

**Influence of Training, Work Discipline, and
Motivation on Organizational Performance
(A Case Study of Members of *Samsat*, The West Jakarta Regional Police)**

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ABSTRACT

This study aims to analyze the effect of training, work discipline, through motivation on the performance of members of *Samsat*, the West Jakarta area. With the results of the data obtained that happened to members of the West Jakarta's *Samsat*, namely that training goals and objectives were still not achieved, there was still a lack of work discipline, a lack of motivation to prioritize office work which caused delays in completing assignments, performance results that did not meet the target expected by the agency with complaints from the public. The sampling collection technique used was purposive sampling method where the sampling was taken from the largest population, namely 77 members of the police. The data analysis used was path analysis. The conclusion from this study is that training, work discipline, and motivation directly affect member performance, but indirectly motivation has a greater effect on the performance of West Jakarta's *Samsat* members. This shows that work motivation is an intervening variable then it can shape the performance desired by the agency.

Keywords: Training, Work Discipline, Motivation, and Performance of West Jakarta's *Samsat* Members

I. Background

Based on the provisions of article 65 paragraph (2) of Law no. 22 of 2009 states that as proof that the motor vehicle has been registered, the owner is given a *BPKB* (proof of motor vehicle ownership), *STNK* (vehicle registration) and *TNKB* (signs of motor vehicle number). Article 70 paragraph (2) states that *STNK* and *TNKB* are valid for 5 years which must be approved annually. That along with the current reform of the *Polri* bureaucracy, it is necessary to improve the provisions and guidelines for the

issuance of *STNK* services so that services are humane, fast, precise, accurate, transparent, professional and accountable as well as uniform and standard at *Samsat* throughout Indonesia.

Professional is a quality, attitude and behavior which is a quality characteristic of a professional person. *Polri* Professional is an attitude based on science, ethics, morals, and discipline, which aims to improve the quality of service to the community.

Civil servants or members of the National Police are one of the drivers of the nation's development and are required to always be professional and have high competitiveness in order to be able to survive in today's era of globalization. High and sustainable competitiveness that must be possessed by government agencies is human resources, in this case, qualified civil servants. The best service, cannot be separated from the role of each employee. An employee must be able to work optimally where it is measured for that performance.

The National Police of the Republic of Indonesia as a government organization that has the task of maintaining public order and security, law enforcement, protection, protection and service to the community, certainly has an important role in creating conducive conditions in people's lives. This condition can be realized if members of the Indonesian National Police always maintain credibility and an unwavering commitment as law enforcers must be supported by good morals well, human resource capabilities, and high discipline. From the survey results there are still many inputs regarding complaints of unsatisfactory service from police personnel, both directly and indirectly, from these complaints many taxpayers complain about the service of *Polri*'s members at *Samsat*, West Jakarta and besides that the level of discipline of members has also decreased. It can be seen from the presence of several

members who did not attend the morning assembly so that they were late during work hours and the lack of attention from the leadership, for example, the leadership rarely attended morning parade, the role of the leadership was needed to motivate its members, from these things some members had not maximized to prioritize their jobs as well as the low work discipline of some members. From this problem, the authors are interested in conducting research on the analysis of the effects of training, work discipline, and motivation on performance (a case study on police officers at the West Jakarta's *Samsat*).

II. Method

This study uses an explanatory approach, meaning each of the variables put forward in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable.

III. Discussion

In an organization the main goal to be achieved is where members have high motivation to work and continue to the performance of members.

In this study conducted at the West Jakarta's Regional *Samsat* Office, it was found that the influence of training, work discipline, and member motivation proved to have a positive and significant effect on member performance. The research results related to the relationship or influence between variables are described and explained below.

1. The Effect of training and work discipline on member performance In terms of obtaining a good score, the calculation is based on the reference table, $F_{count} > F_{table}$ ($68.267 > 3.12$). This gives the conclusion that the effect of training

and work discipline has a significant effect on member performance in the West Jakarta's *Samsat*. In a sense, if the effect of training and work discipline is increased, it will automatically increase member performance.

2. Effect of training and work discipline on member performance

significantly influences the performance of West Jakarta's *Samsat* members.

3. The results of the t test for the variable work motivation on member performance obtained 16,245. When compared with the t table, namely 1,993.

Then $t_{count} > t_{table}$. This means that work motivation has a significant effect on member performance. Where every time there is an increase in the value of work motivation, it will directly increase the performance of members at the West Jakarta's *Samsat*.

4. The effect of training and work discipline on member performance through work motivation. The coefficient values of these two variables are indirectly greater than the value of the direct influence. This means that the two variables of training and work discipline have a significant effect on member performance, on the other hand these two variables are influential and significant if mediated by work motivation because they produce a greater value. Where if the two variables of training and work discipline are directly related to member performance, in this case training has a smaller value than work discipline but is influential and significant. This means that performance will automatically be boosted as the quality of the two variables increases. However, if it is connected through a mediating variable, namely work motivation, training and work discipline, it is still influential and significant or

because if it is connected indirectly, the coefficient value is greater and significant.

IV. Conclusion

Based on the results of the research that has been done on the analysis of the influence of training and work discipline on performance through motivation on West Jakarta's *Samsat* employees, the following conclusions can be obtained:

1. Training has a positive and significant effect on the performance of West Jakarta's *Samsat* members. By holding training, the performance of members, in this case training, has less value due to the lack of precise targeting of the training and the tasks carried out, which means that the training has little effect. And vice versa, if the training is abolished, the performance of the members will also decrease, by holding training, the performance of the members can also increase if it is right on target with the tasks being carried out.
2. Training has an indirect effect on the performance of West Jakarta's *Samsat* members through motivation as a mediating variable in West Jakarta's *Samsat*. The indirect effect of training on member performance through motivation produces a value of 0.142, while the direct effect of training on the performance of West Jakarta's *Samsat* members produces a value of -0.022 which means that the indirect effect is greater. This means that motivation can be a mediating variable between training and the performance of West Jakarta's *Samsat* members so that motivation needs to be considered to improve member performance in West Jakarta's *Samsat*.
3. Work discipline has a positive and significant effect on the performance of members at the West Jakarta's *Samsat*. If work discipline is improved, the

performance of members will also increase. And vice versa, if work discipline decreases, the performance of members will also decrease. Work discipline has a very important role in improving the performance of members.

4. Work discipline has an indirect effect on member performance through motivation as a mediating variable at the West Jakarta's *Samsat*. Indirect effect (indirect effect) of work discipline on member performance produces a value of 0.746, which means the indirect effect is greater than the direct effect.

This means that motivation can be a mediating variable between work discipline and the performance of West Jakarta's *Samsat* members, so motivation needs to be considered to improve member performance in West Jakarta's *Samsat* as a mediating variable.

5. Motivation has a positive and significant effect on the performance of members at the West Jakarta's *Samsat* which produces a value of 0.952 which means motivation has an effect and is significant. If motivation increases, the performance of members will also increase. Conversely, if the motivation of members decreases, the performance of members also decreases.

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