

Employee Performance Analysis Based on the Effect of Discipline, Motivation, and Organizational Commitment at the Regional Secretariat of the Kupang City Government

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Abstract. The purpose of this research is to analyze and prove the influence of discipline, motivation, and organizational commitment on employee performance. For three months the research was carried out, starting from January to March 2022 at the Regional Secretariat of the Kupang City Government. This research belongs to the type of quantitative research using primary data collected through filling out questionnaires (closed questions using a Likert scale) for 60 days of data collection. The population in this study was 1034 employees. The number of research samples was 288 respondents which were determined by proportional stratified random sampling and the Slovin technique. Data analysis used multiple linear regression analysis using SPSS version 25 application tools. The results showed that there was a strong and significant influence between discipline, motivation, and organizational commitment variables on employee performance at the Regional Secretariat of the Kupang City Government with a coefficient of determination of 89.4%.

Keywords: Discipline; Motivation; Organizational commitment; Performance.

Abstrak. Tujuan penelitian adalah menganalisis dan membuktikan pengaruh disiplin, motivasi dan komitmen organisasi terhadap kinerja pegawai. Selama tiga bulan penelitian dilaksanakan, yaitu mulai Januari-Maret 2022 di Sekretariat Daerah Pemerintah Kota Kupang. Penelitian ini tergolong dalam jenis penelitian kuantitatif menggunakan data primer yang dikumpulkan melalui pengisian kuisioner (pertanyaan tertutup menggunakan skala Likert) selama 60 hari pengambilan data. Populasi dalam penelitian ini sebanyak 1.034 pegawai. Jumlah sampel penelitian sebanyak 288 responden yang ditentukan secara proportional stratified random sampling dan teknik Slovin. Analisis data menggunakan teknik analisis regresi linear berganda memakai tools aplikasi SPSS versi 23. Hasil penelitian menunjukkan bahwa ada pengaruh yang kuat dan signifikan antara variabel disiplin, motivasi dan komitmen organisasi terhadap kinerja pegawai di Sekretariat Daerah Pemerintah Kota Kupang dengan koefisien determinasi sebesar 89,4%.

Kata kunci: Disiplin; Motivasi; Komitmen organisasional; Kinerja.

BACKGROUND

Every government employee by Article 3 of Law Number 5 of 2014 concerning State Civil Apparatus, in carrying out work must be based on the principles of basic values, code of ethics and conduct, commitment, moral integrity, and responsibility for public services, competencies required under the field of duty, academic qualifications, a guarantee of legal protection in carrying out duties, and professionalism of the position. The implementation of these principles will be measured or assessed from the performance of government employees in carrying out their assigned duties and responsibilities.

Juridically it reads Article 1 paragraph (1) of Law Number 5 of 2014, the government employee referred to is the State Civil Apparatus, abbreviated as ASN, which is a profession for civil servants and government employees with work agreements who work for government agencies. Thus, the task of public services from the government to the community is the responsibility of government employees called ASN. The performance of government employees in Indonesia is currently a public concern because it is still not optimal in carrying out the duties and responsibilities of government services to service recipients, namely the community. The results of several surveys and research conducted by several survey institutions and researchers report that the performance of government employees in Indonesia is still in the poor category.

Badan Kepegawaian Nasional Republik Indonesia (2019) released the performance of ASN in Indonesia which was classified as a good performer only at 20%, and the remaining 80% was still categorized as bad and very bad (Habaora et al., 2021). This information is getting worse when compared to the report of the Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia (2018) that as many as 1.35 million ASN (30%) from the aspect of achieving ASN performance are still categorized as very poor (Riwukore et al., 2021). If traced further, data on the poor performance of ASN has been previously reported by several international survey institutions, including the Political and Economic Risk Consultancy in 1999 which reported the worst performance of government employees in Indonesia in the world with a scale of 8.0 out of a total scale of 10.0 for the worst scale (Komara, 2019).

IFC: Doing Business Report 2013 stated that the performance of ASN in Indonesia was the worst in terms of public services in the world because in 2007 it was in the 123rd position in the world but 2013 it was in the 128th position in the world (Fauza & Wismanoro, 2014). Institute for Management of Development, Swiss, World Competitiveness Book in 2007 *op.cit.* Riwukore (2010:6-7) released the performance of Indonesian ASN in 2005 with the lowest work productivity in the world or ranked 59th out of 60 countries surveyed, much worse than in 2001 (ranked 46th out of 60 countries), still far behind other Asian countries such as Singapore (1), Thailand (27), Malaysia (28), Korea (29), China (31), India (39), and the Philippines (49). This order is also related to the ranking of ASN performance in Indonesia from 60 countries in the world on the dimensions of economic performance (60), business efficiency (59), and government efficiency (55). Thus it can be concluded that the performance of ASN in Indonesia from time to time is decreasing or deteriorating.

Several phenomena related to the low performance of government employees in Indonesia certainly affect the performance of local government employees, one of

which is the Kupang City Government. **Riwukore & Habaora (2019)** reported that the low performance of employees in the Kupang City Government, especially at the Kupang City Cleanliness and Environment Service, caused Kupang City to become the 5th dirtiest city nationwide. **Riwukore & Habaora (2019b)** explained that the city of Kupang as the dirtiest city was greatly influenced by the low performance of government employees. **Taolin (2019)** through the news of Focus Nusa Tenggara reported that the Kupang City Government fired 369 employees who performed poorly, and one of the main reasons was lazy employees. **Info Pena (2019)** reports that the Mayor of Kupang fired employees to the head of the Kupang City Transportation Service Office for disobeying the organization's regulations. These things indicate that the performance of employees in the Kupang City Government still shows the phenomenon of low employee performance.

Aspects of discipline, motivation, and commitment influence employee performance. **Feel et al. (2018)** reported that discipline has a dominant contribution to employee performance. **Harahap & Tirtayasa (2020)** reported that motivation has a partial and simultaneous influence on employee performance. **Ginanjari & Berliana (2021)** reported that organizational commitment has a positive and significant effect on employee performance with a strong relationship level of determination of 59.9%. Thus discipline, motivation, and organizational commitment are known to affect the performance of government employees or ASN. **Riwukore et al. (2021)** state that the better the discipline and work motivation of an employee will improve employee performance, or in other words, discipline and motivation have a positive and significant influence on improving employee performance. Motivation has a positive and significant influence on employee performance, either partially or simultaneously (**Riwukore & Habaora, 2021**). High organizational commitment will make it easier for the organization to achieve organizational goals (**Sunarno & Liana, 2015**). Thus, it is necessary to study further how much influence discipline, motivation, and organizational commitment have on the performance of government employees.

Kupang City Government Regional Secretariat employees are ASN who work in Kupang City Government to take care of all matters related to administrative and external activities from regional leaders (Mayor, Deputy Mayor, and Regional Secretary) in terms of the partnership, finance, and general cooperation, personnel, public relations, and protocols, and organization. So far, based on a review of the Government Agencies Performance Accountability Report (LAKIP) for the 2017-2021 period in the Kupang City Government, it is known that almost all agencies in the Kupang City Government did not achieve ideal performance (100%), but between 75-94% seen from aspects of budget absorption. In addition, researchers conducted preliminary observations to see empirical phenomena on January 10-14, 2022 with the results, including: (1) there were still employees who came late, went home early, and were absent from office assignments; (2) employees still see that during working hours they prefer to sit and tell stories, play computer games, play social media applications, and leave the office just to take a walk or meet their relatives; (3) there are still employees who enter the office not using proper office attributes but tend to be fashionable in the office; (4) during Saturday or Sunday holidays, there are still official vehicles, both two and three-wheeled, roaming tourist attractions and malls, which are strongly suspected to be vehicles belonging to the Kupang City Regional Secretariat if

seen from the vehicle's license plate; and (5) there are still people and employees who complain about how to serve from employees.

In addition, the researcher also conducted interviews with 10 employees who work at the Kupang City Government Regional Secretariat and two section leaders at the Kupang City Government Regional Secretariat, namely Mr. Ardiansah Akbar (Head of Protocol for the Kupang City Government), and Mr. Erik (Head of the Kupang City Government's General Household Section) on January 13, 2022, at the Kupang City Regional Secretariat which showed the results: (1) employee motivation is still low, (2) some employees are not disciplined in working and carrying out orders, (3) low employee commitment to complete work together in completing office work on time is still low, (4) low employee awareness to complete tasks punctually, lack of attention of employees for every work of existing employees; (5) employees are less enthusiastic at work; (6) low willingness to master certain skills that support work; (7) lack of cooperation in doing work; and (8) low initiative to become a pioneer in certain activities. In connection, the results of these initial observations and interviews show that the factors that affect the performance of ASN in the Regional Secretariat of the Kupang City Government that can be identified consist of low employee discipline, weak work motivation, and low organizational commitment. This is very interesting to study further.

The impact of low discipline, work motivation, and organizational commitment will certainly affect employee performance, namely the work achieved by employees to achieve organizational goals to the fullest without violating the norms, rules, and ethics that apply within the organization. Employees with low discipline, low work motivation, and low organizational commitment will result in poor employee performance. Based on the description above, the purpose of this study is to analyze and prove the influence of discipline, motivation, and organizational commitment on employee performance at the Regional Secretariat of the Kupang City Government. This research is expected to be useful in developing more comprehensive knowledge and become a recommendation for policymaking, especially by the Kupang City Government.

THEORETICAL REVIEW

Discipline

Work discipline is a force that develops within the employee's body and causes employees to conform to voluntary and regulatory decisions and high values of work and behavior (Hamali, 2016 op. cit. Bagis et al., 2019). Sutrisno (2011) states that discipline is an attitude of willingness and willingness of a person to obey and obey all regulatory norms that apply in the organization. Meanwhile Hasibuan (2017) explains that discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms. Thus, it can be synthesized that discipline is adherence and obedience to the norms and ethics that apply to a particular organizational environment.

The factors that influence employee discipline consist of (1) the size of the compensation, (2) the presence or absence of exemplary leadership in the organization, (3) the presence or absence of definite rules that can be used as a guide, (4) the courage

of the leader in taking action, (5) the presence or absence of leadership supervision, and (6) whether there is attention to the employees (Sutrisno, 2011). The size of work discipline according to Zainal et al. (2018) consists of several dimensions and indicators, namely: (1) attendance; (2) compliance with work regulations; (3) adherence to work standards; (4) a high level of alertness; and (5) work ethically.

Motivation

Luthans (2006:19) states that work motivation is an effort to get additional income or psychological incentives to cover unfulfilled needs. Motivation can be defined as a strong force (push) from a person to carry out an activity (Riwukore, 2010:62). The theory of motivation according to Abraham Maslow (1943) op. cit. Aswathappa (2002:27) explains that motivation is an effort for people to achieve and fulfill their needs from the most essential needs to the highest level, in order of needs to maintain life - needs for love - social needs - esteem needs - self-actualization needs. Based on the description of the definition of motivation, it can be synthesized that motivation is a strong desire from someone that arises from within to try to achieve the goal of satisfaction both economically, socially, and entertainment.

Ardana et al. (2012) stated that the factors that influence individuals consist of (1) individual characteristics (interests, attitudes towards self-work and work situations, individual needs, abilities or compensation, knowledge about work, emotions-moods-feelings of beliefs and values); (2) work environment (salary and benefits received, company policies, supervision, human relations, working conditions such as working hours-physical environment-and so on, organizational culture), and (3) factors in work such as the nature of work, task/job design, recognition of achievement, level/amount of responsibility given, development and progress in work, and job satisfaction.

Organizational Commitment

Durkin & Bennett (1999) explain that organizational commitment is a strong and close feeling towards the goals and values of an organization about their role in efforts to achieve these goals and values. Luthans (2006) states that organizational commitment is an attitude that shows employee loyalty and is an ongoing process of how an organization member shows their concern for the success and good of the organization. While Curtis & Wright (2001) stated that commitment is defined as the identification power of an individual within an organization. Based on the existing description, the synthesis of organizational commitment is an attitude to be willing to be loyal to the organization to achieve benefits for the organization.

Factors that affect organizational commitment consist of (1) tenure, (2) employee roles in the organization, and (3) work environment that affects individual attitudes (Angle & Perry, 1981:3). Meyer & Allen (1997:64-71) explain commitment as a psychological condition having dimensions and indicators consisting of (1) a desire (affective commitment), (2) a need (continuous commitment), and (3) an obligation (normative commitment).

Performance

Performance is the result of certain planned work processes at the time and place of the employee and the organization concerned (Mangkuprawira & Hubeis, 2007:153). Performance can be explained as the quality of task and work-oriented behavior, which means that employees in an organization are determined by the attitudes and behavior of

employees towards their work and employee orientation in carrying out their work (Cleveland et al., 1989). Meanwhile, Amstrong & Baron (2003:159) explain that performance is about doing work and the results achieved from the work or in other words, performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy. Bernardin & Russell (2006:243) state 6 main criteria of performance that can be assessed, namely: (1) quality; (2) quantity; (3) punctuality; (4) cost-effectiveness; (5) requires supervision; and (6) interpersonal influence.

Based on the description above, it can be concluded that performance is the result of work both in quality and quantity that has been achieved by employees, in carrying out their duties by the responsibilities given by the organization, and the results of their work are adjusted to the work expected by the organization, through the following criteria: employee performance criteria or standards applicable in the organization.

The Effect of Discipline on Performance

Work discipline is a voluntary attitude of employees to conform to decisions, regulations, set standards, and work values and behaviors expected by the organization to achieve organizational goals. The higher the discipline of employees, the performance will increase. Discipline has a positive and significant effect on work motivation as an intervening variable but does not have a significant effect on employee performance at PT. Aquavue Vision International (Andriyani et al., 2020). Employee performance in Government Offices is positively and significantly influenced by work discipline variables (Angriani & Eliyana, 2020). Bagis et al. (2019) dan Burhannudin et al. (2019) reported that there is a positive and significant relationship between work discipline and employee performance in educational institutions. Shofwani & Hariyadi (2019) reported the effect of work discipline on employee performance at Muri Kusumadewi University with a t-count of 2,228 with sig. 0.031 < sig.alpha 0.05 which explains that there is a positive and significant relationship. While Yonata et al. (2020) reported that discipline had a significant effect on employee performance by 51.9%, hypothesis testing was obtained t count > t table or 7,568 > 2,006.

Other studies report that discipline has a negative and no significant effect on employee performance at the Denpasar City Regional Secretariat, but discipline is not a mediation between motivation and performance at the Denpasar City Regional Secretariat (Kumarawati et al., 2017). Likewise, Sanjaya (2020) reports that work discipline has a negative and insignificant effect on employee performance at PT. BRI KC. Surabaya Jemursari. Based on the existing description, the influence of discipline on performance (H1) can be hypothesized as follows.

H1: Work discipline has a positive and significant effect on employee performance at the Regional Secretariat of the Kupang City Government.

The Effect of Motivation on Performance

Abdullah (2018) reports that motivation partially has a significant negative effect on employee performance, namely the t-count is -4.345 > t-table 1.670 and the significant value is 0.000. This is in accordance with that reported by Dame et al. (2021) that motivation has a positive and significant relationship to employee performance at Bank Prisma Dana North Sulawesi, either partially or as an intervening variable.

Kumarawati et al. (2017) explained that motivation has a positive and significant influence on employee performance at the Denpasar City Regional Secretariat. Sanjaya (2020) reports that work motivation has a positive and significant effect on employee performance at PT. BRI KC. Surabaya Jemursari. Suwanto (2019) reports that the t-value for the work motivation variable on performance is $9.879 > 0.829 > 1.673$, which means that the motivation variable has positive influence on performance. Motivation can be a medium of compensation and competence to improve employee performance at the Lubuklinggau Central Statistics Agency, South Sumatra (Susanto, Riwukore, Oktavianus, et al., 2021).

Motivation as an intervening variable of discipline has an insignificant effect on employee performance at PT. Aquavue Vision International (Andriyani et al., 2020). The results of the study are by that reported by Luhur (2014) that work motivation has no significant and negative effect on employee performance at the Supervision and Inspection Bureau of PT. Panin Bank Tbk. Likewise, Sukiman & Priyono (2020) report that motivation has no effect on performance with a regression coefficient. Syafruddin et al. (2021) reported that motivation had a negative and significant effect on employee performance. Meanwhile, research by Danila & Riwukore (2019) also reports that the motivation variable has no significant effect on employee performance at the Public Works Department of Highways, South Sumatra Province. Thus the hypothesis of the influence of motivation on performance (H2) can be made as follows.

H2: Motivation has a positive and significant effect on employee performance at the Regional Secretariat of the Kupang City Government.

The Effect of Organizational Commitment on Performance

Bagis et al. (2019) and Burhannudin et al. (2019) reports that there is a positive and significant effect between organizational commitment variables on employee performance in educational institutions. Dame et al. (2021) partially reported that there was a positive and significant effect between organizational commitment variables on employee performance at Bank Prisma Dana North Sulawesi. Diana & Anggreani (2020) reported that the perception of organizational commitment had a positive and insignificant effect on employee performance at PT. Tunas Perkasa Tekindo with t-test results $> t\text{-table}$ ($1.726 > 2.01174$) with a significance value of organizational commitment of 0.91 greater than 0.05 and has a positive coefficient direction. Work motivation has a positive and significant influence on employee performance at SMP Negeri Kupang City (Riwukore & Habaora, 2021). The same thing was also reported by Susanto et al. (2021) that motivation has a positive and significant effect on employee performance at the Lubuklinggau State Junior High School, South Sumatra.

However, other studies report that organizational commitment partially has negative and insignificant effect on the dependent variable, as reported by Hamimah et al. (2017) organizational commitment has a negative and insignificant effect on the intention to leave work because the variable coefficient value is -0.019 and a significant value is 0.900. Sukiman & Priyono (2020) reported that organizational commitment did not affect performance. Sunarno & Liana (2015) explained that organizational commitment has no significant effect on employee performance at Kesantrian High School. Sutopo (2018) reports that organizational commitment has a positive and insignificant effect on the performance of the employees of the Finance Department of the Klaten

Regency Education Office. Based on the existing description, the influence of organizational commitment on performance (H3) can be hypothesized as follows.

H3: Organizational commitment has a positive and significant effect on employee performance at the Regional Secretariat of the Kupang City Government.

The Effect of Discipline, Motivation and Organizational Commitment on Performance

Motivation has a positive and significant effect simultaneously on employee performance at PT. Bama Berita Sarana Televisi (BBST) Surabaya with an F-count value of 10.871 > F-table 3.51 and a significant value of 0.000 (Abdullah, 2018). Discipline and motivation simultaneously have a positive and significant impact on employee performance at PT. Aquavue Vision International (Andriyani et al., 2020). The discipline variable simultaneously has a positive and significant relationship to the performance of employees in Government Offices (Angriani & Eliyana, 2020). Diana & Anggreani (2020) reported that organizational commitment and job satisfaction have a simultaneous influence on employee performance. While Sugiyono et al. (2011) reported that the variables of discipline, organizational commitment, and motivation had a direct positive and significant effect on performance, but had a negative effect through the intervening variable of job satisfaction.

Bagis et al. (2019) report that there is a positive and significant relationship between the variables of work discipline and organizational commitment to employee performance in educational institutions. The results of this study are in accordance with those reported by Burhannudin et al. (2019) that discipline and organizational commitment have a positive and significant influence on employee performance at the Banjarmasin Islamic Hospital. The research reported by Dame et al. (2021) that the variables of discipline, motivation, and organizational commitment have a positive and significant influence together on employee performance at Bank Prisma Dana North Sulawesi. Likewise reported by Riwukore, Susanto, Pilkandis, et al. (2021) that motivation and discipline have a positive and significant influence on employee performance at the Education and Culture Office of Lubuklinggau City.

Organizational commitment together with leadership and job satisfaction has a significant effect on the intention to leave work at the company PT. Gatra Mapan Malang as evidenced by the results of the F-table value shows that the F-test > F-table (22.304 > 2.73) which means that there is a significant effect between the independent variables on the dependent variable. Sanjaya (2020) Sanjaya (2020) reports that simultaneously, performance is influenced by employee motivation and work discipline. The hypothesis of the description of the results of this study (H4) can be explained as follows.

H4: Discipline, motivation, and organizational commitment simultaneously have a positive and significant effect on employee performance at the Regional Secretariat of the Kupang City Government.

Based on the hypothesis reference above, a hypothetical research framework can be made of the influence of discipline, motivation, and organizational commitment on

employee performance at the Regional Secretariat of the Kupang City Government, either partially or simultaneously.

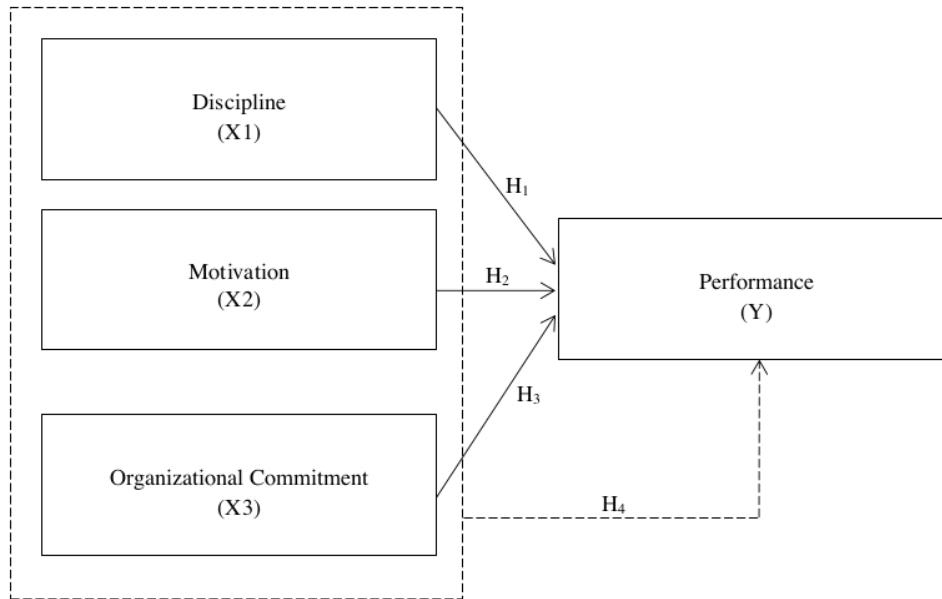


Figure 1. Research Hypothesis Framework

RESEARCH METHODS

This research was carried out at the Regional Secretariat of the Kupang City Government For 3 (three) months the research was carried out, starting from January-March 2022 at the Regional Secretariat of the Kupang City Government. This research belongs to the type of quantitative research using primary data collected through filling 21 questionnaires (closed questions using a Likert scale) for 60 days of data collection. This research is classified as quantitative research using a verification confirmative survey method. The research population is all employees who work at the Regional Secretariat of the Kupang City Government as many as 1034 people. Based on the research population, respondents were determined as research samples by proportional stratified random sampling based on the rank/class of employees using the Slovin formula. Based on the respondent determination technique, the sample in this study was 288 respondents consisting of (1) employees with a group I (26 respondents), group II (85 respondents), group III (124 respondents), and Group IV (53 respondents).

This type of research is quantitative using a Likert scale. Data sources consist of primary data and secondary data. Techniques for obtaining data were carried out through the distribution of questionnaires. Data analysis using multiple linear regression analysis using SPSS version 23 application tools, which consisted of validity test, reliability test, classical assumption test (multicollinearity test, heteroscedasticity test, normality test, linearity test), t-test, F test, and coefficient of determination. The results

of the analysis are explained narratively. The variables in this study have dimensions and indicators, as shown in Table 1.

Discipline can be defined as a tool to regulate employee behavior to work by organizational regulations and is usually used as part of an organizational strategy so that an employee obeys the rules consciously and voluntarily (Tumilaar, 2015). Deni (2018) states the dimensions and indicators of work discipline consisting of the following components: (1) attendance; (2) obedience; (3) a high level of alertness; and (4) work ethically.

Table 1. Dimensions and Indicators of Research Variables

No	Variables	Dimensions	Indicators
1	Work discipline S. V. R. Zainal (2015) op. cit. Deni (2018)	Presence	Come and go home on time
			Understanding working time
		Obedience	Work according to work regulations
			Responsible for the implementation of work guidelines
		High alert level	Thorough and careful at work
			Work with risk
		Work ethically	Work according to the organization's code of ethics
			Always be ethical at work
2	Work motivation Basri & Kadir (2019) Riwukore (2010)	Incentive	Income according to applicable rules
			Work to meet daily needs
		Placement by field	Field of work carried out according to expertise
			Promotion considering work performance
		Attention	Boss motivates subordinates at work
			There is mutual respect at work
		Opportunity to advance	The organization pays attention to the education and training needs of employees
			The organization pays attention to employee career
3	Organizational Commitment Meyer & Allen (1991) op. cit. Marnisah et al. (2021)	Affective commitment	Very happy to spend a career in an organization
			Proud to work for the organization
		Continuance Commitment	Keep working in the organization
			Life will be disrupted if you quit and leave your job at the organization
		Normative Commitment	There is no reason to leave a job at the organization even if you get a better job offer
			Become a loyal employee in the organization
4	Performance Armstrong (1990) op. cit. Riwukore et al. (2021)	Effectiveness	Organizational goals achieved
			Work efficiently
		Responsibility	Work according to guidelines and assignments
			Responsible for completing tasks according to standards
		Discipline	Adhere to the code of ethics and organizational rules
			Aware and obedient to the directions and orders of superiors
		Initiative	Organizations and superiors support innovation and creativity in achieving organizational goals

			Working with visionaries
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→ Sumber referensi alat ukur masing-masing variabel

Danila & Riwukore (2019) stated motivation as a condition that moves employees who are directed to achieve organizational goals (work goals). There is no standard measurement of the dimensions of motivation, so this study uses several indicators and dimensions, including: (1) incentives (Basri & Kadir, 2019); (2) placement in the appropriate field (Riwukore & Habaora, 2021); (3) attention to work environment (Riwukore, 2010); (4) attention to the work environment (Riwu Kore, 2020); and (5) giving opportunity to advance (Basri & Kadir, 2019). Putra (2019) explain the definition of organizational commitment as an employee's alignment with a particular organization and its goals and desires to maintain membership in the organization. Marnisah et al. (2021) said the dimensions of organizational commitment measurement consist of (1) affective commitment; (2) continuance commitment; and (3) normative commitment.

Riwukore & Habaora (2021) performance is the ratio between the results of one's work to the standard or task load that is the responsibility to be completed effectively and efficiently. Riwukore et al. (2021b) explained that performance can be measured by several dimensions and indicators, including (1) effectiveness; (2) responsibility; (3) discipline; and (4) initiative.

RESULTS AND DISCUSSIONS

Validity Test

The validity test is intended to test whether or not the research instrument used is valid, which is measured using the Pearson Product Moment correlation formula in the SPSS application. Sutrisno Hadi (1991) *op.cit.* Riwu Kore (2010:138) explains that the rule of decision-making for the validity test is if the coefficient value between the questions or statements is equal to or greater than 0.30 ($r \geq 0.30$) then the instrument used in the research questionnaire can be said to be valid.

The validity test on the employee performance variable consists of 8 statement items, the discipline variable consists of 8 statement items, the motivation variable consists of 8 statement items, and the organizational commitment variable consists of 6 statements. Test the validity of the research variables can be seen in Table 1.

Table 1. Results of Validity Test

No. Item	Correlation Coefficient of Each Variable				Information
	Performance	Discipline	Motivation	Organizational Commitments	
1	0.718	0.818	0.736	0.586	Valid
2	0.665	0.567	0.817	0.589	Valid
3	0.707	0.562	0.545	0.789	Valid
4	0.704	0.571	0.556	0.783	Valid
5	0.647	0.801	0.787	0.776	Valid
6	0.650	0.807	0.805	0.344	Valid
7	0.726	0.458	0.468	-	Valid
8	0.402	0.819	0.527	-	Valid

Source: Analysis results of primary data (2022).

→ Cek semua angka dalam tabel, mestinya pakai tanda titik (bukan koma), versi english

The validity test data in Table 1 shows that all statement items for the variables of employee performance, discipline, motivation, and organizational commitment have a correlation coefficient value of 0.30 so they are declared valid. Thus, the statements contained in the research questionnaire can be used to measure the research variables.

Reliability Test

Reliability testing aims to determine the consistency of the data obtained which is measured using the Spearman-Brown formula through the SPSS application. The rule of decision making in the reliability test is if the Cronbach's alpha value is greater than or equal to 0.60 then the research instrument used is reliable (Sekaran, 2000 op. cit. Riwu Kore, 2010:139). The results of the reliability test in this study are presented in Table 2.

Table 2. Results of Reliability Test

Variable	Cronbach's Alpha Based on Standardized Items	Item Total	Information
Performance	0.812	8	Reliable
Discipline	0.833	8	Reliable
Motivation	0.808	8	Reliable
Organizational Commitment	0.719	6	Reliable

Source: Analysis results of primary data (2022).

The results of the reliability test analysis show that all statement items have a Cronbach's Alpha coefficient value greater than 0.6 as required so that all statement items are declared reliable and can be used to measure research variables.

Classic Assumption Test

The classical assumption test aims to provide certainty that the regression equation obtained has estimation accuracy, is unbiased, and is consistent. Classical assumptions in this study using multicollinearity test, heteroscedasticity test, normality test, and linearity test.

a. Multicollinearity Test

The multicollinearity test aims to detect symptoms of correlation between one independent variable and another independent variable. Sugiyono (2017) op. cit. J R Riwakore et al. (2021) explained that a good regression model should not correlate with the independent variables. Furthermore, it is explained that the multicollinearity test can be done by looking at the VIF (variance inflation factors) value and the tolerance value. Symptoms of multicollinearity occur when the VIF value is > 10 and the tolerance value is < 0.10. The multicollinearity test in this study is presented in Table 3.

Table 3. Results of Multicollinearity Test

Variable	Tolerance	VIF	Information
Discipline	0.206	4.851	There is no multicollinearity
Motivation	0.149	6.731	There is no multicollinearity
Organizational Commitment	0.126	7.914	There is no multicollinearity

Source: Analysis results of primary data (2022).

Based on the data from the multicollinearity test in Table 3, shows that none of the independent variables (discipline, motivation, and organizational commitment) has a tolerance value < 0.10 and a VIF value > 10 which means that there is no multicollinearity problem.

b. Heteroscedasticity Test

The heteroscedasticity test is to ensure that the data used in the regression analysis does not occur heteroscedasticity, but what is expected is homoscedasticity. Test the symptoms of heteroscedasticity by looking at the probability plot graph between the predicted value of the dependent variable and the residual value. If the existing points form a certain regular pattern (wavy), then heteroscedasticity occurs. If there is no clear pattern, the points spread above and below zero on the Y axis, then there is no heteroscedasticity. In addition, heteroscedasticity can be known through the Glesjer test, where if the significance probability of each independent variable is > 0.05 , it can be concluded that there is no heteroscedasticity in the regression model (Riduwan & Akdon, 2008 op. cit. Riwukore, Susanto, Pilkandi et al., 2021). The heteroscedasticity test in this study used the Glesjer test as presented in Table 4.

Table 4. Results of Heteroscedasticity

Variable	Sig. Glesjer Test	Keterangan
Discipline	0.201	There is no heteroscedasticity
Motivation	0.296	There is no heteroscedasticity
Organizational Commitment	0.426	There is no heteroscedasticity

Source: Analysis results of primary data (2022).

Based on the heteroscedasticity test data in Table 4 shows the significant value of each variable is greater than 0.05, then the data from the research does not occur heteroscedasticity. That is, the distribution of data is the same or homoscedasticity.

c. Normality Test

Normality test aims to test whether in the regression model, the independent variable or the dependent variable, both have normal data distribution or not. According to Sugianto (2012) op. cit. Riwukore, Susanto, Pilkandis, et al. (2021) that a good regression model has a data distribution that is normal or close to normal. To test it by looking at the normal probability plot which compares the cumulative distribution of the actual data with the cumulative distribution of the normal distribution. Decision-making in the normality test uses the Kolmogorov-Smirnov test, that is, if the significance value for all the variables studied is greater than 0.05 then the data being tested is normally distributed. The results of the normality test in this study are presented in Table 5.

Table 5. Results of Normality Test

Variable	Asymp.Sig. (2-tailed)	Information
Performance	0.441	Data is normally distributed
Discipline	0.409	Data is normally distributed
Motivation	0.266	Data is normally distributed

Organizational Commitment	0.345	Data is normally distributed
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Source: Analysis results of primary data (2022).

The results of the normality test show that the significance value for all variables is greater than 0.05 which indicates that the tested data is normally distributed.

d. Linearity Test

The linearity test aims to determine whether two variables have a linear relationship or not significantly. Two are said to have a linear relationship if the significance is less than 0.05. Linearity test is used as a requirement in correlation analysis or linear regression (Sugianto, 2012 op. cit. Susanto et al., 2021). The results of the linearity test from this study are presented in Table 6.

Table 6. Results of Linearity Test

Variable	Sig.Linearity	Sig. Deviation from Linearity	Information
Discipline	0.000	0.151	Linear
Motivation	0.000	0.008	Linear
Organizational Commitment	0.000	0.000	Linear

Source: Analysis results of primary data (2022).

Based on the data in Table 6 regarding the results of the linearity test, it can be explained that linear regression is quite good because of the value of sig. the linearity of the data is less than 0.05. Thus the data on the variables of discipline, motivation, and organizational commitment have met the linearity requirements.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis were carried out on the variables of discipline, motivation, and organizational commitment as shown in Table 7.

Table 7. Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.472	.589		4.194	.000
Discipline	4.497	.206	.640	21.788	.000
Motivation	2.116	.218	.304	9.728	.000
Organizational Commitment	.677	.261	.094	2.589	.010

Source: Analysis results of primary data (2022).

The results of data analysis in Table 7 can be made a multiple linear regression equation models, namely:

→ **Perhatikan tanda titik/koma dalam penulisan desimal**

$$Y = 2.472 + 0.640X1 + 0.304X2 + 0.094X3 + e$$

Based on the regression equation above, it can be interpreted each regression coefficient, namely:

- a. The constant value is 2.472 which explains that if the variables of discipline, motivation, and organizational commitment have a value equal to zero, the employee performance variable is 2.472.
- b. The regression coefficient value for the discipline variable is 0.640 and is positive, which means that if the discipline variable increases by one unit, the employee performance variable will also increase by 0.640 units, and vice versa.
- c. The regression coefficient value of the motivation variable is 0.304 and is positive, which means that if the motivation variable increases by one unit, the employee performance variable will also increase by 0.304 units, and vice versa.
- d. The regression coefficient value for the organizational commitment variable is 0.094 and is positive, which means that if the organizational commitment variable increases by one unit, the employee performance variable will also increase by 0.094 units, and vice versa.

Hypothesis Test

a. Partial Hypothesis Test (t-test)

The results of the partial hypothesis test (t-test) can be seen in Table 7 which shows the results of the partial hypothesis as follows.

- The discipline variable (X1) shows the results of statistical tests with the t-count value of 21,788 with a significance value of 0.000. The significance value of 0.000 is smaller than the alpha level used by 5% (0.05), then the decision is to accept the first hypothesis (H1) and reject the null hypothesis (H0), that partially the discipline variable has a positive and significant influence on the employee performance variable. . That is, if the discipline variable is getting better, then the employee's performance is getting better.
- The motivation variable (X2) shows the results of statistical tests with the t-count value of 9.728 with a significance value of 0.000. The significance value of 0.000 is smaller than the alpha level used by 5% (0.05), then the decision is to accept the second hypothesis (H2) and reject the null hypothesis (H0) that partially the motivation variable has a positive and significant influence on the employee performance variable. That is, the higher the motivation variable, the higher the employee's performance.
- The organizational commitment variable (X3) shows the results of statistical tests with the t-count value of 2.589 with a significance value of 0.010. The significance value of 0.000 is smaller than the alpha level used by 5% (0.05), then the decision is to accept the third hypothesis (H3) and reject the null hypothesis (H0) that partially organizational commitment variable has a positive and significant influence on employee performance variables. . This means that if the organizational commitment is getting better, it will improve employee performance.

b. Simultaneous Hypothesis Testing (F-Test)

The results of the analysis of simultaneous hypothesis testing (F-test) can be seen in Table 8. The results of statistical tests based on ANOVA calculations show an F-

count value of 795,084 with a significance value of 0.000. The significance value of 0.000 is smaller than the alpha level used, which is 5% or 0.05.

Table 8. Result of F-Test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5926.265	3	1975.422	795.084	.000 ^b
	Residual	705.610	284	2.485		
	Total	6631.875	287			

^aDependent Variable: Performance

^bPredictors: (Constant), Organizational Commitment, Discipline, Motivation

Source: Analysis results of primary data (2022).

Based on this simultaneous test, it shows that the variables of discipline, motivation and organizational commitment simultaneously have a positive and significant influence on employee performance, meaning that the rise and fall of employee performance values are determined by the ups and downs of the 3 independent variables in this study, namely discipline, motivation, and organizational commitment. Thus, the third hypothesis (H3) proposed that discipline, motivation, and organizational commitment simultaneously have a positive and significant effect on employee performance is accepted and rejects the null hypothesis (H0).

Coefficient of Determination (R²)

The results of the analysis related to the coefficient of determination (R²) are presented in Table 9. Based on the results of the analysis of the coefficient of determination, it can be seen that the value of the coefficient of determination (R²) is 0.894, which means that the contribution of discipline, motivation, and organizational commitment to variations in the ups and downs of employee performance is 89.4 %, and the remaining 10.6% is explained by other variables not included in this research model.

Table 9. Coefficient of determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.894	.892	1.576

^aPredictors: (Constant), Organizational Commitment, Discipline, Motivation

Source: Analysis results of primary data (2022).

The Effect of Discipline on Performance

High discipline will improve employee performance or in other words, discipline from employees has a positive and significant influence on improving employee performance. The results of statistical tests from this study indicate that the discipline variable has a regression coefficient of 0.640 and is positive with t-count value of 21.788 at a significance of 0.000. The results of this statistical test indicate that the employee discipline variable affects the increase in employee performance by 0.640 units and discipline has a positive and significant effect on improving the performance of the employee. The existence of a positive and significant relationship between

discipline and performance has been reported by several previous researchers, such as Bagis et al. (2019), Burhannudin et al. (2019), Shofwani & Hariyadi (2019), Angriani & Eliyana (2020), and Yonata et al. (2020) who reported that discipline has a positive and significant effect on employee performance. If employee discipline is improved, it will have high implications for improving employee performance. Although there are other studies that state that employee discipline has a negative or insignificant effect on performance (Kumarawati et al., 2017; Sanjaya, 2020; Andriyani et al., 2020), it tends to be influenced by perceptions and the work environment that shapes character and attitudes. individual. Employees who are accustomed to being disciplined certainly have high performance as well.

Lestari et al. (2020) say discipline influences employee performance, where the higher the discipline, the higher the performance produced by the employee. Shofwani & Hariyadi (2019) said that work discipline must be possessed by every employee and must be cultivated among employees to support the achievement of organizational goals because it is a manifestation of compliance with work rules and also as self-responsibility to the company. This is because discipline is an attitude of loyalty and obedience of a person or group of people to the rules, both written and unwritten, which is reflected in the form of behavior and actions.

The Effect of Motivation on Performance

An action taken by a person is influenced by motivation. The results of statistical tests in this study indicate the regression coefficient value of the motivation variable is 0.304 and is positive. This means that the employee performance variable is determined up and down by the work motivation of the employee. Likewise, the results of the t-test of the discipline variable on the performance show t-count value of 9.728 with a significance of 0.000 alpha 0.05, which means that the motivation variable has a positive and significant effect on employee performance. Based on this statistical test, it can be explained that if the employee motivation variable is increased, it will have high implications for increasing employee performance. The results of this study are by the results of the research reported by Kumarawati et al. (2017), Suwanto (2019), Sanjaya (2020), and Dame et al. (2021) that motivation has a positive and significant influence on performance, although there are other opinions which state that motivation has a negative and insignificant effect on performance (Luhur, 2014; Abdullah, 2018; Andriyani et al., 2020; Sukiman & Priyono, 2020; Syafruddin et al., 2021). The differences in existing research results are more oriented to factors that influence a person's motivation, as stated by Sutrisno (2011:116-120) that differences in a person's motivation are determined by factors that influence it both externally (coming from outside one's self). and internal (coming from within a person).

Shofwani & Hariyadi (2019) stated that the stronger the work motivation, the higher the employee's performance. This means that any increase in work motivation will provide a very significant increase for improving employee performance in carrying out their work. Santy & Abdurrakhman (2021) say that work motivation to do a good job will appear if the work he does has value or is meaningful for the employee concerned. Based on the results of this study, the motivation that is owned from within itself because of interest in an object and motivation that comes from outside is encouraging to do an activity by other people.

The Effect of Organizational Commitment on Performance

Employees who are committed to their organization will certainly try to improve their performance to achieve organizational goals to the fullest. Based on this, in this study, the effect of organizational commitment on employee performance showed positive results with a regression coefficient of 0.094 units. That is, the higher the organizational commitment, the higher the employee's performance. Statistical test results show organizational commitment has t-count value of 2.589 with a significance value of 0.010 alpha 0.05, which means organizational commitment has a positive and significant effect on employee performance. The results of the existing research are by the results of the research reported by Bagis et al. (2019), Burhannudin et al. (2019), Diana & Anggreani (2020), and Dame et al. (2021) that there is a positive and significant relationship between organizational commitment variables on employee performance. Several studies also reported that there was a negative or insignificant effect on employee performance (Sunarno & Liana, 2015; Hamimah et al., 2017; Sutopo, 2018; Sukiman & Priyono, 2020). The difference in the results of the existing research may be due to differences in the motives that underlie employees' commitment to the organization. This is as stated by Reichers (1985) that organizational commitment is influenced by motives in a side-best orientation (the thought of leaving the organization will be detrimental) or in a goal-congruence orientation (the desire to remain a member of the organization).

Susita et al. (2020) said that commitment to the organization is believed to be a driving force to achieve success. Even when facing a problem at work, an employee who is committed will consider it a challenge so that he will feel challenged to always try and complete his duties and responsibilities. Bolung et al. (2021) said that organizational commitment held by employees is often also called loyalty has a very important role in the organization. Organizational commitment has an effect not only on improving performance but can reduce the desire or exit of employees from the organization. The results of the existing research are from previous studies that have tested the relationship and influence of organizational commitment on performance and most of the results stated that it was positive and significant.

The Effect of Discipline, Motivation, and Organizational Commitment on Performance

The results of statistical tests in this study indicate that the variables of discipline, motivation, and organizational commitment simultaneously or together have a significant effect on employee performance with an F-count value of 795,084 and a significance value of 0.000 alpha 0.05. The results of this study are by other studies, namely: (1) motivation together with other variables affects performance (Abdullah, 2018); (2) discipline simultaneously affects employee performance (Andriyani et al., 2020); and (3) organizational commitment together with other variables affect employee performance (Burhannudin et al., 2019).

The coefficient of determination of the influence of discipline, motivation, and organizational commitment is 89.4%, meaning that the three variables have a high influence on performance. This is as explained by Chin (1998) that the R-Square value is categorized as strong if it is more than 0.67; moderate if more than 0.33 but lower than 0.67; and weak if it is more than 0.19 but lower than 0.33. The value of the coefficient of determination from this study also shows that the three independent variables, namely discipline, motivation, and organizational commitment have been able

to explain all the information to predict performance variables. This is by what was stated by Ghozali (2016) that the coefficient of determination (R^2) test was carried out to determine and predict how big or important the contribution of the influence given by the independent variables together to the dependent variable. The value of the coefficient of determination is between 0 and 1. If the value is close to 1, it means that the independent variable provides almost all the information needed to predict the dependent variable. However, if the value of R^2 is getting smaller, it means that the ability of the independent variables in explaining the dependent variable is quite limited. Sari & Hadijah (2016) say that to improve performance, you must first increase the factors that cause increased performance. Based on this, the factors to improve performance consist of discipline, motivation, and organizational commitment.

CONCLUSIONS AND RECOMMENDATIONS

The results of this study indicate that the variables of discipline, motivation, and organizational commitment either partially or simultaneously have a positive and significant influence on employee performance at the Regional Secretariat of the Kupang City Government. This means, to improving employee performance requires high attention to aspects of the discipline, motivation, and organizational commitment. The higher the discipline, motivation and organizational commitment, the employee's performance will increase, and the organization will more easily achieve its goals. In addition, the three variables have been able to explain all the information needed to improve performance because the coefficient of determination of the three variables is in the strong category or 0.894.

Improving employee performance at the Regional Secretariat of the Kupang City Government can be done through organizational attention to employee discipline, work motivation, and organizational commitment because based on this research shows a strong relationship between the three independent variables (discipline, motivation, and organizational commitment) to the dependent variable (organizational commitment).

This limitation is the regression value of the coefficient of determination is at the level of 0.3 which indicates that this variable has a low (weak) relationship. Therefore, the attention of the organization to increase motivation through predictors that influence it. For this reason, further research related to the factors that affect performance from the mediating aspect of work motivation can be the focus of further research. In addition, further research can also be done by relating the influence of discipline, motivation, and organizational commitment variables on performance in terms of aspects between employees based on age, education, retired and non-retired generations, and other employee characteristics.

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