



Work Motivation and Work Discipline as Determinants of Employee Productivity in a Regional Drinking Water Company

Aprilia Ananda Salma^(1*) Anni Suryani⁽²⁾ Nur Vadila Putri⁽³⁾

^(1,2,3)STIE Amkop Makassar, Makassar City, South Sulawesi, Indonesia

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*Corresponding author.

E-mail addresses: Nanda123456102@gmail.com

Abstract	
<p>Keywords: <i>Work Motivation, Discipline, and Productivity</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 the effect of work motivation and work discipline on employee productivity at a Regional Drinking Water Company in Makassar City. Research Design and Methodology: This study employed a quantitative approach with an explanatory research design. Data were collected through questionnaires distributed to employees of the Regional Drinking Water Company. The sample consisted of employees selected using a proportional sampling technique. Data analysis was conducted using multiple linear regression, supported by validity and reliability tests, correlation analysis, coefficient of determination, and hypothesis testing (t-test and F-test). Findings and Discussion: The results indicate that work motivation has a positive and significant effect on employee productivity. Work discipline also shows a positive and significant effect on employee productivity. Simultaneously, work motivation and work discipline significantly influence employee productivity. Implications: The findings suggest that management should strengthen motivational practices and enforce work discipline consistently in order to enhance employee productivity.</p>

Introduction

Employee productivity is a key factor determining organizational success, particularly in service-oriented public enterprises such as Regional Drinking Water Companies. High productivity enables organizations to provide reliable and efficient services, while low productivity may lead to service delays, operational inefficiencies, and declining customer satisfaction. Therefore, improving employee productivity has become a major concern in human resource management.

Productivity is closely related to employees' motivation and discipline. Motivated employees tend to show greater enthusiasm, persistence, and commitment in completing their tasks. Likewise, disciplined employees demonstrate obedience to organizational rules, punctuality, and responsibility, which contribute to consistent work performance. However, many public organizations still face challenges related to low work motivation and weak discipline, which ultimately affect productivity.

Previous studies have shown that work motivation has a significant influence on employee productivity. Employees who receive appropriate rewards, recognition, and career opportunities are more likely to increase their work output and quality. Similarly, empirical evidence suggests that work discipline plays an important role in shaping employee behavior and performance. High levels of discipline are associated with lower absenteeism, better time management, and higher work standards.

Several empirical studies in Indonesia confirm that motivation and discipline are among the most dominant factors influencing employee productivity in both private and public sectors. Nevertheless, most of these studies focus on manufacturing companies or central government institutions, while limited attention has been given to regional public utility companies.

Although the relationships between motivation, discipline, and productivity have been widely examined, there is limited empirical evidence focusing on Regional Drinking Water Companies, particularly in Makassar City. These companies have unique operational characteristics, including high service demands, technical complexity, and direct interaction with the public.

Therefore, a research gap exists in understanding how work motivation and work discipline influence employee productivity within this specific organizational context. Based on the identified gap, this study addresses the following research questions: (1) Does work motivation significantly influence employee productivity? (2) Does work discipline significantly influence employee productivity? (3) Do work motivation and work discipline simultaneously influence employee productivity?

Accordingly, this study aims to analyze the partial and simultaneous effects of work motivation and work discipline on employee productivity. The novelty of this study lies in its empirical focus on a Regional Drinking Water Company in Makassar City, providing contextual evidence for productivity improvement in public utility organizations.

Literature Review

Work Motivation

Work motivation refers to internal and external forces that stimulate employees to act and direct their behavior toward achieving organizational goals. Motivation reflects the willingness of employees to exert effort, persist in their tasks, and improve their performance. Motivated employees tend to show enthusiasm, creativity, and responsibility in carrying out their duties. Several motivation theories explain employee behavior, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and McClelland's theory of needs. These theories emphasize that employees are driven by different needs, including physiological needs, security, social belonging, recognition, and self-actualization. In organizational contexts, motivation can be enhanced through fair compensation, recognition, career development, and supportive leadership.

Work Discipline

Work discipline is defined as employees' willingness to comply with organizational rules, standards, and procedures. Discipline reflects self-control and responsibility in carrying out work tasks. Employees with high discipline demonstrate punctuality, obedience to regulations, and consistency in completing assignments. Work discipline is essential in creating an orderly work environment and ensuring that organizational activities run smoothly. Organizations with strong discipline systems are more likely to achieve efficiency and maintain high performance standards.

Employee Productivity

Employee productivity refers to the level of efficiency and effectiveness with which employees convert inputs (time, effort, and resources) into outputs. Productivity is commonly reflected in work quantity, work quality, and timeliness. High productivity indicates that employees are able to produce more output with optimal use of resources. In service organizations, productivity is closely related to service quality and customer satisfaction. Therefore, improving employee productivity is a strategic objective for organizations.

Relationship between Work Motivation, Work Discipline, and Employee Productivity

Motivation and discipline are interrelated factors that influence employee productivity. Motivated employees tend to exert greater effort and show persistence in completing tasks, while disciplined employees ensure that work is carried out according to established standards. Together, motivation and discipline create a work environment that supports high productivity.

Previous empirical studies generally indicate that work motivation has a positive and significant effect on employee productivity. Similarly, work discipline has been found to positively influence productivity by shaping employee behavior and work habits.

Based on the theoretical review and previous empirical findings, the following hypotheses are proposed:

- H1:** Work motivation has a positive and significant effect on employee productivity.
- H2:** Work discipline has a positive and significant effect on employee productivity.
- H3:** Work motivation and work discipline simultaneously have a significant effect on employee productivity.

Research Design and Methodology

This study employed a quantitative approach with an explanatory research design to examine the effects of work motivation and work discipline on employee productivity. This design is appropriate because the study aims to test hypotheses and determine causal relationships among variables.

The research was conducted at a Regional Drinking Water Company in Makassar City. The population consisted of all employees working in the company. A sample of employees was selected using a proportional sampling technique to ensure adequate representation of different work units.

Primary data were collected through a structured questionnaire distributed directly to respondents. The questionnaire was developed based on indicators of work motivation, work discipline, and employee productivity. Responses were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were obtained from company documents and relevant literature.

Before hypothesis testing, the instrument quality was assessed using validity and reliability tests. Data analysis was conducted using multiple linear regression analysis. In addition, correlation analysis, coefficient of determination (R^2), t-tests, and F-tests were performed to evaluate the partial and simultaneous effects of the independent variables on employee productivity. Statistical analysis was carried out using SPSS software with a significance level of 0.05.

Findings and Discussion

Findings

Table 1. Respondent Characteristics

<i>Variable</i>	<i>Category</i>	<i>n</i>	<i>%</i>
<i>Gender</i>	<i>Male</i>	28	66.66
	<i>Female</i>	14	33.33
<i>Age (years)</i>	26-30	2	4.76
	31-35	6	14.29
	36-40	8	19.05
	41-45	3	7.14
	46-50	8	19.05
	51-55	15	35.71
<i>Education Level</i>	<i>Master</i>	10	23.80
	<i>Bachelor</i>	24	57.15
	<i>Senior High School</i>	8	19.05
<i>Work Tenure (years)</i>	1-5	3	7.14
	6-10	7	16.67
	11-15	6	14.29
	16-20	8	19.05
	21-25	9	21.43
	26-30	5	11.90
	31-35	4	9.52

Source: IBM SPSS Statistics 25 (2025)

Most respondents are male, aged above 40 years, with bachelor-level education and more than 10 years of work experience, indicating a mature and experienced workforce.

Table 2. Validity and Reliability Test Results

Variable	Indicator	r-calculated	r-table	Cronbach's Alpha	Result
Work Motivation (X1)	X1.1	0.719	0.2084	0.746	Valid & Reliable
	X1.2	0.700	0.2084		Valid & Reliable
	X1.3	0.630	0.2084		Valid & Reliable
	X1.4	0.502	0.2084		Valid & Reliable
Work Discipline (X2)	X2.1	0.576	0.2084	0.711	Valid & Reliable
	X2.2	0.563	0.2084		Valid & Reliable
	X2.3	0.419	0.2084		Valid & Reliable
	X2.4	0.385	0.2084		Valid & Reliable
	X2.5	0.579	0.2084		Valid & Reliable
	X2.6	0.645	0.2084		Valid & Reliable
	X2.7	0.540	0.2084		Valid & Reliable
Employee Productivity (Y)	Y1	0.560	0.2084	0.746	Valid & Reliable
	Y2	0.696	0.2084		Valid & Reliable
	Y3	0.558	0.2084		Valid & Reliable
	Y4	0.639	0.2084		Valid & Reliable
	Y5	0.676	0.2084		Valid & Reliable
	Y6	0.536	0.2084		Valid & Reliable

Source: IBM SPSS Statistics 25 (2025)

Table 3 presents the results of the validity and reliability tests for all research instruments used to measure work motivation, work discipline, and employee productivity. Validity testing was conducted using the corrected item-total correlation approach by comparing the r-calculated value of each indicator with the r-table value of 0.2084 at a significance level of 5%. The results show that all indicators for work motivation (X1.1–X1.4), work discipline (X2.1–X2.7), and employee productivity (Y1–Y6) have r-calculated values greater than the r-table value. This indicates that each item is capable of accurately measuring the construct it represents and is therefore considered valid.

Reliability testing was performed using Cronbach’s Alpha to assess the internal consistency of the instruments. The Cronbach’s Alpha values for work motivation (0.746), work discipline (0.711), and employee productivity (0.746) exceed the minimum acceptable threshold of 0.60. These results indicate that the instruments demonstrate good reliability and produce consistent measurements across items within each variable.

Overall, the validity and reliability results confirm that the questionnaire items are both accurate and consistent in measuring the intended constructs. Therefore, all instruments used in this study are appropriate and suitable for further statistical analysis, including regression analysis and hypothesis testing.

Table 3. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	4.742	2.135	–	2.221	0.029
Work Motivation (X1)	0.383	0.153	0.260	2.509	0.014
Work Discipline (X2)	0.461	0.102	0.469	4.531	0.000

Source: IBM SPSS Statistics 25 (2025)

Table 3 presents the results of multiple linear regression analysis examining the effect of work motivation and work discipline on employee productivity. The regression coefficient for work motivation (B = 0.383) indicates a positive relationship between motivation and employee productivity. This means that an increase in work motivation is associated with an increase in employee productivity, assuming other variables remain constant. The t-value of 2.509 with a significance level of 0.014 (p < 0.05) demonstrates that the effect of work motivation on employee productivity is statistically significant.

Similarly, work discipline also shows a positive regression coefficient ($B = 0.461$), indicating that higher levels of work discipline lead to higher employee productivity. The t-value of 4.531 with a significance value of 0.000 ($p < 0.05$) confirms that work discipline has a statistically significant effect on employee productivity. Compared to work motivation, work discipline has a larger standardized coefficient ($Beta = 0.469$), suggesting that discipline is the more dominant predictor of productivity in this model. The constant value ($B = 4.742$) represents the expected level of employee productivity when work motivation and work discipline are assumed to be zero. Overall, these results indicate that both independent variables contribute positively to employee productivity.

Table 4. Model Summary

R	R Square	Adjusted R Square	Std. Error
0.664	0.441	0.428	1.882

Source: IBM SPSS Statistics 25 (2025)

Table 4 shows the strength of the relationship between work motivation, work discipline, and employee productivity through the correlation coefficient (R) and coefficient of determination (R^2). The R value of 0.664 indicates a strong relationship between the independent variables and employee productivity. The coefficient of determination (R^2) of 0.441 means that 44.1% of the variation in employee productivity can be explained by work motivation and work discipline simultaneously. The remaining 55.9% of the variation is influenced by other factors not included in this study, such as leadership, work environment, compensation, or organizational culture. The Adjusted R Square value of 0.428 suggests that the model remains stable after adjusting for the number of independent variables. This indicates that the regression model has adequate explanatory power and is appropriate for explaining employee productivity.

Table 5. Hypothesis Testing Summary

Hypothesis	Relationship	Result
H1	Work Motivation → Productivity	Accepted
H2	Work Discipline → Productivity	Accepted
H3	Motivation & Discipline → Productivity	Accepted

Source: IBM SPSS Statistics 25 (2025)

Table 5. summarizes the results of hypothesis testing based on t-tests and F-tests. The results show that Hypothesis 1 (H1), which states that work motivation has a positive and significant effect on employee productivity, is accepted. This is supported by the significance value of 0.014 ($p < 0.05$). Hypothesis 2 (H2), which proposes that work discipline has a positive and significant effect on employee productivity, is also accepted, as indicated by a significance value of 0.000 ($p < 0.05$). Furthermore, Hypothesis 3 (H3), which states that work motivation and work discipline simultaneously have a significant effect on employee productivity, is accepted based on the F-test results. This finding indicates that the two independent variables jointly influence employee productivity. Overall, these results confirm that work motivation and work discipline are important determinants of employee productivity in the Regional Drinking Water Company.

Discussion

The Effect of Work Motivation on Employee Productivity

The findings indicate that work motivation has a positive and significant effect on employee productivity at the Regional Drinking Water Company in Makassar City. This result suggests that employees who possess higher levels of motivation tend to demonstrate better work performance and higher productivity. Motivated employees show greater enthusiasm, persistence, and willingness to complete their tasks effectively, which ultimately improves their work output.

This finding is consistent with motivation theory, which states that employees are driven by internal and external needs, such as recognition, achievement, and self-development. When these needs are fulfilled, employees are more likely to exert greater effort in their work. Previous empirical studies

also support this result, indicating that motivated employees generally achieve higher productivity levels. Therefore, strengthening motivational practices, such as providing recognition, fair rewards, and career development opportunities, can serve as an effective strategy for improving productivity.

The Effect of Work Discipline on Employee Productivity

The results show that work discipline has a positive and significant effect on employee productivity and represents the most dominant predictor in this study. This indicates that employees who comply with organizational rules, demonstrate punctuality, and maintain responsible work behavior tend to achieve higher productivity levels.

From a theoretical perspective, discipline reflects employees' self-control and commitment to organizational standards. A disciplined work environment creates order and consistency, enabling employees to perform their duties efficiently. This finding aligns with previous research showing that work discipline significantly influences employee performance and productivity. Thus, consistent enforcement of organizational rules and the establishment of clear work standards are essential for enhancing employee productivity.

Simultaneous Effect of Work Motivation and Work Discipline on Employee Productivity

The simultaneous testing results demonstrate that work motivation and work discipline together have a significant effect on employee productivity. This indicates that productivity improvement cannot rely on a single factor but requires an integrated approach that addresses both motivational and disciplinary aspects.

Motivation encourages employees to work harder and with greater commitment, while discipline ensures that work is carried out according to established procedures. When these two factors operate together, they create a supportive work environment that fosters high productivity. Therefore, management should develop comprehensive human resource policies that strengthen both work motivation and work discipline to achieve sustainable productivity improvement.

Conclusion

This study concludes that work motivation has a positive and significant effect on employee productivity at the Regional Drinking Water Company in Makassar City. Employees who possess higher levels of motivation tend to demonstrate greater enthusiasm, persistence, and responsibility in carrying out their duties, which leads to improved productivity. In addition, work discipline is also found to have a positive and significant effect on employee productivity and serves as the most dominant factor influencing productivity.

This research contributes to the development of human resource management literature, particularly in the context of public utility companies, by providing empirical evidence on the importance of motivation and discipline as key determinants of employee productivity. Practically, the findings suggest that management should strengthen motivational programs, such as recognition and career development, while also consistently enforcing work discipline through clear rules and supervision.

This study is limited by its focus on a single organization and the use of self-reported questionnaire data. Future research is recommended to involve larger samples, include multiple organizations, and consider additional variables such as leadership, compensation, work environment, or organizational culture to obtain a more comprehensive understanding of factors influencing employee productivity.

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