

Variabel	N of Item	Cronbach Alpha	Keterangan
Work Motivation	8 item	0,927	Reliabel
Work Discipline	8 item	0,964	Reliabel
Employee Performance	8 item	0,950	Reliabel

Source: Data processed by the author, 2024

Based on table 4, it is stated that the results of the reliability test with a predetermined reliable coefficient value of 0.60 with each variable of work motivation of 0.927, work discipline 0.964 and employee performance 0.950. Thus it can be concluded that the statements in this questionnaire are reliable and worth testing because croanbach's alpha is greater than 0.60.

### Classical Assumption

#### Normality

To find out if the regression model, role components, or residues are distributed regularly, apply a normality test. To confirm normality in this study, the Monte Carlo significance of the Kolmogorov-Smirnov (K-S) test was used. If the significant value is greater than 0.05, it is necessary to conduct a K-S normality test to determine whether the research data follows the normal distribution or deviates from it. The results of the normality test table are as follows:

**Table 5 Results of the Normality**

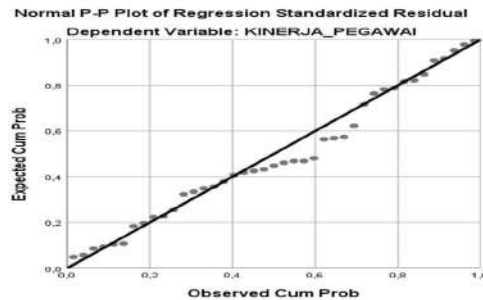
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		41
Normal Parameters <sup>a,b</sup>	Mean	0.0000000
	Std. Deviation	3.78955298
Most Extreme Differences	Absolute	0.129
	Positive	0.129
	Negative	-0.051
Test Statistic		0.129
Asymp. Sig. (2-tailed)		,083c

Source: Data processed by the author, 2024

This can be explained by the findings of the normality test above which shows that in the normality test, the data can be distributed regularly according to the results of the normality test from the Kolmogorov-Smirnov (K-S) test, based on the results of the normality test above shows that the Asymp Sig. (2-tailed) value of 0.083 is greater than 0.05, then it can be interpreted as normally distributed data.

From the results of the normality test that has been carried out, it is known that the Normal P-Plot histogram graph and statistical test. Kormoglov-Smirnov (K-S) data in this study meet the requirements in the classical assumption test. Because it meets the normality test, in this case the data is normally distributed so that it will be carried out in the next test.

### **P-Plot**

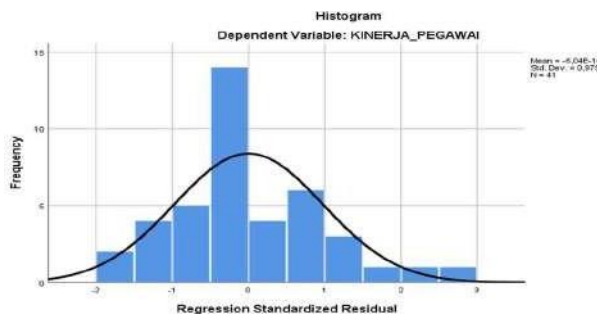


**Figure 1 Results of the normality**

Source: Data processed by the author, 2024

Based on the scatterplot or P-Plot drawing, it can be seen that the points in the image spread around the diagonal line and follow the direction of the diagonal line. So the residual data of Employee Performance is distributed normally.

### **Histogram**



**Figure 2 Histogram of the classical assumption**

Source: Data processed by the author, 2024

From the figure above, the data has been distributed normally because it is seen from the black line that cours upwards and is in the middle which indicates that the data that is scattered is the same as the normal distribution.

## Multicollinearity

Regression model that incorporates the Multicollinearity Test is intended as a first step in the correlation of independent variables. A successful regression model should not have any relationship between independent variables. The following factors determine whether the data is assessed to pass the multicollinearity test or not:

1. The tolerance value  $> 0.10$  and the VIF value  $< 10$ , it can be stated that there is no multicollinearity between independent variables in the regression model..
2. The tolerance value  $< 0.10$  and the VIF value  $> 10$ , it can be stated that multicollinearity between independent variables occurs in the regression model. Based on the above statement regarding the criteria for the multicollinearity test, Thus, the results of the multicollinearity test in this study are :

**Table 6 Multicollinearity Results**

Variable	Result		Information
	Tolerance	VIF	
Work Motivation	0,342	2,927	No multicollinearity
Work Discipline	0,342	2,927	No multicollinearity

Source: Data processed by the author, 2024

Considering the output results shown in the previous table, it can be explained that all independent or independent variables do not show any multicollinearity that occurs. Because, each independent variable is considered to pass the multicollinearity test because it has a VIF value of no more than 10 and a tolerance value greater than 0.10.

## Multiple Linear Regression Analysis

The multiple linear regression test aims to test the influence between one variable and another. The influencing variable is called the dependent variable or dependent variable, while the influencing variable is called the independent variable or independent variable. Data testing is carried out by processing data using spss version 26 windows. The results and multiple linear regression tests can be seen in the table below.

**Table 7 Multiple Linear Regression Results**

Coefficients <sup>a</sup>						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.325	2.817		0.470	0.641
	Work Motivation	0.600	0.146	0.553	4.110	0.000
	Work Discipline	0.369	0.136	0.364	2.708	0.010

Source: Data processed by the author, 2024

Based on the table above, the regression equation is obtained as follows:  $Y = 1,325 + 0,600 X_1 + 0,369 X_2 + e$  This equation model means :

1. Constant = 1,325

It shows that the dependent variable, namely Employee Performance, has a value of 1.325 without the absence of independent variables, namely Work Motivation and Work



Discipline.

2. Work Motivation Coefficient (X1)

The value of the Work Motivation coefficient has a positive score or value of 0.600. Interpretations that show a unidirectional influence between independent and dependent variables are indicated by positive numbers. This indicates that if the other independent variables are fixed or stable, the Employee Performance value will increase by 0.600 for every 1% increase that occurs.

3. Work Discipline Coefficient (X2)

The value or score of the Work Discipline coefficient is marked positively at 0.369. This means that if other variables are fixed or stable, the value of Employee Performance will increase by 0.369 for every 1% increase.

## Research Results

### The Effect of Work Motivation on Employee Performance

Based on the results of the T test or partial test of the Work Motivation variable on the table, a tcount value of 4.110 and ttable 1.685 was obtained, where the tcount was  $4.110 > 1.685$  ttable with a significance value of  $0.000 < 0.05$ , meaning that the significant value was less than 0.05. This shows that the variable of work discipline has a partial and significant influence on employee performance at the Bekasi Jaya Village Office.

Based on the results of the respondents to the work motivation indicator that gave the highest value, namely in the statement item "discussing with colleagues is a way to learn and work well". This shows that discussing with colleagues can open up space for the exchange of ideas, learning, and collaboration that can improve overall performance. For the work motivation indicator that has the lowest value, namely in the statement item "Relationships with colleagues can affect me at work". This shows that a good relationship with colleagues can improve work motivation, performance and overall work atmosphere. Therefore, it is important to pay attention to and improve the relationship between colleagues to improve employee motivation and performance together in the Bekasi Jaya Village office.

The results of this study are in line with the results of research conducted by Prasetyo et al., (2021) stating that work motivation has a positive and significant influence on employee performance. Yang explained that positive work motivation must be maintained because it can improve employee performance better at work. The motivation that needs to be maintained is especially in the aspect where leaders must pay attention to the interests of employees and the interests of the company.

The results of this study are in line with the results of research conducted by Yulianie (2019) showing a significant positive influence between work motivation variables on employee performance. Explaining that the indicators contained in work motivation, namely motives, expectations, and incentives, have a great influence on employee performance. This indicates that there are employee expectations for welfare related to incentives and there is a motive for economic needs to produce increasing performance.

### The Effect of Work Discipline on Employee Performance

Based on the results of the T test or partial test of the Work Discipline variable on the table, which shows the tcount values of 2.708 and 1.685 ttables where the tcount is  $2.708 > 1.685$  ttables with a significance value of  $0.010 < 0.05$ , meaning that the significant value is less than 0.05. This shows that the variable of work discipline has a partial and significant influence on employee performance at the Bekasi Jaya Village Office.



Based on the results of the respondents to the work discipline indicator that gave the highest score, namely the statement item "I came and left work according to the set time". This shows that the highest level of discipline towards time tends to have better performance. Time discipline reflects the responsibility, commitment, and professionalism of employees in carrying out their duties effectively. By maintaining time discipline, employees can create a more effective and productive work environment. For the work discipline indicator that has the lowest value, namely in the statement item "the agency provides strict sanctions for those who violate the regulations". It can be concluded that this implementation is less than optimal in providing strict sanctions for those who violate the regulations at the Bekasi Jaya Village Office, so that it can affect the relationship between work discipline and employee performance. This shows the importance of maintaining work discipline and providing encouragement for obedience.

The results of this study are in line with the results of research conducted by Rasjid (2022) stating that work discipline has a significant influence on employee performance. Which explains that the high performance of an employee can be obtained with a high level of discipline, namely the awareness and willingness of employees to obey all regulations and social norms that apply in the company.

The results of this study are in line with the results of research conducted by Kusumayanti (2020) stating that work discipline has a positive and significant effect on employee performance. Employees have the same opportunity to make career jumps so that performance will automatically reach a good standard. With management that is always active in seeing the movement of employees, of course, it is an advantage for employees to be able to show good performance. The conclusion is that the higher the level of employee work discipline, the more productive the performance.

### **The Influence of Work Motivation and Work Discipline on Employee Performance**

Based on the results of the calculation simultaneously or together in the table, the value of  $F_{cal}$  was obtained of 61.872, while the  $F_{tabel}$  was 3.245. Thus,  $F_{cal}$  is greater than  $F_{tabel}$  ( $61.872 > 3.245$ ), and the significance value of the f test shows a number of 0.000 which means that  $H_a$  is accepted because the value is less than 0.05. Therefore, it can be concluded that independent variables consisting of work motivation, work discipline simultaneously or together affect employee performance at the Bekasi Jaya Village Office.

As well as from the determination coefficient analysis test in the table which shows an R Square value of 0.753 which means that there is an influence of 75.3% on the variables of work motivation and work discipline on the variables of employee performance. With the remaining 24.7% being other influencing factors that were not tested in this study.

The results of this study are in line with Azwina & Rijalul (2022) stating that work motivation and work discipline simultaneously affect employee performance. Thus there is an influence between work motivation (X1) and work discipline (X2) on employee performance (Y).

The results of this study are in line with Tsuraya & Fernos (2023) that work motivation and work discipline simultaneously have a positive and significant effect on employee performance.

### **Conclusions**

Based on the results of the research that has been conducted by the researcher with the title "Determinants of Employee Performance at the Bekasi Jaya Village Office " the following conclusions can be drawn:

1. Work Motivation Variable (X1) has an Influence on Employee Performance at the Bekasi Jaya Village Office.
2. Work Discipline Variable (X2) has an effect on Employee Performance at the Bekasi Jaya Village Office.
3. Work Motivation and Work Discipline simultaneously or together affect Employee Performance at the Bekasi Jaya Village Office.

## References

- Azuzazah, A., & Sari, R. K. (2022). The effect of work motivation and discipline on the performance of employees of the Bekasi city health office. *Aliansi: Jurnal Manajemen Dan Bisnis*, 17(2), 11–20. <https://doi.org/10.46975/aliansi.v17i2.423>
- Dame, B. (2021). The influence of work discipline, organizational commitment and work motivation on the performance of Bank Prisma Dana North Sulawesi employees. *II(2)*, 77–84. <https://doi.org/10.35797/jab.v11.i2.77-84>
- Fitriana, E., & Siagian, M. (2020). The influence of discipline and work motivation on the performance of employees of PT. Mitra Hosindo Sejahtera. *Jurnal Ilmiah Kohesi*, 4(3), 181–188. <https://doi.org/10.37933/koj.v4i3.168>
- Kusumayanti. (2020). The influence of work motivation, work discipline, work environment, and leadership style on the performance of civil servants of the Batam City Government Regional Industry and Trade Office. *7(2)*, 178–192. <https://www.journal.unrika.ac.id/index.php/beningjournal/article/download/2445/1914>
- Mangkunegara, A. A. A. P. (2018). *Manajemen sumber daya manusia perusahaan*. PT. RemajaRosdakarya Offset.
- Nurkhotimah, S. (2022). The effect of training, motivation and work discipline on the performance of employees of the Sukamantri village office, Tambelang District, Bekasi Regency. *JM: Jurnal Manageable*, 1(1), 1–14. <https://jurnal.alungcipta.com/index.php/jm/article/view/3>
- Pitoyo, B. S., Widyastuti, T., Ahmar, N., Daito, A., & Harnovinsah, H. (2023). Networking Analysis, Adoption Of Accounting Information Technology, Dynamic Capabilities On Organizational Performance With Corporate Strategy As Moderating Variables. *International Journal of Social Science*, 3(2), 163-172
- Prasetyo, E., Riadi, F., Rinawati, N., & Resawati, R. (2021). The influence of motivation and work discipline on employee performance. *Acman: Accounting and Management Journal*, 1(2), 61–66. <https://doi.org/10.55208/aj.v1i2.20>
- Rasjid, A. (2022). The effect of work motivation and work discipline on the performance of employees of PT Ramayana Lestari Sentosa, Tbk Kota Baturaja. *Jurnal Manajemen*, 10(3), 237–252. <https://doi.org/10.36546/jm.v10i3.688>
- Rosmawati, Umar, A., & Dammar, B. (2019). The influence of education and training, work discipline on career development through the performance of employees of the Bissappu District office in Bantaeng Regency. *YUME: Journal of Management*, 2(2), 1–19. <https://www.journal.stieamkop.ac.id/index.php/yume/article/view/422>
- Siswanto, B. (2019). The effect of work motivation and work discipline on employee performance. *7(2)*, 77–87. <https://doi.org/10.31227/osf.io/9frzv>
- Sitorus, T. S. (2021). The Effect of Work Motivation and Job Satisfaction on Performance with Work Discipline as an Intervening Variable. 841–856. <https://doi.org/10.53695/sintesa.v1i1.419>

- Sopandi, A. (2022). The influence of motivation and work discipline on employee performance at PT. Sewu Segar Primatama South Jakarta. 5(3), 596–602. <https://doi.org/10.37481/sjr.v5i3.512>
- Sunarsi. (2018). The influence of leadership style, motivation, and work discipline on the performance of educators of the Marvin Foundation. 1–18. <https://core.ac.uk/download/pdf/337609005.pdf>
- Supriyanto, H., & Mukzam, M. D. (2018). The effect of work motivation and work environment on employee performance (a study on employees of LPP Radio Republik Indonesia Malang Station). *Jurnal Administrasi Bisnis*, 58(1), 141–146. [https://scholar.google.com/citations?view\\_op=view\\_citation&hl=id&user=PrUiDMQAAAAJ&alert\\_preview\\_top\\_rm=2&citation\\_for\\_view=PrUiDMQAAAAJ:RGFaLdJalmkC](https://scholar.google.com/citations?view_op=view_citation&hl=id&user=PrUiDMQAAAAJ&alert_preview_top_rm=2&citation_for_view=PrUiDMQAAAAJ:RGFaLdJalmkC)
- Tusholihah, M. M., Hasyim, A. N., Novitasari, A., Oktavia, P. P., Lestari, F. I., Fadli, M., & Sobari, A. M. (2019). The effect of motivation and work discipline on the performance of outsourcing employees. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(2), 58–69. <https://jurnal.upb.ac.id/index.php/equalibrium/article/view/12>
- Yughi Sheila, & Widodo Arif Siaha, A. (2022). The effect of work motivation on the performance of employees of PT. Kiat Pangan. 5(3), 640–648. <https://doi.org/10.37481/sjr.v5i3.517>
- Yulianie, E. (2019). The effect of work discipline and work motivation on employee performance at the South Metro District Office, Metro City. *Jurnal Simplex*, 2(1), 70–79. <https://fe.ummetro.ac.id/ejournal/index.php/JS/article/view/333>