

## Effect of Work Discipline and Performance Advantages on Personnel Performance in Polda Jatim with Motivation as an Intervening Variable

Nyenyep Mudiarti<sup>1</sup>, Pompong Budi Setiadi<sup>2</sup>, Sri Rahayu<sup>3</sup>

<sup>1,2,3</sup>Sekolah Tinggi Ilmu Ekonomi Mahardhika, Indonesia

[nyenyepmudiarti78@gmail.com](mailto:nyenyepmudiarti78@gmail.com), [pompong\\_setiadi@yahoo.com](mailto:pompong_setiadi@yahoo.com), [rahayu.mahardhika@gmail.com](mailto:rahayu.mahardhika@gmail.com)

### Abstract

*Securing National Vital Objects is the main task of the Ditpamobvit personnel of the East Java Police. In carrying out these tasks so that the given performance is maximal, it is necessary to have high work motivation. Work discipline and work benefits are things that affect one's work motivation in order to improve the given performance. This study aims to determine the effect of work discipline and performance allowances on the performance of Ditpamobvit personnel of the East Java Regional Police with motivation as an intermediary variable. The research method is literature review through Google Scholar and Science Direct to get journals with a span of the last 5 years (2017-2022). The collected journal data is then analyzed and presented as a table of literature review results. The results of the research analysis obtained 11 articles that are relevant to the topic of this research. The obtained articles explain that work discipline significantly affects work motivation, performance allowances affect work motivation, and work motivation jointly. Work discipline through work motivation indirectly affects personnel performance and explains that performance allowances indirectly affect employee performance of work motivation. Discipline and performance allowances indirectly affect motivation.*

### Keywords

*discipline; work; performance; motivation; performance allowance*



## I. Introduction

The development of the era is increasingly rapid, making technology and human resources also experience an increase. The new era is implemented faster, and things are uncertain in various fields (Sefudin & Darwin, 2020). One of the things that were affected by the development of the era was the National Vital Object.

Advances in science and technology and the increase in the social sphere have created all kinds of threats and security disturbances to objects of national importance, including airports, processing factories, tourist attractions, and others (Helmy, 2016). Areas and tourist objects that are included in the National Vital Objects have the potential to pose a threat that can disrupt the country's economic and political stability, slow it down, and even damage it. In this regard, the President issued Presidential Decree No. 63 of 2004 (Rochim, 2020). Development is a systematic and continuous effort made to realize something that is aspired. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired. In addition, development is also very dependent on the availability of natural resource wealth. The availability of natural resources is one of the keys to economic growth in an area. (Shah, M. et al. 2020)

The National Police's implementation of the regulation was compiled by the Directorate of Vital Objects of the East Java Regional Police (Ditpamobvit Polda Jatim) in 2011. The main task of the Ditpamobvit Polda East Java is securing national critical objects, including specific areas, tourism, government, VIP, and foreign representatives (Ditpamobvit Polda Jatim, 2022).

In carrying out these main tasks, the work discipline of the East Java Police personnel is needed to the maximum. Work discipline is the attitude and behavior of a person who shows obedience, loyalty, regularity, and order to institutional regulations and applicable norms (Ningsih, 2021).

Work discipline makes employees or personnel obey existing regulations without significant error gaps. The performance produced by the personnel will also increase and be maximized. Implementation of work discipline will also affect a person's motivation to carry out a task. Someone accustomed to working in a disciplined manner will always pay attention to the goals to be achieved and the existing work guidelines to increase motivation in carrying out the work.

Not only with work discipline, but personnel performance allowances will also affect one's work motivation. One's goal in other work is to get performance benefits. Performance bonuses are income earned in addition to salaries paid to active personnel based on competence and performance, which is included in the successful performance that has been achieved by a person and is in line with improving the company's performance (Rahma, 2022). This performance allowance is expected to be commensurate with the performance that has been carried out so far in work.

Compensation or performance allowances are classified into 2 categories. That is, (1) direct compensation, namely compensation given to employees by the institution for performing services for the institution's benefit, such as wages, bonuses, and position allowances. (2) Indirect compensation or benefits, namely providing additional compensation to employees based on management policies to improve employee welfare, such as holiday salaries, pension benefits, and even health benefits (Karomah & Aldiansyah, 2019).

Work motivation can be a driving force for someone to do a job. Someone who has high motivation positively affects performance (Gautama & Edalmen, 2020). These two things, namely work discipline and performance allowances, are two things an organization or company is trying to improve to increase employee work motivation so that the resulting performance can be optimal in achieving goals.

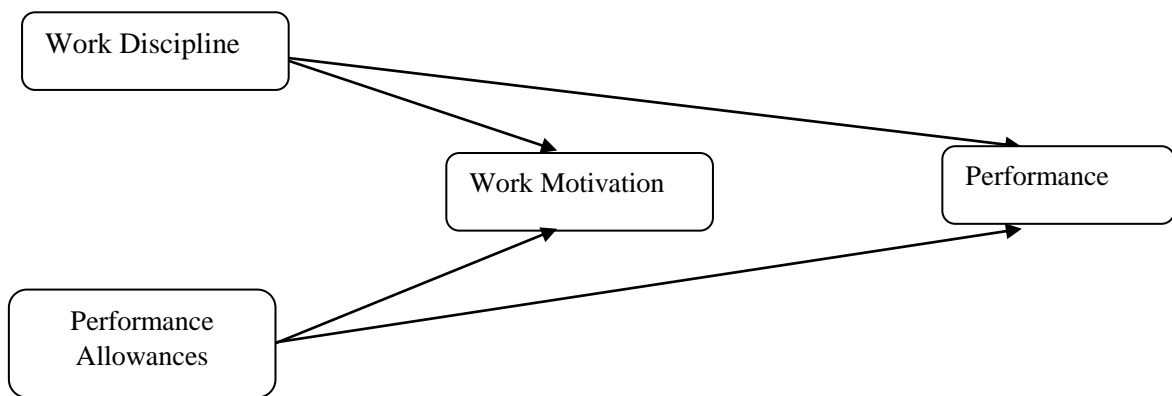
Elements that influence individual performance can emerge from within, namely skills, motivation, abilities, discipline, and education (Kartini & Kristiawan, 2019). If someone already has the high motivation, it will create a commitment by doing work without feeling it is a burden so that a person's performance will increase in carrying out a job. A company can achieve good performance through the performance of its employees, whereas if the employee's performance is not completed properly, the institution has difficulty achieving its goals (Jufrizen, 2018).

Based on the explanations listed, researchers are encouraged to research "The Effect of Work Discipline and Performance Allowances on the Performance of Ditpamobvit Personnel of the East Java Police with Motivation as an Intervening Variable." The study was conducted to determine the effect of work discipline and performance allowances for the personnel of Ditpamobvit Polda Jatim in terms of motivation on personnel performance. This was carried out because, from research, there was still no research on the relationship between these variables in the Ditpamobvit of the East Java Police. Even though based on the existing background exposure, work discipline and work benefits are

the important factors if the management of Ditpamobvit Polda Jatim wants to increase the motivation of personnel in carrying out the task of securing National Vital Objects so that the resulting performance will be good and increase. Therefore this research is essential to hold.

## II. Research Method

This research uses a literature review. Researchers conduct research using procedures to identify, review, evaluate, and interpret all existing research. The research design is as follows. The research method used in problem-solving includes analytical methods. Picture captions are placed as part of the picture title (*figure caption*), not part of the picture. The methods used in completing the research are listed in this section.



*Figure 1. Research Design*

Based on this, the researcher has completed his research by collecting journal articles on the keywords of work discipline, performance bonuses, staff performance, work motivation, or a combination of these variables. Data collection is done by documenting all items received. The articles used in this survey are now eleven accredited National Journal articles provided by Google Scholar and Science Direct.

## III. Result and Discussion

### 3.1 Research Results

Based on articles compiled and data analysis, work discipline and employee performance allowances are the things behind a person's motivation to work, which will further encourage individual performance at work. The output data collected results from the analysis and summary of documented articles relating to work discipline, performance allowances, personnel performance, and work motivation.

**Table 1.** Results of *Literature Review*

Researcher Review and Year	Research Title	Journal	of Research Results
(Astuti & Amalah, 2018)	Effect of Work Discipline on Employee Performance in the Office of Public	PINISI Discretion Review	Work discipline significantly affects the performance of public appraiser service office employees Herly, Ariawan, and partners using a t-test of

	Appraisal Services Herly, Ariawan, and Partners		2.053>1.701
(Ilham, Nyoman Nugraha, & Tengku Ramly, 2020)	The Effect of Work Discipline and Compensation on Employee Performance Mediated by Motivation Variables	Journal of Master of Management, University of Mataram (JMM) UNRAM)	This study has several results. Namely, discipline has a significant positive effect on employee performance, there is a positive effect of compensation on employee performance, and there is a positive influence of motivation on employee performance.
(Prasetyo et al., 2021)	Effect of Compensation and Discipline on Employee Performance: A Case Study Indonesia	Journal of Hunan University Natural Science	The research concludes that compensation and work discipline impact the performance of local public companies. The most dominant variable is work discipline.
(Siagian, 2018)	The Role of Work Discipline and Compensation in Determining Employee Performance with Work Motivation as an Intervening Variable at PT Cahaya Pulau Pura in Batam City	Scientific Journal of Management Universitas Putera Batam (JIM UPB)	Individual discipline at work significantly affects performance through work motivation by Indirect influence coefficient value > direct influence. Compensation significantly affects employee performance driven by work motivation with a coefficient of indirect influence > direct influence.
(Vani & Sridadi, 2020)	The Effect of Discipline on the Performance of SMPN Teachers in District X with Motivation as an Intervening Variable	Journal of Analysis, Prediction, and Information (JOURNAL EKBS)	Motivation has a role in encouraging teacher performance with discipline. The results showed an indirect effect of discipline and teacher performance in a positive and significant way through motivation.
(Kamphorst & Swank, 2018)	The Role of Performance Appraisals in Motivating Employees	Journal of Economics & Management Strategy	The results show that the average positive appraisal for employees can motivate workers to do more than just negative appraisals. If superiors recognize performance, it will be more profitable for workers and affect the compensation scheme.
(Pangastuti, Sukirno, & Efendi, 2020)	The Effect of Work Motivation and Compensation on Employee Performance	International Journal of Multicultural and Multireligious Understanding	Research shows that work motivation positively affects employee performance significantly. Compensation has a positive and significant effect on employee performance.

			Work motivation and collective compensation have an impact on employee performance by 33.7%
(Adeoye & Olarewaju, 2019)	Compensation Management and Employees' Motivation in the Insurance Sector: Evidence from Nigeria	Journal of Education University Series: Economics and Organization	Research shows a weak relationship between administration rewards and motivation of workers in the Nigerian insurance industry
(Kartini & Kristiawan, 2019)	The Effect of Professional Allowances and Work Motivation on Teacher Performance	Manage: Journal of Educational Management	results of the study state that professional allowances significantly affect teacher performance 25.3%, there is a significant influence between motivation work on performance as much as 47%, there is also a significant effect of professional allowances and work motivation on guru performance 57%
(Lantara, 2018)	Effect of Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Indonesia Tourism Development Corporation (ITDC)	Undiksha Economics	Based on research, it can be concluded that motivation's indirect effect on individual performance is supported by job satisfaction.
(Garaika, 2020)	Effect of Compensation, Work Motivation, and Job Satisfaction as Intervention Variables on Performance	Scientific Journal of Management and Business	Viewing <i>output</i> shows that compensation has a positive and significant effect on performance. Work motivation has a positive and significant influence on performance.

The literature review results come from the last five years, from 2017 to 2022. The year range is taken because this study intends to see changes over the past 5 years.

Reflecting on the results of the analysis that has been done, individual performance can be improved if individual motivation has increased. One of the ways to increase motivation is by implementing a disciplined attitude at work.

Every individual and organization needs work discipline. Work discipline is the ideal condition to support responsibilities according to regulations for optimal work results. Individuals who apply a disciplined attitude at work will be motivated to obey the rules and work based on work protocols. The individual's performance will increase, and the work will be completed effectively and efficiently.

A person's discipline is seen in the individual's presence at work and can also be assessed from the individual's attitude when doing a job. Work discipline attitude

supported by a high work ethic will affect the individual's performance, and individuals who have good discipline and performance do not procrastinate on work and always try to be *on time* even though there is no direct supervision from superiors (Efendi & Hardiyanto, 2021).

Besides work discipline, performance benefits are included in things that can increase individual work motivation. Motivation is an individual's stimulus in work, such as a high salary, supportive manager, proper work equipment, a comfortable work environment, and comfortable co-workers (Hasibuan & Silvya, 2019).

The essence of performance is individual loyalty to an institution. The achievement of optimal employee performance is reflected in the factors that support employee welfare and personal performance. One way to improve a person's performance is to motivate the individual in carrying out work, including providing performance allowances. Allowances are given in the form of additional income given to employees for performance to motivate them as a motivational tool (Najoan, Pangemanan, & Tangkere, 2018).

The two components, namely work discipline and work allowances are factors that can support one's work motivation. Astuti & Amalah's research (2018) explains that discipline positively affects employee performance. If employee work discipline is high, employee performance also increases. With high motivation, the resulting performance will also be good.

Based on the table of literature review results explaining the effect of compensation and work discipline on work performance, the higher the employee discipline when employee discipline is low, the lower employee performance produced is also low. The same thing was also stated for performance allowances. If the performance allowances are commensurate with the work carried out, it will motivate the workers so that performance increases.

Research conducted by Prasetyo et al. (2021) show that for a worker, compensation or benefits are one of the main reasons and motivations for a person to work, even though the work discipline variable has a dominant influence on a person's performance. These benefits can be termed gifts given by institutions to workers who give their energy to achieve organizational or institutional goals. The same thing is also supported by other studies which state that the provision of compensation can improve individual performance (Garaika, 2020).

The results of the literature review also explain that to increase one's work motivation, and it must also be accompanied by a high sense of work discipline from the workers. A sense of individual responsibility for the current work must be formed so that a person will carry out the work without feeling pressured or enthusiastically, motivated and voluntarily carrying out the work.

Research Ilham et al. (2020) explain that when individual institutions work with discipline and follow specific rules, one can do all work efficiently and effectively, improve performance, and achieve institutional goals. This is supported by previous research, which proves that motivation and discipline significantly impact performance. There are also results of the positive impact of discipline on performance, which shows that motivation is a suitable intervention variable (Vani & Sridadi, 2020).

Other research states that discipline and compensation affect motivation, increasing or decreasing individual performance (Siagian, 2018). An individual will improve his work performance or performance if driven by high motivation gathered from the existence of discipline and compensation from related institutions. Providing commensurate compensation or performance allowances will make a person feel comfortable and more responsible in carrying out work. This is supported by other studies which state that

superiors who provide good or positive rewards have the effect of increasing motivation positively and performance in a positive direction (Kamphorst & Swank, 2018).

Furthermore, Pangastuti et al. (2020) suggest that motivation has a performance effect and high motivation increases performance output. In contrast, Adeoye & Olarewaju (2019) research shows that work rewards have a weak relationship with employees' work motivation. This is due to the provision of low overtime wages so that the overall work motivation of employees is low.

Excellent and positive work benefits provided by the institution will affect a person's performance, and the institution and high work motivation will improve a person's performance (Kartini & Kristiawan, 2019). Performance can be improved with work motivation through existing performance allowances and is given equitably and fairly. If the provision of performance allowances is not fair or equitable, it will cause low motivation it affects employee performance and even the performance of a company or institution.

Providing performance allowances and implementing an even work discipline attitude bring good performance to an organization or institution. The fair and equitable distribution will satisfy employees because they feel that their superiors or institutions appreciate their work. Research (Lantara, 2018) shows that a person's performance is influenced by work motivation through individual satisfaction. Individual satisfaction at work can be seen from the work benefits obtained for work that has been carried out previously.

The literature review shows that work discipline and one's performance allowance improve individual performance through work motivation, indirectly improving. This can be used as the basis for Ditpamobvit to increase the work motivation of its personnel so that the performance of personnel in securing vital national objects runs optimally and does not miss out, which causes more significant losses to the sustainability of various related sectors.

#### IV. Conclusion

Reflecting on the literature review, it can be concluded that the work motivation of the Ditpamobvit employees of the East Java Regional Police is influenced by work discipline and performance bonuses. The performance of the Ditpamobvit staff of the East Java Regional Police is influenced by work discipline and payment of benefits. The performance of the Ditpamobvit personnel of the East Java Police is influenced by work motivation. Work motivation can also be said as a promising intervention variable for work discipline and performance rewards for improving the performance of the East Java Regional Police Ditpamobvit.

#### References

- Adeoye, Abayomi Olarewaju, & Olarewaju, Adeoye Abayomi. (2019). COMPENSATION MANAGEMENT AND EMPLOYEES' MOTIVATION IN THE INSURANCE SECTOR: EVIDENCE FROM NIGERIA. *Facta Universitatis. Series: Economics and Organization*, 0(0), 031–047. <https://doi.org/10.22190/FUEO1901031A>
- Astuti, Eni Puji, & Amalah, Nur. (2018). Effect of Work Discipline on employee performance in the Office of Public Appraisal Services Herly, Ariawan and Partners. *PINISI Discretion Review*, 1(2), 39–46. <https://doi.org/10.26858/PDR.V1I2.12763>
- Ditpamobvit Polda Jatim. (2022). *Tugas Pokok dan Fungsi - DITPAMOBVIT POLDA*

JATIM.

- Efendi, Sugito, & Hardiyanto, Eko Hadi. (2021). Analysis of the Influence of Leadership Style, Work Discipline, and Work Environment on Employee Performance through Motivation as Intervening Variables. *FOCUS: Journal of Social Studies*, 2(1), 15–26. <https://doi.org/10.37010/FCS.V2I1.291>
- Garaika, Garaika. (2020). Pengaruh Kompensasi, Motivasi Kerja dan Kepuasan Kerja Sebagai Variabel Intervening Terhadap Kinerja. *Jurnal Ilmiah Manajemen Dan Bisnis*, 21(1), 28–41. <https://doi.org/10.30596/JIMB.V21I1.4181>
- Gautama, Karina Debbie, & Edalmen, Edalmen. (2020). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior sebagai Mediasi. *Jurnal Manajerial Dan Kewirausahaan*, 2(3), 749–757. <https://doi.org/10.24912/JMK.V2I3.9588>
- Hasibuan, JasmanSaripuddin, & Silvy, Beby. (2019). PENGARUH DISIPLIN KERJA DAN MOTIVASI TERHADAP KINERJA KARYAWAN. *Prosiding Seminar Nasional Universitas Serambi Mekkah*, 2(1).
- Helmy, Army Fuad. (2016). PENGAMANAN OBJEK VITAL NASIONAL OLEH DIREKTORAT PENGAMANAN OBJEK VITAL POLDA KALIMANTAN SELATAN. *Badamai Law Journal*, 1(2), 221–242. <https://doi.org/10.32801/DAMAI.V1I2.1820>
- Ilham, Ilham, Nyoman Nugraha, I., & Tengku Ramly, Amir. (2020). PENGARUH DISIPLIN KERJA DAN KOMPENSASI TERHADAP KINERJA PEGAWAI DENGAN DIMEDIASI VARIABEL MOTIVASI. *JMM UNRAM - MASTER OF MANAGEMENT JOURNAL*, 9(4), 315–324. <https://doi.org/10.29303/JMM.V9I4.569>
- Jufrizen, J. (2018). Peran Motivasi Kerja dalam Memoderasi Pengaruh Kompensasi dan Disiplin Kerja terhadap Kinerja Karyawan. *The National Conference on Management and Business (NCMAB)*.
- Kamphorst, Jurjen J. A., & Swank, Otto H. (2018). The role of performance appraisals in motivating employees. *Journal of Economics & Management Strategy*, 27(2), 251–269. <https://doi.org/10.1111/JEMS.12241>
- Karomah, Nurul Giswi, & Aldiansyah, Aldiansyah. (2019). PENGARUH KOMPENSASI TERHADAP KINERJA KARYAWAN DI PT.TRI DHARMA PUSAKA JAKARTA SELATAN. *JURNAL LENTERA BISNIS*, 8(1), 30–49. <https://doi.org/10.34127/JRLAB.V8I1.263>
- Kartini, Dewi, & Kristiawan, Muhammad. (2019). Pengaruh Tunjangan Profesi dan Motivasi Kerja Terhadap Kinerja Guru. *Kelola: Jurnal Manajemen Pendidikan*, 6(1), 25–33. <https://doi.org/10.24246/J.JK.2019.V6.I1.P25-33>
- Lantara, I. Wayan Arya. (2018). PENGARUH MOTIVASI KERJA TERHADAP KINERJA KARYAWAN DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING DI PT. INDONESIA TOURISM DEVELOPMENT CORPORATION (ITDC). *Jurnal Pendidikan Ekonomi Undiksha*, 10(1), 231–240. <https://doi.org/10.23887/JJPE.V10I1.20122>
- Najoan, Jacqueline Fritzie, Pangemanan, Lyndon R. J., & Tangkere, Ellen G. (2018). PENGARUH TUNJANGAN KINERJA TERHADAP KINERJA PEGAWAI PADA DINAS PERTANIAN KABUPATEN MINAHASA. *AGRI-SOSIOEKONOMI*, 14(1), 11–24. <https://doi.org/10.35791/AGRSOSEK.14.1.2018.18888>
- Ningsih, Astari Diah. (2021). Pengaruh Tunjangan Kinerja dan Disiplin Kerja Terhadap Kinerja Pegawai Direktorat Kepolisian Perairan dan Udara Polda Sumatera Selatan. *Tanah Pilih*, 1(2), 59–74. <https://doi.org/10.30631/TPJ.V1I2.803>



- Pangastuti, Putu Ayu Desy, Sukirno, Sukirno, & Efendi, Riyanto. (2020). The Effect of Work Motivation and Compensation on Employee Performance. *International Journal of Multicultural and Multireligious Understanding*, 7(3), 292–299. <https://doi.org/10.18415/IJMMU.V7I3.1534>
- Prasetyo, Indra, Endarti, Esa Wahyu, Endarto, Budi, Aliyyah, Nabilah, Rusdiyanto, Tjaraka, Heru, Kalbuana, Nawang, & Rochman, Arif Syafi'ur. (2021). Effect of Compensation and Discipline on Employee Performance: A Case Study Indonesia. *Journal of Hunan University Natural Science*, 48(6), 277–299.
- Rahma, Sitti. (2022). PENGARUH TUNJANGAN KINERJA DAN LINGKUNGAN KERJA TERHADAP MOTIVASI KERJA PEGAWAI PADA KANTOR KEMENTERIAN AGAMA KABUPATEN PINRANG. *Decision: Jurnal Ekonomi Dan Bisnis*, 3(1).
- Rochim, Baru. (2020). Pengamanan Obyek Vital Nasional Di Kawasan Industri Batamindo Kota Batam. *Journal of Law and Policy Transformation*, 5(1), 20–47. <https://doi.org/10.37253/JLPT.V5I1.814>
- Sefudin, Akhmad, & Darwin, Muhammad. (2020). PERBANDINGAN TEORI DISRUPSI PADA MARKETING DI ERA INDUSTRI 4.0 MENURUT HERMAWAN KARTAJAYA DAN RHENALD KASALI. *Komitmen: Jurnal Ilmiah Manajemen*, 1(2), 25–39. <https://doi.org/10.15575/JIM.V1I2.10315>
- Shah, M. et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. P. 276-286.
- Siagian, Mauli. (2018). PERANAN DISIPLIN KERJA DAN KOMPENSASI DALAM MENDETERMINASI KINERJA KARYAWAN DENGAN MOTIVASI KERJA SEBAGAI VARIABEL INTERVENING PADA PT CAHAYA PULAU PURA DI KOTA BATAM. *JIM UPB (Jurnal Ilmiah Manajemen Universitas Putera Batam)*, 6(2), (22-33). <https://doi.org/10.33884/JIMUPB.V6I2.675>
- Vani, Eva Puspita, & Sridadi, Ahmad Rizki. (2020). PENGARUH DISIPLIN TERHADAP KINERJA GURU SMPN DI KECAMATAN X DENGAN MOTIVASI SEBAGAI VARIABEL INTERVENING. *JURNAL EKBIS*, 21(1), 53–68. <https://doi.org/10.30736/je.v21i1.323>