THE IMPACT OF WORK DISCIPLINE ON CIVIL SERVANT PERFORMANCE AT THE DEPARTMENT OF MANPOWER AND TRANSMIGRATION (RIAU PROVINCE)

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ABSTRACT

Work Discipline is one of the factors that causes employee performance to decline. Employees who implement good work discipline will produce good performance as well. The purpose of this study was to determine the effect of work discipline on the performance of state civil servants at the Riau Province Manpower and Transmigration Service. This study uses quantitative methods and data collection methods using Observation, questionnaires, and Documentation methods, then analyzed using descriptive statistical techniques and simple linear regression using the SPSS 30 application. The sampling technique uses the Simple Random Sampling method, namely 34 employees were used as research samples. From the results of the study, it can be concluded that the work discipline variable has a significant positive effect on the performance variable of 99.6% while 0.4% is influenced by other factors not examined in this study.

1. INTRODUCTION

In carrying out the mandate to form a Government of the Republic of Indonesia as referred to in the Preamble to the 1945 Constitution of the Republic of Indonesia, a well-performing government bureaucracy is required. The good and bad of a government depends very much on the good and bad of the bureaucratic machine which is the organizer of the government. Meanwhile, the government bureaucracy is very dependent on the resources of its apparatus (State Civil Apparatus) as the government's administrative apparatus. So, the success of an organization is greatly influenced by the performance of its employees.

Performance derived from the word *performance* is a form of work results achieved by a person or group of people in an organization in order to achieve the desired goals (Aulia, Salsabilla, and Pitakon 2024) . Employee performance is influenced by work discipline. In other words , the higher the level of work discipline an employee has, the better their performance, and vice versa, the lower the level of work discipline an employee has, the worse their performance. Work discipline is the ability and attitude in controlling oneself to obey a regulation that has been given by the company in order to achieve goals (Jufrizen 2021) . Researchers found several problematic phenomena that indicated employee discipline problems, including: (1) employees were less enthusiastic in completing their tasks and tended to postpone their work, (2) during working hours several employees who gathered were chatting with other employees, (3) employees who arrived late, (4) employees who went home early.

Meanwhile, Riau Province Regional Regulation No. 4 of 2016 concerning the Establishment and Composition of Riau Province Regional Apparatus, the Manpower, Transmigration and Population Service is a regional apparatus that is entrusted with the authority, duties and

responsibilities to implement regional autonomy, decentralization, centralization and assistance tasks in the field of manpower, transmigration and population in regions that are under and responsible to the Governor. To carry out its duties, the Riau Province Manpower and Transmigration Service has the function of formulating technical policies in the field of manpower and transmigration, organizing government affairs and public services in the field of manpower and transmigration within the scope of the Province, fostering and implementing tasks within the scope of the Province, monitoring, evaluating and reporting on the field of manpower and transmigration within the scope of the Province, implementing secretariat tasks of the Service, implementing other tasks in the field of manpower and transmigration assigned by the Governor in accordance with its main duties and functions. Therefore, the apparatus of the Riau Province Manpower and Transmigration Service is required to improve its performance so that the tasks assigned to it can be carried out properly.

To realize high employee performance achievement, employees must have better work discipline than the previous year. With good performance, it will be easier to achieve the predetermined goals. Then how about the performance of Employees at the Riau Province Manpower and Transmigration Service? The following is a table of the Riau Province Manpower and Transmigration Service Employee Attendance Report for 2022-2023. The number of employees at the Riau Province Manpower and Transmigration Service is 141 people.

Table 1.1
Manpower and Transmigration Service Employee
Attendance Report 2022-2023

No	Name Field	2022				2023			
		Sick	Permission	Alpha	Leave	Sick	Permission	Alpha	Leave
1	Secretariat	7	10	3	8	12	13	5	4
2	Supervision Employment	12	10	5	10	10	11	3	8
3	Workforce Training and Placement	7	14	4	12	6	15	4	7
4	Industrial Relations and Employment Requirements	13	14	2	12	14	11	5	10
5	Transmigration	10	12	1	8	7	10	3	12
6	Job Training Unit (UPT – LK)	4	4	3	10	13	15	3	4
	Amount employee	53	64	18	60	62	75	23	45

Source: Data from the Personnel & General Affairs Sub-Section (Processed 2023)

Based on table 1.1 above, it shows an increase in attendance reports from 2022-2023. With information on sickness, permission, alpha, and leave, the attendance rate in 2023 is higher than in 2022. We can see that the higher the attendance rate for sickness, permission, alpha and leave indicates that the implementation of discipline is still low, but if it is lower, it can be assessed that work discipline in the agency is high. The high and low levels of absenteeism affect employee work productivity, the higher the absenteeism rate will decrease work productivity, and the lower the absenteeism rate will increase employee work productivity (Ahmad, Harahap, and Sari 2020) .

Next are the Targets and Performance Achievements of the Riau Province Manpower and Transmigration Service in 2022 – 2023.

Table 1.2
Targets and Performance Achievements of the Department of Manpower and Transmigrationof Riau Province

Year	Strategic Objectives	Performance Indicators	Target	Realization	Achievements
2022	Increased Employment Opportunities	Percentage Employment Opportunity Level	94.05%	95.63%	101.68%
	Increased Protection and Supervision of Employment	Percentage of Companies Implementing Decent Work	18%	45.25%	251.39%
2023		Governance			
	Increasing Labor Force Participation Rates	Labor Force Participation Rate	65.81%	64.45%	97.93%
	Increasing Employment Opportunities	Percentage Percentage of Employment Opportunity Rate	94.23%	95.77%	101.63%
	Increased Worker Protection	Percentage of Companies Implementing Good Work Governance	70%	44.68%	63.83%
	Resolving Transmigration Land Problems	Percentage of Facilitated Resolution of Land Problems in Transmigration Areas	83%	41.67%	50.20%
	Increasing Accountability of Regional Apparatus Performance	Sakip Value	73%	70.95%	97.19%

Source: Government Agency Performance Report (LKj-IP) of Riau Province Manpower and Transmigration Office 2023

`   Based on table 1.2 above, the comparison of targets and performance achievements in 2022 with targets and performance achievements in 2023, there are 2 indicators that can be compared due to changes in Targets and Target Indicators along with targets in the Changes to the Strategic Plan of the Riau Province Manpower and Transmigration Service for 2019 - 2024. From the two indicators, it can be compared that the performance achievement value in 2023 appears to have decreased by several percent compared to 2022. The increase and decrease in this work performance assessment can occur because performance is not yet optimal.

Employee awareness is something that supports employee discipline behavior. This is a problem experienced by the Riau Province Manpower and Transmigration Office . Due to the lack of employee awareness and motivation, employees are less disciplined so that they do not carry out their duties optimally. Based on the description and several

previous studies above, the author is interested in conducting research with the title "The Influence of Work Discipline on the Performance of State Civil Apparatus (ASN) at the Office of Manpower and Transmigration (Riau Province)" .

Based on the background of the problems explained above, the formulation of the problem of this study is whether work discipline affects the performance of State Civil Apparatus (ASN) at the Manpower and Transmigration Service Office (Riau Province)? To find out whether work discipline affects the performance of State Civil Apparatus (ASN) at the Manpower and Transmigration Service Office of Riau Province.

2. METHODS

Based on the problems that have been described, the author can apply a quantitative approach. The implementation of this research took place from September 2024 to December 2024 which the author did at the Riau Province Manpower and Transmigration Office located at Jalan Pepaya, Jadirejo Village, Sukajadi District, Pekanbaru City. The type of data used is quantitative data and the data sources used by the author are primary data and secondary data. Meanwhile, the data collection techniques used by the author were observation, questionnaires and documentation. and . Then the data analysis technique used is by means of data reduction, data presentation, and drawing conclusions from informants.

In this study, the author selected several key informants who were considered to have accurate knowledge related to the data and information that the author needed. In selecting these informants, the author used the Probability Sampling method, a method used to determine samples based on population and samples. In this study, the population was employees at the Riau Province Manpower and Transmigration Office totaling 141 (one hundred and forty one) people with the following details :

Table 3.2
Employee Population at the Riau Province Manpower and Transmigration Office in 2024

No	Position	Amount
1.	Head of Department	1
2.	Administrator Officer	11
3.	Supervisory Officer	18
4.	Functional Officer	49
5.	Staff/Executor	62
	Total	141

Source: Riau Province Manpower Office, 2024

Meanwhile, the sampling technique used is Simple Random Sampling, namely random sampling using the formula:

$$\frac{N}{1 + N(e)^2}$$

Information :
n = Sample size/number of respondents
N = Population size 141 people
e = The level of sampling error that is still tolerable is 15%

3. RESULTS AND DISCUSSION

5.1 Respondent Characteristics
1. **Respondents Based on Employment Status**

Table 5.1 Respondents by Employment Status

EMPLOYEE STATUS	AMOUNT	PERCENTAGE
ASN	31	91%
PPPK	3	9%
HONORARY	0	0%
TOTAL	**34**	**100%**

Source: Processed Data 2024

Table 5.1 shows that the Riau Province Manpower and Transmigration Service is dominated by State Civil Apparatus (ASN) with a total of 31 people (91%). Government Employees with Work Agreements (PPPK) only number 3 people (9%). Meanwhile, the number of honorary employees is 0 people (0%).

2. **Respondents Based on Rank/Group**

Table 5.2 Respondents by Employment Status

RANK/GRADE	AMOUNT	PERCENTAGE
II/C	1	3%
II/D	1	3%
III/A	1	3%
III/B	6	18%
III/C	6	18%
III/D	9	26%
IV/A	4	12%
IV/B	2	6%
IV/C	1	3%
IX	3	9%
TOTAL	**34**	**100%**

Source: Processed Data 2024

Table 5.2 shows respondents based on rank/group that rank/group II/C amounted to 1 respondent or 3% of respondents, rank/group II/D amounted to 1 respondent or 3% of respondents, rank/group III/A amounted to 1 respondent or 3% of respondents, rank/group III/B amounted to 6 respondents or 18% of respondents, rank/group III/C amounted to 6 respondents or 18% of respondents, rank/group III/D amounted to 9 respondents or 26% of respondents, rank/group IV/A amounted to 4 respondents or 12% of respondents, rank/group IV/B amounted to 2 respondents or 6% of respondents, rank/group IV/C amounted to 1 respondent or 3% of respondents, rank/group IX amounted to 3 respondents or 9% of respondents.

3. Respondents Based on Length of Employment

Table 5.3 Respondents based on length of employment

WORKING TIME (YEARS)	TOTAL	PERCENTAGE
1 - 10	5	15%
11 - 20	19	56%
21 - 30	8	24%
31 - 40	2	6%
TOTAL	**34**	**100%**

Source: Processed Data 2024

Table 5.3 above shows respondents based on length of service. It can be seen that length of service from 1-10 years is 5 respondents or 15% of respondents. Length of service from 11-20 years is 19 respondents or 56% of respondents. Length of service from 21-30 years is 8 respondents or 24% of respondents. Length of service from 31-40 years is 2 respondents or 6% of respondents.

4. Respondents by Age

Table 5.4 Respondents by Age

AGE	AMOUNT	PERCENTAGE
25 - 30	2	6%
31 - 40	10	29%
41 - 50	16	47%
51 - 60	6	18%
TOTAL	**34**	**100%**

Source: Processed Data 2024

Table 5.4 shows the characteristics of respondents based on age. It can be seen that the age range of 25-30 years is 2 respondents or 6% of respondents, the age range of 31-40 years is 10 respondents or 29% of respondents, the age range of 41-50 years is 16 respondents or 47% of respondents and the last age range of 51-60 years is 6 respondents or 18% of respondents.

5. Respondents Based on Education

Table 5.5 Respondents Based on Education

EDUCATION	AMOUNT	PERCENTAGE
High School	2	6%
D3	2	6%
S1	20	63%
S2	7	22%
S3	1	3%
TOTAL	**32**	**100%**

Source: Processed Data 2024

Table 5.5 shows the characteristics of respondents based on education. It can be seen that 2 respondents or 6% of respondents have a high school education. There were 2 respondents with D3 education or 6% of respondents. There were 20 respondents with bachelor's degrees or 63% of respondents. There were 7 respondents with master's degrees or 22% of respondents. Employees with a doctoral degree were 1 respondent or 3% of respondents.

6. Respondents Based on Having Structural Positions

Table 5.6 Respondents Based on Structural Position

Have a Structural Position	AMOUNT	PERCENTAGE
YES	8	24%
NO	26	76%
TOTAL	**34**	**100%**

Source: Processed Data 2024

Table 5.6 above shows data on employees who have structural positions at the Riau Province Manpower and Transmigration Office. The number of respondents who chose "Yes" was 8 respondents or 24%, while the number of respondents who chose "No" was 26 respondents or 76%.

7. Respondents Based on Income

Table 5.7 Respondents Based on Income

INCOME	AMOUNT	PERCENTAGE
2,000,000 - 4,500,000	21	62%
5,000,000 - 10,000,000	11	32%
> 10,000,000	2	6%
TOTAL	**34**	**100%**

Source: Processed Data 2024

Table 5.7 shows respondent data based on monthly income of employees of the Riau Province Manpower and Transmigration Office . Employees with income between Rp 2,000,000 - Rp 4,500,000 were 21 respondents or 62%. Employees with income between Rp 5,000,000 - Rp 10,000,000 were 11 respondents or 32%. And employees with income > Rp. 10,000,000 as many as 2 respondents or 6%.

5.2 Data Analysis Techniques
1. Descriptive Statistics

Table 5.8 Recapitulation of Respondents' Responses to Work Discipline Variable (X)

From table 5.8, the recapitulation of respondents' responses to the work discipline variable (X) is 2,459 with a maximum score of 3,400, a minimum of 680, and an average value of 2,040. From this calculation, it can be seen that the percentage of respondents' answers to the work discipline variable (X) is 72.3%, which is carried out by employees of the Riau Province Manpower and Transmigration Office, and is included in the agree category. Thus, work discipline has been able to influence the performance of the State Civil Apparatus (ASN) at the Riau Province Manpower and Transmigration Office. Meanwhile, the recapitulation table for performance variables (Y) can be seen in the table below :

Table 5.9 Recapitulation of Respondents' Responses to Performance Variables (Y)

From table 5.9 recapitulation of respondents' responses to the performance variable (Y) above, it can be seen that the total score is 3,278 with a maximum score of 4,250, a minimum of 850, and an average value of 1,700. From this calculation, it can be seen that the percentage of respondents'

answers to the performance variable (Y) is 77.13% which is carried out by employees of the Riau Province Manpower and Transmigration Office, and is included in the agree category. This shows that overall respondents regarding the performance of the State Civil Apparatus (ASN) at the Riau Province Manpower and Transmigration Office received a good response from employees.

2. Validity Test

Table 5.10 Recapitulation of Validity Test

The decision-making criteria for the validity test for each question is the Correlation value or r count must be above 0.3. This is because if r count is less than 0.3. Based on table 5.10, the recapitulation of the Validity Test for each question above, it can be seen that the *Correlation value* or value r_{hitung} for each variable is > 0.361. This shows that the questionnaire data distributed is Valid because it meets the Validity test.

3. Reliability Test

### Table 5.11 Recapitulation of Reliability Test

Variables	Cronbach's Alpha	Sign	Mark	Information
Work Discipline (X)	0.783	>	0.6	Reliable
Performance (Y)	0.855	>	0.6	Reliable

Source: SPSS24 Processed Data, 2024

The decision-making criteria for reliability testing is to look at *the Cronbach Alpha* (α) value for each variable. Where a variable is said to be reliable if it provides a *Cronbach Alpha value* > 0.60. Based on Table 5.11, the recapitulation of the reliability test can be seen that *the Cronbach's Alpha value* for each variable is > 0.60. This shows that each variable is reliable and worthy of testing.

4. Normality Test

Figure 5.1 Normality Test
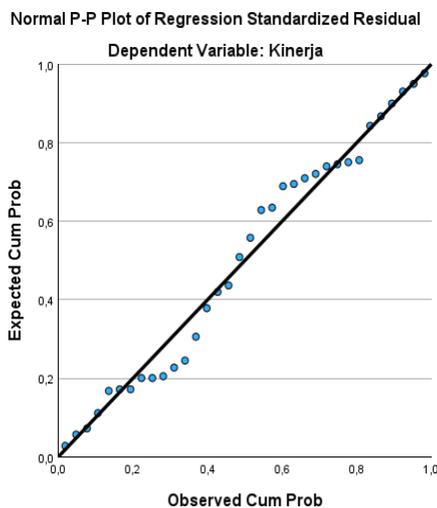
Source: SPSS24 Processed Data, 2024

The basis for making decisions on normality tests is if the data is spread around the diagonal line and follows the diagonal line, then the regression model meets the normality assumption. If the data is spread far from the regression or does not follow the flow of the diagonal line, then the regression model does not meet the normality assumption. Judging from Figure 5.1 above, it can be seen that the points are spread around the diagonal line and follow the direction of the diagonal line. It can be concluded that the regression model meets the normality assumption.

5. Linearity Test

Table 5.12 Linearity Test Results

Testing on SPSS using *Test for Linearity* with a significance level of 0.05 . From table 5.12 above, it can be seen that *the Sig Deviation from Linearity value* is 0.796> 0.05, so it can be concluded that there is a significant linear relationship between the Work Discipline variable and the Performance variable.

6. Simple Linear Regression

Table 5.13 Simple Linear Regression Test Results

Coefficients ª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,389	2,313		2,330	0.026
	Work Discipline	2,113	0.023	0.998	91,598	0,000
a. Dependent Variable: Performance						

Source: SPSS24 Processed Data, 2024

The formula for calculating simple linear regression is:
$$Y = α + βX$$
Where :
Y = dependent variable (employee performance)
X = independent variable (work discipline)
α = constant
β = regression coefficient
Y = 5.389 + 2.113 X
The significant value is 0.000 <0.05 . The coefficient is positive, which means that the work discipline variable has an effect on the performance variable, which is 2.113. The constant value is 5.389, if there is no work discipline value then the performance value is 5.389. Every one percent increase in work discipline increases the performance value by 2.113. The coefficient has a positive value, meaning that if work discipline increases, performance will increase.

7. Partial Test

Table 5.14 Partial Hypothesis Test Results (t)

Coefficients [a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,389	2,313		2,330	0.026
Work Discipline	2,113	0.023	0.998	91,598	0,000
a. Dependent Variable: Performance					

Source: SPSS24 Processed Data, 2024

From table 5.14 above, it can be seen that the t-value and the independent variable are significant. The t-table value at a significant level of 5% with the equation as below:

T table = n – k – 1 : alpha/2

With the following information:

n : Number of samples

k : number of independent variables

1 : constant

Can be obtained:

T table = n – k – 1 : alpha/2

$$= 34 - 1 - 1 : 0.05/2$$
$$= 32 : 0.025$$
$$= 1,280$$

The criteria used are if $t_{hitung} > t_{tabel}$ or Sig < α then: H0 is rejected because there is no significant influence and Ha is accepted because there is a significant influence. Based on the results of the equation above, it can be seen that t count (91.598) > t Table (1.280) and sig. (0.000) < from 0 ,05. This means that the work discipline variable has a significant effect on the performance variable. This shows that Ha is accepted and H0 is rejected.

8. Determination Coefficient Test

Table 5.15 Results of Determination Coefficient Test(R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,998[a]	0.996	0.996	1.24525
a. Predictors: (Constant), Work Discipline				

Source: SPSS24 Processed Data, 2024

Based on table 5.15 above, it can be seen that the correlation value (R) produced is 0.998. While the R square value of 0.996 can be used to find out the R square value, it can also be seen through the equation below, namely as follows:

$K_d = R_2$ x 100%

With :

K_d: Coefficient of Determination

R_2: Correlation Coefficient

Then you can get the results

$K_d = R_2$ x 100%

$K_d = 0{,}998^2$ x 100%

$= 0.996$

The R Square value is 0.996. This shows that the overall work discipline variable has an influence of 99.6% on performance, 99.6% is at a very strong level, meaning that work discipline has a very strong influence on performance because $0.90 < R \leq 1.00$. While the remaining 0.4 % is influenced by other variables not examined in this study.

The Influence of Work Discipline on Performance

According to (Riwukore, Yustini, and Likur 2022) the indicators that are the benchmark for work discipline are attendance, compliance, accuracy, adherence to the code of ethics. Meanwhile, according to (Riwukore, Yustini, and Likur 2022) namely quantity, quality, punctuality, cooperation, attitude.

Based on the results of the respondent recapitulation, the respondent's response to the Work Discipline Variable (X) was 72.3%, the percentage was included in the agree/satisfy category, while the response to the Performance Variable (Y) was 77.13%, the percentage was included in the agree/satisfy category. In this case, the Work Discipline Variable (X) has been able to influence the Performance Variable (Y). Likewise, the results of the study that have been conducted using the partial test (t) can be seen t count (91.598) > t Table (1.280) and sig. (0.000) < 0.05 . This means that the work discipline variable has a significant effect on the performance variable.

The factor that most influences performance as seen from the work discipline variable indicator is the compliance indicator, where the compliance statement score is 658, the accuracy indicator statement score is 649, the compliance indicator statement score is 591, and the attendance statement score is 555. So, of the four indicators of the work discipline variable that influence the performance variable is Compliance.

From the results of the simple linear regression test, it shows that the significant value is 0.000 <0.05 . The coefficient is positive, which means that the work discipline variable has an effect on the performance variable, which is 2.113. The constant value is 5.389. Every one percent increase in work discipline increases the performance value by 2.113. The coefficient has a positive value, meaning that if work discipline increases, performance will increase.

The magnitude of the influence of competence on employee performance can be seen from table 5.15 determination coefficient using SPSS version 30, showing that the R Square value is 0.996. So it can be concluded that the work discipline variable as a whole has an influence of 99.6 % on performance. based on the determination coefficient test, 99.6% is at a very strong level because 0.90

<R ≤ 1.00. While the remaining 0.4 % is influenced by other variables not examined in this study.

4. CONCLUSION

From the results of the simple linear regression test, it shows that the significant value is 0.000 <0.05. The coefficient is positive, which means that the work discipline variable has an effect on the performance variable, namely 2.113. The constant value is 5.389. For every one percent increase in work discipline, the performance value increases by 2.113. The coefficient is positive if work discipline increases then performance increases. And the results of the coefficient of determination test show that the influence of the work discipline variable is 99.6%, this is proven by the coefficient of determination test, namely with an R Square value of 0.996, meaning that the work discipline variable as a whole has an influence of 99.6% on the performance variable. . Meanwhile, the remaining 0.4% is influenced by other variables not examined in this research.

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