

## ***Enhancing Employee Performance Through Work Discipline and Motivation at UPTD Puskesmas Klari, Karawang***

### **Meningkatkan Kinerja Pegawai Melalui Disiplin dan Motivasi Kerja di UPTD Puskesmas Klari, Karawang**

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#### **ABSTRACT**

*The purpose of this research is to identify and analyze how Work Discipline and Work Motivation Influence Employee Performance at the UPTD Community Health Center in Klari District, Karawang Regency. This research is quantitative in nature and employs a causal method by conducting a survey among employees of the UPTD Community Health Center in Klari District, Karawang Regency. The research involves 61 employees of the UPTD Community Health Center in Klari District, Karawang Regency, selected through non-probability sampling techniques. Initial data obtained through questionnaires are utilized. The analysis employs multiple regression, coefficient of determination, hypothesis testing, and correlation. The research findings indicate that Work Discipline and Work Motivation have a significant influence on employee performance collectively; individually, Work Discipline and Work Motivation have a significant influence on employee performance. Additionally, it is proven that Work Discipline and Work Motivation significantly enhance employee performance. This research only addresses two influencing variables, thus additional research on variables and research methods will be conducted. The findings of this research can be utilized by institutions to consider factors that can improve employee performance. Future Research: Considering the unique features of the company under study, further research is expected to encompass more investigated variables. This research involves employees of the UPTD Community Health Center in Klari District, Karawang Regency, regarding performance, work motivation, and work discipline.*

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

#### **ABSTRAK**

Tujuan dari penelitian ini adalah untuk mengetahui dan menganalisis bagaimana pengaruh Disiplin Kerja dan Motivasi Kerja terhadap Kinerja Pegawai pada UPTD Puskesmas Kecamatan Klari Kabupaten Karawang. Penelitian ini bersifat kuantitatif dan menggunakan metode kausal dengan melakukan survei pada pegawai UPTD Puskesmas Kecamatan Klari Kabupaten Karawang. Penelitian ini melibatkan 61 orang pegawai UPTD Puskesmas Kecamatan Klari Kabupaten Karawang yang dipilih melalui teknik nonprobability sampling. Data awal diperoleh melalui kuesioner. Analisis menggunakan regresi berganda, koefisien determinasi, uji hipotesis, dan korelasi. Temuan penelitian menunjukkan bahwa Disiplin Kerja dan Motivasi Kerja memiliki pengaruh yang signifikan terhadap kinerja karyawan secara bersama-sama; secara individual, Disiplin Kerja dan Motivasi Kerja memiliki pengaruh yang signifikan terhadap kinerja karyawan. Selain itu, terbukti bahwa Disiplin Kerja dan Motivasi Kerja secara signifikan meningkatkan kinerja karyawan. Penelitian ini hanya membahas dua variabel yang berpengaruh, oleh karena itu penelitian lebih lanjut mengenai variabel dan metode penelitian akan dilakukan. Temuan penelitian ini dapat dimanfaatkan oleh institusi untuk mempertimbangkan faktor-faktor yang dapat meningkatkan kinerja karyawan. Penelitian di Masa Depan: Mengingat keunikan dari perusahaan yang diteliti, penelitian selanjutnya diharapkan dapat mencakup lebih banyak variabel yang diteliti. Penelitian ini melibatkan karyawan UPTD Puskesmas di Kecamatan Klari, Kabupaten Karawang, mengenai kinerja, motivasi kerja, dan disiplin kerja.

**Kata Kunci:** Disiplin Kerja, Motivasi Kerja, Kinerja Karyawan

## 1. Introduction

Human Resources (HR) are a critical component of an organization's success, and they contribute to the planning and execution of corporate strategies. To achieve company goals, employees play a critical role in planning and implementing initiatives. Those with optimally motivated human resources tend to achieve better results. Therefore, it is very important for businesses to pay attention to employee motivation through fostering work discipline, career development and fair compensation (Yusnita, 2022).

UPTD Puskesmas Klari District, Karawang Regency is a public sector organization that functions as a community service agency that provides first-level health services to the community. This organization organizes activities in a comprehensive and integrated manner on an ongoing basis, and allows the community to actively participate in the development of appropriate science and technology at an affordable cost.

The following table shows the results of the performance assessment of the UPTD Puskesmas Klari District, Karawang Regency:

**Table 1. Klari Sub-district Health Center Employee Performance Assessment Results**

Performance Assessment	2022	2023	Comparison	Description
Service Orientation	89	87	Down	Performance level: Very good = 91-100 Good = 81-90 Fair = 71-80
Integrity	91	89	Down	
Commitment	87	92	Up	
Discipline	88	86	Down	
Cooperation	86	84	Down	

Source: UPTD Puskesmas Klari District, Karawang Regency (2024)

From the table of performance assessment results of UPTD Puskesmas Klari District, Karawang Regency for 2022 and 2023, several problems can be identified including: There was a decrease in service orientation from 2022 to 2023, indicating that service quality may have decreased during this period. This decline could be due to various factors such as increased workload, changes in policies or procedures, lack of resources, or problems in management and supervision. Although the score is still high, a decrease in the integrity score indicates potential problems with employee ethics and integrity. This could be an indication of incidents or behaviors that are unethical or not in line with expected standards of morality and professionalism. There has been a decline in the employee discipline aspect from 2022 to 2023. This could reflect problems in employee compliance with the rules and procedures that apply in the work environment. A decline in discipline can be caused by a variety of factors, including lack of supervision or enforcement of rules, changes in organizational culture or problems with employee motivation. A decline in cooperation between employees is also an issue that needs to be considered. Good cooperation between employees is important for productivity and service quality. This decline may be due to interpersonal conflicts, unclear roles and responsibilities or lack of communication and coordination among staff. Despite some declines in other aspects, the increase in commitment from 2022 to 2023 is positive. This suggests that employees may feel more engaged or energized in carrying out their duties. The increase in commitment could be due to various factors such as recognition or reward for previous performance, clearer career development, changes in organizational culture that support employee engagement.

Due to the decline in performance, evaluation of work discipline and employee motivation is necessary. Evaluating work discipline and work motivation helps in finding the main causes of performance decline. One of the important steps to address performance decline and improve overall organizational performance is to assess employee work discipline and motivation. It is also an effort to make the workplace a healthy, productive place that is focused on achieving common goals. Employee discipline, motivation and performance are closely linked. If employees remain disciplined at work, they are more motivated to achieve organizational goals. This will have a positive impact on their performance (Chang, W, 2020). Studies by Nurdiana (2022) and Usdeka, Widyastuti, and Handani (2021) found that work motivation and work discipline have a positive and significant effect on employee performance.

Work motivation is a key factor that affects employee performance and productivity. When employees feel motivated, they tend to be more enthusiastic, dedicated, and strive to achieve the goals that have been set. However, there are several problems that can affect the level of employee motivation as found during observations at the Klari Sub-District Health Center, such as several employees who do not have a clear understanding of organizational goals or their duties, some policies from the leadership that are less acceptable to employees, conflicts between colleagues, some employees who have worked long enough lack career development opportunities or recognition for their performance achievements and not optimal support from superiors so that the motivation of Klari Sub-District Health Center employees has decreased. These problems are very appropriate when referring to Douglas McGregor's Theory X and Theory Y where Theory X assumes that employees are naturally lazy and need to be suppressed through control and punishment, while Theory Y assumes that employees naturally want to work and achieve goals and only need clear direction and support.

Various studies have shown a positive relationship between work motivation and employee performance. Employees who feel motivated tend to be more productive, creative and take initiative in carrying out their duties. Other studies have also shown that factors such as recognition of achievement, support from superiors and career development opportunities can increase employees' work motivation and ultimately their performance. Research conducted by Adinda, Firdaus and Agung (2023) and Januari (2019) showed findings that work motivation partially and significantly affects employee performance.

Discipline is the key to performing work effectively and efficiently. Work discipline involves employee adherence to organizational values, standards, and rules. Disciplined employees will improve overall organizational performance. In the Regional Technical Implementation Unit UPTD Puskesmas Klari District, Karawang Regency, work discipline is very important to create an efficient and productive work environment.

The results of observations and interviews obtained information that work discipline problems at Puskesmas Klari are quite varied, such as some employees are often late for work or return from breaks causing disruptions in work schedules and services to patients, employees are suddenly absent without notice or clear reasons so as to disrupt the smooth operation of the Puskesmas and increase the workload for employees, Some employees identified lack of compliance with work procedures and standards, Inefficient use of medical equipment and other resources results in waste and costs the Puskesmas financially. Previous research is enough to provide valuable insight in overcoming work discipline problems at the Klari Health Center. Previous research has identified factors that influence work discipline in the health environment and provided recommendations for improving employee discipline. Research conducted by Putra and Fernos

(2023), Wau (2021) explains the findings that work discipline has a significant effect on employee performance.

The authors conducted this study to determine and analyze the effect of Work Discipline and Work Motivation on Employee Performance at UPTD Puskesmas Klari District, Karawang Regency.

## **2. Literature Review**

### **Human Resource Management**

Human Resource Management (HRM) is a strategic approach to managing human resources in an organization. It involves planning, managing, and developing aspects related to the workforce, including recruitment, selection, training, career development, rewards, performance management, and conflict management. HR is the most important asset for an organization (Dinata, M. H, 2017). Employees are what make an organization's strategy a reality, and effective management of human resources can help organizations maximize the potential and contribution of employees. Human resource management has a role in addressing employee conflicts, issues, and concerns. By providing open communication channels and effective conflict resolution systems, HRM helps create a harmonious and productive work environment (Muchtar, M, 2017).

### **Work Discipline**

Work discipline is a concept that includes the willingness and ability of an individual to comply with the rules, norms, procedures, and expectations that apply in the workplace. Work discipline also includes an attitude of responsibility, diligence, and consistency in carrying out assigned tasks. When employees comply with applicable rules and procedures, employees tend to work more efficiently and productively (Puspitasari, 2022). Work discipline helps maintain focus and concentration in carrying out assigned tasks. Employees who are consistent in maintaining work discipline have a better chance of being developed and promoted in the organization. Work discipline is one of the factors considered in the performance appraisal process and decision making about promotion (Hardiyono, H, 2020). According to Hasibuan (2020), there are several indicators of discipline, namely goals and abilities, leadership examples, justice, supervision, punitive sanctions.

### **Work Motivation**

Work motivation is an internal drive that encourages a person to take certain actions, achieve goals, or develop themselves in a work environment. It is the power that motivates a person to work optimally, achieve achievements, and make a meaningful contribution to the organization where employees work (Rodli, A. F, 2021). Work motivation encourages individuals to achieve set goals, be it individual goals or organizational goals. This encouragement makes someone try hard and be determined to achieve success. Work motivation is essential in creating a productive, innovative, and satisfying work environment. This not only benefits individuals in achieving employee goals, but also helps organizations achieve long-term success by utilizing the maximum potential of human resources (Widiyanti, M, 2019). Indicators of work motivation according to Hasibuan (2019) are divided into physical needs, security and safety needs, social needs and the need for appreciation.

### **Employee Performance**

Employee performance is a term that refers to how well a person carries out the tasks and responsibilities assigned to them in their workplace. It is an evaluation of the extent to which an employee succeeds in achieving the goals that have been set and contributes to the success of the company they work for (Arifin, Z, 2020). Employee performance also includes the quality of work performed by an employee, which includes In human resource management, employee performance is an important process because it helps organizations identify employee strengths and weaknesses, provides constructive feedback, and assists in career development and making decisions about promotions, incentives, and rewards (Yusuf, M., 2021). Goals, standards, feedback, means, and competencies are employee performance metrics, according to Wibowo (2017).

### **The Effect of Work Discipline on Employee Performance**

Employee performance is influenced by work discipline which has various effects. Disciplined employees have a tendency to stay focused and work consistently which results in increased productivity. Employees are more likely to adhere to work schedules, complete tasks on time, and avoid distractions. Employees can ensure that their work meets the quality standards set by the organization by complying with applicable rules and procedures. Work discipline has a positive impact on employee performance and overall organizational operations as it helps maintain a level of accuracy, thoroughness and consistency in work output. Therefore, management should encourage and maintain a work culture that emphasizes the importance of discipline and ensure that organizational standards and protocols are followed (Marendra, IG, 2023).

### **The Effect of Work Motivation on Employee Performance**

High work motivation can help employees be more productive. Motivated employees tend to be more diligent and focused, produce more in less time, and usually produce better quality work. Employees are more likely to spend more time and effort to complete their tasks well, which results in better work outcomes (Anh TT, 2017). Motivated employees can push themselves to keep learning and improving their skills. Motivated employees tend to seek opportunities to improve themselves through experience, training and development. Employee performance and overall organizational success are greatly influenced by work motivation. Therefore, it is important for management to find things that can increase workers' motivation to do their jobs and to create a work environment that supports the growth of this spirit (Yulius, 2017).

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

The influence of work discipline and work motivation on employee performance is interrelated and has a significant impact. Work discipline helps ensure that employees work with consistency and focus, while work motivation encourages employees to do their best. The two combined can increase overall employee productivity, as employees tend to work more efficiently and effectively (Eka, 2018). Work discipline helps ensure that employees engage in self-development and improve employee skills, while work motivation encourages employees to continue learning and growing. The two combined can result in significant growth in employees' skills and competencies, as employees feel motivated to continuously improve themselves and reach their full potential. Both work discipline and work motivation have an important role in improving employee performance. These two factors are complementary and mutually reinforcing, and it is important for management to create a work environment that supports the development of these two aspects. This can be done through fostering a work culture that emphasizes the

importance of discipline, provides rewards and recognition for achievements, and provides opportunities for self-development and employee career growth (Sulila, 2019).

### 3. Methods

This research is quantitative and uses the causality method by conducting a survey of employees of the UPTD Puskesmas Klari District, Karawang Regency. A non-probability sampling technique was used. This study involved 61 employees of the UPTD Puskesmas Klari District, Karawang Regency. Primary data obtained through the distribution of questionnaires is the type of data used. This study uses multiple regression, correlation, coefficient of determination, and hypothesis testing (Sugiyono, 2019).

### 4. Results and Discussion

#### Respondent Characteristics

The respondent characteristics in this study demonstrate a diverse range of age, tenure, education level, and gender. Most respondents have a high school or D3 (diploma) education, with fewer holding undergraduate (S1) or graduate (S2) degrees. The sample consists predominantly of male respondents. Additionally, the distribution of ages and work tenures is varied, reflecting an inclusion of various age groups and levels of work experience.

#### Validity and Reliability Test

1. **Validity Test:** The validity test assesses the instrument's ability to measure the intended variables accurately. For this study, the validity test for Work Discipline (X1), Work Motivation (X2), and Employee Performance (Y) was conducted using SPSS version 26. With a reference  $r$ -value of 0.2480 and observed  $r$ -values exceeding this threshold, the validity test for Work Discipline was confirmed to be valid.
2. **Reliability Test:** Reliability tests determine how consistently an instrument can measure the data (Arikunto, 2017). The instrument met reliability standards, with Cronbach's alpha values above 0.6, indicating strong reliability across the measures.

#### Classical Assumption Test Results

Data analysis using SPSS version 26 shows that the data points are normally distributed, as indicated by their alignment with the regression pattern and an Anderson-Darling significance value of 0.078 ( $p > 0.05$ ). Furthermore, the multicollinearity test showed tolerance levels above 0.10 and VIF values below 10 for the Work Discipline and Work Motivation variables, confirming no multicollinearity issues. The heteroscedasticity test indicated no clear pattern in the error variances, with points dispersed evenly around the zero line on the Y-axis, meaning heteroscedasticity is not present. Lastly, the Durbin-Watson value of 1.032, close to 2, shows no autocorrelation in the regression model.

In summary, the research data satisfies all classical assumptions required for multiple regression analysis. The absence of heteroscedasticity, autocorrelation, multicollinearity, and non-normality in the data supports its suitability for further analysis.

## The Effect of Work Discipline and Work Motivation Simultaneously on Employee Performance

**Table 1. Multiple Linear Regression**

Coefficients <sup>a</sup>												
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	8,828	4,541		1,944	0,057	-0,261	17,917					
X1	0,388	0,129	0,336	3,002	0,004	0,129	0,647	0,686	0,367	0,246	0,535	1,869
X2	0,431	0,094	0,513	4,589	0,000	0,243	0,619	0,742	0,516	0,376	0,535	1,869

a. Dependent Variable: Y

Source: Results of researcher processing, 2024

The following Multiple Linear Regression Equation was obtained based on the output of the latest version of SPSS 26:

$$Y = 8.828 + 0.388 X_1 + 0.431 X_2 + e$$

- The constant value of 8.828 indicates that employee performance will remain at 8.828 if the Work Discipline and Work Motivation variables do not increase.
- Based on the regression coefficient of 0.388 for the Work Discipline variable (X1), assuming Work Motivation is constant, every 1 unit increase in Work Discipline will result in an increase of 0.388 units in Employee Performance, and vice versa, every 1 unit decrease in Work Discipline will result in a decrease of 0.388 units in Employee Performance.
- With a regression coefficient of 0.431 for the Work Motivation variable (X2), it shows that, assuming Job Discipline remains constant, every 1 unit increase in work motivation will lead to a 0.431 unit increase in employee performance. Conversely, every 1 unit decrease in work motivation will lead to a 0.431 unit decrease in employee performance.

**Table 2. F Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100,409	2	50,204	45,649	,000 <sup>b</sup>
	Residuals	63,788	58	1,100		
	Total	164,197	60			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Results of researcher processing, 2024

Based on SPSS output, the F test results show a significance value of 0.000 (less than 0.05) and a calculated F value of 45.469 (greater than 2.69), which indicates that Work Discipline and Work Motivation simultaneously affect employee performance in a statistically significant manner. The R-Square value of 0.612 indicates that 61.2% of the variation in employee performance can be explained by both.

### Partial Effect of Work Discipline on Employee Performance

The t table and t value are compared to determine how significant the effect of Work Discipline partially on employee performance is. In this case, the calculation results show that Work Discipline has a probability value of 0.000, which is lower than the alpha significance level set at 0.05. In addition, the calculated t value of 3.002 is greater than the t table value of 1.982 for the relevant degrees of freedom and has a significance level of 0.05. Therefore, the alternative hypothesis (Ha) is accepted proportionally because the probability value Therefore, it can be

concluded that Work Discipline has a significant effect on employee performance partially. In other words, even if the other variables remain the same, a change in the Work Discipline variable will have a significant impact on employee performance.

#### **Partial Effect of Work Motivation on Employee Performance**

A comparison is made between the value of t count and t table to determine how significant the effect of Work Motivation partially on employee performance. The calculation results show that the probability value of Work Motivation is 0.000, which is smaller than the significance level  $\alpha$  of 0.05. For the relevant degrees of freedom, the t value is 4.548, and the t table value is 1.982. Therefore, it can be concluded that Work Motivation partially has a significant influence on employee performance. In other words, if other variables do not change, the Work Motivation variable will have a significant impact on employee performance.

#### **Discussion**

Work Discipline and Work Motivation simultaneously have a significant influence on Employee Performance. In fact, work discipline and work motivation are able to improve employee performance. Work discipline and work motivation do have a significant influence simultaneously on employee performance. These two factors complement and reinforce each other in shaping optimal employee performance. Work discipline helps ensure that employees work with consistency and focus, while work motivation provides the drive to do their best (Sulila, 2019). The combination of the two allows employees to work more efficiently and productively, which in turn improves overall performance. Work motivation encourages employees to take initiative and seek creative solutions to problems, while work discipline helps ensure that these efforts are carried out in an organized and procedural manner. The two combined can lead to innovation and creativity in the workplace, as employees feel motivated to try new approaches and create better solutions (Eka, 2018).

Work discipline has a significant influence on employee performance in accordance with what has been observed in various studies and management theories. Work discipline, which includes aspects such as adherence to rules, order, punctuality, and responsibility for tasks, has been shown to have a major impact on employee performance (Nasution, 2022). Employees who have a high level of discipline tend to be better able to adhere to schedules, complete tasks on time, and meet set targets. As such, employees are more likely to achieve set work goals, which is a key indicator of good employee performance. Work discipline helps in maintaining focus and consistency in performing work. Disciplined employees tend to avoid distractions and work efficiently, which in turn increases employee productivity. High productivity is one of the main aspects of good employee performance (Yusnita, 2022).

In accordance with the findings of various management theories and research, work motivation has a major effect on employee performance. It is evident that employee performance is influenced by work motivation, which consists of intrinsic and extrinsic drives that encourage people to achieve goals and improve performance. Intrinsically motivated employees tend to have high levels of passion and a strong commitment to their work. They also feel emotionally and reasonably involved with the goals and principles of the organization, which encourages them to work hard to achieve their goals. High work motivation can sustain high and sustained performance. Employees who feel motivated tend to be happier with their jobs, more satisfied with what they achieve, and more likely to stay with the organization. Motivated employees continue to try new things, improve their abilities, and continue to grow as professionals.



#### 4. Conclusions

The results showed that Work Discipline and Work Motivation simultaneously have a significant influence on employee performance; partially, Work Discipline has a significant influence on employee performance; and partially, Work Motivation has a significant influence on employee performance. In other words, Work Discipline and Work Motivation are proven to significantly improve employee performance.

Many management theories can be used to understand the effect of work discipline and work motivation on employee performance. An employee's belief in the end result of a particular action affects their level of motivation to perform it. In this context, employees who have high work discipline tend to have higher expectations of achieving good results, which in turn increases their motivation to work. In other words, strong work discipline can increase employees' beliefs about their likelihood of success, which in turn impacts their performance. Human needs vary from physiological needs to self-actualization needs. However, in the context of work motivation, motivated employees tend to have higher needs to achieve their professional goals and fulfill their personal needs, such as feelings of accomplishment and recognition. Strong work discipline can ensure that employees can meet basic work demands, which allows them to concentrate on meeting higher needs.

Management should be proactive and thoroughly consider the impact of work discipline and work motivation on employee performance. Management should establish a reward system to recognize and reward highly dedicated and disciplined employees. Rewards may include monetary incentives, public recognition, or career development opportunities. Management should provide appropriate training and development to motivate employees and improve their skills and competencies. This may include personal development courses, technical skills training, or mentoring programs that help employees maximize their potential.

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