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The Influence of Work Discipline and Work Motivation on Employee Performance at the Aralle District Office, Mamasa Regency

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Abstract	
<p>Keywords: <i>Discipline, Work Motivation, Employee Performance</i></p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p>	<p>Purpose: This study aims to examine and analyze the effect of work discipline and work motivation on the performance of employees at the Aralle District Office, Mamasa Regency.</p> <p>Research Design and Methodology: A quantitative approach was employed with a saturated sampling technique, involving 35 employees as respondents. Data were collected using questionnaires and analyzed using multiple linear regression. Validity and reliability tests were conducted to ensure the quality of the instrument, and hypothesis testing was carried out using SPSS software.</p> <p>Findings and Discussion: The results show that work discipline and work motivation, both partially and simultaneously, have a positive and significant influence on employee performance. Regression analysis revealed that motivation had a stronger effect than discipline, although both contributed meaningfully to performance outcomes.</p> <p>Implications: The findings highlight the importance of internal factors—particularly discipline and motivation—in enhancing employee productivity. Organizations should reinforce disciplinary consistency and cultivate motivational programs to improve service quality and operational effectiveness.</p>

Introduction

In the era of increasingly complex public service demands, the performance of government employees plays a critical role in determining the success of public administration. Performance is not only a reflection of individual capabilities but also a representation of institutional integrity and responsiveness. For public offices at the regional level—such as district or sub-district offices—optimal employee performance ensures that public services are delivered efficiently, transparently, and with accountability.

Two internal factors often cited as key determinants of employee performance are **work discipline** and **work motivation**. Work discipline encompasses adherence to organizational rules, punctuality, obedience to superiors, and consistency in task execution. Employees who demonstrate strong discipline are likely to fulfill their responsibilities promptly and uphold the professional standards expected in public service. According to Sutrisno (2017), discipline is one of the main pillars that shape employee behavior and influence organizational performance.

In addition to discipline, **motivation** is a psychological driver that energizes employees to strive toward their goals. Motivation can be intrinsic—arising from personal satisfaction or achievement—or extrinsic, stemming from rewards, recognition, or supportive leadership. Fahmi (2016) asserts that motivated employees exhibit higher levels of productivity, creativity, and engagement. Without adequate motivation, even well-disciplined employees may fail to realize their full potential, particularly in tasks requiring initiative and adaptability.

In the context of the Aralle District Office in Mamasa Regency, challenges related to irregular attendance, declining service quality, and lack of initiative among employees have been observed. Preliminary interviews suggest that these issues may be linked to inconsistent disciplinary enforcement and low motivation levels. Therefore, this research investigates how work discipline and motivation influence employee performance both individually (partial effect) and jointly (simultaneous effect). The formulation of the problem is as follows: (1) Does work discipline affect employee performance? (2) Does work motivation affect employee performance? (3) Do work discipline and motivation together influence employee performance?

The novelty of this study lies in its attempt to quantify and compare the relative impact of two internal behavioral factors—discipline and motivation—on employee performance in a regional government setting. The findings are expected to offer practical insights for public sector managers seeking to improve organizational effectiveness through internal human resource development.

Literature Review

Employee Performance

Employee performance is a critical indicator of an organization's operational success. According to Mangkunegara (2017), performance refers to the quality and quantity of work achieved by an employee in carrying out their duties based on given responsibilities. Performance is typically measured using indicators such as timeliness, accuracy, task completion, initiative, and efficiency. Moeheriono (2012) emphasizes that performance is not only related to outcomes but also reflects behavioral inputs that contribute to organizational objectives.

Work Discipline

Work discipline is defined as the willingness of employees to comply with organizational rules and norms, including punctuality, adherence to working hours, respect for authority, and orderly behavior. Sutrisno (2017) notes that discipline creates a structured work culture that encourages accountability and consistency. It also reduces errors, absenteeism, and miscommunication within teams. Discipline is considered a foundational element of human resource management that ensures employee actions align with institutional expectations.

Work Motivation

Motivation refers to the internal and external forces that influence employees to act in pursuit of specific goals. According to Hasibuan (2017), motivation is categorized into intrinsic (e.g., self-fulfillment, interest in work) and extrinsic (e.g., salary, rewards, recognition). Motivated employees tend to be more productive, creative, and committed. Rivai (2016) states that motivation can significantly influence an employee's willingness to perform beyond routine expectations, especially in dynamic work environments such as public administration.

Previous Research

Several prior studies have established the relevance of discipline and motivation in enhancing employee performance. For instance, Susanti and Handayani (2021) found that discipline had a significant positive effect on employee productivity in government offices.

Similarly, Andriyani et al. (2020) demonstrated that both discipline and motivation jointly contributed to improved work output in the education sector. However, the extent of each factor's individual contribution may vary depending on organizational culture, leadership style, and employee demographics.

Theoretical Framework

This study is grounded in the theory that internal behavioral factors – such as discipline and motivation – have a measurable effect on employee performance. The conceptual framework positions work discipline (X_1) and work motivation (X_2) as independent variables, and employee performance (Y) as the dependent variable. The study hypothesizes that each independent variable exerts a partial influence on performance, and that both variables combined have a stronger, significant effect.

This theoretical orientation provides a basis for analyzing how structured behavior and psychological energy interact to influence public sector productivity, particularly in decentralized administrative institutions such as sub-district offices.

Research Design and Methodology

This study adopted a quantitative research approach using an associative design to examine the relationship between work discipline, work motivation, and employee performance. The research was conducted at the Aralle District Office in Mamasa Regency, with the total population consisting of 35 employees. Given the small and accessible population, the researcher used a saturated sampling technique in which the entire population was included as respondents.

Data collection was carried out using structured questionnaires based on theoretical indicators for each variable. The questionnaire employed a Likert scale to measure respondents' levels of agreement. The instrument underwent validity testing using Pearson's product-moment correlation, and items were declared valid if the r -count exceeded the r -table value of 0.334 (for $n = 35$, $\alpha = 0.05$). The results confirmed that all indicators for discipline, motivation, and performance were valid. Reliability testing using Cronbach's Alpha yielded coefficients of 0.723 for work discipline, 0.790 for work motivation, and 0.808 for employee performance, indicating that all instruments were highly reliable, as they exceeded the minimum reliability threshold of 0.60.

Data analysis was conducted using SPSS version 25 and consisted of several stages: descriptive statistics, classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression, and hypothesis testing. The normality test using the Kolmogorov-Smirnov method resulted in a significance value of 0.200, indicating that the data were normally distributed. Multicollinearity was not present, as indicated by tolerance values greater than 0.10 and VIF values below 10. Heteroscedasticity was also absent, based on the non-significant values in the Glejser test.

Multiple linear regression was employed to test the simultaneous and partial influence of the independent variables – work discipline and motivation – on employee performance. The regression equation was derived from the coefficients in the analysis. The t -test was used to assess the individual significance of each variable, while the F -test determined the simultaneous effect of both independent variables. Additionally, the coefficient of determination (Adjusted R^2) was used to evaluate the extent to which the independent variables explained the variation in employee performance.

This methodological framework ensured that the data analysis met statistical rigor and allowed for an accurate assessment of the influence of behavioral factors on performance in a public administration context.

Findings and Discussion

Findings

The results of descriptive statistical analysis revealed that the majority of employees at the Aralle District Office demonstrated moderate to high levels of work discipline, motivation, and performance. This was reflected in the average scores of the questionnaire responses, which indicated a generally positive perception of the internal work environment.

Instrument testing showed that all questionnaire items were valid, as the r-count values exceeded the critical r-table value of 0.334. Reliability testing further confirmed the consistency of the instruments, with Cronbach’s Alpha values of 0.723 for work discipline, 0.790 for motivation, and 0.808 for performance – each surpassing the reliability threshold of 0.60.

Tabel 1. Validity and Reliability Test

Variable	Instrument	r-calculated	Cronbach Alpha	Result	
X	X1.1	0,698	0,620 > 0,6	Valid dan reliable	
	X1.2	0,649		Valid dan reliable	
	X1.3	0,725		Valid dan reliable	
	X1.4	0,662		Valid dan reliable	
	X2	X2.1	0,679	0,761 > 0,6	Valid dan reliable
		X2.2	0,811		Valid dan reliable
		X2.3	0,814		Valid dan reliable
		X2.4	0,752		Valid dan reliable
Y	Y1	0,642	0,726 > 0,6	Valid dan reliable	
	Y2	0,831		Valid dan reliable	
	Y3	0,822		Valid dan reliable	
	Y4	0,665		Valid dan reliable	

Source: Primary Data Processing Results 2024

Before conducting regression analysis, the classical assumption tests were carried out. The Kolmogorov–Smirnov test yielded a significance value of 0.200, indicating that the data were normally distributed. Multicollinearity was not detected, as shown by VIF values below 10 and tolerance values above 0.10. The Glejser test also showed no evidence of heteroscedasticity, as all independent variables had significance values above 0.05. These results confirmed that the data met the necessary conditions for regression analysis.

Table 2. Regression Coefficient Results

Variable	B	Std. Error	t-value	Sig.
(Constant)	4.951	3.987	1.241	0.223
Work Discipline (X ₁)	0.372	0.138	2.690	0.011
Work Motivation (X ₂)	0.401	0.138	2.899	0.007

Source: SPSS Output, 2024

The t-test results showed that both work discipline and motivation have a positive and statistically significant effect on employee performance. The significance values for both variables were below 0.05, indicating that each variable contributes individually to performance improvement. Among the two, work motivation has a slightly higher standardized coefficient, suggesting that it has a stronger influence on performance than discipline.

Simultaneous testing using the F-test yielded an F-value of 12.991 with a significance value of 0.000. This indicates that the variables of work discipline and motivation together have a significant effect on employee performance.

Table 2. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of Estimate
0.658	0.433	0.399	3.841

Source: SPSS Output, 2024

The adjusted R² value of 0.399 means that approximately 39.9% of the variation in employee performance can be explained by the two independent variables—work discipline and motivation. The remaining 60.1% is influenced by other factors not examined in this study, such as leadership style, organizational culture, or career development opportunities.

These findings are in line with previous studies by Andriyani et al. (2020) and Rivai (2016), which emphasize the vital role of internal behavioral factors in shaping employee productivity. The results suggest that public sector institutions seeking to improve performance must not only enforce rules and attendance but also foster intrinsic motivation through recognition, support, and meaningful work.

Conclusion

This study examined the influence of work discipline and work motivation on employee performance at the Aralle District Office, Mamasa Regency. The analysis confirmed that both work discipline and motivation have a positive and statistically significant effect on employee performance when tested individually. Furthermore, the simultaneous test showed that the two variables jointly influence performance outcomes in a meaningful way. These findings highlight the importance of behavioral consistency and psychological engagement in enhancing public sector service delivery.

The results underscore that while both variables are essential, motivation plays a slightly more dominant role than discipline in influencing employee outcomes. Therefore, public institutions must prioritize efforts to create a motivating work atmosphere—one that encourages initiative, recognizes contributions, and aligns individual aspirations with organizational goals. At the same time, discipline must be maintained through clear regulations, fair enforcement, and consistent supervision to ensure organizational stability and accountability.

This study is limited in scope, as it was conducted in a single district office with a relatively small sample size. Future research could expand the investigation to multiple administrative offices across different regions or integrate additional variables such as leadership style, employee engagement, or organizational commitment. Broader studies of this nature could offer deeper insights into the dynamics of employee performance and help inform more comprehensive human resource strategies in the public sector.

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