

INFLUENCE OF MOTIVATION AND DISCIPLINE ON EMPLOYEE PERFORMANCE AT COMISSÃO NACIONAL ELEIÇÕES (CNE)

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Abstract

The main aim of this research is to conduct an in-depth study and study of the influence of work motivation and discipline on employee work performance at the Comissão Nacional De Eleições (CNE) Dili Timor–Leste. The sample consisted of 30 employees, with a sampling technique using the accidental method, and a questionnaire was a technique or method for collecting data, with multiple linear regression statistical analysis as an analysis tool rather than a hypothesis test using the T-test. The results of the first hypothesis show that motivation has a positive and significant influence on employee work performance at the Comissão Nacional De Eleições (CNE) Dili Timor – Leste as proven by the output results from SPSS which state that the Tstatistic value of the motivation variable produces a value of 3.962 which is greater than The T table value is 1.679 with a significance level of 0.03, which is smaller than the standard significance of 0.5, thus it can be concluded that the Motivation variable has a quite positive and significant influence on employee performance, meaning that the discipline applied can improve employee performance. The results of the second hypothesis show that work discipline has a positive and significant influence on employee work performance at the Comissão Nacional De Eleições (CNE) Dili Timor – Leste as proven by the output results from SPSS which state that the Tstatistic value of the work Discipline variable produces a value of 3.382 which is more The value of Ttable is 1.679 with a significance level of 0.03, which is smaller than the standard significance of 0.5, thus it can be concluded that the work discipline variable has a quite positive and significant influence on employee performance, meaning that the discipline applied can improve employee performance.

Keywords: Motivation, work discipline, work performance

Abstrak

Tujuan utama dari penelitian ini adalah untuk melakukan kajian mendalam tentang pengaruh motivasi kerja dan disiplin terhadap kinerja karyawan di Comissão Nacional De Eleições (CNE) Dili Timor–Leste. Sampel terdiri dari 30 karyawan, dengan teknik pengambilan sampel menggunakan metode aksidental, dan kuesioner sebagai teknik atau metode pengumpulan data, dengan analisis statistik regresi linier berganda sebagai alat analisis, bukan uji hipotesis menggunakan uji T. Hasil hipotesis pertama menunjukkan bahwa motivasi memiliki pengaruh positif dan signifikan terhadap kinerja karyawan di Comissão Nacional De Eleições (CNE) Dili Timor–Leste, seperti yang dibuktikan oleh output hasil dari SPSS yang menyatakan bahwa nilai Tstatistik variabel motivasi menghasilkan nilai 3,962 yang lebih besar dari nilai Ttabel yaitu 1,679 dengan tingkat signifikansi 0,03, yang lebih kecil dari standar signifikansi 0,5, sehingga dapat disimpulkan bahwa variabel

motivasi memiliki pengaruh yang cukup positif dan signifikan terhadap kinerja karyawan, yang berarti bahwa disiplin yang diterapkan dapat meningkatkan kinerja karyawan. Hasil hipotesis kedua menunjukkan bahwa disiplin kerja memiliki pengaruh positif dan signifikan terhadap kinerja karyawan di Comissão Nacional De Eleições (CNE) Dili Timor-Leste, seperti yang dibuktikan oleh output hasil dari SPSS yang menyatakan bahwa nilai T statistik variabel Disiplin Kerja menghasilkan nilai 3,382 yang lebih besar dari nilai T tabel yaitu 1,679 dengan tingkat signifikansi 0,03, yang lebih kecil dari standar signifikansi 0,5, sehingga dapat disimpulkan bahwa variabel disiplin kerja memiliki pengaruh yang cukup positif dan signifikan terhadap kinerja karyawan, yang berarti bahwa disiplin yang diterapkan dapat meningkatkan kinerja karyawan.

Kata kunci: Motivasi, disiplin kerja, kinerja

Introduction

Comissão Nacional das Eleições (CNE) is a government agency that works rationally and systematically or is a body that holds elections in the country of Timor Leste. His duties include determining the parties participating in general elections, holding general elections, and announcing election results and seats won in various government bodies as well as participating in managing the general election budget. In this case, the qualifications of human resources or the performance of general election secretariat employees are very necessary for holding general election activities because they are in the spotlight of many parties in a democratic climate. So the role of work motivation and work discipline in improving employee performance.

The effective and efficient performance of KPU employees in Dili, Timor Leste, has been in the spotlight of many parties. Criticism of the performance of KPU employees regarding the values that the public obtains from public services carried out by government agencies needs to be addressed seriously because the holding of legislative elections has a very important role in determining maximum public participation fairly by the RDTL Constitution Article 3 no 62 which states that government gives people the freedom to choose and is expected to participate in politics. One of the important factors in improving employee performance is the leader's rules and policies in providing employee motivation. Motivation is something that exists within a person or from outside the individual that encourages the individual to act. Motivation can take the form of needs, ideas, emotions, and institutional conditions.

Motivation is a complex issue because the needs of each individual in an organization are different. Each individual in an organization is unique, both biologically and psychologically, and develops based on a learning process as a result of experience. Therefore, leaders must know and understand what motivates employees. This will determine the course of the organization in its efforts to improve performance. Motivated employees will work optimally. Apart from motivation, work discipline also influences employee performance. Based on the results of previous research which shows that work motivation has a significant effect on the performance of PT employees (Martins, 2022). This is in line with the research results of Schwartz et al., (2020) Which shows that work motivation influences employee work performance. Apart from work motivation, work discipline also influences employee work performance.

Work discipline is a form of an employee's sense of responsibility and obligation to obey the regulations that have been set (Dokkum, 2020). Meanwhile, according to Garcia-Jaramillo, (2021), Work discipline influences employee performance, the higher a person's work discipline, the higher their performance. Work discipline is one aspect that plays an important role in improving employee performance. Work discipline is a tool that leaders use to communicate with employees that they are

willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms. The application of work discipline is useful in educating employees to obey and adhere to regulations, procedures, and policies in the work environment. Thus, it is very important to enforce work discipline in an institution so that employees work by existing regulations.

The enforcement of work discipline has a direct impact on several aspects of employee behavior and organizational success. It ensures that employees follow the rules and regulations consistently, which is essential for maintaining a structured and productive work environment. A well-disciplined workforce leads to an increase in operational efficiency, as employees are more likely to complete tasks promptly, adhere to deadlines, and meet quality standards. By consistently applying discipline, organizations can reduce the occurrence of errors, rework, and wastage of resources, thereby improving overall productivity and reducing operational costs. Moreover, work discipline fosters a sense of accountability among employees. When employees understand that there are consequences for failing to meet expectations or breaking company rules, they become more accountable for their actions. This sense of responsibility not only enhances individual performance but also promotes a culture of integrity and professionalism within the organization. Employees are more likely to take ownership of their tasks and make decisions that are in the best interest of the company. In contrast, a lack of discipline can lead to a culture of complacency, where employees might cut corners or ignore established protocols, ultimately harming the organization's reputation and performance. (Pase et al., 2021).

In addition to improving individual and organizational performance, work discipline also plays a crucial role in enhancing employee morale and job satisfaction. A disciplined work environment provides clear expectations and boundaries, which can reduce ambiguity and confusion about job roles and responsibilities. Employees who understand what is expected of them are less likely to experience stress and frustration, leading to higher levels of job satisfaction. Furthermore, a fair and consistent application of discipline ensures that all employees are treated equally, which fosters a sense of justice and equity within the workplace. When employees perceive that they are being treated fairly, they are more likely to feel valued and motivated to contribute to the organization's success. (Tvorogal, 2022). Work discipline is also essential in promoting teamwork and collaboration within an organization. A disciplined workforce is more likely to communicate effectively, follow established processes, and work together towards common goals. By adhering to company policies and procedures, employees can avoid misunderstandings and conflicts that may arise from a lack of structure. This, in turn, creates a harmonious work environment where employees can focus on their tasks and support one another in achieving organizational objectives. Moreover, discipline helps in managing the diverse behaviors and attitudes of employees, ensuring that everyone works in alignment with the company's values and mission.

Leaders play a vital role in enforcing work discipline. Effective leadership is critical in setting the tone for discipline within the organization. Leaders must not only communicate the importance of discipline but also model disciplined behavior themselves. When leaders demonstrate punctuality, commitment, and adherence to company policies, employees are more likely to follow suit. Additionally, leaders must ensure that disciplinary measures are applied consistently and fairly. Inconsistent or biased enforcement of discipline can lead to resentment and a lack of trust among

employees, which can undermine the overall work environment (Castro-Rea & Solano, 2023). Therefore, leaders must be vigilant in maintaining a balance between enforcing discipline and fostering a positive and supportive work culture. Another important aspect of work discipline is its role in professional development. By adhering to discipline, employees can develop key professional skills such as time management, attention to detail, and self-regulation. These skills are not only valuable within the current organization but also enhance employees' future career prospects. Discipline encourages employees to be proactive, take initiative, and continuously improve their performance. Over time, this leads to personal growth and a stronger, more competent workforce. Companies that emphasize discipline often see lower turnover rates, as employees who feel supported and guided in their professional development are more likely to stay with the organization long-term (da Silva Faria & Pereira, 2023).

The implementation of work discipline must also consider the changing nature of work, particularly in the context of remote and hybrid work environments. With the increasing adoption of flexible work arrangements, organizations must adapt their disciplinary practices to ensure that employees remain accountable even when working outside of traditional office settings. This requires clear communication, robust monitoring systems, and the use of digital tools to track performance and adherence to company policies. (Leandro et al., 2023). While remote work offers flexibility and autonomy, it also requires a higher level of self-discipline from employees. Organizations must provide the necessary support and resources to help employees stay disciplined and productive in these new work environments. Work discipline is also closely linked to organizational culture. A culture that promotes discipline as a core value is more likely to achieve long-term success. When discipline is embedded in the organization's culture, it becomes a natural part of daily operations, and employees are more likely to internalize it as a personal responsibility. This creates a self-sustaining cycle where disciplined behavior reinforces positive outcomes, which in turn motivates employees to continue adhering to the rules and regulations. Organizations that prioritize discipline in their culture often experience lower rates of absenteeism, higher levels of employee engagement, and better overall performance. (Chaves, 2022).

However, it is important to note that discipline should not be synonymous with rigidity or authoritarianism. While rules and regulations are necessary, organizations must also allow for flexibility and adaptability. Overly strict or punitive disciplinary practices can stifle creativity and innovation, leading to disengaged employees who are afraid to take risks or think outside the box. Therefore, organizations must strike a balance between enforcing discipline and encouraging a dynamic, innovative work environment. This can be achieved through open communication, regular feedback, and a focus on continuous improvement rather than punishment.

Research Method

This research uses a quantitative descriptive approach in the form of a survey. By using all employees at the Comissão Nacional das Eleições (CNE) as a population with a total of 30 employees, the sample in this study is all members of the population, namely 30 employees, with a non-probability census sampling method. This research also uses primary data sources in the form of questionnaires, where questionnaires are distributed to all permanent employees at Comissão Nacional das Eleições (CNE), Dili Timor Leste.

- a. The data analysis technique uses multiple linear regression

With the formula:

$$Y = a + b_1x_1 + b_2x_2 + e.$$

Where:

- Y = Dependent Variable
- a = Constant
- X1X2 = Independent variable
- b1b2 = Regression coefficient
- e = error rate
- b. Coefficient of Determination

The coefficient of determination shows the extent to which the contribution of the independent variable in the regression model can explain variations in the dependent variable. (Winarni, 2021). To determine the coefficient of determination, the Adjust R Square value is used.

Result and Discussion

From the results of distributing questionnaires to 30 permanent employees at Comição Nacional das Elicões (CNE), Dili Timor Leste, it was obtained that 20 employees were male with a percentage rate of 66.7% and 10 employees were female. With a percentage rate of 33.3%. The results obtained from the regression analysis of the influence of work motivation (X1), work discipline (X2), and employee performance (Y) were analyzed using the multiple linear regression analysis test technique) using the help of the Statistical Package for Social Science (SPSS) 21.0 for program windows, the results obtained are shown in Table 01 and Table 02 below.

Table. Multiple linear regression results
Coefficients^a

MODEL	UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS	T	SIG.
	B	Std. Error	Beta		
(CONSTANT)	2.736	2.283		5.198	.241
MOTIVATION	.599	.426	.615	3.962	.000
WORKDISCIPLINE	.465	.419	.515	3.382	.003

a. Dependent Variable: Work performance

Table. Coefficient Determinant Model Summary

MODEL	R	R SQUARE	ADJUSTED R SQUARE	STD. ERROR OF THE ESTIMATE
1	.763A	.582	.551	.97491

a. Predictors: (Constant), Work Discipline, Motivation

From the research results presented in Table 01, it can be explained that work motivation (X1) has a positive and significant influence on employee performance (Y) at the National Election Commission of Timor Leste. Based on the results of statistical calculations using regression analysis with the help of the SPSS 21.0 program for Windows, the value of the effect of work motivation on employee performance is 3.962, where this value is greater than the Ttable of 1.679. With a p-value of 0.000 which is smaller than alpha 0.05, the null hypothesis (H0) is rejected, which means that there is a significant influence between work motivation on employee performance.

This finding is in line with the theory of Mueller & Pereira, (2020) which states that good work motivation will increase the work discipline of an employee. Poor work motivation, on the other hand, can lead to haphazard work results and potentially hinder the achievement of organizational goals. This research is also supported by empirical research conducted by Rascão, (2023) who found that work motivation has a positive and significant influence on employee performance. Work motivation, in this context, plays an important role as a driving factor that affects individual performance in the work environment. In the theory of work motivation, Hasibuan describes that motivation is an internal drive that influences a person to do their job better. Strong motivation can increase an employee's sense of responsibility, dedication, and commitment to the tasks assigned. If an employee feels motivated, they tend to work harder, show innovation, and strive to achieve higher targets. Motivation also plays an important role in creating a positive work atmosphere where employees feel valued and supported in their efforts to achieve better performance.

In this study, the work motivation of employees at the Timor Leste National Election Commission proved to be an important factor in improving their performance. This is in line with the literature which states that high work motivation is directly proportional to employee productivity and effectiveness. In addition, good work motivation can encourage increased work discipline, which in turn will result in better work quality. In addition to work motivation, the results of testing the second hypothesis show that work discipline (X2) also has a positive and significant effect on employee performance. From the values shown in Table 01, work discipline has an effect of 3.382, which is also greater than the Ttable of 1.679, with a p-value of 0.03 which is smaller than alpha 0.05. Thus, the null hypothesis is again rejected, and this finding supports Fernandes, (2024) Statement that work discipline affects employee performance. Good work discipline reflects an employee's responsibility and punctuality, which in turn will contribute to overall performance improvement.

Work discipline is a very important element in human resource management because discipline creates an orderly and organized work environment. When an employee has high discipline, they tend to be more consistent in meeting deadlines, obeying rules, and delivering work results that are in line with organizational expectations. Work discipline not only reflects order and compliance but also fosters a sense of personal responsibility for work and organizational goals. This research confirms that good work discipline contributes to the achievement of higher performance. These results are consistent with research conducted by Adedokun, (2017), which found that there is a positive and significant influence between work discipline on performance. Well-implemented work discipline will create order and efficiency at work, which in turn will increase the productivity of employees and the organization as a whole.

Furthermore, from the analysis results obtained, the relationship between work motivation and work discipline variables to employee performance has a value of 0.763 or 76.3%, while the contribution of work motivation and work discipline variables to employee performance is 55.1%. This means that work motivation and work discipline make a significant contribution to employee performance, while the remaining 44.9% is explained by other variables not included in the model. This result shows that although work motivation and work discipline play an important role in determining employee performance, other factors also contribute to improving employee performance. Such factors may include leadership style, organizational culture, compensation, work environment, and other external factors that can also affect individual performance in the workplace.

Overall, the findings of this study make an important contribution to the human resource management literature, especially in the context of public organizations such as the Timor Leste National Election Commission. Work motivation and work discipline were shown to be two key variables that influence employee performance. These two factors are not only closely related to improving productivity but also to achieving overall organizational goals. This research also provides practical implications for the management of the Timor Leste National Election Commission. Management needs to continue to pay attention to and manage employee work motivation through human resource development programs, training, and providing incentives that can encourage employees to work better. In addition, it is also important to instill work discipline through clear rules and regulations and create a work environment that is conducive to performance development.

Discussion

From the results shown in Table 01, it can be explained that the results of statistical test calculations with the help of regression analysis SPSS 21.0 for Windows program, shows that the results of the first hypothesis test, work motivation (X1) have a positive and significant effect on employee performance (Y) for employees at the National General Election Commission. This can be seen from the value in Table 01 showing the influence of work motivation (X1) on employee performance (Y) of 3,962 where $> T_{tab} 1,679$ with a $p\text{-value} = 0.000 < \alpha 0.05$, so the decision is to reject H_0 . The findings of this research indicate that work motivation (X1) plays a role in influencing employee performance (Y) among employees at the General Election Commission, Timor Leste. This is confirmed by the theory of Freire & Guimaraes, (2010) Which states that if employee work motivation is good it will increase the work discipline possessed by an employee. If employee work motivation is not well developed, it will lead to haphazard work results and could threaten the achievement of organizational goals. In this case, supported by the results of empirical research, Gardjito et. all (2014) work motivation has a positive and significant influence on employee performance.

The results of the second hypothesis test work discipline (X2) have an effect positively and significantly on employee performance (Y) for employees at the National General Election Commission. This can be seen from the value in Table 01 showing the influence of work discipline (X2) on employee performance (Y) of 3,382 where $> T_{tab} 1,679$ with a $p\text{-value} = 0.03 < \alpha 0.05$, so the decision is to reject H_0 . This is in line with the idea conveyed by Hasibuan (2010) which states that work discipline influences employee performance, because the better the employee's work discipline, the higher the performance achieved by the employee. Supported by research results from de Abreu, (2023) There is a positive and significant influence between work discipline on work performance. In Table, the relationship value between the work motivation and work discipline variables on employee performance is 0.763 or 76.3%, while the contribution of the work motivation and work discipline variables to employee performance is 0.551 or 55.1% (100% - 55.1%) while the remaining 44.9 is explained. by other variables outside the mode.

Work Motivation and Employee Performance

Work motivation is one of the key pillars of employee performance across various organizations, both private and public. In public organizations like the National General Election Commission of Timor Leste, work motivation is not only related to individual goal achievement but also to national objectives, such as conducting efficient and democratic elections. According to

Herzberg's two-factor theory of motivation, work motivation consists of two main components: hygiene factors and motivators (Briguglio, 2020). Hygiene factors include aspects like working conditions, salary, and company policies. If these factors are inadequate, they can cause employee dissatisfaction, but their presence does not necessarily boost motivation. On the other hand, motivators such as recognition, achievement, responsibility, and growth opportunities are elements that directly motivate employees to improve their performance (Garrard, 2020; Sayed, 2022).

This study shows that work motivation (X1) has a significant impact on employee performance. This is consistent with Herzberg's theory, which emphasizes the importance of providing motivator factors to employees to enhance their performance. In this context, management at the National General Election Commission of Timor Leste needs to ensure that employees feel motivated through recognition of their achievements, greater responsibility, and opportunities to develop and reach higher targets. Intrinsic and extrinsic motivation are also two important concepts in the discussion of work motivation. Intrinsic motivation comes from personal satisfaction derived from performing the work itself, while extrinsic motivation comes from external rewards like salary, bonuses, or promotions. This study does not explicitly differentiate between intrinsic and extrinsic motivation, but the findings can be explained by linking both. For instance, employees at the National General Election Commission of Timor Leste may have strong intrinsic motivation to contribute to the democratic process in their country, while extrinsic motivation may stem from financial rewards or public recognition.

In the framework of Vroom's expectancy theory, work motivation can also be understood as the result of the relationship between expectancy, value, and belief that the effort expended will produce the desired outcome. If an employee believes that working hard will yield valuable rewards, they will be more motivated. These research findings can be related to this theory. If employees at the National General Election Commission of Timor Leste feel that their efforts are appreciated and will contribute to achieving broader organizational goals, their motivation will increase, and this directly impacts their performance.

Work Discipline and Employee Performance

Work discipline (X2) was also found to have a positive and significant effect on employee performance in this study. Discipline is a crucial foundation in the workplace, especially in organizations that require punctuality, consistency, and orderliness, such as the National General Election Commission of Timor Leste. Work discipline ensures that planned tasks are executed according to the set schedule and procedures. Keese, (2020) States that good work discipline reflects an employee's responsibility towards their work and organization. Strong work discipline helps create a productive and efficient work environment. Disciplined employees are more likely to complete their tasks on time, comply with rules, and deliver quality results.

In organizational behavior theory, work discipline is often linked to managerial control and employee autonomy. High levels of discipline can be achieved through strong managerial control, such as the imposition of strict rules, close supervision, and penalties for violations. However, discipline can also result from the internalization of organizational values by employees, where they voluntarily adhere to rules because they believe in the importance of their work. In the context of the National General Election Commission of Timor Leste, work discipline may be related to employees' understanding of the importance of their duties in safeguarding the integrity and continuity of the election process. High morale and social responsibility may motivate employees to follow rules and

work efficiently. Thus, management should promote the importance of work discipline not only as an obligation but as part of a shared mission to ensure fair and transparent elections.

The Contribution of Work Motivation and Work Discipline to Employee Performance

From the regression analysis results, it was found that work motivation and work discipline together have a 76.3% impact on employee performance. This is a significant contribution, indicating that these two variables are key factors influencing employee performance at the National General Election Commission of Timor Leste. However, 44.9% of other variables that contribute to employee performance are not explained in this model.

Some other variables that might play a role in employee performance include:

1. **Leadership:** The leadership style implemented at the National General Election Commission of Timor Leste may have a significant impact on employee performance. Visionary and participatory leadership can boost motivation and discipline, while authoritarian leadership may reduce morale.
2. **Organizational Culture:** An organizational culture that encourages innovation, teamwork, and collaboration can contribute to employee performance. A culture open to feedback and providing support to employees can create a conducive work environment for performance improvement.
3. **Compensation and Rewards:** A fair and balanced compensation system, along with rewards for good performance, can motivate employees to perform better. Employees who feel valued and recognized tend to be more productive.
4. **Work Environment:** A safe, comfortable, and supportive work environment can affect employee performance. Adequate facilities, supportive technology, and a positive work atmosphere can improve employee productivity and efficiency.
5. **Employee Development:** Opportunities for learning and growth, both through formal and informal training, can enhance employee skills and knowledge, which in turn improves their performance.

By considering these variables, management at the National General Election Commission of Timor Leste can develop a more comprehensive strategy to improve employee performance. Although work motivation and work discipline play a key role, management should also take into account other factors that may affect overall performance.

Practical Implications for Management

This study provides several practical implications that can be implemented by the management of the National General Election Commission of Timor Leste. First, management should focus on enhancing employee motivation through programs that can boost both intrinsic and extrinsic motivation. For example, recognizing good performance, increasing responsibilities, and providing opportunities for learning and growth. Second, work discipline must remain a priority. Management needs to ensure that there are clear and firm policies regarding work discipline, as well as an effective monitoring system to ensure employees comply with the established rules. Work discipline is not only important in maintaining order and efficiency but also in building the organization's reputation as a trustworthy and professional institution. Third, management should identify and address other factors influencing employee performance. By understanding variables such as leadership,

organizational culture, compensation, and the work environment, management can take strategic steps to create a work environment that supports optimal performance. (Ribeiro, 2024).

Conclusion

The research results show that work motivation and work discipline have a positive and significant effect on employee work performance so leaders at the Comissão Nacional de Eleições (CNE), Dili Timor Leste need to make the right decisions in motivating employees and be firm in implementing the rules. Future research is expected to expand the research object not only to the Comissão Nacional de Eleições (CNE), Dili Timor Leste but also to other government agencies that also participate in general elections in the State of Timor Leste. Also examines other variables including leadership, compensation, working conditions, and cooperation between government agencies.

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