THE EFFECT OF WORK DISCIPLINE, WORK MOTIVATION, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE IN THE DISTRICT OFFICE OF CEPOGO BOYOLALI

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Abstract: *Employee performance is defined as the quality and quantity of business results obtained by employees in carrying out their responsibilities. Performance refers to the entire work process, not simply the end result. Employee performance must be measured in order for the attainment of employee work results to be understood and evaluated further. The goal of this study was to assess the impact of work discipline, work motivation, and organizational commitment on the performance of Cepogo Boyolali District Office personnel. This study employs a quantitative technique, and the data used in this study are primary data gathered through questionnaires issued to 99 Cepogo Boyolali District Office personnel. The sampling technique utilized in this study is non-probability sampling, specifically saturated population individuals are used as samples. The validity test, reliability test, multiple linear regression, and statistical test t test were employed in this study. The SPSS for Windows version 24 program was used to test hypotheses. According to the findings of this study, work discipline, work motivation, and organizational commitment all have a favorable effect on employee performance. Job discipline, work motivation, and organizational dedication all have an impact on the success of Cepogo Boyolali District Office employees. Based on the findings of this study, the Cepogo Boyolali District Office is expected to pay more attention to work discipline, providing work incentive, and organizational commitment of its personnel in order to maximize performance.*
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Keywords: *Work Discipline, Work Motivation, Organizational Commitment, Employee Performance, Cepogo Boyolali District*

1. Introduction

Human resource management is the process of dealing with numerous issues with employees, employees, laborers, managers, and other workers in order to support the activities of the organization or corporation in order to reach predefined goals. As a result, managers must guarantee that the firm or organization has the right personnel in the right place at the right time, capable of doing activities that will assist the company in achieving its overall goals successfully and efficiently. (Husaini, 2017).

A company's or organization's success is heavily determined by the performance of its human resources. According to Simamora (2004), performance (performance) refers to the level of achievement of the tasks that comprise an employee's job and reflects how well the employee fulfills the requirements of a job, but it is frequently misunderstood as effort that reflects the energy expended, performance is measured in terms of results. The achievement of each individual's performance allows the company to produce entire performance and achieve success

in accordance with what the organization expects (Suhasto, 2018).

Work discipline is one factor that influences employee performance (Sidanti, 2015). According to Rivai (2008), work discipline is a tool used by managers to communicate with employees in order to get them to change their behavior, as well as an effort to raise one's knowledge and willingness to observe all corporate standards and applicable societal norms. Implementing work discipline can boost employee performance, which will ultimately improve the company's performance (Syamsuddinnor, 2013).

Employee performance can improve with job discipline (Sidanti, 2015). According to Syamsuddinnor (2013), work discipline is critical and has a substantial impact on employee performance. Employee discipline improves both the quantity and quality of work, which improves employee performance indirectly (Syamsuddinnor, 2013). According to Syamsuddinnor (2013) and Sidanti (2015) research, work discipline has a favorable effect on performance.

Work motivation also has an impact on performance (Olusadum, 2018). Employees must be motivated to work harder in order to attain corporate goals. Given the importance of employees in the business, employees must pay more attention to the activities they perform in order to achieve organizational goals. Employees that are highly motivated at work will work harder to complete their tasks. If an employee's job motivation is poor, he or she lacks excitement for work, quits up easily, and has difficulties finishing his or her tasks (Supriyanto, 2018). Motivation is the driving force that causes an organization's members to be willing and willing to mobilize abilities in the form of expertise or skills, energy, and time to carry out various activities that are their responsibility and fulfill their obligations, in the context of achieving predetermined organizational goals and objectives (Siagian, 2007).

Motivation is a process that begins with a physiological and psychological strength or need and ends with behavior or encouragement targeted at achieving a goal or receiving a reward (Yulinda, 2018). Lack of motivation can have a negative impact on the organization's overall performance. This can result in a rise in job complaints, employees being too lethargic to work, and other physical and psychological behaviors, such as increased absenteeism and employee turnover. Since motivation is a source of driving power for employees, the issue of motivation has always garnered significant attention from superiors. Olusadum (2018) and Supriyanto (2018) did research, and they discovered that work motivation has a favorable and significant impact on employee performance.

Organizational commitment, in addition to work discipline and motivation, influences performance (Gani, 2018). Organizational commitment is a work-related attitude that expresses joy and displeasure with the company (Robbins, 2008). Someone with a high organizational commitment will have a strong emotional link with the organization since they feel a part of it, as well as a strong willingness to persevere in the face of adversity. As a result, if someone makes various attempts to improve organizational performance, the ensuing productivity will reflect this (Haryono, 2017). Gani (2018) and Suherman (2018) discovered that organizational commitment had a favorable influence on employee performance.

This study was carried out at the Cepogo Boyolali District Office. The sub-district is responsible for carrying out the mayor's or regent's delegation of government authority to manage various regional autonomy matters.

The goal of this study was to see how work discipline, motivation, and organizational commitment affected employee performance.

2. Literature Review

2.1 Human Resource Management (HRM)

Human Resource Management is a strategy for implementing management functions, such as planning, organizing, leading, and controlling, in every HR operational activity/function, beginning with withdrawal, selection, training and development, placement (including promotion, demotion, and transfer), performance appraisal, compensation, industrial relations, and termination of employment, with the goal of increasing the productive contribution of the organization's workforce (Sofyandi, 2008).

2.2 Work Dicipline

According to Hasibuan (2003), work discipline can be defined as a person's awareness and willingness to follow all corporate regulations and appropriate social norms. The attitude of a person who voluntarily obeys all regulations and is conscious of his duties and responsibilities is referred to as awareness. Willingness is a person's attitude, behavior, and actions in conformity with written and unwritten organizational norms.

2.3 Work Motivation

Motivation is defined as the desire to accomplish something as a willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet an individual need (Robbins, 2008). Meanwhile, Mangkunegara (2011) defines motivation as "an encouragement of demands in employees that must be addressed so that employees can adapt to their environment." Motivation is the driving force that causes an organization's member to be willing and willing to mobilize abilities in the form of expertise or skills, energy, and time to carry out various activities that are their responsibility and fulfill their obligations, all in the context of achieving predetermined organizational goals and objectives.

2.4 Organizational Commitment

According to Mathis in Sopiah (2008), organizational commitment is the degree to which employees believe and accept the organization's aims and will stay or will not depart. In summary, multiple definitions of organizational commitment from various experts above have nearly the same emphasis, namely: the process of individuals (workers) aligning themselves with the organization's values, regulations, and goals.

2.5 Employee Performance

According to Hasibuan (2003), performance is simply what employees do or do not do. Work achieved by a person in carrying out the tasks allocated to him based on skills, experience, sincerity, and time is referred to as performance. This performance is a mix of three crucial factors: a worker's skill and interest, the ability and acceptance of the explanation of job and role delegation, and the level of motivation of a worker. The higher the three parameters listed above, the better the employee's performance.

3. Method of Study

This study employs a quantitative technique, and the data used in this study are primary data gathered through questionnaires issued to 99 Cepogo Boyolali District Office personnel. The sampling technique utilized in this study is non-probability sampling, specifically saturated population individuals are used as samples. The validity test, reliability test, multiple linear regression, and statistical test t test were employed in this study. The SPSS for Windows version 24 program was used to test hypotheses.

4. Result and Discussion

The findings of statistical analysis for hypothesis testing and a description of statistical analysis tests are shown below.

4.1 Data Analysis

4.1.1 Classic Assumption Test

It is required to first examine the conventional presumptions regarding the data to be processed before testing the multiple linear regression analysis on the research hypothesis. It can be described as follows in light of the findings of testing all conventional deviations from the research data:

a. Normality Test

This test determines whether or not each variable has a normal distribution. The Kolgomorov-Smirnov statistic was utilized in this investigation to determine normalcy. The Asymp value is utilized as the criterion. Sig (2-Tailed). The value of Asymp. Sig(2-tailed) is compared to a predefined alpha value of 5%, and if the Asymp value. Sig(2-tailed)> 0.05, it is concluded that the data comes from a normally distributed population. The results of the normalcy test are presented in the table below:

Table 1. Result of Normality Test

Kolmogorov-Smirnov Z	Sig	Limit	Interpretation
0,117	0,200	0,05	Normal

Source: Data Analysis 2022.

According to the findings of the Kolmogorov-Smirnov test, the residual data obtained follows a normal distribution, and the Kolmogorov-Smirnov value is significant at 0.200> 0.05. As a result, the residual data is regularly distributed, and the regression model meets the normality assumption.

b. Multicollinearity Test

The multicollinearity test determines whether or not there is a relationship between the independent variables in a regression model. The tolerance value and Variance Inflation Factor can be used to detect multicollinearity (VIF). The following are the findings of this study's investigation of the multicollinearity test:

Table 2. Result of Multicollinearity Test

| Variable	Tol	VIF	Keterangan
Work Dicipline	0,348	2,877	No Multicollinearity
Work Motivation	0,328	3,048	No Multicollinearity
Organizational Commitment	0,409	2,442	No Multicollinearity

Source: Data Analysis 2022

The multicollinearity test findings show that the variance inflation factor (VIF) of all variables in this study is less than 10, implying that there is no multicollinearity across independent variables in the regression model.

c. Heteroscedasticity Test

The heteroscedasticity test determines whether there is variance inequality in the

regression model. The following are the results of the Heteroscedasticity statistical test achieved in this study:

Figure 1. Result of Heteroscedasticity Test
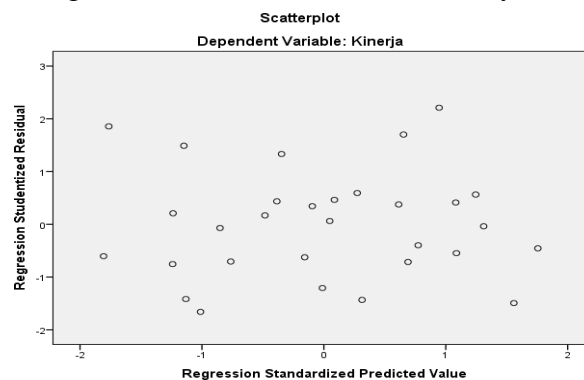
Source: Data Analysis 2022

Based on the findings of the heteroscedasticity test, it is possible to conclude that if there is no heteroscedasticity, the dots on the scatterplot graph do not form a specific pattern, do not converge at a point, and spread arbitrarily.

4.2 Hypothesis Test

A hypothesis is a short-term solution to a problem. As a result, this interim response must be empirically tested. Multiple regression approaches were used in this work to assess hypotheses (Multiple Linear Regression).

4.2.1 Multiple Linear Regression Analysis

The hypothesis is tested in this study using multiple regression (Multiple Linear Regression), which will be empirically tested to find a functional relationship between two or more independent variables and the dependent variable, or to predict the dependent variable using two or more independent variables. The following table shows the results of the multiple linear test in this study:

Table 3. Result of Multiple Linear Regression Analysis

Variable	β	t-count	Sig	Interpretation
Work Dicipline	0,209	3,128	0,002	Significant
Work Motivation	0,486	6,678	0,000	Significant
Organizational Commitment	0,874	4,990	0,000	Significant
Constanta	0,317			

Source: Data Analysis 2022

Based on the results of the coefficients above, it can be developed using a multiple linear regression equation model as follows:

$$Y = 0{,}203\, X_1 + 0{,}527\, X_2 + 0{,}327\, X_3 + e$$

Explanation:
a. Regression coefficient (beta) $\beta 1 = 0.203$, since it is positive (+), it can be interpreted that the higher the work discipline, the higher the employee's performance.
b. Regression coefficient (beta) $\beta 2 = 0.527$, since it is positive (+), it can be interpreted that the higher the work motivation, the higher the employee's performance.
c. Regression coefficient (beta) $\beta 3 = 0.327$, because it is positive (+), it can be interpreted that the higher the organizational commitment, the higher the employee performance.

4.2.2 Analysis of *Coefficient of determination* (R^2)

The coefficient of determination (R2) indicates how well the model explains differences in employee performance variable. The coefficient of determination has a value between 0 and 1. The close proximity of R2 to one indicates that the independent variable of the study gives nearly all of the information required to predict the variance of the employee performance variable. The correlation coefficient (R) obtained from the analysis is 0.788. This suggests that the link between the independent and dependent variables is 78.8%, with the remaining 22.0% influenced by factors not evaluated in this study.

4.2.3 Analysis of Simultaneous Significance (Statistical Test F)

The F test determines if all independent factors influence the dependent variable in the same way. The estimated F result is $99.305 > $ Ftable 2.72 with a probability of 0.000, which is less than 0.05. This demonstrates that all independent variables, namely work discipline, work motivation, and organizational commitment, have a significant effect on employee performance concurrently (together).

4.2.4 Individual Parameter Significance Test (Test Statistical t)

The t-test was employed to determine the independent variable's partial effect on the dependent variable. The probability value or p-value (sig-t) is compared with a significance threshold of 0.05 in this test. If the p-value is less than 0.05, Ha is accepted; if the p-value is larger than 0.05, Ha is rejected. The findings of this study's partial t test analysis are as follows:

1. The calculated t value is $3.128 > $ t table $= 1.664$ (df = n - k - 1 = $84 - 3 - 1 = 80$, $= 0.05$, one side) with a significance number $= 0.002 < = 0.05$, therefore Ho is rejected and Ha is accepted (significant). Thus, hypothesis 1 (H1) that work discipline has a positive effect on employee performance is proven.
2. The calculated t value is $6.678 > $ t table $= 1.664$ with a significance number $= 0.000 < = 0.05$, therefore Ho is rejected and Ha is accepted (significant). Thus, hypothesis 2 (H2) that work motivation has a positive effect on employee performance is proven.
3. The calculated t value is $4.990 > $ t table $= 1.664$ with a significance number $= 0.000 < = 0.05$, therefore, Ho is rejected and Ha is accepted (significant). Thus, hypothesis 3 (H3) that organizational commitment has a positive effect on performance is proven.

4.3 Discussion

The Effect of Work Discipline on Employee Performance.

According to the findings of the study, work discipline has a positive ($\beta 1 = 0.203$) and significant (sig. $= 0.002$) effect on employee performance. As a result, hypothesis 1 (H1) is proved and can be read as follows: the greater the work discipline, the greater the employee performance at the Cepogo Boyolali District Office. Based on the findings of this study, it is possible to conclude that more disciplined personnel perform better. Because of the existence of

work discipline on employees, the level of accountability for the agency's tasks and authorities is very high. Thus, work discipline in an organization or agency basically has a significant effect on the performance of employees. The results of this study support research by Christian (2021), Julianti (2020), Hery Parbowo (2021), and Yessica Mantiri (2021) where Work Discipline has a partial effect on Employee Performance.

The Effect of Work Motivation on Employee Performance.

The findings indicate that work motivation has a positive ($\beta2 = 0.527$) and significant (sig. = 0.000) effect on employee performance. Thus hypothesis 2 (H2) is verified and can be translated as follows: the higher the level of work motivation, the higher the level of employee performance at the Cepogo Boyolali District Office. This is logical, because work motivation is the driving power and urge for employees to behave and perform conscientiously in accordance with their duties and obligations.

This is consistent with Kadarisman's (2012: 276) claim that motivation is a driver of employee behavior toward accomplishing organizational or company goals. In this situation, motivation is a cycle comprised of three elements: a need, an impulse to do or act, and a desired result. This research backs up the findings of Rari Hidayat (2019), Indriyani (2021), and Christian (2021) that job motivation affects employee performance. Because of the motivational injection supplied to employees, it is certain that employees will give their all to the organization in order to achieve employee performance, which will have an impact on company performance.

The Effect of Organizational Commitment on Employee Performance.

The findings also demonstrate that organizational commitment has a positive ($\beta3 = 0.327$) and statistically significant (sig. = 0.000) effect on employee performance. As a result, hypothesis 3 (H3) is proved and can be read as follows: the more the organizational commitment, the greater the employee performance at the Cepogo Boyolali District Office. These findings suggest that organizational commitment plays an important role in accomplishing organizational goals and ideals. Employee involvement in the organization is described by organizational commitment. Commitment becomes the foundation, encouraging people to be more accountable for their jobs and responsibilities.

The findings of this study back up Gani's (2018) claim that organizational commitment has a major influence on employee performance. Suherman (2018) discovers that organizational commitment has a favorable effect on employee performance. Tarjo (2020) discovered that organizational commitment has an impact on performance.

5. Conclusion and Suggestion
5.1 Conclusion

Referring to the results of the previous analysis and discussion regarding the effect of work discipline, work motivation, and organizational commitment on employee performance, it can be concluded as follows.

a. Work discipline has a positive effect on employee performance, it can be interpreted that the higher the work discipline, the higher the performance of the Cepogo Boyolali District Office employees.

b. Work motivation has a positive effect on employee performance, it can be interpreted that the higher the work motivation, the higher the performance of the employees of the Cepogo Boyolali District Office.

c. Organizational commitment has a positive effect on employee performance, it can be interpreted that the better the organizational commitment given, the higher the employee

performance in Cepogo Boyolali District.

5.2 Suggestion

Through the results of this study, the researcher wrote several suggestions, as follows:

a. It is expected that the Cepogo Boyolali District Office will pay more attention to its employees' work discipline, provide motivation or encourage employees to affiliate well with other Cepogo Boyolali District Office employees in order to grow a sense of affiliation with fellow employees, and encourage employees to have a commitment to realizing the vision and mission of the Cepogo District Office Boyolali.

b. For researchers, it is expected that further research should add other variables that can affect employee performance, in order to develop this research.

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