



ANALYSIS OF EMPLOYEE WORK DISCIPLINE AT THE GENERAL ELECTION SUPERVISORY OF BONDOWOSO CITY

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Abstract

Work discipline management must be carried out properly by employees. Therefore, in the era of technology and civilization that is very advanced today, competent human resources with a high level of discipline are needed, because lack of work discipline can cause a decrease in employee performance. Unsatisfactory performance from employees will be a problem for the organization, because their work results do not meet the organization's expectations. Employee performance is very important to observe because it is one of the keys to achieving an organization; if the organization does not carry out government activities properly, the image of the organization will be negatively affected. This study determines whether there is an influence and how significant is Work Discipline on Employee Performance at the Bondowoso Regency General Election Supervisory Agency Office. This study uses a quantitative approach, where this research is a method used to answer research problems related to data in the form of numbers and statistical programs. While the type of research is descriptive research, namely describing, examining and explaining something that is studied as it is and drawing conclusions from phenomena that can be observed using numbers. The influence of Work Discipline on employee performance of 40.8% can be seen in the determination coefficient table (R Test), while 57.2% is influenced by other variables. Based on the results of the T Test, there is a significant impact or influence between work discipline on employee performance. This can be seen through the results of the t-test of 3.670 and t table of 2.10092, meaning $t_{count} (3.670) > t_{table} (2.10092)$, then H_0 is rejected and H_1 is accepted.

Keywords: Work Discipline, Human Resource Management, Employee Performance

A. Introduction

Human resource management is a component of organizational management that focuses on the human resource element. Human resources are a crucial asset in achieving a nation's progress, therefore, high-quality resources are needed to support the work programs established by an organization and

produce good performance. Human resources are the primary driver of an organization's activities. This is because the success or failure of an organization or agency is largely influenced by the human factor as the implementer of the work.

According to Qomariah (2020), human resources are essentially resources derived from human capabilities utilized within an institution. Within an organization, human resource potential is essentially one of the most important assets and plays a crucial role in achieving organizational goals. Therefore, organizations need to manage human resources as effectively as possible..

To achieve an institution's goals, an organization or company certainly requires good human resources (workforce). This is because human resources play an active role in the organization's decision-making process. Human resources are a determining factor in an institution's success. Given the significant influence of these resources, institutions require strong work discipline.

All institutions or organizations certainly require human resource potential, such as competence, commitment, personality, and so on, which are crucial for the organization. Institutions or agencies are comprised of individuals selected to carry out their duties to achieve goals. Therefore, achieving these goals requires individuals who can contribute to the development of both the institution and the individual.

According to Werther and Darvis (1996), human resources are " employees who are ready, capable, and alert to achieve organizational goals " (Marjuni, 2015). As intended, resources are those that contribute to an institution or organization, while humans are those whose actions contribute, which will determine the quality and capabilities of their lives.

The ebb and flow of an agency is determined by the awareness of its human resources. Human resources or employees in an agency are a concern that is said to be very important in the framework of efforts to achieve organizational goals. Realizing organizational goals requires employees who are fully obedient and highly aware of their duties and responsibilities. Efforts that organizations can take to improve employee performance efficiency by improving discipline at work. Discipline is the most important operative function of human resource management because the better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for an organization to achieve optimal results. This is supported by Hasibuan who stated that "basically every employee or staff realizes that work discipline is the key to success that must be applied and must be implemented by each individual

because with good work discipline will provide a smooth process in carrying out the work and also will achieve maximum work results" (Hasibuan, 2010).

Performance is an achievement achieved by an employee in every job/task by utilizing all the abilities they have. (Fauzi & Hidayat, 2020). According to Kasmir (2019) said that performance is the result of work and work actions that have been obtained or completed to fulfill the tasks and responsibilities given within a certain period of time. According to Mangkunegara (2002) in Silaen (2021) said that people who have high performance have characteristics such as having a high commitment, daring to take risks, having realistic goals, fighting for goals to be realized and having a comprehensive work plan, and there is feedback from all work activities carried out.

Discipline is "a person's attitude of willingness and readiness to comply with and obey the norms and regulations that apply around him" (Sutrisno, 2016). According to Mangkuprawira (2011) in Febriansah (2018), it is stated that: Discipline is a characteristic of a person who is an employee who consciously obeys the rules and regulations of a particular organization. In the implementation of Employee Work Discipline at the General Election Supervisory Agency (Bawaslu) of Bondowoso City, the problems that tend to arise are those related to Government Regulation No. 53 of 2010 concerning Civil Servant Discipline where in this article it is explained that every Civil Servant is obliged to come to work and comply with the provisions of working hours. In addition, this article also explains that every Civil Servant is obliged to come, carry out duties, and go home according to the provisions of working hours and not be in public places not because of official duties (Densi, 2018). If unable to attend, they must notify the authorized official. Indicators of work discipline include, goals and abilities, exemplary leaders, remuneration, justice, waskat, punishment sanctions, and human relations (Hasibuan, 2016). In relation to employee work discipline, the results of Nur Khasanah's research concluded that employee work discipline at the Tenayan Raya Sub-district Office in Pekanbaru City had not been running well (Khasanah, 2016), while the results of research conducted by Hendry Wijaya, employee work discipline at the Regional Government Agency, in the case of the Agriculture and Animal Husbandry Service of Musi Banyuasin Regency, had been running well (Wijaya, 2016).

An employee is said to be disciplined if he fulfills three factors, namely obeying work time, doing his job well, obeying all regulations and social norms (Indriasari, 2016). Good employee work discipline is reflected in the employee's great sense of responsibility in completing tasks on time, the low level of employee lateness due to enthusiasm and passion for work, and increased

employee efficiency and productivity as indicated by the low level of employee attendance. However, after researchers conducted observations at the Office of the General Elections Supervisory Agency (Bawaslu) of Bondowoso Regency, it was found that the first problem was the high level of employee absenteeism, second, some employees were still late to work hours, and went home before office hours ended, there were even employees who did not come back to the office after break time, and there were still some employees who left during working hours without their superiors' permission.

The relationship between employee discipline and performance needs to be studied to improve work effectiveness and efficiency in this agency. This issue is not limited to private companies and agencies, but also to government institutions, including the General Elections Supervisory Agency (Bawaslu) Office in Bondowoso Regency.

The General Elections Supervisory Agency (Bawaslu) is an election management body tasked with overseeing the implementation of elections throughout Indonesia. Its duties, authorities, and obligations are regulated in Law Number 7 of 2017 concerning General Elections.

According to Khaeruman, there are several causes of declining employee performance, including tardiness, low attendance, and disobedience to superiors, which leads to a lack of discipline at work, impacting productivity in carrying out their duties and responsibilities, and hindering employees from thinking creatively and innovatively in problem-solving (Khaeruman, 2021). According to Robbins in Silaen (2021), employee performance indicators include quality, quantity, accuracy, effectiveness, independence, and commitment.

Based on previous observations, the author obtained a representation of emerging issues related to discipline and suboptimal performance. It was observed that some employees still arrived late. This resulted in obstacles to the quantity of employee performance in completing tasks. Therefore, the Bondowoso Regency Election Supervisory Agency (Bawaslu) is striving to improve employee discipline by implementing sanctions to address these issues, which impact performance.

Based on this background, to determine the level of employee discipline at the General Election Supervisory Agency (Bawaslu) of Bondowoso City, the researcher wants to conduct research on "Analysis of Employee Work Discipline at the General Election Supervisory Agency (Bawaslu) of Bondowoso City".

B. Method

This study uses a quantitative approach, which is a method used to answer research problems related to data in the form of numbers and statistical programs (Hardini, 2020) . The type of research is descriptive research, which describes, examines, and explains something being studied as it is and draws conclusions from observable phenomena using numbers (Sugiyono, 2019) .

In this scientific paper study, there are two variables, where these variables are variables that have been determined by the author so that research conclusions will be obtained from the formulation that has been designed (Sahir, 2021). The independent variable is thought to influence the existence of the dependent variable. The independent variable in this study is Work Discipline (X) and the dependent variable is the variable expected to arise from the independent variable (X). The dependent variable in this study is Employee Performance (Y). The population in this study were employees of the Bondowoso Regency General Election Supervisory Agency office. Sampling using the purposive sampling method is a technique of determining up to certain considerations according to the researcher's wishes, totaling 20 people with the intention because the researcher assumes that the entire population has the information needed by the researcher. The scale used in this study is a 4-point Likert scale used to measure the attitudes, opinions and perceptions of a person or group of people about a predetermined social phenomenon. The form of this scale is Strongly Agree (SS), Agree (S), Disagree (TS) and Strongly Disagree (STS). The rating scale is 1-4, with a scale of 1 (strongly disagree) and 4 (strongly agree). The research data was then processed using SPSS version 25.

The data analysis section, which is the activity after data from all respondents is collected, also includes a series of activities carried out by researchers after the data has been collected and processed (Abubakar, 2021). This data analysis involves validity and reliability tests. Hypothesis testing, including partial tests and determination tests, is then conducted.

C. Result and Discussion

Result

Validity testing is used to determine whether the research instrument used to obtain data on Work Discipline (X) and Employee Performance (Y) by determining the correlation coefficient and each statement item has an item score against the total score of the overall statement used.

Validity testing in this study was conducted by comparing the calculated r value (correlated item-total correlations) with the table r value. If the calculated

r value is greater than the table r value and is positive, the question is considered valid.

1. Validity Test Variable X

Table 1
Validity Test of Work Discipline Variables

Hasil Uji Validitas			
Item	R Count	R Table	Conclusion
X01	,668**	0,444	Valid
X02	,490*	0,444	Valid
X03	,481*	0,444	Valid
X04	,490*	0,444	Valid
X05	,671**	0,444	Valid
X06	,843**	0,444	Valid
X07	,510*	0,444	Valid
X08	,713**	0,444	Valid
X09	,532*	0,444	Valid
X10	,828**	0,444	Valid
X11	,827**	0,444	Valid
X12	,726**	0,444	Valid
X13	,527*	0,444	Valid
X14	,551*	0,444	Valid
X15	,702**	0,444	Valid
X16	,546*	0,444	Valid

Source: Processed Data IBM SPSS statistics 25, 2025

From table 1 above, it can be seen that if r-count > r-table then the question is valid. If the r-count value < r-table indicates that the question is unable to measure the variable to be measured. From the results of the table we can see that the r-count value for indicator X1 is 0.668, X2 is 0.490, X3 is 0.481, X4 is 0.490, X5 is 0.671, X6 is 0.843, X7 is 0.510, X8 is 0.713, X9 is 0.532, X10 is 0.828, X11 is 0.827, X12 is 0.726, X13 is 0.527, X14 is 0.551, X15 is 0.702, X16 is 0.546. The results of the data processing show that all indicators of variable X are valid, because the calculated r value is > the table r value of 0.444.

2. Validity Test of Variable Y

Table 2
Employee Performance Validity Test

Hasil Uji Validitas			
Item	R Count	R Table	Conclusion
Y01	,743**	0,444	Valid
Y02	,719**	0,444	Valid

Y03	,664**	0,444	Valid
Y04	,743**	0,444	Valid
Y05	,775**	0,444	Valid
Y06	,767**	0,444	Valid
Y07	,597**	0,444	Valid
Y08	,790**	0,444	Valid
Y09	,709**	0,444	Valid
Y10	,790**	0,444	Valid
Y11	,503*	0,444	Valid

Source: Processed Data IBM SPSS statistics 25, 2025

Based on table 2 above, it is obtained that the calculated r value for indicator Y1 is 0.743, Y2 is 0.719, Y3 is 0.664, Y4 is 0.743, Y5 is 0.775, Y6 is 0.767, Y7 is 0.597, Y8 is 0.790, Y9 is 0.709, Y10 is 0.790, Y11 is 0.503. The results of the data processing above show that all Y variable indicators are valid, because the calculated r value is > the table r value of 0.444.

3. Reliability Test

Reliability testing is used to demonstrate the extent to which a measurement is reliable. Reliability testing is conducted using the *Cronbach's alpha formula*. The results of the reliability test can be seen as follows::

Table 3
Work Discipline Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0,898	16

Source: Processed Data IBM SPSS statistics 25, 2025

Table 4
Work Discipline Reliability Test Items

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X01	54,90	22,621	0,596	0,891
X02	54,65	24,661	0,433	0,896
X03	54,55	25,313	0,447	0,897
X04	54,65	24,661	0,433	0,896
X05	55,20	21,853	0,581	0,893
X06	55,10	20,937	0,798	0,882
X07	54,90	23,989	0,432	0,897
X08	54,95	22,892	0,658	0,889
X09	54,85	23,503	0,443	0,897
X10	54,80	22,589	0,796	0,884

X11	55,00	21,579	0,784	0,883
X12	55,00	22,211	0,662	0,888
X13	54,55	25,208	0,495	0,896
X14	54,90	23,779	0,477	0,895
X15	54,85	23,082	0,648	0,889
X16	54,65	24,450	0,492	0,895

Source: Processed Data IBM SPSS statistics 25, 2025

Table 3 shows that the results of the reliability test for variable X have a Cronbach's Alpha coefficient above 0.60, namely 0.898 ($0.898 > 0.60$). Thus, it can be concluded that all items in the reliability test for variable X from the questionnaire are reliable

Table 5

Employee Performance Reliability Test Results	
Reliability Statistics	
Cronbach's Alpha	N of Items
0,894	11

Source: Processed Data IBM SPSS statistics 25, 2025

Table 6

Employee Performance Reliability Test Items				
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y01	34,10	16,095	0,684	0,881
Y02	33,90	16,200	0,656	0,883
Y03	34,25	15,461	0,556	0,890
Y04	34,10	16,095	0,684	0,881
Y05	34,15	16,029	0,724	0,879
Y06	34,10	15,989	0,712	0,880
Y07	34,25	15,882	0,475	0,896
Y08	34,15	15,397	0,730	0,877
Y09	34,15	15,397	0,619	0,885
Y10	33,95	15,839	0,740	0,878
Y11	33,90	17,147	0,410	0,895

Source: Processed Data IBM SPSS statistics 25, 2025

Table 5 shows that the results of the reliability test for variable X have a Cronbach's Alpha coefficient above 0.60, namely 0.894 ($0.894 > 0.60$). Thus, it can be concluded that all items in the reliability test for variable X from the questionnaire are reliable.

4. Simple Linear Regression Test

This simple linear regression test aims to determine whether there is an influence of Work Discipline (X) on Employee Performance (Y) at the

Bondowoso Regency Bawaslu Office. The following are the results of a simple linear regression analysis obtained by processing data with SPSS statistics version 25.

Table 7
Simple Linear Regression Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,922	8,909		0,552	0,587
Work Discipline	0,557	0,152	0,654	3,670	0,002

a. Dependent Variable: Employee Performance

Source: Processed Data IBM SPSS statistics 25, 2025

Based on table 7 above, the results obtained are entered into the following equation:

$$Y=4.922+0.557X$$

After conducting a simple linear regression data analysis using the SPSS statistical program version 25, a constant value of 4.922 was obtained. If the X value is considered 0, the employee performance value is 4.922 and for the regression coefficient value of the work discipline variable, it is 0.557, which means positive, this indicates that there is an increase in employee performance in the increase in the X work discipline variable of 0.557.

5. Hypothesis Test

a. T-Test (Partial)

Partial correlation aims to test the significance of the hypothesis. This study was conducted using the Alpha value (α) = 0.05 if the Sig value < Alpha then it can be stated that there is an influence between variables X and Y. The following are the results of the partial test that has been carried out.

The hypotheses in this study are as follows:

Ho : Work discipline does not have a significant effect on the performance of employees of the General Election Supervisory Agency Office of Bondowoso Regency.

Ha : Work discipline has a significant influence on the performance of employees of the General Election Supervisory Agency Office of Bondowoso Regency.

The following are the results of the t test that was carried out in this study:

Table 8
Partial T-Test Results

Coefficients ^a				
Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	

1	(Constant)	4,922	8,909		0,552	0,587
	Work Discipline	0,557	0,152	0,654	3,670	0,002

a. Dependent Variable: Employee Performance

Source: Processed Data IBM SPSS statistics 25, 2025

The following is the decision making in the Simple Linear Regression Test:

Based on the significance value from table 8 above, the coefficients obtained a significance value of $0.002 < 0.05$, so it can be concluded that the work discipline variable (X) has an effect on the employee performance variable (Y).

Based on the T value, it is known that the calculated t value is $3.670 > t$ table 2.10092, thus the work discipline variable (X) has an effect on the employee performance variable (Y).

The t-table value can be calculated using the following formula:

$$\begin{aligned}
 \text{t-table} &= (a/2 : n - k - 1) \\
 &= (0,05 / 2 : 20 - 1 - 1) \\
 &= (0,025 : 18) \rightarrow (\text{seen in the t-table distribution}) \\
 &= 2,10092
 \end{aligned}$$

Information :

α : The standard significance value determined is 0.05 or 5%

n : Number of samples

k : Number of variables

Based on the table above, it is found that the calculated t value is $3.670 > t$ table 2.10092. Therefore, based on the decision making, namely :

If the calculated t value $> t$ table, then H_0 it is rejected H_a and accepted.

If the calculated t value $< t$ table, then H_0 it is accepted and H_a rejected

Therefore, based on the data processing analysis carried out, it can be concluded that work discipline has a significant impact on employee performance at the Bondowoso Regency General Election Supervisory Agency Office.

6. R Test (Determination)

The coefficient of determination is used to measure the extent to which the independent variable, namely Work Discipline (X), is able to describe the dependent variable, namely Employee Performance (Y). Thus, the following results are obtained :

Table 9
Test Result R^2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,654 ^a	0,428	0,396	3,396

a. Predictors: (Constant), Work Discipline

Source: Processed Data IBM SPSS statistics 25, 2025

Table 9 above shows that the results of the coefficient of determination (R^2) analysis show that the *R Square* is 0.428. This means that the independent variable, namely Work Discipline (X), influences the Employee Performance variable (Y) by 42.8%. The remaining 57.2% is influenced by variables other than the variables examined in this study.

D. Discussion

Analysis of Work Discipline on Employee Performance

Based on the results of statistical tests, it is clear that the work discipline variable has a positive influence on employee performance. The results of the partial test (t-test) indicate that work discipline has a significant influence on employee performance at the Bondowoso Regency General Election Supervisory Agency Office, which obtained a calculated t value greater than the t table ($3.670 > 2.10092$) with a significance level of 0.002 smaller than the standard value of 0.05.

The results of this study are in line with the research conducted by Ferisman Gulo, Public Administration Study Program, University of Medan Area in 2019 entitled "The Influence of Work Discipline on Employee Performance at the Tirtanadi Regional Drinking Water Company, North Sumatra Province." It explains that work discipline influences employee performance. This proves that previous research and theoretical basis are in line with the findings of this study.

The t-test results show that work discipline has a positive and significant effect on employee performance at the Bondowoso Regency General Elections Supervisory Agency. This means that the higher the employee work discipline, which includes goals and abilities, leadership, rewards, justice, due diligence, punishment sanctions, assertiveness, and human relations, the better the employee performance, especially at the Bondowoso Regency General Elections Supervisory Agency.

The Significance of Work Discipline on Employee Performance

To obtain information on the level of significance between Work Discipline and Employee Performance at the Bondowoso Regency General Election Supervisory Agency Office, it can be seen through a simple linear regression test. The questionnaire that has been distributed by the researcher with Work Discipline as the independent variable and Employee Performance as the dependent variable. Therefore, the researcher wants to know how significant the influence produced by work discipline on employee performance at the Bondowoso Regency General Election Supervisory Agency Office.

According to the *Coefficients table*, the regression equation obtained is a regression coefficient of 0.557, so it can be stated that for every additional 1 work discipline, performance will increase by 0.557. The regression coefficient in this study is positive, thus the direction of the influence of variable X on variable Y can be said to be positive.

To assess the significance of this study, whether the independent variable of work discipline really affects the dependent variable of employee performance, it can be seen from the results of the t-test of 3.670 and t-table of 2.10092. In accordance with the table data, a decision can be made that $t\text{-count} > t\text{-table}$, namely $3.670 > 2.10092$, then it H_0 is rejected and H_1 accepted, which means the regression coefficient is significant, so it is concluded that the regression coefficient is significant. So it is concluded that the work discipline variable has a significant influence on the employee performance variable.

The results of this study are in line with the research conducted by Hasriani Ramadani, Management Study Program, Muhammadiyah University of Makassar in 2024 with the title The Influence of Work Discipline on Employee Performance at the Makassar City Tourism Office, which explains that the higher the employee's work discipline, the better the employee's performance.

E. CONCLUSION

The influence of Work Discipline on employee performance of 40.8% can be seen in the determination coefficient table (R Test), while 57.2% is influenced by other variables. Based on the results of the T Test, there is a significant impact or influence between work discipline on employee performance. This can be seen through the results of the t-test of 3.670 and t-table of 2.10092, meaning that $t\text{-count} (3.670) > t\text{-table} (2.10092)$, so it H_0 is rejected and H_1 accepted.

According to the *Coefficients table*, the regression equation obtained is a regression coefficient of 0.557, so it can be stated that for every additional 1 work discipline, performance will increase by 0.557. The regression coefficient in this study is positive, thus the direction of the influence of variable X on variable Y can be said to be positive.

To assess the significance of this study, whether the independent variable of work discipline really affects the dependent variable of employee performance, it can be seen from the results of the t-test of 3.670 and t-table of 2.10092. In accordance with the table data, a decision can be made that $t\text{-count} > t\text{-table}$, namely $3.670 > 2.10092$, then it H_0 is rejected and H_1 accepted, which means the regression coefficient is significant, so it is concluded that the regression coefficient is significant. So it is concluded that the work discipline variable has a significant influence on the employee performance variable.

Variable X, namely Work Discipline with indicators of goals and abilities, leadership, remuneration, justice, waskat, punishment sanctions, assertiveness, and human relations has a positive and significant effect on variable Y, namely Employee Performance at the Bondowoso Regency General Election Supervisory Agency Office. Thus, this study concludes that if work discipline increases, it will have an impact on employee performance at the institution

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