

The Influence of Ability, Work Discipline, and Work Motivation on Employee Performance (Study on Honorary Employees at the Department of Transportation of the City of Binjai)

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Abstract

This research was conducted to find the effect of ability, work discipline, and work motivation on the performance of honorary employees at the Department of Transportation of Binjai City. The population in this research amounted to 45 honorary employees. The number of samples also took as many as 45 honorary employees as respondents. The sampling technique used was saturated sampling. This research used primary data in the type of quantitative data collected through questionnaires and processed using the SPSS 24.0 application. The research was conducted from September 2021 - February 2022. The analytical technique used was using multiple linear regression models. The results showed that the ability, work discipline, and work motivation both partially and simultaneously had a positive and significant effect on the performance of honorary employees at the Department of Transportation of Binjai City. The most dominant variable affecting the performance of honorary employees was the work motivation variable with the largest tcount of 3,715. In addition, 87.8% of employee performance can be explained and obtained from ability, work discipline, and work motivation, while the rest was obtained from other factors. Employee performance has a very strong relationship to ability, work discipline, and work motivation.

Keywords

ability; work discipline;
work motivation;
employee performance.



I. Introduction

The Binjai City Transportation Service is one of the government agencies that carry out transportation or transportation policy matters for the Binjai City area, North Sumatra. (Sundari, buaton, & Saragih, 2021). There is also the use of the Department of Transportation or commonly abbreviated as DISHUB, which is to formulate policies in the field of transportation within its working area, technical policies in the field of transportation, administration of transportation including transportation permits, assessments, and reports related to the field of transportation (Ilyas, 2021). Due to its strategic use in the field of transportation, DISHUB also prepares Human Resources (HR) as quickly as possible with the schools assisted in the transportation sector, such as the College of Land Transportation (STTD) and others (Rozi, & Puspitasari, 2021).

The Department of Transportation of Binjai City also made various provisions related to transportation in busy seasons, such as going home for the holidays. DISHUB regularly makes free homecoming land, sea, and air transportation programs, which always collaborates with the transportation department (Fachrozi, Isnaini, & Sinaga, 2021). For authority, DISHUB has the authority to issue correspondence permits related to

transportation and transportation such as managing transportation business permits, public passenger transportation permits, goods transportation permits, issuance of Route Permits and Public Passenger Transportation Supervision Cards, Shuttle Transport Route Permits, Rental Transport Operations permits, Tourism Transport Operation Permit, Route Permit Approval Letter (SPIT), Inter-City Taxi Transport Operation Permit (SPIO) within the Province (AKDP) and others (Ilyas, 2021).

The Department of Transportation of Binjai City currently consists of 2 components of employees, namely civil servants, and honorary employees. Almost every room, field, or section has at least 1 or 2 temporary employees who are placed to assist the activities and activities of each room or section. In addition, all security and cleaning personnel are also temporary employees who are paid by the Binjai City Transportation Service (Rozi & Puspitasari, 2021).

The performance produced by each honorary employee at the Binjai City Transportation Service is different. Some employees cannot use the working time they have optimal so that the tasks given do not end on time so that the quantity of work results is low. Not only that, the results of work that are often revised by superiors show that temporary employees have not been able to produce quality work results such as the wishes of superiors or institutional standards.

The ability of every honorary employee of the Binjai City Transportation Service should be good enough. The recruitment process for honorary employees also goes through a selection process, including various tests of academic ability and ability in their respective fields. The knowledge and skills possessed by honorary employees should make them complete each task given quite easily. However, some temporary employees have recently served in the positions occupied, so the experience is still quite low. It affects the ability of employees to complete their tasks. In addition, several honorary employees are assigned in fields that are far different from their education, thus making honorary employees have to try to re-learn in these fields.

The work discipline of the temporary employees of the Binjai City Transportation Service at the beginning of their work was still very good. However, the low level of supervision over employees, especially for civil servants, has made temporary employees' part of the work culture of some civil servants who lack work discipline there. It causes the level of discipline of honorary employees to decrease over time. Observation results show that there are still many honorary employees who still arrive late to the office and leave earlier than their supposed home hours. In addition, there are still some temporary employees who leave the office for business outside of work. It results in the work discipline of honorary employees being considered poor so that it can affect performance if the wasted time is used optimally for office work.

The work motivation of temporary employees of the Binjai City Transportation Service is considered quite low, considering the lack of bonuses, incentives, and career development promotions given to honorary employees despite their achievements. There is no longer a chance for honorary employees to be appointed or promoted to civil servants, although showing good performance makes the work motivation of honorary employees decrease. Temporary employees only face various incentives from activities carried out by the Binjai City Transportation Office.

II. Review of Literature

2.1 Employee Performance

Commitment and work discipline. Kasmir (2018) suggests that performance is the result of work and behavior achieved in completing the tasks and responsibilities given within a certain period. Kasmir (2018) also explains that many factors influence employee performance, both results and work behavior, namely: abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty. Based on this theory, it is known that loyalty is influenced at least by factors of ability, work motivation, and work discipline.

This theory is in line with the results of research conducted by Malka, Mus, & Lamo (2020) and Hidayat & Taufiq (2017), which give the results that ability, work motivation, and work discipline simultaneously have a positive and significant effect on employee performance. Kasmir (2018) suggests that there are 4 (four) indicators that can be used to measure employee performance: work quality, work quantity, period, and cost-effectiveness.

2.2 Ability

Ability concerning work is a condition in which a person is sincerely efficient and successful in producing something optimal (Wuwungan, Nelwan, & Uhing, 2020). Kertajaya (2016) explains that ability is everything related to a person's performance, namely people who can display work abilities and carry out tasks well. The workability of employees will greatly determine the organization's success in its efforts to achieve the goals and objectives that have been set (Lubis, 2020).

Kertajaya (2016) suggests that workability can be measured by several indicators, namely: knowledge, skills, attitudes, and experience. Wuwungan, Nelwan, & Uhing (2020), Bustomi, Waluyati, & Hardyastuti (2020), and Lubis (2020), in their respective studies, show that ability has a positive and significant influence on employee performance so that increased ability will improve employee performance significantly.

2.3 Work Discipline

Hasibuan (2017) suggests that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is a person's attitude to voluntarily obeying all regulations and being aware of his duties and responsibilities. At the same time, a person's attitude of behavior and actions by company regulations, whether written or not (Ichsan, Surianta, & Nasution, 2020). With discipline at work, all organizational goals will be easier to achieve because employees undergo all the company's rules and norms (Juliyanti & Onsardi, 2021).

Hasibuan (2017) suggests that work discipline can be measured by several indicators: absenteeism, compliance with regulations, adherence to work standards, and vigilance. Ichsan, Surianta, & Nasution (2020), Muslimat & Ab Wahid (2021), and Juliyanti & Onsardi (2021) in their respective studies show that work discipline has a positive and significant influence on employee performance so that increased work discipline will improve employee performance.

2.4 Work Motivation

Rivai (2018) explains that work motivation is a driving force in an employee to take certain actions in a positive direction according to the needs and desires of the company. Work motivation has an important role in improving employee performance (Fransiska &

Tupti, 2020). Work motivation can give strength to humans to do something better due to the urge to hope that they want to achieve (Hustia, 2020). Work motivation is expected to motivate each employee to work hard or enthusiastically to achieve high work performance. Managers must know the motives for encouraging work motivation that employees want in order to be able to motivate employees' work (Goni, Manoppo, & Rogahang, 2021). People want to work is to be able to meet needs, both conscious needs (conscious needs) and unconscious needs (unconscious needs), in the form of material or non-material, physical, and spiritual needs (Manoppo & Rogahang, 2021).

Rivai (2018) suggests that work motivation can be measured by several indicators, namely: motives, expectations, and incentives. Hustia (2020), Goni, Manoppo, & Rogahang (2021), and Fransiska & Tupti (2020), in their respective studies, show that work motivation has a positive and significant influence on employee performance so that better work motivation will improve employee performance.

Based on the theory and the results of previous studies that have been collected, in this study, several hypotheses were taken as follows:

- H1: Ability partially has a positive and significant effect on the performance of honorary employees at the Binjai City Transportation Service.
- H2: Work discipline partially has a positive and significant effect on the performance of honorary employees at the Binjai City Transportation Service.
- H3: Work motivation partially has a positive and significant effect on the performance of honorary employees at the Department of Transportation of Binjai City.
- H4: Ability, work discipline, and work motivation simultaneously have a positive and significant effect on the performance of honorary employees at the Department of Transportation of Binjai City

III. Research Methods

This research was conducted at the Binjai City Transportation Service Office, located at Jalan Perintis Kemerdekaan No.330, Kebun Lada, Kec. North Binjai, Binjai City, North Sumatra 20749.

This study uses three independent variables, namely: Ability (X1), Work Discipline (X2), and Work Motivation (X3), as well as a dependent variable used in this study, namely Employee Performance (Y).

Quantitative data (numbers) are needed in the process of multiple linear regression analysis carried out with the help of the SPSS version 24.0 statistical application. This study uses an associative research approach with quantitative data using multiple linear regression analysis. The method of data collection was carried out by the questionnaire method. Therefore, all data obtained through the questionnaire will be converted into numbers using a Likert scale.

Manullang & Pakpahan (2016) explained that the sample is representative of the population. The population in this study were all honorary employees who served in the Department of Transportation of Binjai City, which currently amounted to 45 honorary employees. Hence, the number of samples in this study amounted to 45 honorary employees as respondents. The sampling technique used in this study is saturated sampling, taking the entire population as a sample. If the sampling is less than 100, it is better to take all of them until the research is a population study.

The research data was collected by distributing questionnaires to all respondents, and then the data would be processed using the SPSS 24.0 application. The data was first tested using a data quality of normality test, multicollinearity test, and heteroscedasticity test.

Furthermore, multiple linear regression analysis was carried out with the following formula: (Sugiyono, 2016)

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Hypothesis testing was carried out with two tests, namely the t-test (partial) and the F test (simultaneous), to look for partial and simultaneous effects (Sidik, 2021). Finally, a determination test was carried out to see the contribution given by the independent variable to the dependent variable and the level of closeness (Sidik, 2019).

IV. Results and Discussion

4.1 Research Result

a. Data Quality Test

1. Validity Test

The results of the validity test of the variables of Ability (X1), Work Discipline (X2), Work Motivation (X3), and Employee Performance (Y) based on the data collected through the questionnaire can be seen in the following table:

Table 1. The Results of the Validity of Each Question Item from Each Variable

Variables	Item	Symbol	r _{count}	r _{critic}	Result
Ability (X1)	1	X11	0,489	0,3	Valid
	2	X12	0,701	0,3	Valid
	3	X13	0,500	0,3	Valid
	4	X14	0,400	0,3	Valid
	5	X15	0,647	0,3	Valid
	6	X16	0,694	0,3	Valid
	7	X17	0,531	0,3	Valid
	8	X18	0,656	0,3	Valid
Work Discipline (X2)	1	X21	0,693	0,3	Valid
	2	X22	0,330	0,3	Valid
	3	X23	0,853	0,3	Valid
	4	X24	0,799	0,3	Valid
	5	X25	0,319	0,3	Valid
	6	X26	0,880	0,3	Valid
	7	X27	0,844	0,3	Valid
	8	X28	0,549	0,3	Valid
Work Motivation (X3)	1	X31	0,587	0,3	Valid
	2	X32	0,457	0,3	Valid
	3	X33	0,475	0,3	Valid
	4	X34	0,777	0,3	Valid
	5	X35	0,717	0,3	Valid
	6	X36	0,779	0,3	Valid
	7	X37	0,819	0,3	Valid
	8	X38	0,544	0,3	Valid
	9	X39	0,629	0,3	Valid
Employee Performance (Y)	1	Y1	0,384	0,3	Valid
	2	Y2	0,605	0,3	Valid
	3	Y3	0,731	0,3	Valid

4	Y4	0,457	0,3	Valid
5	Y5	0,685	0,3	Valid
6	Y6	0,364	0,3	Valid
7	Y7	0,631	0,3	Valid
8	Y8	0,730	0,3	Valid

The results of the validity test show that each question on each variable of Ability (X1), Work Discipline (X2), Work Motivation (X3), and Employee Performance (Y) has a value of $r_{count} > r_{critical}$ or $r_{count} > 0.3$. It shows that all data obtained from distributing questionnaires for each variable are valid and suitable for use (Sugiyono, 2016).

2. Reliability Test

The results of the reliability test of the variables of Ability (X1), Work Discipline (X2), Work Motivation (X3), and Employee Performance (Y) based on the data collected through the questionnaire can be seen in the following table:

Table 2. Reliability Test Results of Each Variable

Reliability Statistics			
Variables	Cronbach's Alpha	N of Items	Result
Ability (X ₁)	0,841	8	Reliable
Work Discipline (X ₂)	0,875	8	Reliable
Work Motivation (X ₃)	0,889	9	Reliable
Employee Performance (Y)	0,836	8	Reliable

The results of the reliability test showed that each of the variables of Ability (X1), Work Discipline (X2), Work Motivation (X3), and Employee Performance (Y) had Cronbach's Alpha values > 0.70 . It shows that all data obtained from distributing questionnaires for each variable are reliable or reliable to use (Sugiyono, 2016).

b. Classical Assumption Test a

1. Data Normality Test

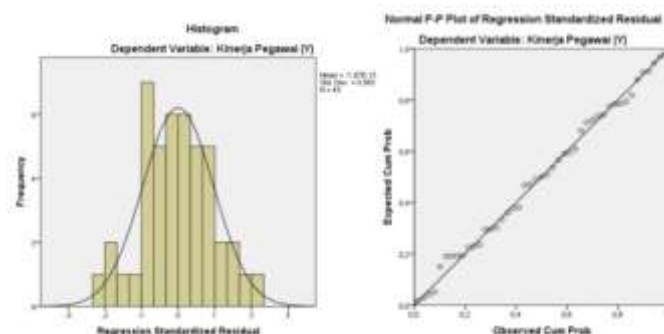


Figure 1. Histogram & P-P Plot Normality Curve

The normality histogram curve shows that the histogram curve has a convex graphic shape in the middle, has a bell-like pattern, and a bar pattern that does not sway to the left or right (Sidik, Efendi, & Suherman, 2019).

The P-P Plot graph shows that the 45 data points spread around the diagonal line and still follow the direction of the diagonal line. Not only following the diagonal line, but also many data points that touch the diagonal line. The spread of dots describes the data from

the respondents' normally distributed answers, so the regression model meets the assumption of normality based on the P-P Plot graph (Sidik, Efendi, & Suherman, 2019).

2. Multicollinearity Test

The results of the Multicollinearity test on the research data obtained can be seen in the following table:

Table 3. Multicollinearity Test Results

<i>Coefficients^a</i>			
Model		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	<i>VIF</i>
1	(Constant)		
	Ability (X ₁)	0,253	3,951
	Work Discipline (X ₂)	0,212	4,713
	Work Motivation (X ₃)	0,244	4,098

a. Dependent Variable: Employee Performance (Y)

The results of the Multicollinearity test show that the variables of Ability (X₁), Work Discipline (X₂), Work Motivation (X₃), and Employee Performance (Y) each have a Tolerance value > 0.10 and also have a VIF (Variance Inflation Factor) value < 10. It shows that each variable does not have a multicollinearity problem, so it has fulfilled the classical assumption test (Rianto & Aseandi, 2020).

3. Heteroscedasticity Test

The heteroscedasticity test in this study used the Scatterplot graph.

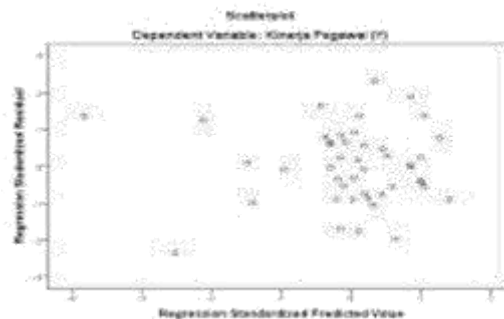


Figure 2. Scatterplot Graph

c. Multiple Linear Regression Analysis

The results of multiple linear regression testing carried out on the data with the help of the SPSS 24.0 application can be seen in the following table:

Table 4. Multiple Linear Regression Test Results

<i>Coefficients^a</i>					
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	Information
		B	Std. Error	Beta	
1	(Constant)	2,867	1,772		
	Ability (X ₁)	0,317	0,104	0,319	Positive
	Work Discipline (X ₂)	0,265	0,107	0,283	Positive

Work Motivation (X ₃)	0,301	0,081	0,396	Positive
a. <i>Dependent Variable:</i> Employee Performance (Y)				

Based on the results of the multiple linear regression test, it can be obtained the following multiple linear regression equation.

$$Y = 2,867 + 0,317X_1 + 0,265X_2 + 0,301X_3 + e$$

The interpretation of the multiple linear regression equation above is as follows:

- If each Ability (X₁), Work Discipline (X₂), and Work Motivation (X₃) is zero, then Employee Performance (Y) has a value of 2.867. It means that without the ability, work discipline, and work motivation, employee performance has been 2.867.
- If Ability (X₁) increases by 1 unit, then Employee Performance (Y) increases by 0.317 units. It indicates the ability to positively affect employee performance, increasing the ability to improve employee performance.
- If Work Discipline (X₂) increases by 1 unit, then Employee Performance (Y) increases by 0.265 units. It indicates that work discipline positively affects employee performance, which means that increasing work discipline will improve employee performance.
- If Work Motivation (X₃) increases by 1 unit, then Employee Performance (Y) increases by 0.301 units. It indicates that work motivation has a positive effect on employee performance, which increases work motivation and improves employee performance.

d. Hypothesis Test

1. t Test (Partial)

The results of the t-test (partial) can be seen in the following table:

Table 5. t-Test Results (Partial)
Coefficients^a

<i>Model</i>		<i>t_{count}</i>	<i>t_{table}</i>	<i>Sig.</i>	<i>Require Sig.</i>	<i>Information</i>
1	(Constant)	1,618		0,113		
	Ability (X ₁)	3,051	2,020	0,004	< 0,05	Significance
	Work Discipline (X ₂)	2,475	2,020	0,018	< 0,05	Significance
	Work Motivation (X ₃)	3,715	2,020	0,001	< 0,05	Significance

a. *Dependent Variable:* Employee Performance (Y)

The results of the t-test (partial) show that each independent variable, Ability (X₁), Work Discipline (X₂), and Work Motivation (X₃), has a significant value (sig) <0.05. It shows that Ability (X₁), Work Discipline (X₂), and Work Motivation (X₃) partially have a significant effect on Employee Performance (Y). This is also in line with each independent variable Ability (X₁), Work Discipline (X₂), and Work Motivation (X₃) which have a value of $t_{count} > t_{table}$. Where t_{table} in this study is 2,020 resulting from the value of $df = n$ (lots of data) - k (number of variables) = 45 - 4 = 41, which can be seen in the t table list. It shows that Ability (X₁), Work Discipline (X₂), and Work Motivation (X₃) partially have a significant effect on Employee Performance (Y) or accept H_a and reject H_o .

The results of the t-test (partial) also show that the variable that most influences employee performance (Y) is the work motivation variable (X₃) because it has the largest t_{count} value compared to other variables, which is 3.715, and has the smallest significant value of 0.001.

2. F-Test (Simultaneous)

The results of the F test (simultaneous) can be seen in the following table:

Table 6. F-Test Results (Simultaneous)

ANOVA ^a							
	<i>Model</i>	<i>df</i>	<i>F_{count}</i>	<i>F_{table}</i>	<i>Sig</i>	<i>Require Sig.</i>	<i>Information</i>
1	Regression	3	106,734	2,833	0,000^b	< 0,05	Significance
	Residual	41					
	Total	44					

a. *Dependent Variable:* Employee Performance (Y)

b. *Predictors:* (Constant), Ability (X₁), Work Discipline (X₂), Work Motivation (X₃)

The results of the F test (simultaneous) show that the significant value generated is 0.000. This value is much smaller than 0.05, so accepting H_a and rejecting H_o or Ability (X₁), Work Discipline (X₂), and Work Motivation (X₃) simultaneously have a significant effect on Employee Performance (Y). It is also in line with the resulting F_{count} value of 106.734. Where the value of F_{count} is greater than the value of F_{table}, which is 2.833 resulting from the value of df₁ = k – 1 = 4 – 1 = 3 and the value of df₂ = n – k = 45 – 4 = 41, which can be seen in the list of table F.

3 Determination Test

The results of the determination test or the coefficient of determination can be seen in the following table:

Table 7. Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,942^a	0,886	0,878	1,60911

Predictors: (Constant), Ability (X₁), Work Discipline (X₂), Work Motivation (X₃)

b. *Dependent Variable:* Employee Performance (Y)

The results of the determination test show that the adjusted R Square value is 0.878. It indicates that 87.8% of employee performance can be obtained and explained by ability, work discipline, and work motivation. At the same time, the remaining 12.2% can be explained by other factors that are not discussed, such as workload, work conflict, compensation, career development, leadership, and soon. The resulting R-value is 0.942. It shows that the relationship between Ability (X₁), Work Discipline (X₂), and Work Motivation (X₃) on Employee Performance (Y) is very strong or very close. The resulting R-value is in the range of values from 0.8 to 0.99. It shows that ability, work discipline, and work motivation are very important factors in influencing employee performance.

4.2 Discussion

a. The Influence of Ability on Employee Performance

This study explains that ability has a positive and significant influence on the performance of honorary employees at the Department of Transportation of Binjai City. It can be seen from the results of multiple linear regression analysis through the t-test, which has a positive value of 0.317 with a t_{count} value of 3,051 with a t_{table} value of 2,020, it is known that the t_{count} > t_{table} and a significant value of 0.004 (sig. <0.05). It shows that the

proposed H1 hypothesis is tested and accepted because the research results align with the hypothesis. The positive direction indicates that if the ability increases, the employee's performance will increase; otherwise, if the ability decreases, the employee's performance will also decrease. In other words, when abilities consisting of knowledge, skills, attitudes, and experience increase, employee performance will also increase. The results of this study are in line with the results of research conducted by Wuwungan, Nelwan, & Uhing (2020), Bustomi, Waluyati, & Hardyastuti (2020), and Lubis (2020), which each show that ability has a positive and significant influence on employee performance. The ability to increase will significantly improve employee performance. The results of this study are also in line with the theory put forward by Kasmir (2018), which argues that one of the factors that influence employee performance is the ability, wherewith good ability, employee performance will also be good.

b. The Effect of Work Discipline on Employee Performance

This study explains that work discipline has a positive and significant influence on the performance of honorary employees at the Department of Transportation of Binjai City. It can be seen from the multiple linear regression analysis through the t-test, which has a positive value of 0.265 with a t_{count} value of 2,475 with a t_{table} value of 2,020, and it is known that the $t_{count} > t_{table}$ and a significant value of 0.018 (sig. < 0.05). It shows that the proposed H2 hypothesis is tested and accepted because the research results align with the hypothesis. The positive direction shows that if work discipline increases, employee performance will increase. If work discipline decreases, employee performance will also decrease. In other words, when work discipline consisting of absenteeism, compliance with regulations, adherence to work standards, and vigilance increases, employee performance will also increase. The results of the study are in line with the results of research conducted by Ichsan, Surianta, & Nasution (2020), Muslimat & Ab Wahid (2021), and Juliyanti & Onsardi (2021), each of which shows that work discipline has a positive and significant influence on employee performance. So that increasing work discipline will significantly improve employee performance. The results of this study are also in line with the theory put forward by Kasmir (2018), which argues that one of the factors that affect employee performance is work discipline, wherewith good work discipline, employee performance will also be good.

c. The Influence of Work Motivation on Employee Performance

This study explains that work motivation has a positive and significant effect on the performance of honorary employees at the Binjai City Transportation Service. It can be seen from the multiple linear regression analysis through the t-test, which has a positive value of 0.301 with a t_{count} value of 3.715 with a t_{table} value of 2.020. It is known that the $t_{count} > t_{table}$ and a significant value of 0.001 (sig. < 0.05). It shows that the proposed H3 hypothesis is tested and accepted because the research results align with the hypothesis. The positive direction indicates that if work motivation increases, employee performance will increase. If work motivation decreases, employee performance will also decrease. In other words, when work motivation consisting of motives, expectations, and incentives increases, employee performance will also increase. The results of the study are in line with the results of research conducted by Hustia (2020), Goni, Manoppo, & Rogahang (2021), and Fransiska & Tupti (2020), which each show that work motivation has a positive and significant influence on employee performance so that work motivation the better will improve employee performance significantly. The results of this study are also in line with the theory put forward by Kasmir (2018), which argues that one of the factors

that influence employee performance is work motivation, wherewith good work motivation, employee performance will also be good.

d. The Influence of Ability, Work Discipline, and Work Motivation on Employee Performance

The results of this study explain that ability, work discipline, and work motivation have a simultaneous positive and significant effect on the performance of honorary employees at the Department of Transportation of Binjai City. It can be seen from the multiple linear regression analysis through the F test, which produces an F_{count} value of 106.734 while the F_{table} that is owned is only 2.833 with a significant level of 0.000. It shows that the proposed H4 hypothesis is tested and accepted because the research results align with the hypothesis. The positive direction shows that every time there is an increase in ability, work discipline, and work motivation, it will increase the performance of honorary employees at the Binjai City Transportation Service together. The results of this study are in line with the theory put forward by Kasmir (2018), which explains that many factors influence employee performance, both results, and work behavior, namely: abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, culture, organization, job satisfaction, work environment, loyalty, commitment, and work discipline. Based on this theory, it is known that loyalty is influenced at least by factors of ability, work motivation, and work discipline. The results of this study are also in line with the results of research conducted by Malka, Mus, & Lamo (2020) and Hidayat & Taufiq (2017), which give the results that ability, work motivation, and work discipline simultaneously have a positive and significant effect on employee performance.

V. Conclusion

Ability, work discipline, and work motivation both partially and simultaneously have a positive and significant effect on the performance of honorary employees at the Department of Transportation of Binjai City. Work motivation is the most dominant variable in influencing employee performance. It is recommended that agencies provide training for each employee regarding their respective fields of duty so that each employee has adequate knowledge and skills to help employees complete the assigned tasks, add attendance methods with real-time photos, and rely on fingerprints for attendance, and go home so that the absenteeism process cannot be represented, and provide transparent and fair incentives based on performance so that employees have high motives and expectations to realize.

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