



THE ROLE OF DISCIPLINE, ORGANIZATIONAL CLIMATE, PLACEMENT AND MOTIVATION IN IMPROVING THE PERFORMANCE OF STATE CIVIL SERVICES (ASN) IN THE DEPARTMENT OF LIBRARY AND REGIONAL ACCEPTANCE OF BANTEN PROVINCE

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Abstract

This study aims to determine the role of Discipline, organizational climate, placement, and motivation in improving the State Civil Apparatus (ASN) performance at the Regional Library and Archives Service of Banten Province. The research method used is the quantitative analysis and associative descriptive to test the relationship and the amount of influence contribution between each variable. The number of samples in this study was the entire population, amounting to 69 State Civil Servants (ASN) at the Regional Library and Archives Service of Banten Province. The research results show that Discipline, organizational climate, placement, and motivation have a role, both about or contributing to a positive and significant influence in improving the Performance of the State Civil Apparatus (ASN) at the Banten Province Regional Library and Archives Service

Keywords: Discipline, organizational climate, placement, motivation, Performance.

INTRODUCTION

An organization is established to achieve goals that can be achieved if the organization can have good management to achieve these goals. Apart from good management, human resource management must also be carried out carefully because human resources are sources that play an active role in the running of an organization and the decision-making process.

Making the best decision produced by a human resource shows a person's Performance and ability to analyze a problem in the scope of work and position. However, this cannot be separated from carefulness and accuracy in determining an employee to be in a specific job and position.

Performance reflects employee behaviour in the workplace as applying skills, abilities and knowledge, which contribute or value to organizational goals. Performance can be measured based on the quality and quantity produced. The level of employee work results will have an impact on agency performance. Therefore, in an institution/organization, qualified employees carry out their work and can provide good work results for agencies/organizations to achieve their goals. One of the factors that determine employee performance is Discipline.

According to Muchadarsyah Sinungan (1995), Discipline is a mental attitude reflected in individuals' actions or behaviour, groups or communities in the form of obedience to the rules or provisions set for specific purposes. Good Discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages passion for Performance, morale and the realization of the goals of agencies, employees and society. According to Nurcahyo in Diah Indriani Suwondo (2015), work

discipline is an essential part or variable in human resource development. Therefore, work discipline is needed in an organization so that there is no carelessness, deviation or negligence that causes waste.

Apart from Discipline, organizational climate and placement factors also play an essential role in improving employee performance. According to David and Newstrom in Herta Sudyanti Utami (2013), Organizational Climate is an environment where employees of an organization do their work. Climate surrounds and affects everything that works in the organization, so that climate is said to be a dynamic concept. The organizational climate creates a pleasant or unpleasant work environment for the people in the organization. This condition will then affect Performance. Even though an organization has reliable employees, if a conducive organizational climate does not support it, it will hinder Performance, which will impact organizational success. Likewise, Mathis & Jackson in Hiskia Jonest Rimbinguwu (2015) defines placement as placing a person's position in the correct job position; how well an employee fits his job will affect the number and quality of work. Employees who are placed in the correct position will give good work results to agencies/organizations. However, few agencies/organizations do not place employees in the correct positions, thus affecting work productivity. The right man in the right place or the right person in the right place will bring an organization to maximum performance results and reduce errors in tasks or work to achieve organizational goals.

Performance is related to factors within the organization and factors within the employees themselves, including motivation. According to Bernard Berelson and Gary A. Steiner in Machrany (1985) defines motivation as all those inner striving conditions variously described as wishes, desires, needs, drives and the like. Motivation can be interpreted as a mental state, and a human mental attitude that provides energy encourages activities (moves) and leads or channels behaviour towards achieving needs that provide satisfaction or reduce imbalances. So, motivation is something that creates enthusiasm or work motivation. High motivation will increase employee performance. The current definition of motivation is none other than in directing and supporting human behaviour so that they are willing to work hard and achieve optimal work results.

According to Mangkunegara (2013), the term performance comes from the word job performance or actual Performance (actual work performance or achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out duties by the responsibilities assigned to him.

Mothers in Series Wijaya Kusuma Dewi (2015) states that Performance is a description of the achievement of implementing an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined in the strategic planning of an organization.

Meanwhile, according to Bernardian et al. in Encep Saefullah (2019), Performance is defined as a record of outcomes resulting from a particular activity during a specific period (Performance is defined as the record outcomes produced on a specific job function or activity during a specific period).

According to Ranupandojo and Hunan in Ardansyah et al. (2014), there are 7 (seven) performance factors need to be assessed. First, the quantity of work, namely the work results, results from the current work time that needs to be considered, not expected results but how quickly the work can be completed. Second, the quality of work, namely the quality of work results based on established standards and usually measured through accuracy, thoroughness, skill, cleanliness of work results. Third, reliability, namely whether or not employees can be relied on, is the ability to fulfil or follow instructions, initiative, be careful, diligent and cooperate. The fourth initiative, namely the ability to recognize problems, take corrective action, provide suggestions for improvement, and accept responsibility for solving them. Fifth, craft, namely the willingness to perform tasks without coercion and also routine ones. Sixth, attitude, namely employee behaviour towards the company or superiors or coworkers. Seventh, attendance, namely the workplace's presence, to work according to predetermined working time/hours.

According to Darmawan in Merrel C. Lomban (2015), Discipline is defined as an attitude, behaviour, and actions according to the regulations of the organization in written or unwritten form. Therefore, if an organization has attempted most of the rules that most employees adhere to, then Discipline can be enforced. In line with Darmawan, Malayu Hasibuan (2011) said that Discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. Awareness is the attitude of someone who voluntarily obeys all the rules and is aware of his duties and responsibilities.

A good organization or agency must strive to create rules or regulations that will be the signs that all employees must meet in the organization. For example, according to Singodimedjo in Sutrisno (2009), the regulations related to Discipline include (1) Regulations on hours of entry, return and rest hours, (2) Basic rules regarding dress and behaviour at work, (3) Regulations on how to -how to do work and relate to other work units and (4) regulations on what employees can and cannot do while in the organization and so on.

Discipline is necessary to regulate group action, where each member must control his impulses and work together for the common good. In other words, they must consciously submit to the rules of behaviour established by organizational leadership, which aim to achieve the goals.

According to Poole and McPhee in Sunarto (2009), Organizational Climate is a collective attitude continuously produced and reproduced by organizational members through interaction. In addition, according to Pawito in Rosmita et al. (2015), organizational climate is an atmosphere or situation tendencies that are generally felt by citizens or organizational members in carrying out daily tasks. Finally, according to Hardjana in Dewa Nyoman Reza (2016), organizational climate is the main concept of human relations to understand human behaviour under different environments.

Meanwhile, according to Sugianto and Sutanto in Dewa Nyoman Reza (2016), Organizational Climate is an organizational climate with a broad influence because it also affects organizational

efficiency and productivity, organizational ability to innovate, job satisfaction and any atmosphere that organizational members can enjoy.

Kumar and Sharma in Teresia Kavoo-Linge (2013) argued that define placement is the determination of the job to which an accepted candidate is to be assigned. Employee placement is essential in an organization because it affects the employee's Performance. Kumar and Sharma define placement as a job assignment assigned to a candidate who has been accepted. Employee placement is critical in an organization because it affects employee performance.

Marwansyah (2014) argues that placement is assigning a worker to a new job or position. Meanwhile, according to Hasibuan (2011), placement is an activity to place people who have passed the selection in certain positions by job descriptions and job classifications.

According to Suparno Eko Widodo (2015), personnel placement is an activity to properly place a person with specific abilities in a position or job according to his abilities and in line with organizational needs. The placement of personnel in that position can be in the context of promotion, demotion, or transfer. Furthermore, Siagian in Rika Wahyuni (2017) states that the placement applies to new employees and applies to old employees who have experienced transferring duties and transfers.

METHOD

The method used in this research is quantitative. This quantitative method aims to determine the role of the independent variable on the dependent variable. While the approach used is an associative descriptive approach, according to Sugiyono in Dewi Y.A. Mahale et al. (2017), an associative descriptive approach, namely research that aims to determine the effect or relationship between 2 (two) or more variables.

The population in this study were all State Civil Servants (ASN) at the Regional Library and Archives Service of Banten Province, totalling 69 people. The sample used in this study is saturated, meaning that the entire population is sampled. The data collection technique in this research was carried out using literature study and field studies through interviews, observation and questionnaires. At the same time, the type of data is primary data. The tests carried out are validity, reliability, correlation coefficient and determination both partially and simultaneously and multiple linear regression analysis.

RESULTS AND DISCUSSION

Correlation Coefficient Analysis

**Table 3 Discipline With Performance
*Correlations***

Correlations

		Discipline	Performance
Discipline	Pearson Correlation	1	0,687**
	Sig. (2-tailed)		0,000
	N	69	69
Performance	Pearson Correlation	0,687**	1

Sig. (2-tailed)	0,000
N	69

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Processing Results

Based on the table above, the correlation value between Discipline and Performance is 0.687. Thus based on the interpretation of the correlation coefficient, the value ranges from 0.60 to 0.799; it can be concluded that the discipline variable and Performance have a strong relationship.

**Table 4 Organizational Climate with Performance
Correlations**

		Organizational Climate	Performance
Organizational Climate	Pearson Correlation	1	0,640**
	Sig. (2- tailed)		0,000
	N	69	69
Performance	Pearson Correlation	0,640**	1
	Sig. (2- tailed)	0,000	
	N	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Processing Results

Based on the table above, the correlation value of organizational climate with Performance is 0.640. Thus based on the interpretation of the correlation coefficient, the value ranges from 0.60 to 0.799; it can be concluded that the organizational climate variable and Performance have a strong relationship.

**Table 5 Placement with Performance
Correlations**

		Placement	Performance
Placement	Pearson Correlation	1	0,627**
	Sig. (2-tailed)		0,000
	N	69	69
Performance	Pearson Correlation	0,627**	1
	Sig. (2-tailed)	0,000	
	N	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Processing Results

Based on the table above, the correlation value between placement and Performance is 0.627. Thus based on the interpretation of the correlation coefficient, the value ranges from 0.60 to 0.799; it can be concluded that the variable placement and Performance have a strong relationship.

Table 6 Motivation With Performance
Correlations

		Motivation	Performance
Motivation	Pearson Correlation	1	0,585**
	Sig. (2-tailed)		0,000
	N	69	69
Performance	Pearson Correlation	0,585**	1
	Sig. (2-tailed)	0,000	
	N	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Processing Results

Table 7 Discipline, Organizational Climate, Placement and Motivation with Performance
Model Summary b

Model	R	R Square	Adjust Square	R	Std. Error of the Estimate
1	0,717 ^a	0,514	0,499		3,314

Source: SPSS Processing Results

Based on the table above, it can be seen that the simultaneous correlation coefficient (R) is 0.717. This shows a strong correlation between the variables of Discipline, organizational climate, placement and motivation with Performance.

Analysis of the coefficient of determination

Table 8 Discipline on Performance
Model Summary

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0,687 ^a	0,472	0,464		3,427

a. Predictors: (Constant), Discipline

Source: SPSS Processing Results

Based on the table above, it is known that the value of the coefficient of determination (R²) of Discipline on Performance is 0.472. Therefore, it can be concluded that Discipline contributes 47.2% to Performance.

Table 9 Organizational Climate on Performance
Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,640 ^a	,410	,402		4,589

a. Predictors: (Constant), Organizational Climate

Source: SPSS Processing Results

Based on the table above, it is known that the coefficient of determination (R²) of organizational climate on Performance is 0.410. Therefore, it can be concluded that the organizational climate contributed 41.0% to Performance.

Table 10 Placement Against Performance

<i>Model Summary</i>					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	
1	0,627 ^a	0,393	0,384	3,675	

a. Predictors: (Constant), Placement

Source: SPSS Processing Results

Based on the table above, it is known that the coefficient of determination (R²) of placement on Performance is 0.393. Therefore, it can be concluded that the placement contributed 39.3% to Performance.

Table 11 Work Motivation on Performance

<i>Model Summary</i>					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	
1	,585 ^a	,342	,333	4,846	

a. Predictors: (Constant), Motivation

Source: SPSS Processing Results

Based on the table above, it is known that the coefficient of determination (R²) of motivation on Performance is 0.342. Therefore, it can be concluded that motivation contributed 34.2% to Performance.

Table 12 Discipline, Organizational Climate, Placement and Motivation for Performance

<i>Model Summary b</i>					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	
1	0,717 ^a	0,514	0,499	3,314	

Source: SPSS Processing Results

Based on the table above, it is known that the coefficient of determination (R²) simultaneously is 0.514. Therefore, it can be concluded that Discipline, organizational climate, placement and motivation contributed 51.4% to Performance, while the remaining 48.6% was influenced by other variables not examined in this study.

Multiple Linear Regression Analysis

Table 13 Multiple Linear Regression Analysis

		<i>Coefficients^a</i>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	11,361	6,002		1,893	0,063
	Discipline	0,490	0,121	0,487	4,051	0,000
	Organizational Climate	0,580	0,085	0,521	6,834	0,000
	Placement	0,297	0,125	0,286	2,382	0,020
	Motivation	0,493	0,084	0,446	5,843	0,000

Source: SPSS Processing Results

Based on the table above, the regression equation can be written as follows:

$$Y = 11.361 + 0.490X_1 + 0.580X_2 + 0.297X_3 + 0.493X_4$$

In accordance with the regression line equation obtained, the regression model can be interpreted that the constant value of 11.361 means that if Discipline (X1), Organizational Climate (X2), Placement (X3) and Motivation (X4) are considered zero (0), then performance (Y) is 11,361.

The regression coefficient value of the discipline variable (X1) is 0.490, which means that every change in the discipline variable (X1) of one unit results in a change in Performance of 0.490 units. Conversely, a one-unit decrease in the discipline variable decreases Performance by 0.490.

The regression coefficient value of the organizational climate variable (X2) of 0.580 means that every change in the organizational climate variable (X2) of one unit results in a change in Performance of 0.580 units. Conversely, a one-unit decrease in the organizational climate variable reduces Performance by 0.580.

The regression coefficient value for the placement variable (X3) is 0.297, which means that every change in the placement variable (X3) of one unit results in a change in Performance of 0.297 units. Conversely, a one-unit decrease in the placement variable decreases the Performance by 0.297.

Then, the regression coefficient value of the motivation variable (X4) is 0.493, which means that every change in the motivation variable (X4) of one unit results in a change in Performance of 0.493 units. Conversely, a one-unit decrease in the motivation variable decreases the Performance by 0.493.

The Role of Discipline in Improving Performance

The results of the partial test calculation, both the correlation coefficient, determination coefficient and linear regression, found that Discipline has a role in improving the Performance of ASN at the Regional Library and Archives Service of Banten Province.

The results of this study are by research conducted by Rika Wahyuni (2017) at PT Teluk Luas Padang, which states that work discipline variables have a positive and significant effect on employee performance.

The Role of organizational climate in Improving Performance

The results of the partial test calculations, both the correlation coefficient test, the coefficient of determination and linear regression, found that organizational climate has a role in improving the Performance of ASN in the Regional Library and Archives Service of Banten Province.

The results of this study are consistent with research conducted by Herta Sudyanti Utami (2013), which states that there is a significant role between the organizational climate in improving work performance.

The Role of Placement in Improving Performance

The results of the partial test calculations, both the correlation coefficient test, the coefficient of determination and linear regression, found that placement has a role in improving the Performance of ASN at the Regional Library and Archives Service of Banten Province.

The results of this study are consistent with research conducted by Winda Jennifer Rori et al. (2014) at the Manado City Inspectorate Office, which states that the employee placement variable has a positive and significant effect on employee performance

The Role of Motivation in Improving Performance

The results of the partial test calculations, both the correlation coefficient test, the coefficient of determination and linear regression, found that motivation has a role in improving the Performance of ASN at the Regional Library and Archives Service of Banten Province.

The results of this study are by research conducted by Suyanto (2017), which states that there is a significant role between work motivation in increasing work performance.

The Role of Discipline, Organizational Climate, Placement and Motivation in Improving Performance

The results of the simultaneous test calculations found both multiple correlation coefficient tests, simultaneous coefficient of determination, and multiple linear regression found that Discipline, organizational climate, placement and motivation have a role in improving the Performance of ASN at the Banten Provincial Library and Archives Service.

CONCLUSION

From the results of the analysis and discussion through tests carried out, it can be concluded that Discipline, organizational climate, placement and motivation are essential variables that have a good relationship and contribute a positive and significant influence on Performance. This means that the better the implementation of Discipline, a conducive organizational climate, proper placement and high motivation will further improve Performance, especially the State Civil Apparatus (ASN) at the Banten Province Regional Library and Archives Service.

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