



## **The Effect of Work Motivation and Work Discipline on Employee Performance at The Health Department of Tangerang Selatan City**

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### **Article Info**

#### Article History:

Received: 18 March 2022

Revised: 27 March 2022

Published: March 2022

e-ISSN: 2623-2324

p-ISSN: 2654-2528

DOI: 10.5281/zenodo.6456340

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### **ABSTRACT:**

This study aims to determine the effect of work motivation and work discipline on employee performance at the South Tangerang City Health Office. The method used in this research is survey research with a quantitative approach. The population in this study were all civil servants of the South Tangerang City Health Office as many as 58 people. The sample in this study was taken using a saturated sampling technique with the results of the calculation of 58 respondents. The data analysis method used multiple linear regression. The results of this study indicate that work motivation has a positive and significant effect on employee performance, this indicates that the better work motivation, the better employee performance. Work Discipline has a positive and significant effect on employee performance, this shows that the better the employee's work discipline, the employee's performance will increase. Work Motivation and Work Discipline have a positive and significant effect on employee performance, this shows that the better work motivation and work discipline, the employee's performance will increase.

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

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## **INTRODUCTION**

In the current era of globalization, in line with the development of science and technology, humans are required to be able to carry themselves and adapt to changes in the masses that are changing and getting more advanced. Human resources are one of the most valuable assets owned by an agency, organization, or company because their existence is very decisive for the dynamics of the company's mobilization. Human resource management is a process of dealing with various problems within the scope of employees, employees, laborers, managers, and other workers to be able to support organizational or company activities to

achieve predetermined goals (Amirullah, 2015). The purpose of human resource management is to improve the productive contribution of people or workforce to the organization or company in a strategic, ethical, and socially responsible way, (Yusuf, 2015).

Performance appraisal generally covers all aspects of carrying out the work. Performance describes an employee's quality in achieving organizational goals. The performance itself is the result achieved by each employee in completing his duties and work. Therefore, a performance improvement strategy is needed by the organization to improve employee performance so that organizational goals can be achieved. An employee can be said to have good performance, if the results of his work can be achieved well or if the realization of work results is higher than that set by the organization, (Subarto, et al, 2021).

This research was conducted at the Department of Health in the government of South Tangerang City. The Department of Health plays an important role in providing public health services, especially in the South Tangerang city area. The South Tangerang City Health Service is the implementing element of South Tangerang City's regional autonomy in the health sector which is located under and responsible to the Regent through the Regional Secretary. The Health Office has the task of assisting the Regent/Mayor in carrying out government affairs in the health sector which is the authority of the region and assistance tasks given to the Regency/City area.

Based on the previous explanation regarding performance, the author has made observations with the staffing section regarding employee performance. The author has found a phenomenon that occurs in the field regarding the quantity or number of employees' work. Where employees often find it difficult to complete their work, because the amount of work given exceeds the employee's ability to complete his work. This is also shown in terms of timeliness, where employees experience delays in completing reports. This is because it is influenced by the quantity of work that exceeds the ability of the employee so employees must divide their time to do other work, where this can hinder the completion of reports which results in the timeliness of completing the work being disturbed.

One of the factors that can determine the performance of the employees of the South Tangerang City Health Office is work motivation. Kondalkar in Hamali (2016) defines motivation as a desire caused by a need, desire, and will that drives an individual to use his physical energy and mental energy to achieve the desired goal. Motivation has a major influence on the performance produced by employees at work. In other words, every employee needs a strong motivation to be willing to carry out the work enthusiastically, passionately, and dedicatedly. The level of achievement of employee performance can not be separated from the influence of motivation, both motivation that comes from within the employee itself or motivation that comes from outside. Because motivation is a driving force for someone to carry out an activity to get the best results. Therefore, it is not surprising that employees who have high work motivation usually have high performance as well. For this reason, employee work motivation needs to be raised so that employees can produce the best performance, the higher the employee's motivation to work, the higher the resulting performance, (Qurbani & Solihin, 2021).

Furthermore, another factor that can affect employee performance is work discipline. Work discipline is one of the components that determine whether a person's performance is good or bad. Employees who are disciplined at work will tend to carry out all their activities following applicable rules, standards, and duties and responsibilities that are their obligations. Compliance with regulations and work standards set by management is a guarantee of achievement of goals by individuals within the organization concerned, which in turn will affect the organization's performance standards, (Sutrisno, 2017). Based on the results of observations with the staffing section regarding employee work discipline. The author has found phenomena that occur in the field, including the presence of employees who arrive late

to work, employee rest periods that tend to exceed the set time, and there are still some employees who do not come to work without explanation.

Viewing Human Resources as more than just an organizational asset, but also as a partner in running the organization. Organizations must be able to be fair for what Human Resources have given to the organization. To realize this, it is necessary to have a mutually beneficial working relationship for the organization and the employees. Employees work well with the organization, and the organization supports this by implementing supporting factors that can improve performance such as employee motivation and employee work discipline.

## RESEARCH METHOD

This research was conducted at the South Tangerang City Health Office which is located on Jl. Cendikia, Ciater Village, Serpong District, South Tangerang City, Banten. The research was carried out in December-February 2022. In the 2nd week to 3rd December 2021, instrument testing, validation, and instrument refinement were carried out. Meanwhile, the 4th week of January 2022 is used to collect data, analyze data to prepare research reports or research writing.

The method used in this research is survey research with a quantitative approach. Quantitative research is research by obtaining data in the form of numbers to test hypotheses. Where in this study the independent variable is work motivation ( $X_1$ ) and work discipline ( $X_2$ ) and the dependent variable ( $Y$ ) is employee performance, (Sugiyono, 2017).

The population in this study were all civil servants at the South Tangerang City Health Office, totaling 58 employees. In this study, the authors used a saturated sample. According to Sugiyono (2017) "Sample sampling is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 10 people or the study wants to make generalizations with very small errors. Another term for a saturated sample is a census, where all members of the population are sampled. The reason this study uses the saturated sample technique is that the population is small, so the sample in this study uses the entire population to be used as respondents as many as 58 employees.

Data collection techniques used in the study include questionnaires, documents, and interviews. This instrument consists of several statement items that represent each variable. All statement items were measured using a Likert scale. Each question item or positive statement contains five alternative answers, namely: SS (Strongly Agree) = 5, S (Agree) = 4, N (Neutral) = 3, TS (Disagree) = 2, STS (Strongly Disagree) = 1. While the operational research variables can be seen in the following table.

Table 1. Operational Research Variables

No	Variables	Indicator
1	Work Motivation ( $X_1$ ) Source: Priansa (2016:177)	1 Physiological Needs
		2 Safety Needs
		3 The Need for Social Relationships or a Sense of Possession
		4 The Need for Respect or Self-Esteem
		5 Self-Actualization Needs
2	Work Discipline ( $X_2$ ) Source: According to Hasibuan (2016:24)	1 Goals and Abilities
		2 Leadership Examples
		3 Reply
		4 Justice
		5 Waskat/Supervision
		6 Penalty Sanctions
		7 Firmness

3	Employee Performance (Y) Source: Robbins (2016:260)	1	Quality
		2	Quantity
		3	Punctuality
		4	Effectiveness
		5	Independence

After the descriptive analysis was carried out, it was continued with the requirements analysis test in the form of analysis requirements analysis in the form of normality test, multicollinearity test, heteroscedasticity, regression test, and hypothesis testing.

## RESEARCH RESULTS AND DISCUSSION

A validity test is used to test whether the questions or statements on the distributed questionnaire are valid or not. You do this by comparing rcount with rtable with an error rate (significant) of 5%.

Table 2. Validity Test Results

Statement	Value of r count	Value of r table	Description
<b>Work Motivation</b>			
P1	0,737	0,258	Valid
P2	0,772	0,258	Valid
P3	0,620	0,258	Valid
P4	0,798	0,258	Valid
P5	0,706	0,258	Valid
P6	0,846	0,258	Valid
P7	0,701	0,258	Valid
P8	0,739	0,258	Valid
P9	0,790	0,258	Valid
P10	0,840	0,258	Valid
<b>Work Discipline</b>			
P1	0,771	0,258	Valid
P2	0,754	0,258	Valid
P3	0,821	0,258	Valid
P4	0,766	0,258	Valid
P5	0,638	0,258	Valid
P6	0,848	0,258	Valid
P7	0,787	0,258	Valid
P8	0,816	0,258	Valid
P9	0,786	0,258	Valid
P10	0,793	0,258	Valid
<b>Employee Performance</b>			
P1	0,763	0,258	Valid
P2	0,631	0,258	Valid
P3	0,810	0,258	Valid
P4	0,746	0,258	Valid
P5	0,668	0,258	Valid
P6	0,766	0,258	Valid
P7	0,790	0,258	Valid
P8	0,738	0,258	Valid
P9	0,733	0,258	Valid
P10	0,688	0,258	Valid

Based on the results of the validity test, it can be seen that the overall value of  $r_{count} > r_{table}$  is 0.258, thus it can be concluded that all statement items are valid. So it can be said that the questionnaire used is feasible to be processed as research data.

Reliability is a tool to test the consistency of respondents' answers to the statements in the questionnaire. A questionnaire is said to be reliable if a person's answer to the statement is consistent or stable from time to time.

Table 3. Reliability Test Results

No	Variables	Cronbach Alpha	Standard Cronbach Alpha	Description
1	Work Motivation	0,916	0,600	Very Reliable
2	Work Discipline	0,928	0,600	Very Reliable
3	Employee Performance	0,911	0,600	Very Reliable

Based on the test results in the table, shows that the variables of work motivation (X1), work discipline (X2), and employee performance (Y) are declared reliable. this is evidenced by each variable having a Cronbach Alpha value  $>$  Standard Cronbach Alpha 0.600. So it can be concluded that the instruments used remain consistent and can be used for further research.

The purpose of the normality test on a series of data is to determine whether the population of the data is normally distributed or not. Testing the normality of the data in this study used the Kolmogorov-Smirnov Test statistical test.

Table 4. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		58
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	3,23901917
Most Extreme Differences	Absolute	0,130
	Positive	0,085
	Negative	-0,130
Test Statistic		0,130
Asymp. Sig. (2-tailed)		0,517

From the One-Sample Komogorov-Smirnov Test table, it is explained that the Asymp. Sig. (2-tailed) 0.0517  $>$  0.05 then  $H_0$  is accepted. This means that the data population comes from a normal distribution and can be carried out to the next analysis stage.

Table 5. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Work Motivation	0,676	1,479
Work Discipline	0,676	1,479

Based on the table, it is known that the tolerance value for work motivation and work discipline variables is  $0.676 > 0.10$  and the VIF value for work motivation and work discipline variables is  $1.479 < 10$ , so it can be concluded that the variables of work motivation and work discipline do not have multicollinearity symptoms.

Heteroscedasticity test is used to test the occurrence of differences in residual variance from one observation period to another observation period. How to predict the presence or absence of heteroscedasticity in a model can be seen with the Scatterplot pattern.

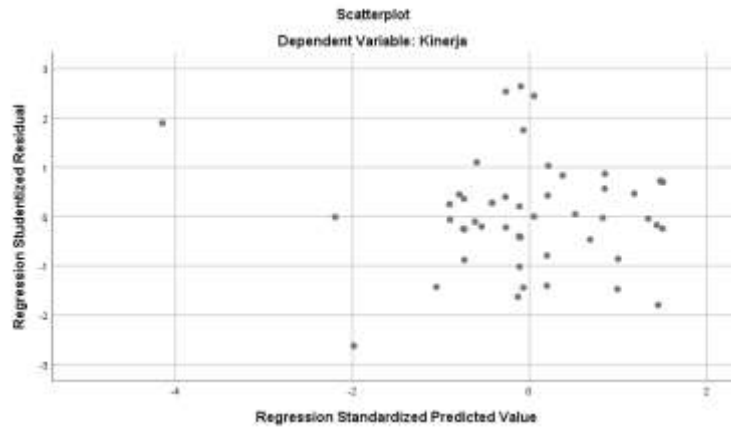


Figure 1. Scatter Plot Heteroscedasticity Testing

Based on the graph, it can be seen that the points spread randomly, do not form a clear specific pattern, and are spread both above and below the number 0 (zero) on the Y axis, so there is no heteroscedasticity.

Multiple linear regression test between work motivation ( $X_1$ ) and work discipline ( $X_2$ ) on employee performance (Y) as follows.

Table 6. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	15,558	3,443		4,518	0,000
1 Work Motivation	0,316	0,096	0,018	6,570	0,025
Work Discipline	0,628	0,085	0,766	7,408	0,000

The constant ( $a$ ) = 15.558 means that without work motivation ( $X_1$ ) and work discipline ( $X_2$ ), the employee performance value (Y) is 15.558 units. The regression value of work motivation ( $b_1$ ) = 0.316 means that if work motivation ( $X_1$ ) increases by one unit, the employee's performance value will increase by 0.316 units. the regression value of work discipline ( $b_2$ ) = 0.628 means, if work discipline ( $X_2$ ) increases one unit, the employee performance value will increase by 0.628 units.

Based on the results of the partial hypothesis test, it can be seen that the work motivation variable ( $X_1$ ) has a t-count value of 6.570 > t-table 2.003 with a significant level of 0.025 < 0.05 then  $H_{01}$  is rejected and  $H_{a1}$  is accepted indicating that there is a positive and significant influence between work motivation on employee performance. At the South Tangerang City Health Office. Based on the results of the partial hypothesis test, it can be seen that the work discipline variable ( $X_2$ ) has a t value of 7.408 > t table 2.003 with a significant level of 0.000 < 0.05 then  $H_{02}$  is rejected and  $H_{a2}$  is accepted indicating that there is a positive and significant influence between work discipline on employee performance. At the South Tangerang City Health Office.

Overall testing is used to determine whether there is a simultaneous (simultaneous) effect of work motivation and work discipline variables on employee performance. This test is carried out using the F distribution by comparing the value of Fcount with the value of Ftable.

Table 7. Simultaneous count F test

Model	Sum Of Squares	df	Mean Square	F	Sig.
1 Regression	906,085	2	453,043	41,668	0,000
Residual	598,001	55	10,873		
Total	1504,086	57			

Based on the table, the  $F_{count}$  value is  $41.668 > F_{table}$  4.02 with a significant level of  $0.000 < 0.05$ , thus  $H_{03}$  is rejected and  $H_{a3}$  is accepted, meaning that there is a positive and significant influence on work motivation and work discipline simultaneously on employee performance at the South Tangerang City Health Office.

Table 8. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,776	0,602	0,588	3,297

Based on the table, it can be seen that the value of the coefficient of determination is indicated by the value of R Square of 0.602, which means that the work motivation variable ( $X_1$ ) and work discipline ( $X_2$ ) contributes to the employee performance variable ( $Y$ ) of 60.2%, while the rest is 39.8% caused by other variables not examined in this study.

## DISCUSSION

### The Effect of Work Motivation on Employee Performance

There is a positive and significant influence between work motivation on employee performance at the South Tangerang City Health Office. Thus, this study succeeded in proving the second hypothesis which states that work motivation has a positive and significant effect on employee performance, which means that if work motivation increases, it will affect employee performance improvement. Motivation is a view that is used as a guide to provide encouragement to employees, therefore motivation is a driver of one's behavior and also has value on employee performance. Thus, employees who have high motivation can carry out their duties very well so that performance will be high, otherwise when employees have low motivation, their performance will be low. When there is a motivational boost given to employees, both from superiors and co-workers, both internally and externally, it will directly affect employee performance because employees will feel compelled to do a better job in order to achieve company goals.

The results of this study were strengthened by previous research by Tonga and Huda (2018), which stated that there was a positive and significant influence between work motivation and employee performance. The research of Khoiriah, Lelly, and Utami (2019), states that work motivation has a positive and significant effect on employee performance. And research by Agung, Djunaidi, and Astuti (2019) which states that motivation has a positive and significant effect on employee performance.

### The Effect of Work Discipline on Employee Performance

There is a positive and significant influence between work discipline on employee performance at the South Tangerang City Health Office. This means that the higher the work discipline, the higher the employee's performance and vice versa, the lower the employee's work discipline, the lower the employee's performance. Thus, work discipline is the key to realizing the goals of the company and employees. With good discipline enforcement, employees will be aware and willing to do all the tasks assigned to them in order to achieve optimal performance. Therefore, the better the employee's work discipline, the higher the employee's performance that can be achieved. Without good discipline, it is difficult for companies to achieve optimal work results.

The results of this study are supported by previous research conducted by Sularmi, Hikmah & Apriyanti (2019), partially there is a positive and significant effect of work discipline on performance. Handayani's research, & Soliha (2020), partially has a positive and significant influence on work discipline on performance. Research by Suryani & Zakiah (2019), partially there is a positive and significant effect of work discipline on employee performance.

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

There is a positive and significant influence between work motivation and work discipline on employee performance at the South Tangerang City Health Office. Thus, the better work motivation and work discipline, the better the performance of employees, and vice versa. The achievement of a goal cannot be separated from the teacher's motivation at work, because motivation is a driving force for enthusiasm and willingness to work in achieving employee work success. Therefore, the strength and weakness of employee work motivation will greatly affect the level of employee performance. Work discipline is an important instrument in supporting employee performance. Work discipline caused by the presence of employees on time, never going home before work hours are over, being able to complete work on time, being able to use time effectively, working with good quality work, following work procedures and instructions from the leadership, attending every meeting and Dressing politely and dressing according to existing rules can lead to increased employee performance.

The results of this study are supported by previous research conducted by Sudarso (2020), simultaneously there is a positive and significant influence on work motivation and work discipline on performance. Harahap & Tirtayasa's research (2020), simultaneously there is a positive and significant influence on work motivation and work discipline on performance. Arisanti et al's research (2019), simultaneously there is a positive and significant effect of work motivation and work discipline on employee performance.

## **CONCLUSION**

The results of this study indicate that work motivation has a positive and significant effect on employee performance, this indicates that the better work motivation, the better employee performance. Work Discipline has a positive and significant effect on employee performance, this shows that the better the employee's work discipline, the employee's performance will increase. Work Motivation and Work Discipline have a positive and significant effect on employee performance, this shows that the better work motivation and work discipline, the employee's performance will increase.

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