

THE INFLUENCE OF WORK MOTIVATION, TRAINING AND WORK PERFORMANCE DISCIPLINE OF THE STATE CIVIL APPARATUS AT CIVIL SERVICE POLICE UNIT KNOWN AS “SATPOL PP” AND MERAUKE DISTRICT FIRE DEPARTMENT

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ABSTRACT

This study aims to examine and analyze the influence of work motivation, training and work discipline of the State Civil Apparatus at Civil Service Police Unit known as “Satpol PP” and Merauke District Fire Department. This study used an associative quantitative approach using saturated sample techniques so that the

number of samples amounted to 106 people. Data sources use primary data and secondary data with data collection techniques through field studies and literature studies. Measurement of variables is done using the Likert scale with data analysis done by using Statistic Product and Service Solutions (SPSS). The results of the analysis shows that the motivation of the work had no influence on the performance of the State Civil Apparatus at Civil Service Police Unit and Merauke District Fire Department. Those Training effects on the work performance of the State Civil Apparatus at Civil Service Police Unit Office and Merauke District Fire Department. The Work discipline affects the performance of the State Civil Apparatus at Civil Service Police Unit and Merauke District Fire Department. The results of the determination test shows that the variables of work motivation, training and work discipline had an effect on the performance of the State Civil Apparatus at the Civil Service Police Unit and Merauke District Fire Department by 67.8% and the remaining by 32.2% were other variables that were not examined in this study.

Keywords: Work Motivation, Merauke District, Work Discipline, State Civil Apparatus, Training Program.

INTRODUCTION

When carrying out a job, State Civil Apparatus should have a high level of

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performance even though it is difficult to achieve well, there is even a State Civil Apparatus with a low performance level even though State Civil Apparatus already has a lot of work experience and has participated in various training and development carried out by institutions aiming to improve their human resources.

In the government organizations, good performance is needed, this is in line with the idea mention the performance of government apparatus is good, surely, the performance both of the organization or government will run well. (Ariesta, 2016). Government organizations have made efforts to realize their performance will largely depend on the scope of work, duties and units responsibilities of the government organizations supported by the individuals performance in the work environment as the improvement that show the performance both of a person or individual are closely related to the quality of the individual's behavior by being oriented to what is the task and work (Sakban, Nural, & Ridwan, 2019, p. 95).

Government organizations aim to carry out their basic tasks smoothly characterized by a clear regulatory system, equitable division of tasks, structured ways of working and the relationship between one's work and another. In realization of those works, it takes a well-organized system of government management so that the work takes place well, quickly responsive, on target, effective and efficient. In order to realize and carry out all the tasks of government, surely, it is necessary for a committed and competent State Civil Apparatus to carry out all the duties and responsibilities carried out themselves. State Civil Apparatus's performance in this study is focused on Civil Service Police Unit known as "Satpol PP" Office and Merauke District Fire Department.

Police Unit Office and Merauke District Fire Department was formed in accordance with (Peraturan daerah kabupaten merauke [PDKM], 2018) which regulates the Establishment of Organization and Work Procedures of Regional Agencies

in Merauke District Government Environment that has the main task of "assisting the Regent in leading, organizing, formulating, fostering, controlling, coordinating as well as accountability for technical policies and implementing the Government Affairs that become the Region's authority and the duty's assistance in the Field of Civil Service Police Unit Office and Merauke District Fire Department. In carrying out these basic duties, they are supported by 106 Civil Servants. In order to evaluate the performance of each Regional Device Organization (OPD) in Merauke District, the Regional Inspectorate of Merauke District has conducted a performance accountability evaluation in accordance with (Peraturan menteri pendayagunaan aparatur negara dan reformasi birokrasi Republik Indonesia [PMPRB], 2015) which regulates the Evaluation Guidelines on the Implementation of the Government Agency Performance Accountability System (SAKIP) against 15 (Fifteen) OPD in the scope of the Merauke District Government in 2020, One of Regional Device Organization evaluated is Civil Service Police Unit Office and Merauke District Fire Department.

Based on the Merauke District Inspectorate Report on the results of the evaluation of Government Agency Performance Accountability System (SAKIP) implementation in 2020, is Civil Service Police Unit Office and Merauke District Fire Department obtained a value of 55.35 or the predicate "CC" Enough. The value concluded that is Civil Service Police Unit Office and Merauke District Fire Department are in the category of "performance accountability is quite good, adheres to policies, has a work system that can be used to produce or share information about performance for accountability but many improvements are needed that are not fundamental". The value is a summary assessment for all elements of performance management that are evaluated at Civil Service Police Unit Office and Merauke District Fire Department. Underlying the results of SAKIP evaluation above, surely,

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the necessity of human resources who work with motivation and high discipline in addition to participating in various trainings that support organizational performance because along with the technology development nowadays all aspects have been running with the system.

Civil Service Police Unit known as „Satpol PP” Office and Merauke District Fire Department have 106 State Civil Apparatus that work to carry out all established programs, especially to enforce the established regional regulations, by looking at the main tasks that exist, Civil Service Police Unit Office and Merauke District Fire Department need to be supported by State Civil Apparatus that is able to carry out the task in question. Certainly, when observed based on the availability of human resources existence in the Office of Civil Service Police Unit Office and Merauke District Fire Department show there is a variation of human resources both in terms of education and age level.

The dominant staff is the age of 40 years old and above followed by the age of 31-40 years old. Considering the productivity of work, certainly, the age of 40 years and above is not necessarily productive to work, especially if the job has to working outdoor or working hours that requires certain attention and competence while the education level show that human resource both of Civil Service Police Unit Office and Merauke District Fire Department is predominantly educated Senior High School, certainly this is an obstacle that if associated with competence and understanding of various rules or policies.

This condition needs to get attention from the local government, especially related agencies to develop existing human resources in this institution itself so that it will also support the performance of Civil Service Police Unit Office and Merauke District Fire Department. In order to improve the performance, certainly, it needs to be supported by a number of factors or supporting indicators that can improve the State Civil Apparatus’s performance in the

offices of Civil Service Police Unit Office and Merauke District Fire Department. From the results of questionnaires distribution to respondents related to variables that affect performance, it can be concluded as follows in Table 1.

Table 1: Early Surveys of Variables (Researcher Data Managed, 2021).

No	Variables	Respondents Chosen
1.	Organization Culture	1 Respondent
2.	Career Development	1 Respondent
3.	Working Environment	3 Respondents
4.	Compensation Policy	1 Respondent
5.	Employee’s Attitude	2 Respondents
6.	Workload	1 Respondent
7.	Training	8 Respondents
8.	Working Discipline	12 Respondents
9.	Working Security	1 Respondent
10.	Working Engagement	1 Respondent
11.	Working Satisfaction	2 Respondents
12.	Motivation	17 Respondents
Amount		50 Respondents

From the results of the survey as table above concluded that there are three dominant factors selected as factors that affect the performance of State Civil Apparatus in the Office of Civil Service Police Unit Office and Merauke District Fire Department, namely work motivation amount 17 respondents, training amount 8 respondents and work discipline amount 12 respondents who became the most dominant factor, while other factors were categorized as supporting factors. This dominant variable is in line with the situation and conditions that occur in the offices of Civil Service Police Unit Office and Merauke District Fire Department.

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According to the survey results of the variables above show that the dominant respondents answered that the factors of motivation, training and work discipline are the most important factors to improve employee performance in an organization, where in previous research showed these three factors have a very strong effect on performance variables in an organization. Some previous studies have helped support that motivational factors, training and work disciplines influence performance. Some of these studies are used as the basis of previous research in this study, among others (Anggoro, Silaban, Munthe, & Turnip, 2020; Ardasanti, 2019a; Sahanggamu, & Mandey, 2014; Sudirman, & Dallyodi, 2013; Sukarman, Hamzah, & Ella, 2018; Wahyulianti, 2015; Zukriah, & Heryanto, 2019).

Motivation mentioned to be one of several key factors to work and achieve maximum performance, previous research from (Wahyulianti, 2015) mentioned that preparing human resources that have a high working spirit is not only seen only in its ability but also from its motivation. Motivation is also related to the commitment level of an employee to their work to achieve the company's goals, as mentioned that motivation is a part that encourages and also supports a person's pattern of behavior to carry out actions in accordance with the will and motivation to work (Wardhani, Susilo, & Iqbal, 2015, p. 1). In reality there is still State Civil Apparatus whose motivation has not been maximal so that it greatly affects its performance in the work environment, this tends to arise due to a reluctance to work well as mentioned in the study that motivation is also related to the lazy feeling inherent in each human individual (Fina, 2013, p. 12).

Improving the quality of human resources is largely determined by the extent to which the systems in which they are able to support the State Civil Apparatus's performance, this is in order to form a State Civil Apparatus's quality itself through established mechanisms as the view that in an effort to form reliable

human resources can be done through a quality education process, mental guidance, training, and the existence of adequate types of employment (Ariesta, 2016), while previous research according to (Ardasanti, 2019a) said the training followed by employees able to contribute the improvements both of job performance and job satisfaction for employees concerned (Ardasanti, 2019a).

Another factor of improving State Civil Apparatus's performance is regarding State Civil Apparatus's work discipline aiming to support its performance. The more disciplined an State Civil Apparatus, the greater task will be achieved, this is as mentioned that the organization's goals will be achieved if employee discipline is good, but if the discipline is low on the contrary it will slow down the achievement of organizational goals (Liana, & Irawati, 2014, p. 18). Discipline does not have to arise because of pressure and efforts to attract the attention of State Civil Apparatus itself, but the discipline of work should return to the identity of an State Civil Apparatus itself as mentioned by (Pangarso, & Susanti, 2016a) stated that discipline leads more to the awareness of the individual in obeying the rules that exist and apply in an organization (Pangarso, & Susanti, 2016a, p. 147).

Not all studies conclude that motivation affects the improvement of employee performance, as other studies mentioned by (Hidayat, 2021; Inaray, Nelwan, & Lengkong, 2016; Maramis, 2013; Meho, & Christian, 2019; Suwati, 2013) stated that Work motivation does not have a positive and significant influence on employee performance levels, while for training variables according to research from (Sukmawati, Ratnasari, & Zulkifli, 2020) mentioned that Research has a positive but not significant effect on employees while research from (Butar Butar, & Irsutami, 2018) concluded that Training has no direct effect on employee performance. On work discipline variables according to research from (Bawelle, & Sepang, 2016; Lestari, & Afifah, 2020; Sawor, Bajari, & Sylvia, 2020) concluded

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that work discipline had no partially significant positive effect on employee performance.

Base on several factors it is expected that State Civil Apparatus will work efficiently and being able to show performance that can contribute to the performance of State Civil Apparatus itself, as the results of (Hutabarat, 2016) mentioned research on teacher performance that those who have training, work motivation and supported by high work discipline will show maximum performance when working compared to teachers whose has lack training, do not have work motivation and good discipline (Hutabarat, 2016, p. 84).

The problem formulation in this study classified into as follows:

- Does the motivation of the work effect on the performance of State Civil Apparatus at Civil Service Police Unit known as "Satpol PP" Office and Merauke District Fire Department?
- Does the training effect on the performance of State Civil Apparatus at Civil Service Police Unit Office and Merauke District Fire Department?
- Does work discipline effect on the performance of State Civil Apparatus at Civil Service Police Unit Office and Merauke District Fire Department?

LITERATURE REVIEW

Mangkunegara said performance is the result of work both of quality and quantity achieved by an employee when carrying out duties in accordance with their responsibilities (Kambey, & Suharnomo, 2013, p. 142). Civil State Apparatus if it works well certainly, the performance will be good anyway, meaning that performance is part of the seriousness of Civil State Apparatus in working. (Ribeiro, Yucel, & Gomes, 2018) mentioned that employee performance is a series that contains records of a particular work activity carried out over a certain period of time (Sukarman, et al.,

2018). Performance is related to the success or achievement levels of a person, improved performance means the resulting achievement is also good as mentioned that performance as a result of work performance and work behavior of employees (Sudirman, & Dallyodi, 2013). In order for organizational development to be more effective and efficient can be done through performance assessment, because by making efforts to assess work achievement, the organization has used all its human resources. To measure it requires a number of supporting indicators, mentioned the indicators used in assessing employee performance whether they already have good performance or not based on the tasks and responsibilities that have been done, the indicator according to (Sukarja, & Machasin, 2015, p. 272) classified into as follows: work performance, responsibility, obedience, honesty, cooperation, initiative and leadership skills. These indicators become a benchmark whether someone has worked well and maximally certainly with all the tasks and responsibilities aimed at improving organizational performance as well.

Motivation

Motivation is built to motivate everyone in the organization to work and achieve the expected organizational goals, motivation will arise when supported by a good work environment so that this motivation arises from the awareness of employees in the organization, according to (Duttweiler, 1986) mentioned that motivation is a factor that assist drive, direct and support continuously to get increasing results (Andjarwati, 2015, p. 46). Motivation is basically a driver for a person being able to improve their performance (Nawawi, 2012, p. 100). According to (Robbins, & Wansink, 2015) said motivation works as a form of willingness being able to try as much as possible in an effort to achieve organizational goals where it is also influenced by the ability and effort in order to be able to satisfy some individual necessity (Hasibuan, & Bahri,

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2018, p. 76). According to (Mangkunegara, 2009, p. 93) motivation indicator classified into as follows: responsibilities, job performance, opportunities to progress, performance's recognition and challenging work. The better and higher one's motivation in working will be very supportive and useful in improving the quality of an organization's performance.

Training

Training is expected to improve the ability of employees in developing tasks in addition to activities in training aimed at improving knowledge, expertise and competence (Roswaty, & Siddiq, 2019). The training provided itself is based on the work of each employee, so that there is an increase in the ability, knowledge and *skills* of employees (Lestari, & Afifah, 2020). Training is intended therefore State Civil Apparatus able to develop itself in understanding the conditions relates on the organization achieve as mentioned that in this case self-development and self-improvement by each human being is carried out in an effort to achieve their personal goals as well as organizational goals (Benny, 2005, p. 61). Training can be said to be an activity to empower employees to have the expertise and ability to carry out their tasks (Zukriah, & Heryanto, 2019).

In achieving this goal an organization certainly has training that is spelled out in the form of a planned program that if chosen appropriately will produce employees who have the right skills (Kambey, & Suharnomo, 2013). Training is needed to improve the understanding of State Civil Apparatus regarding the existence of new rules or understanding of the work's type it does, that in fact every implementer of training activities has to evaluate every training that the employee execute both in terms of implementation to the resulting impact on performance (Utomo, & Tehupeiory, 2014, p. 37).

Working discipline

The better level of employee work discipline, the more it will have a good influence on the organization, it is reinforced that employees who have good work discipline are expected being able to carry out and complete work tasks as their responsibility effectively and efficiently and completed in period time (Setiawan, 2013, p. 1245). According to (Hasibuan, & Bahri, 2018) said that discipline is an awareness and willingness from employees to how they obey both of rules and norms in government organizations (Ariesta, 2016).

Work discipline is certainly a driver of performance improvement, discipline is behavior born of humans, it could be behavior will be different from each other moreover discipline has to also refer to human behavior as said by that discipline will be more effective if directed to non-personal behavior of employees (Sudirman, & Dallyodi, 2013), If the employee's behavior changes in a good direction then it is certain that the level of discipline of the employee will improve as well. While divided work discipline into four indicators moreover (Sutrisno, 2016, p. 94) stated that some obedience should be done such as time, company's rules, behavior's rules and others. Another indicator conveyed by (Rivai, 2017) said that work discipline has several factors that can be used as indicators that contribute for the employees discipline level, while according to (Ariesta, 2016) classified into as follows: attendance; adherence to work obligations and regulations, adherence to work standards, high level of vigilance and ethical work.

Research framework

The frame of mind is a direction to explain the motivation, training and work discipline that affect performance described as follows on Figure 1.

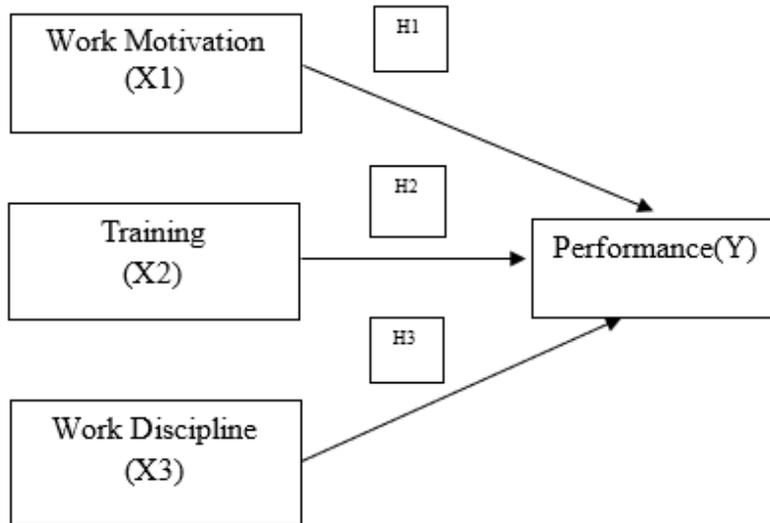


Figure 1. Research farmwork

RESEARCH METHOD

The research approach executed through an associative quantitative approach that is research that uses measurement or numerical to the problem to be studied and data collection as well as analysis. (Pasolong, 2012, p. 165) mentioned about work motivation variables, training, work discipline, and State Civil Apparatus’s performance. The population of this study includes when the entire State Civil Apparatus at Civil Service Police Unit known as “Satpol PP” and Merauke District Fire Department with the total population amount 106 people. Determination of samples are using saturated sample technique. It is a technique of determining samples if all or all the population is used as a sample in the study. According to (Sugiyono, 2009) mentioned the sample in the study is amount 106 people. Research data is collected through observations, questionnaires and literature studies where those institution take as a study’s object. Data test results use validity tests as well as reliability tests while data analysis methods use multiple linear regression tests.

RESULT AND DISCUSSION

Validity Examination

The validity test is a stage of analysis of a measure that indicates the validity of the questionnaire. (Siregar, 2012) said validity show how far a test measures what should be measured. In the product moment method, validity analysis is performed on the instruments of all variables through Statistical Product and Service Solutions SPSS. Policy of decision-making according to (Sugiyono, 2016) classified into as follows:

- If $r_{calculate} > r_{table} = 30$; then the statement is valid.
- If $r_{calculate} < r_{table} = 30$; then the statement isn’t valid.

For r_{hitung} can be seen in the corrected-item from the total correlation column in the correlation table (appendix). The validity analysis presented in table 2.

Based on table 2 above each question of each variable shows the value of $r_{calculate} > r_{table} = 0.30$. According to (Sugiyono, 2016) If $r_{calculate} > r_{table} = 0.30$; The statement is valid, so that the results obtained from the validity test of all questions of each variable are valid.

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Table 2 Validity Examination Result (Data SPSS Managed, 2021).

Variables	Item Statement	$r_{calculate}$	r_{table}	Notes
Work Motivation (X1)	1	0.876	0,30	Valid
	2	0.854	0,30	Valid
	3	0.833	0,30	Valid
	4	0.859	0,30	Valid
Training (X2)	1	0.985	0,30	Valid
	2	0.940	0,30	Valid
	3	0.980	0,30	Valid
Work Motivation (X3)	1	0.814	0,30	Valid
	2	0.875	0,30	Valid
	3	0.772	0,30	Valid
Civil State Apparatus's Performance (Y)	1	0.793	0,30	Valid
	2	0.724	0,30	Valid
	3	0.698	0,30	Valid
	4	0.743	0,30	Valid
	5	0.809	0,30	Valid

Reliability Examination

A research instrument has to be reliable. The reliability of a trusted indicates the stability and consistency of an instrument that measures a concept. Reliability examination are aimed not only testing the same instrument at different times but also delivering the same results. A construct or variable is said to be reliable if

the construct or variable gives a *Cronbach Alpha* value ≥ 0.60 (Sugiyono, 2016). Based on the processing results by using SPSS (attached) Cronbach's Alpha for variables Work motivation (X1), Training (X2), Work Discipline (X3) and State Civil Apparatus's Performance (Y) which can be seen in the table 3.

Table 3. Reliability Examination (Primary Data Managed, 2021)

Variables	Cronbach's Alpha	Notes
Work motivation (X1)	0,939	Reliable
Training (X2)	0,985	Reliable
Work Discipline (X3)	0,908	Reliable
State Civil Apparatus's Performance (Y)	0,899	Reliable

Based on table 3 above, it is known that each variable between the variables Work Motivation (X1), Training (X2), Work Discipline (X3) and Performance ASN (Y) was obtained *Cronbach Alpha*

value ≥ 0.60 so that the results of the rehabilitation test for all research variables are reliable.

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Classic Assumption Examination

Data Normality Examination

The purpose of a normality examination is to find out whether the data distribution follows or approaches the normal distribution. The results of normality testing with the Kolmogorov-Smirnov method are presented in the Table 4.

Table 2. The Examination Result of Kolmogorov-Smirnov (SPSS data results, 2021).

Test Statistic	.081
Asymp. Sig. (2-tailed)	.086 ^c

Based on the normality test with Kolmogorov-Smirnov obtained a test statistic of 0.081 and Asymp. Sig. 0.086 where the value is greater than the level of significance of 0.05 so it can be concluded that the data in the study is normal distribution.

Heteroskedasticities Examination

Heteroskedasticity is a condition that indicates where in regression models consist of a variant of residual that has nothing in common on from one observation to another. Regression models are mentioned to be good if there is no heteroskedasticity. To examine heteroskedasticity is done by using the Glejser test.

The use of Glejser examination is executed through regression between independent variables and their residual obsolete values. If a significant value between an independent variable with absolute residuals indicates more than 0.05 then the heteroskedasticity problem does not occur (Siregar, 2012). The results of Glejser test are presented in the Table 5.

According to the table 5 above, the regression results of independent variables with absolute residuals show the coefficients of each independent variable are not significant where the degree of significance > 0.05, thus does not become a problem of heteroskedasticity.

Table 3. Glejser Examination Result (SPSS data results, 2021).

Variables	T	Sig
Motivation	0.162	0.871
Training	-0.434	0.665
Discipline	-1.056	0.294

Multicollinearities Examination

Multicollinearity tests are aimed at testing correlations between independent variables. If there is a correlation, it can be said to be Multicollinearity, namely the occurrence of multicollinearity problems. Regression models are said to be good if there is no independent correlation occurs.

To detect the existence of multicollinearity can be done by looking at the magnitude value of VIF (*Variance in Factor*) and its tolerance value. If the VIF value < 10 and the magnitude of the *tolerance* value is close to 1 then there is no multicollinearity. Multicollinearity examination results are presented in the Table 6.

Table 4. Multicollinearity Examination (SPSS data results, 2021).

Variables	Tolerance	VIF
Motivation	0.452	2.211
Training	0.425	2.356
Discipline	0.313	3.190

In accordance with table 6 above, it is concluded that the calculation results of all the above variables, multicollinearity of VIF values < 10 and *tolerance* values > 0.100. Thus, there is no multicollinearity between independent variables in the regression model.

Hypothesis Examination Result

Multiple Linear Regression Analysis

The multiple linear regression test results are presented in the Table 7.

Table 7. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.961	.990		7.032	.000
Motivation	.009	.066	.011	.130	.897
Training	.505	.112	.384	4.520	.000
Work Discipline	.608	.122	.492	4.980	.000
Nilai R	.829				
R Square	.688				
Adjust R Square	.678				

From the table 7 above the *Unstandardized Coefficients* column shows that the value of work motivation, training and work discipline is for work motivation amount 0.009, training amount 0.505 and work discipline amount 0.608 while *Constanta parameter* value is 6,961. Based on these values, multiple regression equations are:

$$Y = 6,961 + 0,505 X_2 + 0,608 X_3 + e$$

The above equation can be explained as follows:

- The value of 6.961 on the variables of work motivation (X1), training (X2), work discipline (X3) is 0 (zero) then the Civil Apparatus’s performance (Y) is worth 6,961.
- The value of 0.505 on the training variable (X2) is positive therefore it can be said that the higher training performed, effect on the better Civil Apparatus’s performance.
- The value of 0.608 in the work discipline variable (X3) is positive value therefore it can be said that the better the work discipline provided, effect on the better Civil Apparatus’s performance.

Statistic Examination

T Examination

- Hypothesis 1 (Effect of Work Motivation on State Civil Apparatus’s Performance)

Base on the calculation results obtained the value t calculated for the variable Work motivation is 0.130 and by using the significance amount 5% obtained t table of 1.983. Where t table is obtained from $dk = n-k (106-4) = 102$ (Siregar, 2012), which means that the value of t calculate is smaller than t table which is $0.130 < 1.983$. While the sig value in the table is 0.897 because sig is greater than or more than 0.05, which indicates that work motivation (X1) has an insignificant influence on State Civil Apparatus (Y) performance. Thus concluded the hypothesis that states that work motivation has an influence on the State Civil Apparatus’s performance rejected.

- Hypothesis 2 (Training Effect on State Civil Apparatus’s Performance)

Bases on the calculation results obtained the value t calculation for the training variable is 4,520 and by using the significance level (signification level) of 5% obtained t table of 1,983. Where t table is obtained from $dk = n-k (106-4) = 102$ (Siregar, 2012), which means that the value of t calculate is greater than t table which is $4,520 > 1,983$. While the sig value on the table is 0.000 because sig is smaller or less than 0.05, which indicates that training (X2) has an influence on State Civil Apparatus’s Performance (Y). Thus, hypothesis

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concluded that training has an influence on the State Civil Apparatus’s performance accepted.

- Hypothesis 3 (Work Discipline Effect on State Civil Apparatus’s Performance)

According to the of the calculation’s result obtained the value of t calculate for the work discipline variable is 4,980 and by using the significance level (signification level) amount 5% obtained t table of 1,983. Where t table is obtained from $dk = n-k$ ($106-4$) = 102 (Siregar, 2012), which mean that the value of t calculates greater than t table which is amount $4,980 > 1.983$. While the sig value in the table is 0.000 because the sig is smaller or less than 0.05, which shows that work discipline (X3) has an influence on Civil Apparatus’s performance (Y). Therefore, it is concluded the hypothesis that states work discipline has an influence on the Civil Apparatus’s performance is accepted.

Determination Coefficient

Based on table 9 above shows the determination test of the *Adjusted R Square* value amount 0.678 which means that the variables work motivation, training and discipline can explain the Civil Apparatus’s performance by 67.8% and the remaining by 32.2% which is another variable that is not examined in this study. Based on the analysis results that has been outlined above, a summary for the hypothesis examination results in this study can be seen in the Table 8.

Table 5: Hypotheses Examination Results (SPSS Data Result, Managed, 2021).

No	Variable’s Connection	Research Results
1	Working motivation => Civil Apparatus’s performance	Unproven
2	Training => Civil Apparatus’s performance	Proven
3	Working Discipline => Civil Apparatus’s performance	Proven

In this section discusses the study results, namely the existence of several factors that affect the Civil Apparatus’s performance at Civil Service Police Unit known as “Satpol PP” and Merauke District Fire Department.

1. The Effect on Working Motivation towards Civil Apparatus’s Performance

Based on the analysis results of the research findings, it was concluded that work motivation has no influence on Civil Apparatus’s performance, thus this shows that the better on work motivation, it does not affect the Civil Apparatus’s performance. The results also show that respondents’ perceive about work motivation to Civil Apparatus’s performance which showed a high /good average response of respondents although there were still those who showed a doubtful and disapproving response to the Civil Apparatus’s performance that is currently felt to work motivation, this shows that the motivation is very good as mentioned by (Hasibuan, & Bahri, 2018) stated that motivation is a burning spirit caused by needs and desires, which encourages individuals to exert their physical and mental energy to achieve a desired goal (Hasibuan, & Bahri, 2018).

Based on the research results of Civil Apparatus’s performance mentioned that for work motivation related Civil Apparatus’s performance shows that the employees’ motivation is not too good this is because the majority of Civil Apparatus are over 40 years old therefore, they have lack of high motivation at work. In doing a job, employees should have high performance. However, this is difficult to achieve because even many employees who have low performance or increasingly declining even though they have done a lot of training and development relate to their human resources, aiming to improve the ability and motivation of their employees’ work. The study results as stated also by the results of previous research from (Hidayat,

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2021; Inaray, et al., 2016; Maramis, 2013; Meho, & Christian, 2019; Suwati, 2013) mentioned that motivational variables have no effect on the employees' performance.

Motivation is the support process of driving force that assist creating a passion for one's work's desire to build cooperation, work effectively and integrated to achieve satisfaction by utilizing all their efforts (Hasibuan, 2013, p. 143). Motivation will give meaning to the great or small effort of a person by trying or working hard in order to achieve all their needs, but vice versa if someone with a small or low level of motivation will certainly never be able to achieve something that exceeds the motivation's power in the mindset itself. Before a person fulfills some of motivation, surely they needs has to be created or encouraged first as the view that stated motivation is a thrust or excitatory force to carry out or do something (Moekijat, 2002, p. 5).

Based on the foregoing where the results of this study were not supported by the view put forward by (Alimohammadi, & Neyshabor, 2013; Wardhani, et al., 2015) mentioned that work motivation will have a significant positive impact on a commitment in organization (Wardhani, et al., 2015). Attitudes and values are a force that is able and participates in encouraging individuals to behave well, especially in achieving their goals, the results of this study are also inversely proportional to the conclusions of previous research done by (Agung, Djunaidi, & Astutik, 2019; Brahmasari, & Suprayetno, 2016; Juniantara, & Riana, 2015; Murti, & Srimulyani, 2013; Sanggenafa, & Christian, 2019; Setiawan, 2015) where the results of the study showed an influence between motivation on performance.

2. Training Effect towards Civil Apparatus's Performance

Based on the analysis findings conducted on this study, it is known that training has an influence on the Civil Apparatus's performance, this finding is like previous research done by (Ardasanti,

2019b) mentioned that one of the indicators, namely partial and simultaneous training, has a positive and significant effect on the work performance of employees in Wajo Regency, especially at the Majauleng District Office. This shows that the better training received by Civil Apparatus, the performance itself will increase as well. The results also showed respondents perceive about training to Civil Apparatus's Performance which showed a high/good average response of respondents although there were still those who show doubtful responses and disagreed with the currently perceived on Civil Apparatus's Performance on training program.

The output of the training program is targeted to improve Civil Apparatus's Performance effectively and efficiently according to the work training program that has been in accordance with the relevant agencies necessity so that employees are more skilled and competent, in the same view also stated by (Zukriah, & Heryanto, 2019) mentioned that training is an activity of empowering employees to have the expertise and ability in carrying out their duties. However, it does not rule out the possibility of job training that has not been fully able to improve the abilities and weaknesses around Civil Apparatus itself because the training carried out is still less than the maximum or lack of the awareness from Civil Apparatus itself (seriousness of undergoing training) is still minimal, therefore, Civil Apparatus does not have the will and still lacks understanding in training program participation. According to the opinion from (Utomo, & Tehupeiori, 2014) stated that the necessity to evaluate every training from its implementation to its impact on performance, they are an important thing because the training followed by employees clearly has directed *output* in accordance with what is the purpose by the participant join in training as stated by (Tabassi, & Bakar, 2009) stated that the purpose of training and development aims to improve the ability of employees to participate in training, as well as achieve good performance.

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Based on the interviews results with Civil Servant at Civil Service Police Unit known as "Satpol PP" and Merauke District Fire Department who were found said that for training related to Civil Servant's Performance shows that the Civil Servant's Performance at Civil Service Police Unit and Merauke District Fire Department is good enough, but it needs to be improved again. Employees who have participated in training have technical ability to do work and have competence in carrying out their task. In addition, employees who have participated in training have better behavior in carrying out their task.

Based on the results of this study as stated by (Dewi, 2018; Hasibuan, 2011) stated that training is an effort in order to improve the performance of workers in a certain job that has a responsibility or a job related to their work (Dewi, 2018, p. 89). The results were also supported by research with the title "Analysis Influence of the of Human Resource Training and Development on Employee Performance in the Office of Women Empowerment and Child Protection of Musi Banyuasin Regency of South Sumatra" (Roswaty, & Siddiq, 2019) where the results show that the better training followed by employee, the performance itself will increase as well.

3. The Effect of Work Discipline on Civil Apparatus's Performance

Based on the analysis findings study, it is known that work discipline has an influence on the Civil Apparatus's performance, in line with the results of research executed by (Endratno, & Afrizal, 2020) which concluded that one of the variables studied, namely work discipline has a significant influence on the performance in Kroya subdistrict village devices in Cilacap Regency. This shows that the better of work discipline done by Civil Apparatus, the performance itself will increase as well. The results also show respondents' perception about work discipline to Civil Apparatus's Performance which show a high/good average response of respondents although there were still

those who showed doubtful and disapproval responses to the currently perceived the Civil Apparatus's Performance to work discipline.

Based on the interviews results done with Civil Apparatus at Civil Service Police Unit known as "Satpol PP" and Merauke District Fire Department who were found said that for work discipline related to Civil Apparatus's Performance shows that Civil Apparatus's Performance at Civil Service Police Unit and Merauke District Fire Department is good enough, but it is necessary to improve the perceived their work discipline. According to (Pangarso, & Susanti, 2016b) said that discipline as an action of management to encourage every member in an organization to fulfill every applicable thing or provision. This is shown by every employee at Civil Service Police Unit and Merauke District Fire Department able to complete the task on time and obey all regulations that have been set by the agency.

In addition, every employee obeys the rules of the ethics code in maintaining the organization's image which means that employees have worked effectively, as stated by (Prabowo, 2020) mentioned that one of the factors that determine the effectiveness of performance is work discipline. These results are also strengthened by the views expressed, where work discipline is expected to be a characteristic of every human resource in the organization, because along with discipline an organization will take place well and being able to achieve each of its goals as well (Moenir, 2010).

These results were strengthened by the previous research entitled "The Influence of Work Discipline on Employee Performance in the Deputy Secretariat for Tourism Destination Development" which found there was a positive and significant influence between discipline on employee performance (Rahayu, & Ajimat, 2018), while according to (Marlius, & Vebrian, 2020) in the research entitled "The Influence of Work Discipline and Organizational Culture on Civil Apparatus's performance in the Community

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Empowerment Office and Village of West Sumatra Province", where work discipline has a positive influence on employee performance variables.

Every employee should have and build a work discipline in the organization of the workplace, they can be shown by complying with all regulations both written regulations or unwritten regulations that have been set by the agency or organization itself, because by complying with all these regulations will stimulate to create a conducive and harmonious work environment that has a positive impact on the employee's performance itself.

CONCLUSION AND SUGGESTION

According to the research result above, the researcher takes a various conclusion classified into as follows:

Work motivation variables have no effect on the Civil Apparatus's performance at Civil Service Police Unit known as "Satpol PP" and Merauke District Fire Department. Training variables effect on the performance of the State Civil Apparatus at Civil Service Police Unit and Merauke District Fire Department. Work discipline variables effect on the performance of the State Civil Apparatus at Civil Service Police Unit and Merauke District Fire Department.

While the suggestion classified into as follows: In order for the next study to include more than three variables or add a number of variables that are not explained in this study. Future research needs to use a much larger sample in number than the number of samples in this study. Further researchers should include more than one organization or research locus as the study material. Researchers should then use a more complete *SmartPLS (Partial Least Square)* analysis tool in analyzing influences between variables.

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