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The Influence of Work Discipline and Motivation on the Performance of State Civil Servants at the Secretariat of The City Council (DPRK) Subulussalam, Aceh, Indonesia

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ABSTRACT

This study aims to determine the effect of work discipline and work motivation on ASN performance at the Subulussalam City Council Secretariat. The hypothesis proposed is that work discipline and work motivation have a significant effect on ASN performance at the Subulussalam City Council Secretariat. The variables studied consisted of work discipline and work motivation as independent variables and performance as the dependent variable. Data collection method by way of a list of questions. Methods of data analysis using multiple linear regression method. The results showed that work discipline had a positive and significant effect on the performance of ASN Subulussalam City Council Secretariat. The better the employee's work discipline, the higher the performance. Work motivation has a positive and significant effect on the performance of ASN Subulussalam City Council Secretariat. The better the motivation given, the higher the employee's performance. The variables of work discipline and work motivation together have a significant effect on the performance of ASN Subulussalam City Council Secretariat. Variations in employee performance can be explained by work discipline and motivation of 95.00%, while the remaining 5.00% is explained by other factors, such as communication, leadership and other factors not explained in this research model.

Keywords: Work Discipline, Work Motivation, ASN Performance

INTRODUCTION

Every organization or agency in general has the hope that its employees are able to work with high performance, which means the execution of work is successful. Organizational leaders will always require employees to be able to reach standards or even be able to exceed the standards of work results set by the organization, because basically the overall performance of the organization is a collection of the performance achievements of all employees. In other words, the success of the organization depends on the good performance of the State Civil Apparatus (ASN), especially ASN as executors of government policies.

In article 1 paragraph (2) of Law no. 5 of 2005 concerning the State Civil Apparatus (UU ASN) states that: "State Civil Apparatus Employees, hereinafter referred to as ASN Employees, are civil servants and government employees with work agreements who are appointed by staffing supervisors and assigned tasks in a government position or entrusted with tasks other countries and are paid based on statutory regulations." Then in article 11 it is stated that: "ASN employees are tasked with carrying out public policies made by Personnel Development Officers in accordance with statutory provisions, providing professional and quality public services, and strengthening the unity and integrity of the Unitary State of the Republic of Indonesia." In this case ASN has a very important role because it functions as the executor of public policy, public service, as well as glue and unifier of the nation. It can be said that ASN is the spearhead of government in all fields or functions of government, which includes three main functions, namely development function, protection function, and public service function, so that government must be supported by High-quality and high-performance ASN.

Performance is a set of measurements regarding how well a job can be done when compared to the established assessment standards (Prawirosentono, 2012). Employees are declared to have high performance if their work results are at least in accordance with work standards, or are able to exceed work standards. Evaluation of this performance is usually carried out periodically with the aim of knowing how the development of employee capabilities and also as a basis for consideration for making various policies related to human resource management in organizations. By conducting periodic performance appraisals, management will soon find out how employee performance levels are progressing. If it turns out that the results of the assessment show that employee performance has decreased, management will try to improve it by managing various factors that can affect employee performance. Besides that, basically every agency will always try to improve work performance or the performance of its employees at any time (Sutopo, 2018). Basically there are many factors that can affect employee performance, but what is discussed in this study is limited to motivation and discipline factors.

According to (Mangkunegara, 2017) performance is a result of a person's efforts which is achieved by having abilities and actions in certain situations. In relation to supervision. As that supervision will help and encourage employees to always work well as well as a control function for the achievement of overall organizational goals. There are several factors that can affect the performance of the ASN including work discipline and work motivation.

One of the efforts to maximize the potential of human resources is through the enforcement of employee work discipline. Work discipline is a person's awareness and willingness to comply with all rules and social norms that apply to the organization. The application of discipline in an organization or agency aims so that all employees in the agency are willing to voluntarily obey and comply with every applicable regulation without any coercion. Good work discipline can be seen from the high awareness of employees in complying with all applicable regulations, being able to complete work according to a predetermined time (Mutiarasari, 2022; Pramawati & Sri Widnyani, 2019). Lack of discipline will affect the efficiency and effectiveness of work. If discipline cannot be upheld, it is possible that the goals set are not achieved effectively and efficiently. As an illustration, if an organization only pays attention to education, expertise and technology without thinking about employee morale and work discipline, then even high education, expertise and technology will not produce anything optimal if the person concerned cannot use it regularly and has serious work discipline. Work discipline is when an employee is able to run an organization. Even if an employee has a high degree, if they are not disciplined in their work then the agency's goals will not be achieved (Hamdani Ismail & Hamdani Harahap, 2018; Jaffisa et al., 2018; Syahputra, 2019).

The obligation to improve work discipline is not only the duty of employees, but also the obligation of leaders in organizations who must also realize that they have a great responsibility for fostering employees, so that with discipline in employees it is hoped that it can improve employee performance and produce a more productive workforce. accomplished and efficient.

In line with the principles of government which is based on the concept of good governance and productivity in all scopes of work responsibilities, it is fully realized that government agencies will only be able to carry out all organizational activities if supported by the existence of quality human resources with reliable intellectuals so that they will have the ability and optimal work productivity, because as a resource component, humans are the most important or vital component in all implementation of organizational activities as the driving force that plans and implements the established program (Hanapiah, 2007; Meyrick, 2021). In organizations, especially government organizations, it is no longer a secret that government organizations are often criticized by the public due to the low performance that is produced in each period of carrying out tasks. work of subordinates including aspects of evaluating work performance.

The main indicators of employee performance are the quality of work and the speed of completion of work. The results of interviews with the Head of the General Affairs and Finance Section, employees of the City Council Secretariat Office, Subulussalam, in carrying out their duties and responsibilities at work are often late so that work is often piled up and sometimes the use of working time is not efficient and effective, where during office hours, there are still employees. who come late, sometimes even employees are out of the office during working hours, employees often go home earlier than the specified time. As a result of all this, the implementation of the task does not go well. This is because employees are less enthusiastic about completing their work due to discrepancies in performance appraisals carried out by agencies so that morale decreases.

The work motivation factor is also quite dominant in influencing employee performance. Most of the employee's performance is actually influenced by encouragement that arises from within him to do the job seriously rather than encouragement forced from outside himself (Handoko, 2015). This situation is due to the fact that what is meant by the urge to work is the emergence of the necessities of life for various things, which can only be fulfilled by doing work successfully. Management can use expectations of fulfilling life's needs as a motivational tool so that employees actively improve the results that can be achieved at any time.

Based on the results of the preliminary survey, it is known that the performance of employees in agencies is classified as low, it can be seen from the results of work that are not in accordance with the established standard results. Employees are unable to complete work on time, and the quality of their work does not meet quality standards. The agency has made every effort so that its employees can show good performance so that they can be relied on to create excellence for the agency. The efforts made by the agency are to provide employees with an understanding of the importance of work discipline by complying with all established work regulations. The organization also implements various types of motivation that aim to make employees more enthusiastic in carrying out their daily work.

Previous research by Maruli Sitanggang (2014) with the title Analysis of Factors Influencing Employee Performance at PTPN II (Persero) Tanjung Morawa, has the advantage that researchers examine three independent variables, namely motivation, work ability and work discipline, while the current research only examines two variables independent, namely work discipline and work motivation, but the dependent variable is the same, namely the performance variable. While the drawback is that in terms of the title which mentions the analysis of the factors that affect performance it shows that there are many variables to be studied, it should be enough to make a title by mentioning the independent variables studied (Sitanggang, 2014).

Minar's previous research by Minar (2013) with the title Effect of Work Ability and Motivation on Employee Performance at Stella Maris Hospital Makassar, has a difference with the current research where previous research examined the independent variables of work ability and motivation while the current research variables work discipline and motivation, while the variables the bound is the same, namely the performance variable (Minar, 2013). This means showing deficiencies in current research which cannot compare the results of later research to see the effect simultaneously with previous research because it has different independent variables studied.

Previous research by Prabasari and Netra (2014) entitled The Influence of Motivation, Work Discipline and Organizational Culture on Employee Performance at PT. PLN (Persero) Bali Distribution, there is a difference with the current research, namely previous research examined three independent variables, namely motivation, work discipline and organizational culture, while the current research only has two independent variables, namely work

discipline and work motivation. While the dependent variable is the same, namely the performance variable (Prabasari & Netra, 2013). Thus there are advantages from previous research by adding organizational culture variables, it will be seen that the influence of the three variables together influences employee performance.

Previous research by Setiawan (2013) entitled Effect of Work Discipline and Motivation on Employee Performance at CV. Perfect Baru, shows the similarities of the independent and dependent variables studied in the current study, the difference being the locus of research where the current research is conducting research in the Secretariat Office of the Subulussalam City DPRD. Previous research examined employee performance while current research examines the performance of ASN employees (Setiawan, 2013).

Previous research by Syahputra (2019) entitled The Influence of Discipline and Motivation on the Performance of Civil Servants in the Secretariat of the Langkat Regency DPRD, shows the similarities of the independent and dependent variables studied in the current study, and the locus of research where the current research is conducting research at the City DPRD Secretariat Office Subulussalam while the former was in the Langkat Regency DPRD Secretariat (Syahputra, 2019). Likewise with Hasanuddin Haruna's research (2019) entitled The Influence of Work Motivation and Discipline on Employee Performance at the West Sulawesi Provincial Regional Representative Council Secretariat, who also researched the West Sulawesi Provincial Regional Representative Council Secretariat (Haruna, 2019). Thus there are similarities in the title and locus of research, namely the same in the Regional Representative Council Secretariat office. ASN performance is important to study, especially knowing the level of employee discipline and motivation that encourages ASN performance to increase. In terms of improving ASN performance, it will be greatly influenced by employee discipline, such as the level of employee attendance, where employees who are undisciplined will result in salary deductions from the employee's additional income allowance.

Based on this, the purpose of this study is to determine and analyze the effect of work discipline on employee performance, the effect of work motivation on employee performance and the effect of work discipline and work motivation simultaneously on ASN employee performance at the Subulussalam Regional Representative Council Secretariat.

RESEARCH METHOD

The form of research used in this research is quantitative. The author's goal of using this type of quantitative research is so that the writer can describe and analyze the effect of work discipline and work motivation on the performance of the State Civil Apparatus at the Subulussalam City Council Secretariat. This research was also conducted using library research methods (Library Research). This library research aims to collect data and information with the help of various materials in the library, such as: books, magazines, documents, records, records and historical stories and so on (Sugiyono, 2017).

Data collection techniques carried out in this study, namely:

1. Interview (Interview). namely carrying out a question and answer process or conducting direct communication (Sugiyono, 2017) with several employees to obtain information or information, namely the Head of Regional Secretariat of Subulussalam City and the Assistant for Government Affairs.
2. Questionnaire. namely by giving a questionnaire containing a list of questions to several respondents to answer (Sugiyono, 2017), so that in the results of collecting their responses and opinions, a conclusion can be drawn about the problems faced.
3. Observation. Observation, namely by looking directly at the research location to obtain actual data (Sugiyono, 2017).

The collected data were analyzed using descriptive and multiple linear regression. Descriptive analysis method is a method of analysis by collecting, describing, classifying, and interpreting the data obtained, so as to provide clear information and finally draw general conclusions about the problems faced (Arikunto, 2013). Multiple linear analysis method was carried out to find out how much influence the independent variables (work discipline and work motivation) have on the dependent variable (performance). In analyzing this data, the author uses the SPSS 23.0 for Windows Software application.

RESULT AND DISCUSSION

Description of Research Variables

1. Respondents' Responses About Work Discipline

Work discipline is the awareness of employees which is shown through an attitude of respect, respect, obedience and obedience to the regulations that apply both written and unwritten and are able to carry them out and not avoid accepting sanctions if they violate the duties and authority given to her. Respondents' responses to statements regarding work discipline at the Subulussalam City Council Secretariat can be seen in Table 1

Respondents' Responses to ASN Work Discipline at the Subulussalam City Council Secretariat

Statement	Strong Agree		Agree		Disagree		Not Agree		Strong Agree	Not
	Jlh	%	Jlh	%	Jlh	%	Jlh	%	Jlh	%
Point 1	32	29	56	50	18	15	4	4	2	2
Point 2	19	17	64	57	15	13	3	3	11	10
Point 3	13	12	31	28	50	44	10	9	8	7
Point 4	19	17	55	49	27	24	9	8	2	2
Point 5	10	9	62	55	32	29	5	4	3	3
Point 6	34	30	48	43	12	11	11	10	7	6
Point 7	14	13	68	61	22	19	7	6	1	1
Point 8	14	13	72	64	18	16	5	4	3	3
Point 9	10	9	54	48	30	27	16	14	2	2
Point 10	2	2	42	38	53	46	13	12	2	2
Point 11	10	9	73	65	22	20	6	5	1	1
Point 12	9	8	75	67	18	16	10	9	0	0
Point 13	33	29	55	50	16	14	6	5	2	2
Point 14	18	16	65	59	14	12	6	5	9	8
Point 15	20	18	54	48	29	26	7	6	2	2
Point 16	9	8	74	66	20	18	9	8	0	0
Total	266		948		396		127		55	
Average		15		53		22		7		3

Source: Questionnaire Results, 2022

Based on Table 1, the percentage of responses from respondents who answered strongly agreed with the statement of work discipline was 15% and the responses agreed were 53%, with a total score of 68%. Thus it can be concluded that work discipline in agencies is in the range of 60-69%, which means it is good enough.

2. Respondents' Responses About Work Motivation

The management of an agency will try to increase employee motivation by applying various elements of motivation, both positive and negative motivation. This situation is due to the fact that most of the employee's performance is more dominantly influenced by motivational factors than other factors. To measure the level of work motivation of civil servants at the Subulussalam City Council Secretariat, the authors use indicators: rewards in the form of salaries, benefits and other types of acceptance, rewards, capacity building compensation, punishment for mistakes made by employees. Respondents' responses to work motivation statements can be seen in Table 4.5.

Table 2. Respondents' Responses to ASN Work Motivation at the Subulussalam City Council Secretariat

Statement	Strong Agree		Agree		Disagree		Not Agree		Strong Agree	Not
	Jlh	%	Jlh	%	Jlh	%	Jlh	%	Jlh	%
Point 1	14	13	70	61	21	19	3	3	4	4
Point 2	8	7	32	29	47	42	9	8	16	14
Point 3	19	17	72	64	16	14	3	3	2	2
Point 4	17	15	25	23	35	31	24	21	11	10
Point 5	18	16	62	56	24	21	6	5	2	2
Point 6	16	14	73	65	21	19	0	0	2	2
Point 7	15	13	66	59	24	21	4	4	3	3
Point 8	17	15	66	59	21	19	5	4	3	3
Point 9	18	16	72	64	20	18	1	1	1	1
Point 10	17	15	73	65	17	15	2	2	3	3
Total	159		611		246		57		47	
Average		14		55		22		5		4

Source: Questionnaire Results

Based on Table 2, the percentage of respondents who answered strongly agreed to the statement of work motivation was 14% and the response agreed was 55%, with a total score of 69%. Thus it can be concluded that ASN work motivation in agencies is in the range of 60-69%, which means it is good enough.

3. Respondents' Responses About Employee Performance

Performance is a measure of how well employees complete the work assigned to them when compared to the standards set by the agency. Respondents' responses to statements regarding ASN performance at the Subulussalam City Council Secretariat can be seen in Table 3.

Table 3. Respondents' Responses to ASN Performance at the Subulussalam City Council Secretariat

Statement	Strong Agree		Agree		Disagree		Not Agree		Strong Agree	Not
	Jlh	%	Jlh	%	Jlh	%	Jlh	%	Jlh	%
Point 1	8	7	82	73	12	11	8	7	2	2
Point 2	21	19	25	22	48	43	11	10	7	6
Point 3	24	21	62	57	16	14	5	4	5	4
Point 4	19	17	26	23	48	43	14	13	5	4
Point 5	31	28	56	50	16	14	2	2	7	6
Point 6	11	10	35	31	44	39	10	9	12	11
Point 7	11	10	63	56	25	22	9	8	4	4
Point 8	24	21	64	57	13	12	10	9	1	1
Point 9	32	29	46	42	24	21	5	4	5	4
Point 10	17	15	28	25	53	47	4	4	10	9
Total	198		487		299		78		58	
Rata-rata		18		44		27		7		5

Source: Questionnaire Results

Based on Table 3, the percentage of respondents who answered strongly agreed with the statement of employee performance was 18% and agreed responses were 44%, with a total rating score of 62%. Thus it can be concluded that the performance of employees in agencies is in the range of 60 - 69%, which means good enough.

Discussion

1. Effect of Work Discipline on Employee Performance

According to (Hasibuan, 2009) that "Discipline is defined as a mental attitude to comply with various rules or regulations that have been set". The level of discipline can be seen from the goals and abilities, exemplary leaders, remuneration, fairness, inherent supervision, legal sanctions, firmness and human relations. Each employee has goals and abilities at work so that employees will be encouraged to complete work on time. With human relations, the level of cooperation between employees in completing work is also higher. Exemplary leadership owned by the leader, the honesty of employees in carrying out work is more motivated because someone is a role model. Remuneration provided by the company encourages employees to produce a predetermined quality of work. Justice is the basis for creating discipline by completing work on time. The inherent supervision provided encourages employees to provide good quality work results. Severe or light penalties are given in accordance with logical considerations.

Based on the results of the study it is known that the work discipline variable has a significant and positive effect on employee performance at the Subulussalam Mayor's Office. The regression coefficient value of work discipline is 0.119, meaning that it is assumed that the weight of work discipline increases by 1 unit, so the employee performance weight will increase by 0.119 units. The better the employee's work discipline, the higher the performance.

According to Hasibuan (2009), that discipline is defined as a mental attitude to comply with various rules or regulations that have been set. Weaknesses found in the variables of employee work discipline in agencies are employees often not present on time, while the imposition of sanctions has not been based on correct considerations. By correcting these disciplinary weaknesses, it is expected that employee performance will get better (Hasibuan, 2009).

According to the results of interviews with respondent Rosihan Indra, SP, M.Si as the Head of Personnel and Budgeting at the Subulussalam City Council Secretariat that agency employees often arrive late or do not attend at all, so that the process of carrying out work is disrupted. Disruption of work implementation is caused by the fact that the number of employees has been determined in proportion to the number of jobs, so that if there are employees who do not come or arrive late, then the implementation of the work will not be achieved. Therefore, agencies need to establish stricter work regulations, especially in the area of work attendance. In addition, agency management can raise employee awareness about the importance of their presence every day at the appointed working time.

Furthermore, the results of interviews with respondent Rahmanita, SH as the Head of the General, Personnel and Housing Subdivision at the Subulussalam City Council Secretariat also stated that the imposition of sanctions had not been based on correct considerations. This means that employees are given sanctions that are too severe for a level of error that is classified as light, whereas at other times, employees are given light sanctions even though the level of error is classified as severe. This condition will certainly be a bad example witnessed by employees, and can result in decreased trust in agency management. Decreased trust in management can disrupt morale, resulting in low performance. Therefore, agency management needs to apply sanctions more carefully by considering the severity of the sanctions in accordance with the severity of the mistakes committed.

To improve employee discipline, the role of a leader is needed, one of which is to give an example to subordinates about good discipline, so that subordinates understand that one of the wishes of superiors is to apply discipline properly. If the leader does not set an example of discipline, it will be difficult to direct subordinates to behave in a disciplined manner. Leaders must also respect subordinates in their work. Appreciating subordinates at work means declaring that he is worthy of being in that field of work, so that subordinates are happy to carry out their work.

2. Effect of Work Motivation on Employee Performance

Work motivation is something that can generate enthusiasm and encouragement to work (Hasibuan, 2009). Motivation can come from internal and external. Motivation theory can be classified into two, namely satisfaction theory or content theory and process theory. External motivation can come from the organization, so it is the manager's job to create a work environment that can lead to motivation. Performance is influenced by motivation, therefore individuals who have high motivation tend to have high achievements. In the era of globalization which is full of intense competition, every organization should improve and increase its performance.

Based on the research results, it is known that the variable of work motivation has a significant and positive effect on employee performance at the Subulussalam City Council Secretariat. The work motivation regression coefficient is 0.851, meaning that it is assumed that the weight of work motivation increases by 1 unit, so the employee performance weight will increase by 0.851 units. The better the work motivation given, the higher the employee's performance.

According to Mathis & Jackson (2001) that motivation is a desire within a person that causes that person to take action. Weaknesses found on motivational factors in agencies are that the amount of salary received by employees is not proportional to the workload, and besides that, the bonuses received by employees are still not in accordance with their work performance. By correcting these weaknesses, it is expected that the performance of employees in agencies can still be improved (Mathis & Jackson, 2001).

According to the results of interviews with respondent Rosihan Indra, SP, M.Si as the Head of Personnel and Budgeting at the Subulussalam City Council Secretariat (on March 27, 2022), the amount of salary needs to be determined in balance with the workload, so that employees become more motivated to keep working even though the work is quite a lot and tiring. Besides that, the physical sacrifices made by employees for their work receive compensation for improved nutrition because they receive a more decent salary if the physical sacrifices benefit from increased income. The ability of employees to complete work in large numbers is certainly a work achievement in itself, so agencies need to compensate by providing salaries that are proportional to their workload.

Giving rewards is no less important than other types of income. Rewards are usually directly related to the achievement of employee performance, so that employees who do not show good performance usually do not get work bonuses. According to the results of interviews with respondent Rahmanita, SH as the Head of the General, Personnel and Housing Subdivision at the Subulussalam City Council Secretariat, the amount of work bonus should be set in an amount that is in accordance with the amount of performance achievement, so that employees feel that every successful job will receive additional commensurate income.

It is therefore suggested that the agency consider increasing the amount of the allowance to make it more proportional to its workload. Besides that, it is also necessary to increase the number of rewards given to employees who have succeeded in achieving high performance at the agency. Thus, the employee's performance will be higher, where employees will always try to make their performance better.

3. The Effect of Work Discipline and Motivation Simultaneously on Employee Performance

Work discipline and work motivation are very important in every job, both in government and private agencies. Because with the existence of work discipline and high motivation and good supervision, a job will be able to run smoothly and can produce an optimal work result. According to Mangkunegara (2017) that "As a basis for evaluating work methods, supervision is needed to obtain effective and efficient performance" (Mangkunegara, 2017).

Based on the research results, it is known that the variables of work discipline and motivation simultaneously have a significant effect on employee performance variables. According to Mathis & Jackson (2001), work performance or performance is a measure of how well employees do their jobs when compared to standards (Mathis & Jackson, 2001). Performance has considerable benefits for employees and the organization or agency as a whole. Improved performance will create opportunities for employees to receive higher employee benefits and other rewards, which means an increase in the level of welfare. Improving the performance of each individual employee by itself will also improve the performance of the agency as a whole. Indicators of performance are timeliness of completion, quality of work, efforts to overcome difficulties in work, cooperation and honesty of employees carrying out work.

CONCLUSION

Work discipline has a positive and significant effect on the performance of ASN Subulussalam City Council Secretariat. The t-count value for the work discipline variable is $5.797 > 1.982$ with a significant level of $0.000 < 0.05$ so that H_0 is rejected and H_1 is accepted. That is, the better the work discipline of employees, the performance will also be higher. The regression coefficient is 0.119, meaning that there is a significant effect of work discipline of 0.119 (11.90%) on ASN performance. Indicators of work discipline that are already good are examples of leadership, remuneration, fairness, close supervision, firmness, and human relations, while indicators that are still weak are goals and abilities, and sanctions.

Work motivation has a positive and significant effect on the performance of ASN Subulussalam City Council Secretariat. The t-count value for the motivational variable is $3.445 > 1.982$ with a significance level of $0.001 < 0.05$, so H_0 is rejected and H_1 is accepted. That is, the better the motivation given, the higher the employee's performance. The regression coefficient is 0.851, meaning that there is a significant influence of work motivation of 0.851 (85.10%) on ASN performance. Indicators of good work motivation are awards, compensation for capacity building, punishment for mistakes made by employees, while indicators that are still weak are rewards received in the form of salaries and benefits.

The variables of work discipline and work motivation together have a significant effect on the performance of ASN City Council Secretariat Subulussalam, the Fcount is $1052.815 > F$ table is 3.08. Thus the decision is taken then H_0 is rejected and H_1 is accepted. Variations in employee performance can be explained by work discipline and motivation with a determination coefficient value of 0.950, meaning that 95.00% of work discipline and motivation factors jointly affect performance, while the remaining 5.00% is explained by other factors not explained in the model this research, such as communication, leadership and other factors.

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