



# Effect of Work Motivation, Training, and Work Discipline on the Performance of State Civil Apparatus in the Municipal Police Unit and Fire Department of Merauke Regency

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## **Abstract:**

*The objective of this study was to test and analyze the effect of work motivation, training, and work discipline on the performance of state civil apparatus in the Municipal Police Unit and Fire Department of Merauke Regency. This study used an associative quantitative approach by using a saturation sampling technique, obtaining a total sample of 106 people. The variables were measured using Likert scale, while the data were analyzed using SPSS. The results of the analysis showed that work motivation had no effect on the performance of state civil apparatus. Meanwhile, training and work discipline were proven to have a positive and significant effect on the performance of state civil apparatus. The results of the statistical test showed that the variables of work motivation, training, and work discipline can explain the performance of state civil apparatus by 67.8%.*

## **Keywords:**

*performance; work motivation; training; work discipline; state civil apparatus*

## **I. Introduction**

Government and public sector organizations are responsible for providing adequate services to the community (Fryer et al., 2009; Ilcan, 2009). Adequate public services can be achieved if government officials have a good performance (Astutik, 2016; Stone, 2002). Employee performance is related to the quality of behavior in carrying out their duties and responsibilities (Sakban et al., 2019). Along with the demand to improve service efficiency and effectiveness, it is important for public sector organizations to understand the factors that affect their employee performance (Martapina & Warokka, 2018; Taylor, 2013).

The Municipal Police Unit and Fire Department (Satpol PP and Damkar) of Merauke Regency are some of the public sector organizations located in Papua Province. The main duties of Satpol PP and Damkar of Merauke Regency are to assist the Regent in leading, organizing, formulating, training, controlling, coordinating and being responsible for technical policies, carrying out any government affairs that become the regional authorities, and to carry out assistance duties in the Municipal Police Unit and Fire Department. Based on the results of the performance accountability carried out by the Regional Inspectorate of Merauke Regency in 2020, Satpol PP and Damkar of Merauke Regency obtained predicate "CC" or quite good. This predicate indicates that Satpol PP and Damkar Merauke Regency had good performance accountability, but non-fundamental improvements were needed.

Satpol PP and Damkar of Merauke Regency obtained predicate "CC" because they had not achieved the performance targets, had not conducted internal evaluations, had not used an individual performance measurement referring to Key Performance Indicators (IKU), had not published strategic plans, had not been fully supported by an adequate budget, had

not uploaded the performance reports to the website, and had not presented a performance data comparison between the performance in the current year with those of previous years (Inspektorat Kabupaten Merauke, 2020). Therefore, it is deemed important to examine the factors that affect the performance of Satpol PP and Damkar of Merauke Regency. Ineffective government employee performance will bring a negative effect on the reliability of these employees in carrying out their duties and providing services to the community (Tengpongsthorn, 2017).

The researcher conducted a preliminary survey by distributing questionnaires to 50 state civil apparatus who worked in Satpol PP and Damkar of Merauke Regency. The results of the preliminary survey showed that there were three variables assumed to significantly affect the performance of the state civil apparatus who worked in Satpol PP and Damkar of Merauke Regency. The three variables were work motivation, training, and work discipline.

Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020). Motivation is one of the key factors that encourage employees to achieve maximum performance (Baumann & Harvey, 2018; Mullins *et al.*, 2020). Organizations need not only competent human resources, but also employees who are highly motivated to do their works (Pak *et al.*, 2019; Turner, 2017) Motivation can encourage and support one's behavioral patterns to complete the works (Wardhani *et al.*, 2015). Unfortunately, there are currently still many state civil apparatus who have low work motivation, causing them to be lazy and have a low performance (Fina, 2013).

Public sector organizations can improve the quality of state civil apparatus through education and training programs (Astutik, 2016). Any trainings attended by employees can contribute to improving work performance and job satisfaction (Ardasanti, 2019). A study by Ibrahim *et al.* (2017) showed that, to achieve a high-performance culture, organizations should provide and design specific employee development and training programs to internalize, develop, and change employees' attitudes and/or behaviors toward several organizational functions.

The next factor that supports performance is work discipline. Discipline offers bigger opportunities for state civil apparatus to achieve targets. As shown by Liana and Irawati (2014), it is easier to achieve organizational goals if the human resources have a good work discipline. Discipline leads to an individual's awareness of complying with any rules applicable in an organization (Pangarso & Susanti, 2016).

The researcher found a research gap in terms of the effect of work motivation (Sukarman *et al.*, 2018; Zukriah & Heryanto, 2019), training (Abdullah, 2020; Thaief & Baharuddin, 2015), and work discipline (Alexandri *et al.*, 2019; Thaief & Baharuddin, 2015) on employee performance. Some researchers revealed that work motivation, training, and work discipline had a positive effect on employee performance, but some others found no significant effect (Atawirudi *et al.*, 2018; Lestari & Afifah, 2020; Meho & Christian, 2019). Based on the background that Satpol PP and Damkar of Merauke Regency had a poor performance; that work motivation, training, and work discipline are important; and that there is a research gap regarding the effect of these three factors on performance, this study aimed to determine and analyze the effect of work motivation, training, and work discipline on the performance of state civil apparatus (ASN) who worked in Satpol PP and Damkar of Merauke Regency.

## II. Review of Literatures

### 2.1 Employee Performance

In developing countries, the reform of employee performance in the public sector has become a target because a poor employee performance will hinder economic and social development goals (Ho & Im, 2013; Abdiyanto & Warokka, 2015). According to Mensah (2015), employee performance is the level of positive contribution that employees can make to support the organizational performance. Public sector organizations should have a good performance management to effectively help employees improve their performance and help the organization achieve its goals (Vu *et al.*, 2019).

### 2.2 Work Motivation

To achieve its goals, an organization needs not only modern equipment, facilities, and infrastructure, but also human resources who execute the works (Okoye & Ezejiofor, 2013; Yahya & Goh, 2002; Hilman & Warokka, 2011). It is necessary for the organization to increase its employees' work motivation because a high motivation will help improve the organizational performance (Osabiya, 2015; Sekhar *et al.*, 2013). Motivated employees will set challenging goals for themselves and strive to improve their competencies (Cerasoli & Ford, 2014). Besides, highly motivated employees will also make more efforts to complete their works (van der Kolk *et al.*, 2019).

Previous studies have proven that work motivation had a positive effect on employee performance (Alexandri *et al.*, 2019; Shin *et al.*, 2019; Sukarman *et al.*, 2018; Zukriah & Heryanto, 2019). Tengpongsthorn (2017) found that all forms of motivation such as achievement, recognition, works, responsibility, and promotion had a positive effect on police performance. Motivated employees will demonstrate perseverance in completing the works and goals (Grant & Berry, 2011). Such perseverance will affect the level of performance (Shin *et al.*, 2019). This way, the first hypothesis of this study is:

**H1:** Work motivation has a positive effect on the performance of ASN in the Municipal Police Unit and Fire Department in Merauke Regency.

### 2.3 Training

Training is an empowerment activity that aims to provide and improve employees' skills and capabilities to do works effectively (Zukriah & Heryanto, 2019). The management of a public sector organization should ensure that every employee receives continuous training to improve his/her quality and strengthen the identification with the organizational culture (Gould-Williams *et al.*, 2015). Training can improve employee competencies by teaching them how to do certain works (van der Kolk *et al.*, 2019).

Ibrahim *et al.* (2017) found that training methodology brought a significant effect on employee performance and soft skills. In addition, training materials and learning style also affected employee performance (Bhatti *et al.*, 2021). Training offers benefits for both employees and organizations because it can develop the employees' knowledge, skills, competencies, and behavior, thus resulting in a high performance (Sendawula *et al.*, 2018). Some other researchers have also confirmed that training had a positive effect on employee performance (Abdullah, 2020; Jiang *et al.*, 2012; Thaief & Baharuddin, 2015). This way, the second hypothesis of this study is:

**H2:** Training has a positive effect on the performance of ASN in the Municipal Police Unit and Fire Department in Merauke Regency.

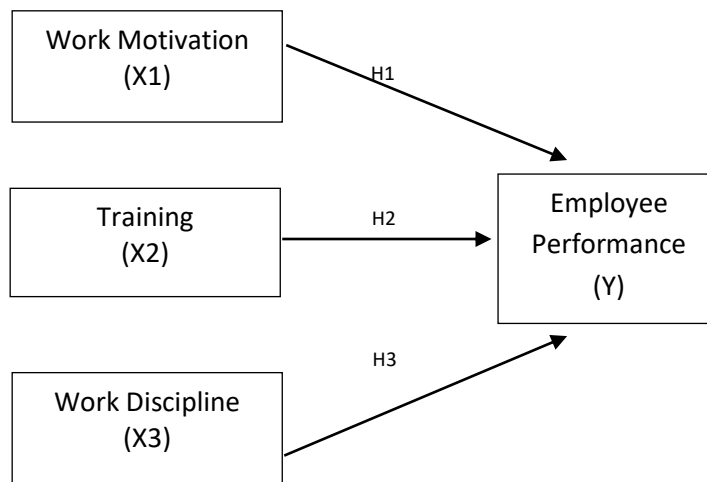
## 2.4 Work Discipline

Work discipline is the willingness and awareness of employees to comply with the social rules and norms applicable in an organization (Goedurov, 2020). Work discipline can be reflected from the attitude, behavior, actions, and responsibilities of the employees in complying with all the rules when they work in the organization (Nasution, 2019). In addition, it is also a form of communication and a means for leaders to change and increase employees' awareness of complying with the rules of the organization (Endratno & Afrizal, 2020).

Several previous studies have shown that work discipline had a positive effect on employee performance (Alexandri *et al.*, 2019; Razak *et al.*, 2018; Thaief & Baharuddin, 2015). The higher the work discipline of the employees, the better the employee and organizational performance (Setiawan, 2013). In other words, the employee performance increases along with an increase in work discipline (Alhalimah *et al.*, 2016). This way, the third hypothesis of this study is:

**H3:** Work discipline has an effect on the performance of ASN in the Municipal Police Unit and Fire Department in Merauke Regency.

The research model and the three hypotheses are shown in Figure 1.



*Figure 1. Research Model*

## III. Research Methods

This research used an associative quantitative approach, using numerical measurement for the problems of the study (Pasolong, 2012). The respondents of this study were state civil apparatus who worked in Municipal Police Unit and Fire Department of Merauke Regency, Papua Province. The data were collected using questionnaires that were distributed directly to 106 state civil apparatus. The return rate was 100%, so all the questionnaires were used further to test the research hypotheses.

The responses were scored based on the five-point Likert scale (1 = strongly disagree, 5 = strongly agree). The researcher used four items from Mangkunegara (2009) to measure work motivation, three items from Sultana *et al.* (2012) to measure training, and three items from (Sutrisno (2016) to measure work discipline, and five items from Sedarmayanti (2009) to measure the performance of state civil apparatus.

The research hypotheses were tested using a multiple linear regression analysis. Prior to conducting this analysis, validity, reliability, and classical assumption tests were done first. The classical assumption test consisted of normality test, multicollinearity test, and heteroskedasticity test. A normality test aims to test whether the regression model and its residual confounding have a normal distribution. Then, a multicollinearity test is to test whether the regression model contains a correlation between the independent variables. A heteroskedasticity test aims to test whether the regression model has an inequality of variance of the residuals of one observation to another.

#### IV. Discussion

When filling out the questionnaires, the respondents were asked to answer questions related to their demographic characteristics in addition to answering questions related to the research variables. This was done to find out the respondent characteristics who represented the state civilian apparatus working in Satpol PP and Damkar of Merauke Regency. Based on the data of the respondent characteristics as shown in Table 1, it can be seen that the majority of the state civil apparatus who worked in Satpol PP and Damkar of Merauke Regency were male workers (75.5%), over 40 years old (53.8%), graduated from senior high school (65.1%), and had a rank of *golongan* II (64.2%).

**Table 1.** Description of Respondent Characteristics

Categories	Answer Choices	Total	Percentage
Gender	Male	80	75.5%
	Female	26	24.5%
Age	18-30 Years Old	5	4.7%
	31-40 Years Old	44	41.5%
	> 40 Years Old	57	53.8%
Education	Junior High School	8	7.5%
	Senior High School	69	65.1%
	Diploma 3	2	1.9%
	Undergraduate	24	22.6%
	Master	3	2.8%
Classification ( <i>Golongan</i> )	<i>Golongan</i> I	8	7.5%
	<i>Golongan</i> II	68	64.2%
	<i>Golongan</i> III	24	22.6%
	<i>Golongan</i> IV	6	5.7%

A descriptive analysis was used to examine the respondents' responses and tendencies to the statements of all the variables. The researcher then categorized the respondents' responses based on an interval of 0.8 (Riduwan, 2002) as follows: 1.00-1.80 (very low); 1.81-2.60 (low); 2.61-3.40 (fair); 3.41-4.20 (high); and 4.21-5.00 (very high). Based on the results of the descriptive analysis of the respondents' responses as shown in Table 2, it can be seen that the work motivation and work discipline variables fell in the high category with an average of 4.00 and 4.18. Meanwhile, the training and state civil apparatus performance variables fell in the very high category, with an average of 4.34 and 4.29.

**Table 2.** Description of Respondent Answers

Variables	Indicator	Average	Categories
Work Motivation (X1)	X1.1 Each employee is responsible for the work according to the main duties and functions (Tupoksi).	4.20	High
	X1.2 Every employee has equal opportunities for career development.	4.06	High
	X1.3 There is a recognition from the organization in the form of rewards given to outstanding employees.	3.88	High
	X1.4 Every employee is willing to complete challenging works.	3.84	High
	Average of the Work Motivation Variable	4.00	High
Training (X2)	X2.1 Employees who have attended trainings have technical skills in doing the works.	4.35	Very High
	X2.2 Employees who have attended trainings have competencies in carrying out their duties and functions.	4.34	Very High
	X2.3 Employees who have attended trainings demonstrate better attitude in carrying out their duties and functions.	4.34	Very High
	Average of the Training Variable	4.34	Very High
Work Discipline (X3)	X3.1 Every employee can complete tasks on time.	4.26	Very High
	X3.2 Each employee complies with all the regulations as set by the organization.	4.26	Very High
	X3.3 Every employee abides by the code of ethics in maintaining the good image of the organization.	4.03	High
	Average of the Work Discipline Variable	4.18	High
Employee Performance (Y)	Y.1 Every employee works hard to achieve a better work performance.	4.35	Very High
	Y.2 Every employee is honest in completing the works according to the main duties and functions.	4.25	Very High
	Y.3 Every employee is able to cooperate with colleagues.	4.13	High
	Y.4 Every employee has initiatives in completing the works.	4.23	Very High
	Y.5 Every employee is able to demonstrate good leadership attitudes.	4.29	Very High
	Average of the Employee Performance Variable	4.29	Very High

Prior to conducting the regression analysis, the validity and reliability of the data from the questionnaires were tested. The results of the analysis in Table 3 show that each item of each variable obtained a statistical  $r > 0.30$  ( $r$ -table), meaning that all the items of all the variables were valid (Sugiyono, 2016). In addition, a construct or variable is said to be reliable if it has a Cronbach Alpha  $\geq 0.60$  (Sugiyono, 2016). Based on the results of the reliability test in Table 3, all the variables had Cronbach Alpha  $\geq 0.60$ , meaning that all the variables were reliable.

**Table 3.** Validity and Reliability Test Results

Variabel	Item	R-Statistik	Cronbach's Alpha
Work Motivation (X1)	X1.1	0,876	0,939
	X1.2	0,854	
	X1.3	0,833	
	X1.4	0,859	
Training (X2)	X2.1	0,985	0,985
	X2.2	0,940	
	X2.3	0,980	
Work Discipline (X3)	X3.1	0,814	0,908
	X3.2	0,875	
	X3.3	0,772	
Employee Performance (Y)	Y.1	0,793	0,899
	Y.2	0,724	
	Y.3	0,698	
	Y.4	0,743	
	Y.5	0,809	

A classical assumption test aims to ensure that the data have normal distribution, no multicollinearity, and no heteroskedasticity. The normality test was done using the Kolmogorov Smirnov method. The test results (see Table 4) show that the Kolmogorov Smirnov value was 0.081 and Asymp. Sig. was 0.086, greater than the significance of 0.05. Therefore, it can be concluded that the research data were normally distributed. A multicollinearity test aims to test whether there is a correlation between the independent variables, observed from tolerance and VIF. Based on the test results in Table 4, all the independent variables had  $VIF < 10$  and tolerance  $> 0.100$ . Thus, there was no multicollinearity between the independent variables in the regression model. Meanwhile, the heteroskedasticity test was done using the Glacier test method. The results of the regression analysis (Table 4) show that the coefficients of each independent variable were not significant ( $>0.05$ ), so there was no heteroskedasticity.

**Table 4.** Classical Assumption Test Results

Normality Test		Multicollinearity Test		Heteroscedasticity Test		
<i>Kolmogorov Smirnov</i>	Asymp. Sig	Variable	Tolerance	VIF	Sig	Sig Limit
<b>0,081</b>	0,086	X1	0.452	2.211	0.162	0.871
		X2	0.425	2.356	-0.434	0.665
		X3	0.313	3.190	-1.056	0.294

After the data had been declared valid and reliable and met all the classical assumptions, the multiple linear regression analysis was then performed. The results of the regression analysis (Table 5) show that, of the three hypotheses, only two hypotheses were supported. Work motivation obtained a t-statistic of 0.130, smaller than the t-table (1.98) and a significance of 0.897, greater than 0.05. This way, the work motivation variable had no significant effect on employee performance. The first hypothesis was not supported. The training variable obtained a t-statistic of 4.520  $> 1.98$  (t-table) and a significance of 0.000  $< 0.05$ . Thus, the second hypothesis was supported; the training variable had a positive and significant effect on the performance of state civil apparatus. Similarly, the work discipline

variable obtained a t-statistic of  $4.980 > 1.98$  (t-table) and a significance of  $0.000 < 0.05$ . Therefore, the third hypothesis was supported; the work discipline variable had a positive and significant effect on the performance of state civil apparatus.

**Table 5.** Multiple Linear Regression Analysis Results

Model	Unstandardized		Standardized		
	Coefficients		Beta	t	Sig.
	B	Std. Error			
1 (Constant)	6,961	0,990		7,032	0,000
Work Motivation	0,009	0,066	0,011	0,130	0,897
Training	0,505	0,112	0,384	4,520	0,000
Work Discipline	0,608	0,122	0,492	4,980	0,000
<i>Adjusted R Square</i>	0,678				

An adjusted R-squared indicates the coefficient of determination. Based on Table 5, the adjusted R-squared was 0.678, meaning that work motivation, training, and work discipline could explain the performance of state civil apparatus by 67.8 %. Meanwhile, the remaining 32.2% of the performance of state civil apparatus was explained by other variables not included in this study.

Based on the results of the study, work motivation had no effect on the performance of state civil apparatus. This means that whether state civil apparatus had a high or poor work motivation did not affect their performance. These results do not support some previous studies by Alexandri *et al.* (2019), Shin *et al.* (2019), Sukarman *et al.* (2018), and Zukriah and Heryanto (2019) who found that work motivation had a positive and significant effect on employee performance.

The reason why the work motivation variable had an insignificant effect on employee performance might be due to the fact that the state civil apparatus had poor motivation. Based on the respondents' responses, the state civil apparatus in Satpol PP and Damkar of Merauke Regency were already responsible for their works and had equal opportunities for career development. However, there were two statements that obtained the lowest average score, namely the statement on the recognition and reward given by the organization to outstanding employees and the statement on the employees' willingness to do challenging works. In fact, a lack of recognition and reward for outstanding employees could cause employees to have no motivation to achieve a better performance. In the motivation theory as proposed by Maslow (1954), the need for recognition and self-actualization is important for an individual as a motivation to demonstrate a good performance. Due to the lack of motivation, the state civil apparatus in Satpol PP and Damkar of Merauke Regency were unwilling to do challenging works. Motivated employees will set challenging goals for themselves and strive to improve their competencies (Cerasoli & Ford, 2014).

Training was proven to have a positive and significant effect on the performance of the state civil apparatus. This result supports the results of some previous studies including Bhatti *et al.* (2021), Abdullah (2020), Jiang *et al.* (2012), and Thaief and Baharuddin (2015) who also found that the training programs provided by an organization to its employees could improve the employee performance. The better the training received by the state civil apparatus, the better the performance of these state civil apparatus.

In public organizations and governments, training programs are held to improve the performance of state civil apparatus by enriching their knowledge, skills, and behavior. Referring to the results of the respondents' responses, the training variable obtained the highest average compared to the other variables. This indicates that the state civil apparatus in Satpol PP and Damkar of Merauke Regency perceived that the training programs provided by

the organizations could improve their technical skills, competencies, and behaviors to help them perform better. However, it is important for public sector organizations to continuously evaluate the training programs provided. The organizations need to ensure that the outputs obtained from the training programs meet the objectives of the training and the training could effectively improve employee performance (Utomo & Tehupeiory, 2014).

In addition to training, the work discipline variable was also proven to have a positive and significant effect on the performance of state civil apparatus. This is in line with the results of some previous studies such as Alexandri *et al.* (2019), Razak *et al.* (2018), and Thaief and Baharuddin (2015) who also found that work discipline had a positive effect on employee performance. The better the employees' work discipline, the better the employee and organizational performance (Setiawan, 2013). The state civil apparatus who had a good work discipline demonstrated a good performance as well.

Based on the results of the descriptive analysis, the state civil apparatus who worked in Satpol PP and Damkar of Merauke Regency had a good work discipline. They were able to complete their works on time, comply with all the rules and codes of conduct of the organizations, and maintain the good image of the organization. This is in line with the findings of Nasution (2019), showing that employees with a good work discipline will show attitudes, behaviors, and actions that comply with all the rules applicable in the organization. Every employee should have a good work discipline and comply with all the written and unwritten rules that are applicable in the organization. Complying with the organizational rules may lead to a conducive work environment, thus making it possible to achieve a better performance.

## **V. Conclusion**

The findings of this study showed that training and work discipline had a positive and significant effect on the performance of state civil apparatus. The better and more effective the training given to state civil apparatus, the better the performance. Similarly, the better the work discipline of the state civil apparatus, the better the performance. On the other hand, work motivation did not have any significant effect on the performance of state civil apparatus. This might be due to a lack of recognition and rewards for outstanding state civil apparatus.

This study had several practical implications that can be used by public sector organizations, especially Satpol PP and Damkar of Merauke Regency to improve the performance of state civil apparatus more effectively. It is crucial for the leaders and management team of Satpol PP and Damkar of Merauke Regency to increase recognition and rewards for outstanding employees to encourage employees to have a better motivation because they could receive recognition or rewards from the organizations for their achievements. Then, it is also necessary for the leaders and management team of the organizations to ensure that the training programs provided to the employees meet the needs of the organizations and their duties and functions, thus effectively and positively affecting employee performance. It is also necessary for these organizations to improve the quality of the training programs and conduct more training programs such as sending the employees to attend trainings to other regions with national certification, thus improving the competencies of the employees. Finally, it is important for the leaders and management team of Satpol PP and Damkar of Merauke Regency to ensure that every state civil apparatus has a good work discipline. The organizations can implement reward and punishment systems to improve the employees' work discipline.

This study, however, still has some limitations. This study only analyzed three independent variables, namely work motivation, training, and work discipline. Meanwhile, there are still many factors that can affect the performance of state civil apparatus. This way, it is recommended that future researchers involve other variables that are believed to affect the performance of state civil apparatus, including an executive compensation variable. Besides, the measures of work motivation in this study were limited to only responsibility, promotion, and recognition. There are many other work motivation factors such as the works, achievement, and financial benefits. Thus, it is recommended that future researchers use other measures for work motivation that involve more motivational factors. Finally, this study only focused on one organization with a small sample size, namely the Municipal Police Unit and Fire Department of Merauke Regency, making it difficult to generalize the research findings. Therefore, it is recommended that future researchers expand and involve more research samples.

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