

THE IMPACT OF WORK DISCIPLINE ON PERFORMANCE (Case Study of BPKP Representative Office of East Java Province)

Dwie Ratnauntarie¹
University 45 Surabaya
Achmad Daengs²
jurnaleko45@gmail.com
University 45 Surabaya

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Abstract

The purpose of this thesis research is to obtain a clear picture of the variables of absence, awareness of responsibility and willingness to obey regulations that affect employee performance at the Representative Office of the Financial and Development Supervisory Agency (BPKP) of East Java Province. The problem in this study is whether there is an influence between the variables of absence, awareness of responsibility and willingness to obey regulations that have a simultaneous and partial effect on employee performance. This study uses a random sampling technique, where samples were taken as many as 50 employees with the hope that they can truly represent all employees at the Representative Office of the Financial and Development Supervisory Agency (BPKP) of East Java Province. The method of data collection was carried out by distributing questionnaires. From the results of the SPSS analysis, it shows that there is a strong and positive relationship between employee discipline and performance, as evidenced by the determinant coefficient (R^2) which shows a value of 0.262, this means that the contribution affects the employee performance variable by 26.2%. Likewise, the absence variable (X_1) which has a dominant influence on performance (variable Y), this shows that the influence between employee discipline and performance has a strong and positive influence, where increasing employee attendance will be followed by increased performance, this is evidenced by the large β Standard of 0.299 and t count 2.332 is greater than the other t counts. Thus a brief description of this thesis, the author presents in this abstract with the hope that it will be useful for readers, in general and especially for the BPKP Representative of East Java Province.

INTRODUCTION

Background of the problem

In today's era of globalization, there have been several very fundamental changes in various areas of life, so that Civil Servants as pioneers and drivers of development must be able to provide examples in improving their performance which is reflected in the image of their work ethic, creativity, discipline and professionalism in carrying out work tasks that are their responsibility.

In the future, the duties and functions of a BPKP Civil Servant will be increasingly complex, this is due to the very rapid development of science, and also the demands to use information technology (IT) cannot be avoided. This situation requires the ability to adapt in accordance with the needs of today's development.

With the various forms of responsibility above, it is fitting that a BPKP Civil Servant has strong discipline to achieve high performance improvements one step ahead of BPKP's work partners.

One of the most important main factors in an agency/company is employees. Because employees are a very important factor in supporting the progress of the agency. Even with advances in technology, humans are more important than all of that.

In essence, every employee will carry out their duties properly in accordance with the general regulations set by the agency if the implementation of the

work is carried out with awareness of their rights and obligations. In this case, the agency needs to pay attention to matters relating to employee needs, both in terms of facilities, welfare and others to support the running of office activities. Employees are also required to discipline themselves in carrying out their duties in accordance with applicable work regulations in order to achieve the planned goals and objectives. So with work discipline can be used as a benchmark for the success of an institution in maintaining the smooth running of its daily activities because with high work discipline employees will be able to carry out their duties properly in accordance with the instructions or orders of their superiors. Based on the description above, on this occasion the author tries to examine how important the influence of employee discipline is on improving performance in assisting BPKP with the title of the writing: "THE INFLUENCE OF EMPLOYEE DISCIPLINE ON PERFORMANCE AT THE REPRESENTATIVE OF THE FINANCIAL AND DEVELOPMENT SUPERVISORY AGENCY (BPKP) OF EAST JAVA PROVINCE".

LITERATURE REVIEW

Theoretical basis

Definition of Management

In science, the meaning of management is universal, but if narrowed down, the term management contains three meanings, namely:

- There are goals to be achieved together
- These goals are achieved by using the activities of other people.
- The activities of other people must be guided and supervised.

In addition, there are several definitions of management that can be associated with the above understanding according to T. Hani Handoko (2003:8) management is the process of planning, organizing, directing and supervising the efforts of members of the organization and the use of other organizational resources in order to achieve the goals of the organization that have been set". Another according to HM Markum Singodimedjo and H. Muhammad Nusron (2000:1) management means managing, organizing, managing, organizing/controlling and implementing".

Understanding Human Resource Management

According to Markum Singodimedjo and Muhammad Nusron (2000: 1-2) in simple terms, the definition of Human Resource Management is managing Human Resources. Human Resources are the only resources that have reason,

feelings, desires, abilities, skills, knowledge, drive, power and work (ratio, taste and will).

All of these Human Resource potentials affect the organization's efforts to achieve its goals. No matter how advanced technology, information development, availability of capital and adequate materials are, without Human Resources it is difficult for the organization to achieve its goals. So Human Resource Management can also be an activity of planning, procuring, developing, maintaining, and using Human Resources to achieve goals both individually and organizationally.

Meanwhile, according to T. Hani Handoko (2001: 4) Human Resource Management is the recruitment, selection, development, maintenance and use of human resources to achieve both individual and organizational goals. From these opinions, it can be concluded that human resource management is an effort to achieve the organizational goals that have been set by using personnel functions effectively.

Human Resource Management Functions

According to T. Hani Handoko (2001: 6) on human resource management, he stated the personnel functions, namely:

1. Recruitment
2. Selection
3. Development

4. Maintenance
5. Use of human resources

According to Markum Singodimedjo and Muhammad Nusron (2000: 11) the functions of human resource management include:

1. HR planning
2. HR procurement
3. HR development
4. Compensation
5. HR maintenance
6. Termination of Employment

From the description of the functions above, it can be concluded that Human Resource Management is a management activity that manages or regulates Human Resources starting from assessing the needs of Human Resources, maintaining the existence of Human Resources in the organization, until Human Resources leave the company.

The Meaning and Importance of Discipline

According to Markum Singodimedjo and Muhammad Nusron (2000: 162) the meaning of discipline is: "The attitude of willingness and willingness of a person to obey and comply with all applicable regulatory norms around him. Good employee discipline will accelerate the achievement of company goals, while declining discipline will be an obstacle and slow down the achievement of company goals".

Meanwhile, according to Malayu SP. Hasibuan (2007; 193) is: "Work discipline is the awareness and willingness of a person to obey all

company regulations and applicable social norms". Awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. So, he will obey/do all his duties well, not under coercion. Willingness is an attitude, behavior, and actions of a person that are in accordance with company regulations, both written and unwritten.

According to T. Hani Handoko (2001:208) the meaning of discipline is: "The meaning of this opinion is an effort by the management of a company organization to implement and implement regulations or provisions that must be obeyed by every employee except".

According to Miftah Thoha (2005:76) the form of discipline is accuracy in carrying out work tasks or emphasizing more on output. Employees are required to be able to complete their tasks according to the specified schedule.

Furthermore, T. Hani Handoko (2001:209) divides work discipline into two parts, namely:

1. Preventive discipline is:
Activities carried out to encourage employees to follow various standards and rules so that deviations can be prevented.
2. Corrective discipline is:
Activities taken to handle violations of the rules and try to avoid further violations, corrective activities are often

in the form of punishment and are called disciplinary action.

Levels and Types of Disciplinary Punishments

According to Markum Singodimedjo and Muhammad Nusron (2000:166) Disciplinary punishment is often abbreviated as HUKDIS, punishments imposed on employees who clearly violate disciplinary regulations.

There are 3 levels of disciplinary punishment and 10 types of disciplinary punishment, namely:

The Level of Disciplinary Punishment consists of:

1. Light disciplinary punishment;
2. Moderate disciplinary punishment and
3. Severe disciplinary punishment.

Types of Minor Punishments consist of:

- a) Verbal warning
- b) Written warning
- c) Written statement of dissatisfaction

Types of Moderate Punishments consist of:

- a) Postponement of periodic salary increase for a maximum of 1 year
- b) Salary reduction of 1 periodic salary increase for a maximum of 1 year
- c) Postponement of promotion for a maximum of 1 year

Types of Severe Punishments consist of:

- a) Demotion by one level for a maximum of 1 year
- b) Release from office
- c) Honorable dismissal not at one's own request
- d) Dishonorable dismissal

The purpose of Disciplinary Punishment is:

- a) To improve and educate employees who violate discipline, so that they do not make the same mistake again at another time;
- b) As a guide for officials/executive officers in implementing employee disciplinary regulations;
- c) To be known by employees in relation to the implementation of compliance with obligations and prohibitions and sanctions that can be imposed for violations that occur.

Discipline Indicators

Basically, there are many indicators that influence the level of employee discipline in an organization, including:

- a) Goals and abilities
- b) Leadership example
- c) Rewards
- d) Justice
- e) Waskat
- f) Punishment sanctions
- g) Firmness
- h) Human relations

Factors that influence discipline development.

These factors include:

- a. The amount of compensation given;
- b. The presence or absence of leadership role models in the company;
- c. The presence or absence of definite rules that can be used as a guideline;

- d. The courage of the leadership in taking action;
- e. The presence or absence of leadership supervision;
- f. The presence or absence of attention to employees;
- g. The creation of habits that support the establishment of discipline. Indiscipline can slow down the achievement of goals and can even destroy the company.

Weakening employee discipline will be seen in the following work atmosphere, namely:

- a) High number of employee absenteeism;
- b) Employees often come to the office late or go home earlier than the specified time;
- c) Decreasing work enthusiasm and passion;
- d) Growing dissatisfaction, mutual suspicion and shifting responsibility;
- e) Slow completion of work, because employees prefer to chat rather than work;
- f) Failure to implement good supervision and WASKAT (inherent supervision from superiors);
- g) Frequent conflicts (disagreements) between employees and company leaders.

Employees who do work without discipline will have a negative impact on the company. This can be seen from:

- a) Failure to achieve programmed targets;

- b) The development of negative cases that must be resolved by the company;
- c) Declining productivity and quality of work results;
- d) Waste in the use of company materials and equipment;
- e) There is a tendency for the company as a whole to go bankrupt.

Discipline according to Book 1 through the Financial and Development Policy Analysis Development Project (2001:106)

- 1.) Obligations that must be obeyed by every civil servant are as referred to in Article 2 of PP No. 30 of 1980.
- 2.) Prohibitions that must not be violated by every civil servant are as referred to in Article 3 of PP No. 30 of 1980.
- 3.) Every statement, writing, or action of a civil servant that violates the provisions as referred to in Article 2 and Article 3 of PP No. 30 of 1980 is a disciplinary violation.
- 4.) Included in disciplinary violations are every act of reproducing, distributing, displaying, attaching, offering, storing, possessing writings and recordings containing recommendations or incitement to violate the provisions as referred to in Article 2 and Article 3 of PP No. 30 of 1980, unless it is done for the benefit of the service.
- 5.) Obligations that must be obeyed by every civil servant are as referred to in Article 2 of PP No. 30 of 1980.

6.) Prohibitions that must not be violated by every civil servant are as referred to in Article 3 of PP No. 30 of 1980.

- Absenteeism is deducted 5% of the special allowance
- Late arrival / absenteeism is deducted from the special allowance.

Enforcement of Work Discipline in relation to the Granting of TKPKN according to the Decree of the Head of BPKP No.: Kep-548 / K / 1985), in the provisions of absence or late arrival or absenteeism there are special regulations, namely:

Enforcement of Work Discipline in relation to the Granting of TKPKN according to the type of punishment stated in the Decree of the Head of BPKP No.: Kep-548 / K / 1985) is as follows:

No.	Types of Punishment	TKPKN paid during
1.	Verbal warning	2 months amount 25%
2.	Written warning	3 months amount 25%
3.	Written statement of dissatisfaction	6 months amount 25%
4.	Postponement of periodic salary increases for a maximum of 1 year	According to the length of the sentence amounted to 10%
5.	Salary reduction equal to one periodic salary increase for a maximum of 1 year	According to the length of the sentence amounted to 10%
6.	Postponement of promotion for a maximum of 1 year	According to the length of the sentence amounted to 10%
7.	Demotion to a lower rank for a maximum of 1 year	According to the length of the sentence amounted to 5%
8.	Release from office	According to the length of the sentence amounted to 5%

Definition of Performance

The definition of performance according to the Guidelines for the Preparation of Government Personnel Performance Accountability Reports compiled by the Indonesian State Administration Institute (1999:3) is that:

Performance indicators are quantitative and qualitative measures that describe the level of achievement of a target or

goal that has been set, by taking into account input indicators (inputs), outputs (outputs), results (outcomes), benefits (benefits) and impacts (impacts)

Performance is essentially a way in which an employee carries out his duties and functions in a job that is linked to the achievement of results or work achievements.

In other words, performance is also interpreted as measures and assessments of actual behavior in the workplace, where performance dimensions include the following elements;

1. Output quality
2. Output quantity
3. Working hours
4. Cooperation with co-workers

Compensation (Reward)

According to Markum Singodimedjo and Muhammad Nusron (2000:109) compensation is all rewards received by an employee or worker from his company as a result of the services/energy he has provided to the company.

Compensation can be given in various forms such as:

1. In the Form of Money
Direct Money, such as Salary, Wages, Allowances and Incentives
2. In the Form of Materials
Compensation can not only be given in the form of money, but can also be in the form of materials or objects.
3. In the Form of Providing Facilities
4. In the Form of Providing Career Opportunities

Compensation Objectives

An activity that is carried out usually has a goal to be achieved, or at least the activity is attempted to lead to/approach what is to be achieved. Likewise, in terms of providing

compensation to employees, it also has goals, including:

- 1) Guaranteeing the source of income for employees and their families.
- 2) Improve employee performance
- 3) Improve employee self-esteem
- 4) Strengthen work relationships between employees and regulations
- 5) Prevent employees from leaving the company
- 6) Improve work discipline
- 7) Companies can make potential employees more efficient
- 8) Companies can compete with workers in the market
- 9) Make it easier for companies to achieve their goals
- 10) Implement applicable laws and regulations
- 11) Companies can provide advanced technology

Some Factors That Influence Compensation Provision:

- 1) Cost of living level
- 2) Compensation level applicable in other companies
- 3) Company capability level
- 4) Type of work and extent of responsibility'
- 5) Applicable laws and regulations
- 6) Role of employee unions

Relationship Between Discipline and Performance

Continuous employee discipline at some point is expected that the employee will not carry out discipline not because of

the solution or solution which is the reward or action, but it is expected that employees are disciplined because of strong motivation from themselves and run according to the regulations that have been set.

Based on the understanding of discipline and performance, that in an agency if employee discipline is low then the wages will also be low. Conversely, if an agency has high employee discipline, then the performance results will also be high and the wages will be better. Employee work discipline is the most important factor in improving performance because even though employees have high skills and knowledge, it will not improve maximum performance if the employee does not use his skills and knowledge regularly and with discipline.

So it can be concluded that work discipline has a fairly close influence in improving employee performance, so that the goals of the agency can be achieved.

Hypothesis

Observing sequentially from the previous description starting from the background of the problem, formulation of the problem, objectives and benefits of the study, then in this study the following hypotheses are put forward:

a. Absenteeism, awareness of responsibility and willingness to obey regulations simultaneously affect employee performance at the BPKP

Representative Office of East Java Province.

b. Absenteeism, awareness of responsibility and willingness to obey regulations partially affect employee performance at the BPKP Representative Office of East Java Province.

c. Absenteeism has a dominant effect on employee performance at the BPKP Representative Office of East Java Province

Companies that have competence in the fields of marketing, manufacturing and innovation can make its as a source to achieve competitive advantage (Daengs GS, et al. 2020:1419).The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5).Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560).Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14).Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengumpulan data primer dengan menggunakan pertanyaan tertulis(Kumala Dewi, Indri et all, 2022 : 29). The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the

theoretical basis in the research, including the relationship between

influential variables. (Enny Istanti, et al. 2024 : 150)

RESEARCH METHODS

Research Approach

This study uses quantitative research, namely by conducting research to obtain factors from existing symptoms and seeking factual information at the Representative of the Financial and Development Supervisory Agency (BPKP) of East Java Province in Surabaya. Then a literature survey was conducted which was used as a basis for solving the problem. Data obtained from the field survey were compared with existing theories.

Research Variables and Operational Definitions

Identification of Variables

Discipline (X) is an independent variable that has sub variables, namely:

- X1 = Absenteeism
- X2 = Awareness of responsibility
- X3 = Willingness to obey regulations

Performance is a dependent variable = Y
a. Variable (X) Discipline

This is an independent variable that will affect the dependent variable in the form of an increase or decrease in performance. The independent variables in question consist of 3 variables as follows:

1. Variable (X1) Absenteeism

According to Alex S. Nitisemito (1982:126) is:

- Data that explains the knowledge and techniques that exist in personnel matters with the intention of obtaining maximum satisfaction.

- Data that explains the adjustment to all employee relationships.

2. Variable (X2) Awareness of responsibility

According to H. Malayu S.P. Hasibuan (2007:193) is: the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. So, he will obey/do all his duties well, not under coercion.

3. Variable (X3) Willingness to obey regulations

This is the willingness of employees to obey regulations by participating in maintaining the work environment and supporting energy conversion programs, for example by saving electricity and being proud of the identity of the agency and the identity as a civil servant by participating in maintaining the existence of state property.

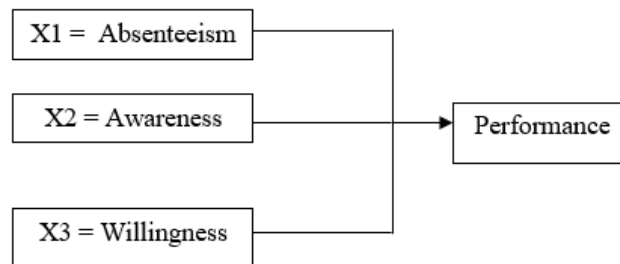
According to H. Malayu S.P. Hasibuan (2007:194) is an attitude, behavior, and actions of a person that are in accordance with company regulations, both written and unwritten. So, a person will be willing to comply with all regulations and carry out his duties,

either voluntarily or because he is forced.

b. Variable (Y) Employee Performance

According to the State Administration Institute (1999:3) performance is a

Conceptual framework



Operational Definition

- Absenteeism Variable (variable X1)

That is, the high and low levels of absenteeism in an agency can be used as an indicator of whether the employee has discipline or not, because the high and low levels of work discipline will later reduce the acquisition of allowances (TKPKN) and directly affect employee performance.

- Awareness of responsibility variable (variable X2)

Is the attitude of employees who have a high awareness of their responsibility in completing work according to targets by using the specified working hours with reference to the procedures and instructions of authorized superiors according to the employee's position and expertise, the variable is measured based on the respondent's opinion expressed in the form of a score according to the Likert scale.

- Willingness to obey regulations variable (variable X3)

description of the level of achievement of the implementation of a program/policy activity in order to realize the goals, objectives, mission and vision of the organization.

Is the attitude and behavior of employees regarding the willingness to obey regulations with employee participation in maintaining the work environment and supporting energy conversion programs and pride in the identity of the agency and identity as civil servants and participating in maintaining the existence of state property in accordance with the instructions and regulations of the agency, both written and unwritten, the variable is measured based on the respondent's opinion expressed in the form of a score according to the Likert scale.

- Performance Variable (Y variable)

Is a description of the good working relationship between employees and leaders with work results that are in accordance with the wishes of the leader on time and in accordance with the objectives of the agency. To measure the Y variable, a questionnaire

is used that is filled out by the employees themselves. The variables are measured based on the opinions of respondents expressed in the form of scoring according to the Likert scale.

Population

The population used in this study is the object in the study that can be studied. The population in this study is all employees at the Representative Office of the Financial and Development Supervisory Agency (BPKP) of East Java Province in Surabaya.

Sample

The number of samples taken in this study was 50 people. The sampling technique used a random sampling technique and was taken based on random sampling, without distinguishing age, position and education level of respondents at the Representative Office of the Financial and Development Supervisory Agency (BPKP) of East Java Province in Surabaya.

Research Limitations and Assumptions

Research Limitations

The limitations of this study are civil servants (PNS) of the BPKP Representative Office of East Java Province.

Research Assumptions

The assumptions in this study have a significance level of 0.05%.

Types and Sources of Data

Types of Data

In compiling this thesis, two types of data were used which were taken from the research results, namely:

1. Primary Data

Data obtained through direct research in the form of information by conducting direct interviews with employees and through distributing questionnaires in the BPKP Representative Office.

2. Secondary Data

Data obtained in finished form, which is taken from office documents and the office library.

Data Sources

The data used in this study are as follows:

1. Library research

Collection of theories in the form of literature books or library books that are related to the problem being studied.

2. Field research

By conducting direct research in the field or research object, the types of techniques used in data collection include using the following methods:

Model and Analysis Techniques

The analysis technique used in this study uses multiple linear regression analysis. The formula for the multiple linear regression equation according to Dajan (1994;325) is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Keterangan :

Y = Employee performance

X1 = Absenteeism

X2 = Awareness of responsibility

X3 = Willingness to obey regulations

a = Constant

b = Regression Coefficient

e = Other variables that affect Y

Multiple linear regression models are often used to determine the effect of independent variables on dependent variables, both simultaneously and partially. For the purposes of implementing the data analysis process, a computer tool with the **SPSS 15.0 Software Program** is used.

Description of Research Findings

This study was conducted to determine the effect of employee discipline which includes the variables of absence, awareness of responsibility, and willingness to obey regulations on the performance of employees of the BPKP Representative Office of East Java Province. The data used are primary and secondary data sources. The primary data source comes from the results of distributing questionnaires, research to respondents and conducting interviews. While the secondary data source comes from office documents. The number of respondents used as research samples was 50 employees. The sampling technique used was random sampling, where the sampling was carried out randomly.

3.

Table

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,512 ^a	,262	,214	,2737	1,950

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Data Analysis and Hypothesis Testing

Data Analysis

This sub-chapter will discuss data analysis and hypothesis testing. In the data analysis technique, the formula used to analyze is multiple linear regression, as follows:

Formula : $Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$

Description:

Y = Employee performance

X1 = Absenteeism

X2 = Awareness of responsibility

X3 = Willingness to obey regulations

a = Constant

b = Regression Coefficient

e = Error variable

To facilitate data analysis, data processing, data from the questionnaire will be processed with the help of the SPSS 15.0 program.

The purpose of data processing with SPSS software is:

1. Prevent and reduce errors in data analysis.
2. Expect more valid data processing results. From the tabulated data regarding the respondents' answers above, after being analyzed using SPSS 15.00, the results of the data analysis above can be seen in the table below.

(Source : SPSS 15.0)

1. The R value is 0.512, meaning that there is a strong partial influence between the variables of absence, awareness of responsibility and willingness to obey regulations on employee performance at the BPKP Representative Office of East Java Province.

2. The R Square value of 0.262 means that the X variable consisting of the variables of absence, awareness of responsibility and willingness to obey regulations has a contribution to

influencing the employee performance variable by 26.2%.

3. While the remaining 73.8% is influenced by other factors not examined in this study, such as education, age factors, etc.

The table below is a table of the results of the SPSS 15.0 analysis of the regression coefficient values of the research variables and the magnitude of the t-value of each variable.

Table

Coefficients

Model	Unstandardized Coefficients		Standartdized Coefficienst Beta	t	Sig
	B	Std. Error			
1 (Constant)	,006	1,001		,006	,996
X1	,236	,101	,299	2,332	,024
X2	,262	,125	,269	2.094	,042
X3	,503	,228	,279	2,203	,033

a. Dependent Variable : Y

Table

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,222	3	,407	5,434	,003 ^a
	Residual	3,447	46	,075		
	Total	4,669	49			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

(Source: SPSS 15.0)

From the table above, the formula for the multiple linear regression equation in this study is:

$$Y = 0,006 + 0,236X1 + 0,262X2 + 0,503X3 + e$$

$a = 0.006$; meaning that the level of BPKP employee performance is 0.006 for

each variable X_1 ; X_2 and X_3 is equal to 0.

$b_1 = 0.236$; meaning that the regression coefficient value of b_1 is 0.236.

For every increase of one scale of the absent variable, the performance of BPKP employees will increase by 0.236 assuming X_2 is constant.

$b_2 = 0.262$; meaning that the regression coefficient value of b_2 is 0.262.

For every increase of one scale of the awareness of responsibility variable, the performance of BPKP employees will increase by 0.262

assuming the variable X_3 is constant.

$b_3 = 0.503$; meaning that the regression coefficient value of b_3 is 0.503.

For every increase of one scale of the willingness to obey the regulations variable, the performance of BPKP employees will increase

by 0.503 assuming the variable X_1 is constant.

Hypothesis Testing Results

F Test (To Answer the First Hypothesis)
Simultaneously, absence, awareness of responsibility and willingness to obey regulations have a significant effect on

the performance of employees of the BPKP Representative Office of East Java Province and the positive results can be proven in the description of table 4.9, that the calculated F value is 5.434, with a significance level (α) of 5%. From here it can be concluded that the positive F value proves that there is a simultaneous influence of the variables absence, awareness of responsibility and willingness to obey regulations on the performance of employees of the BPKP Representative Office of East Java Province.

t-Test (To Answer the Second Hypothesis)

- There is a partial influence between absenteeism and employee performance at the BPKP Representative Office of East Java Province. In processing the data analysis in the t-test, a computer aid was used with the SPSS 15.0 Software Program. So from the results of the analysis, it can be understood that there is a partial influence between the variable X_2 (absenteeism) and the variable Y (performance). This is evidenced by the t-value of 2.332, with a significance level (α) of 5%, meaning that there is a partial influence between absenteeism and employee performance at the BPKP Representative Office of East Java Province.

- There is a partial influence between awareness of responsibility and employee performance at the BPKP Representative Office of East Java

Province. While for the partial test of the variable awareness of responsibility (X2), the t-value is 2.094 with a significance level (α) of 5%, so it can be concluded that there is a partial influence between awareness of responsibility and employee performance at the BPKP Representative Office of East Java Province.

- There is a partial influence between the willingness to obey the regulations on employee performance at the BPKP Representative Office of East Java Province. For the partial test of the variable of willingness to obey the regulations (X3), the t-value is 2.203 with a significance level (α) of 5% so that it can be concluded that there is a partial influence between the willingness to obey the regulations on employee performance at the BPKP Representative Office of East Java Province.

From the results of hypothesis testing using the t-test above, the absent variable (X1), awareness of responsibility (X2) and willingness to obey regulations (X3) which have a very dominant influence on employee performance (Y) of the East Java Province BPKP is the absent variable (X1). This is evidenced by the magnitude

of the largest β Standard or t in Table 4.8 having the highest/largest value, namely 0.299. This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi, et al., 2023 : 970) Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019: 28) Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024: 63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024: 98)

Discussion

The problem raised in writing this thesis is the influence of employee discipline on performance. From several

hypothesis tests above, it shows that there is a significant influence both simultaneously and partially, meaning that the implementation of employee

discipline applied through absence with employee awareness of their responsibilities carried out with a willingness to obey regulations without coercion will improve employee performance at the BPKP Representative Office of East Java Province.

Based on the data analysis that has been presented above, it can be seen that the three independent variables, namely employee discipline: absence, awareness of responsibility and willingness to obey regulations together (simultaneously) or partially affect employee performance at the BPKP Representative Office of East Java Province.

The magnitude of this influence can be seen from the determinant coefficient (R^2) which shows a value of 0.262, this means that the contribution affects the employee performance variable by 26.2%. Likewise, the absent variable (X_1) has the most dominant influence on performance (variable Y), this is evidenced by the large β Standard of 0.299 and the calculated t of 2.332 which is greater than the other calculated t, namely awareness of responsibility (X_2) and willingness to obey regulations (X_3).

Assumptions:

After the author has put forward the solution to the problem above, for this purpose several Assumptions will be described to support and avoid the

possibility of changes in the situation and conditions that affect the hypothesis.

The assumptions are:

- There is no strike
- Factors from other variables have no problems

Conclusion

1. Based on the calculation results using computer aids with the SPSS 15.0 Software program where simultaneously/simultaneously the variables of absence, awareness of responsibility and willingness to obey regulations have a significant effect on the performance of employees of the BPKP Representative Office of East Java Province, it is proven that the F value of 5.434 with a significant (α) of 5% can be concluded that the positive F value proves that there is a simultaneous influence of the variables of absence, awareness of responsibility and willingness to obey regulations on the performance of employees of the BPKP Representative Office of East Java Province.

2. Based on the data analysis that has been presented above, the three independent variables, namely absence with a t count of 2.332, awareness of responsibility t count of 2.094 and willingness to obey regulations t count of 2.203 partially affect the performance of employees of the BPKP Representative Office of East Java Province.

3. Based on the hypothesis testing using the t-test, it can be seen that the absence variable has a dominant influence on the performance of employees of the BPKP Representative Office of East Java Province, this is proven by the large β Standard of 0.299 or the largest t count of the other t counts, which is 2.332.

Suggestions

Considering the overall results and conclusions of this study, there are several suggestions that need to be conveyed, namely:

1. Leaders should maintain and if possible increase the status of awareness of responsibility and willingness to obey current regulations and be firm with employees who violate employee discipline so that employee performance can improve even more
2. Of the 3 work discipline variables studied simultaneously (total) have an effect on employee performance. Leaders should provide other possible variables, including: training opportunities for employees, comfortable physical office situations, and so on.

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