

THE INFLUENCE OF WORK MOTIVATION, EMPLOYEE LOYALTY, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE GENERAL ELECTIONS COMMISSION OF PONOROGO REGENCY

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ABSTRACT

This study aims to analyze the influence of work motivation, employee loyalty, and work discipline on employee performance at the General Elections Commission of Ponorogo Regency. The population used in this study was all employees at the General Elections Commission of Ponorogo Regency. The sample size used in this study, based on predetermined criteria, was 33 employees using a saturated sampling technique. Data were analysis method used was SPSS (Statistics Product and Service Solution) version 25. The results of this study indicate that work motivation, employee loyalty, and work discipline have a positive effect on the performance of employees at the General Elections Commission of Ponorogo Regency.

Keywords: Work Motivation, Employee Loyalty, Work Discipline, Employee Performance

INTRODUCTION

The public depends on the existence of government organizations. Government organizations are responsible for providing public services. In the context of government organizations, employees require continuous guidance, coaching, motivation, and mentoring to ensure effective implementation of their duties and functions, ultimately improving organizational performance. Human Resources (HR) are a vital component of any organization, company, or country. HR refers to individuals or groups who provide the energy, ideas, creativity, and skills to carry out and develop various activities. In an organizational context, HR is the primary driver in achieving common goals through coordinated work processes. Human Resource Management (HRM) can be defined as an effort to design strategic plans with the aim of improving individual

skills, ultimately resulting in highly developed and highly qualified employees. Organizational success can be achieved through the presence of superior human resources, while conversely, a lack of quality HR in a company can lead to a decline in the quality of the company and agency.

One factor that can influence an organization or agency is employee performance. Mangkunegara (G. S. Putra et al., 2023) stated that conceptually, performance represents the actualization of employee work results in carrying out the functions, responsibilities, and roles established by the organization. Substantively, performance encompasses the dimensions of quality and quantity of work output, reflecting the level of effectiveness, efficiency, and competence of individuals in carrying out their organizational roles.

Performance can improve if human resources or employees receive support in the form of motivation. According to Dermawan (Nur Adinda et al., 2023), motivation can be viewed as a psychological mechanism that generates drive, directs, and organizes individual behavior to achieve specific goals. In organizations, motivation is a crucial factor that stimulates employees to act consciously and systematically, increasing effort, consistency, and work effectiveness.

Besides motivation influencing performance, an individual's performance can also be influenced by loyalty. According to Hasibuan (Armadita, 2021), loyalty is a type of employee loyalty demonstrated by their desire to maintain the company's existence. With high loyalty, employees tend to work according to established standards, which in turn can improve work quality and help the company achieve its desired targets.

Discipline is considered an essential element in an organization, serving to maintain order and smooth operations. Its implementation aims to maximize efficiency by minimizing wasted time, energy, and resources. According to Sinambela (Widyandari, 2022), it is concluded that work discipline represents the level of internalization of employee awareness and commitment to upholding organizational regulations and prevailing social values.

The purpose of this study was to determine the perspectives of Work Motivation, Employee Loyalty, and Work Discipline on the Performance of Employees at the General Elections Commission of Ponorogo Regency.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Performance

Employee performance represents the quality of human resources, as reflected in their mastery of competencies, knowledge, and skills in carrying out job functions. According to Sariyathi in (Monica Lorensia, 2021), performance is defined as an action or behavior that can be improved related to achieving organizational goals. According to Mangkunegara (J. Fuji Inzani SL, 2024), performance indicators are: 1) Quantity, 2) Quality, 3) Punctuality, 4) Effectiveness, 5) Attendance.

Work Motivation

Motivation, derived from the word motive or driver, can be understood as an internal force that serves as a driving force for individual behavior. Robins in (Ekhsan, 2019), motivation is viewed as a psychological mechanism that regulates the amount of energy, direction of behavior, and persistence of individuals in carrying out purposeful actions to achieve desired outcomes. According to Afandi in (Putra, 2020), several indicators that can be used to measure the level of employee work motivation are: 1) Work facilities 2) Working conditions, 3) Work performance, 4) Recognition from superiors

Employee Loyalty

Employee loyalty refers to an individual's commitment and loyalty to an organization, where the company's interests are placed above personal interests as a manifestation of professional responsibility and dedication. Employee loyalty is often interpreted as the length of time an individual remains with a company or the level of compliance with superiors' orders, without linking it to the extent of their actual contribution to the organization (Syafaruddin, in M. Chaerul Rizky, 2018). According to Rahmah Muthia, indicators of employee loyalty can be seen in individuals, not just within the company (Nadia Rosita Pandiangan, 2024), including: 1) Obedience to Regulations, 2) Responsibility to the company, 3) Willingness to cooperate, 4) Sense of belonging to the company, 5) Interpersonal relationships.

Work Discipline

Viewed as a manifestation of an individual's commitment to comply with organizational regulations and applicable behavioral norms, with the aim of creating order, punctuality, and effectiveness in carrying out work responsibilities (Hasibuan, Nata Liyas, 2017). The following are indicators of work discipline as stated by Siswanto in (Arista, 2020), namely: 1) Frequency of Attendance, 2) Level of Alertness, 3) Compliance with Work Standards, 4) Compliance with Work Regulations, 5) Work Ethics.

Research by Nur Adinda et al. (2023) also shows that improving employee performance can be achieved through optimal work motivation. Research by Fitri Afriani (2017) found that employee loyalty has a significant simultaneous influence on employee performance in the context of carrying out organizational duties and responsibilities. Empirical analysis by Ekhsan (2019) revealed that work motivation and work discipline, both when analyzed simultaneously and partially, significantly influence performance.

According to Sugiyono (Almaududi et al., 2021), a hypothesis is understood as a tentative proposition formulated systematically as an initial answer to a research problem, the validity of which still requires empirical verification through data collection and analysis. The variables used in this observation include one dependent variable, namely employee performance, and three independent variables: work motivation, employee loyalty, and work discipline.

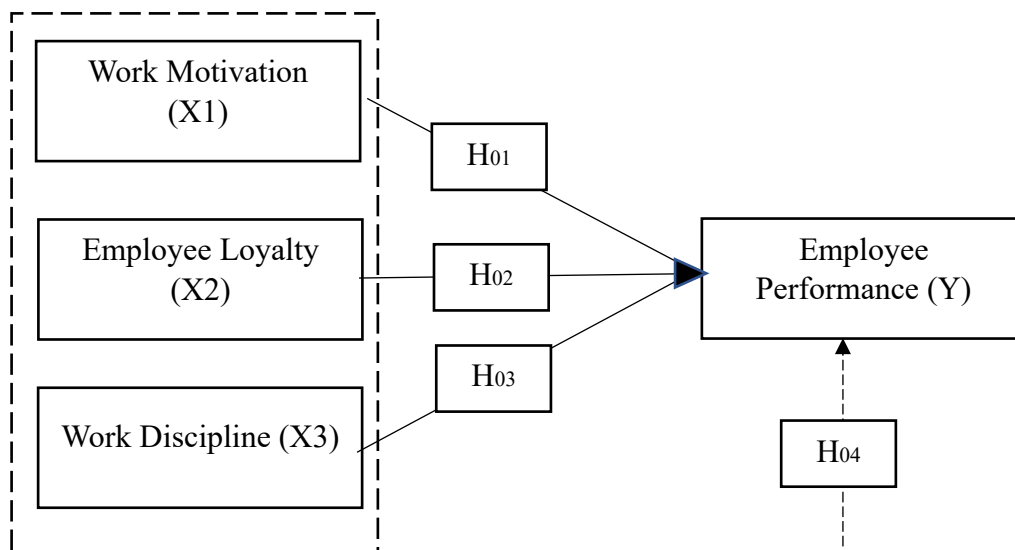


Figure: 1 Research Framework

Description: ————— (partial effect)

----- (simultaneous effect)

H₁: Work Motivation (X1) influences Employee Performance (Y) at the General Elections Commission of Ponorogo Regency.

H₂: Employee Loyalty (X2) influences Employee Performance (Y) at the General Elections Commission of Ponorogo Regency.

H₃: Work Discipline (X3) influences Employee Performance (Y) at the General Elections Commission of Ponorogo Regency.

H₄: Work Motivation (X1), Employee Loyalty (X2), and Work Discipline (X3) influence Employee Performance (Y) at the General Elections Commission of Ponorogo Regency.

RESEARCH METHOD

Research Object

The focus of this research is at the General Elections Commission of Ponorogo Regency, located at Jalan Soekarno Hatta No. 401, Cokromenggalan, Kec. Ponorogo, Ponorogo Regency, East Java 63412

Population and Sample

The population used in this study was all employees of the General Elections Commission of Ponorogo Regency (KPU). In this study, the entire population, consisting of 33 sample civil servant and PPPK employee respondents, was sampled, thus employing a saturated or census sampling technique.

Data Collection Methods

In this study, the researchers used questionnaires, interviews, and documentation as data collection techniques. The data were measured using a Likert scale of 1-5, with 1 representing strongly disagree and 5 representing strongly agree.

RESEARCH RESULTS AND DISCUSSION

Validity Test

The results of the validity test for this study can be seen in the table:

Work motivation (X1)			
Item pernyataan	r hitung	r tabel	Keterangan
		(n = 31-2)	
X1.1	0,608	0,344	<i>Valid</i>
X1.2	0,762	0,344	<i>Valid</i>
X1.3	0,751	0,344	<i>Valid</i>
X1.4	0,635	0,344	<i>Valid</i>
Employee loyalty (X2)			
Item pernyataan	r hitung	r table	Keterangan
		(n = 31-2)	
X2.1.	0,900	0,344	<i>Valid</i>
X2.2	0,860	0,344	<i>Valid</i>
X2.3	0,883	0,344	<i>Valid</i>
X2.4	0,708	0,344	<i>Valid</i>
X2.5	0,854	0,344	<i>Valid</i>
Work discipline (X3)			
Item pernyataan	r hitung	r table	Keterangan
		(n = 31-2)	
X3.1	0,531	0,344	<i>Valid</i>
X3.2	0,511	0,344	<i>Valid</i>
X3.3	0,598	0,344	<i>Valid</i>
X3.4	0,397	0,344	<i>Valid</i>
X3.5	0,603	0,344	<i>Valid</i>
Employee Performance (Y)			
Item pernyataan	r hitung	r table	Keterangan
		(n = 31-2)	

Y.1.1	0,481	0,344	<i>Valid</i>
Y.1.2	0,626	0,344	<i>Valid</i>
Y.1.3	0,657	0,344	<i>Valid</i>
Y.1.4	0,581	0,344	<i>Valid</i>
Y.1.5	0,578	0,344	<i>Valid</i>

Source: Data processed in SPSS 25, 2025

Based on the validity test results presented in the table, it can be concluded that all statement items in the variables of work motivation (X1), employee loyalty (X2), work discipline (X3), and employee performance (Y) are valid. This is evidenced by the correlation coefficient (r-count) for each statement item, which is greater than the r-table value (0.344).

Reliability Test

Reliability Test Table

No.	Variabel	<i>Cronbach Alpha</i>	Nilai Kritis	Keterangan
1	Work Motivation	0,768	0,60	Reliabel
2	Employee Loyalty	0,816	0,60	Reliabel
3	Work Discipline	0,679	0,60	Reliabel
4	Employee Performance	0,723	0,60	Reliabel

Source: Processed data, 2025

The reliability test results listed in Table 4.11 show that the Cronbach's Alpha values for each research variable are as follows: work motivation 0.768, employee loyalty 0.816, work discipline 0.679, and employee performance 0.723, indicating a fair to high level of internal consistency of the research instrument. All Cronbach's Alpha values are above the minimum threshold of 0.60, thus concluding that each item in the questionnaire is reliable.

Multiple Linear Regression Test

Multiple Linear Regression Test Table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.473	.765		13.687	.000
	motivation	.485	.030	.868	16.242	.000
	loyalty	.053	.015	.197	3.617	.001
	discipline	.087	.023	.195	3.764	.001
a. Dependent Variable: employee performance						

Source: Data processed in SPSS 25, 2025

Referring to the results of the multiple linear regression analysis as shown in the table above, the value of the multiple linear regression equation for this study is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 10.473 + 0.485 X_1 + 0.053 X_2 + 0.087 X_3 + e$$

Based on this equation, the following can be explained:

1. Constant Value = 10.473

The calculation results for the multiple linear regression equation show that the constant (a) is 10.473. This positive constant indicates that if all independent variables in the study, namely work motivation (X_1), employee loyalty (X_2), and work discipline (X_3), are zero, then the dependent variable, employee performance (Y), still has a base value of 10.473 units. This indicates that without the influence of the three independent variables, employee performance is still at the basic level of 10,473 units.

2. Value $b_1 = 0.485$

Based on the analysis results, the regression coefficient (b_1) for the work motivation variable is 0.485. This indicates that every one-unit increase in work motivation at the General Elections Commission of Ponorogo Regency will have a positive impact on employee performance of 0.485 units, or approximately 48.5%, assuming other independent variables remain constant.

3. Value $b_2 = 0.053$

Based on the analysis results, the regression coefficient (b_2) for the employee loyalty variable is 0.053. This indicates that every one-unit increase in employee loyalty at the General Elections Commission of Ponorogo Regency will have a positive impact on employee performance of 0.053 units, or approximately 5.3%, assuming other independent variables remain constant.

4. b_3 value = 0.087

Based on the results of the regression analysis, the regression coefficient (b_3) for the work discipline variable was recorded at 0.087. This positive coefficient indicates that every one-unit increase in work discipline will result in an increase in employee performance of 0.087 units, or approximately 8.7%, assuming the other independent variables, namely work motivation (X_1) and employee loyalty (X_2), remain constant. This finding confirms that the higher the level of employee work discipline at the Ponorogo Regency General Elections Commission, the higher the performance achieved.

Determination Test

Determination Test Table

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.962 ^a	.925	.918	.23750	2.868
a. Predictors: (Constant), work motivation, employee loyalty, work discipline					
b. Dependent Variable: employee performance					

Source: Data processed in SPSS 25, 2025

According to the table, the coefficient of determination (R^2) for this study was recorded at 0.918 or 91.8%, indicating that the variables of work motivation, employee loyalty, and work discipline have a very significant influence on employee performance. The Adjusted R^2 analysis revealed that, simultaneously, these three independent variables were able to explain 91.8% of the variation in employee performance (Y), illustrating the strong relationship in this regression model. This finding indicates that most of the variation in employee performance can be explained by these three independent variables. The remaining 8.2% is influenced by factors outside the research model, such as work environment conditions, leadership style, and organizational culture, which were not included in this analysis.

t-Test

Table t-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.473	.765		13.687	.000
	motivation	.485	.030	.868	16.242	.000
	loyalty	.053	.015	.197	3.617	.001
	discipline	.087	.023	.195	3.764	.001
a. Dependent Variable: employee performance						

Source: Data processed in SPSS 25, 2025

1. First Hypothesis (H1)

Based on the t-test results, the calculated t-value for the work motivation variable (X_1) was 16.242. The analysis showed that the calculated t-value of 16.242 was greater than the t-table (2.045). Therefore, the decision was to reject H_{01} and accept H_{a1} .

2. Second Hypothesis (H2)

Based on the t-test results, the calculated t-value for the employee loyalty variable (X_2) was 3.617. The calculation results showed that the calculated t-value of 3.617 was greater than the t-table (2.045). Therefore, H_{02} was rejected and H_{a2} was accepted.

3. Third Hypothesis (H3)

Based on the t-test results, the calculated t-value for the work discipline variable (X3) is 3.764. Since the calculated t-value (3.764) is greater than the t-table (2.045), H3 is rejected and H3 is accepted. This indicates that work discipline has a positive and significant effect on employee performance (Y) at the General Elections Commission of Ponorogo Regency

F Test

Table 4.15 F test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.271	3	6.757	119.795	.000 ^b
	Residual	1.636	29	.056		
	Total	231.907	32			
a. Dependent Variable: employee performance						
b. Predictors: (Constant), work motivation, employee loyalty, discipline work						

Source: Data processed using SPSS 25.2025

Based on the F-test results listed in the ANOVA table, the calculated F-value was 119.795. The results above show that the calculated F-value is greater than the F-table ($119.795 > 2.93$). Therefore, H_{04} is rejected and H_{a4} is accepted. Therefore, it can be concluded that the variables Work Motivation (X₁), Employee Loyalty (X₂), and Work Discipline (X₃) simultaneously have a significant effect on Employee Performance (Y) at the General Elections Commission of Ponorogo Regency

Discussion

1. The Effect of Work Motivation (X1) on Employee Performance (Y)

The first hypothesis in this study states that work motivation (X₁) influences employee performance (Y) at the General Elections Commission of Ponorogo Regency

2. The influence of employee loyalty (X2) on employee performance (Y)

The second hypothesis in this study states that employee loyalty (X₂) influences employee performance (Y) at the General Elections Commission of Ponorogo Regency

3. The Influence of Work Discipline (X3) on Employee Performance (Y)

In this study, the third hypothesis states that the level of work discipline (X₃) influences employee performance (Y) at the General Elections Commission of Ponorogo Regency

4. The Influence of Work Motivation (X₁), Employee Loyalty (X₂), and Work Discipline (X₃) on Employee Performance (Y)

The fourth hypothesis of this study states that work motivation (X₁), employee loyalty (X₂), and work discipline (X₃) simultaneously influence employee performance (Y) at the General Elections Commission of Ponorogo Regency.

CONCLUSION

Based on the results of the t-statistic test, the work motivation variable (X₁) has a t-count value of 16.242, employee loyalty (X₂) gets a t-count value of 3.617, work discipline (X₃) has a t-count value of 3.764, which both exceed the t-table value of 2.045. This condition indicates that the null hypothesis (H₀₁) is rejected, while the alternative hypothesis (H_{a1}) is accepted, so that the work motivation variable is proven to have a significant effect. The results of the analysis show that the work motivation variable (X₁) gets a significance value of 0.000, employee loyalty (X₂) gets a significance value of 0.001, and work discipline (X₃) displays a significance value of 0.001, each significance value is still smaller than the significance level of 0.05. The F test presented, shows that the calculated F value is 119.795, higher than the F-table value of 2.93. It can be summarized that the variables of work motivation (X₁), employee loyalty (X₂), and work discipline (X₃) simultaneously have a significant influence on employee performance (Y) at the General Elections Commission of Ponorogo Regency.

Suggestions for the General Election Commission of Ponorogo Regency to implement an activity that can support the three independent variables. Thus, the General Election Commission of Ponorogo Regency can develop an efficient and conducive work environment, so as to improve employee performance as a whole while strengthening the achievement of strategic organizational goals optimally.

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