

The Effect of Work Motivation and Discipline on Employee Performance (In one of the District Offices of Bandung Regency)

Nabilah Nurislam¹, Maulana Yusup², Sana Sholihah³, Lungguh Jatmika⁴
Sekolah Tinggi Ilmu Ekonomi Pasundan Bandung, Indonesia^{1,2,3,4}
Email: nabilahnur@gmail.com¹, yusup@stiepas.ac.id², sana@stiepas.ac.id³,
lungguh@stiepas.ac.id⁴

ABSTRACT

This study aims to determine whether there is a significant influence between work motivation and work discipline on employee performance. The object of research is 50 employees in one of the sub-district offices of Bandung Regency using a questionnaire so that data is taken using the population. The variables in this study are divided into two, namely, independent and dependent variables. The independent variable divides into motivation and work discipline, and the dependent variable is employee performance. This study uses using the SPSS version 16 application. Research using Path Analysis shows that the variable Motivation (X1) has a direct effect of 26.0%, an indirect effect through a relationship with Work Discipline (X2) of 15.9%, and the total effect is 41.9%. The Work Discipline Variable (X2) has a direct effect of 20.7% and an indirect effect through its relationship with motivation (X1) of 15.9%. The total effect is 36.6%. The results of the relationship of the coefficient of determination (R square) with the variable Work Motivation (X1) and Work Discipline (X2) in determining the Employee Performance variable (Y) is 78.5%. In comparison, other factors that affect employee performance but are not examined show by the value of $\epsilon = 0.215$ or 21.5%. As for suggestions concerning the research results, agencies should be able to improve the above variables further.

Keywords: Motivation, Work Discipline, Employee Performance

INTRODUCTION

One of the foremost challenges management encounters today pertains to optimizing employee productivity. The significance of human resources as a valuable asset and their pivotal role in achieving organizational success is widely acknowledged. Human beings fulfill the roles of planners, executors, and controllers to accomplish the organization's objectives. Furthermore, the presence of individuals within an organization is essential in order to propel its operations. Employees play a crucial role in the functioning of any organization, as they significantly contribute to the successful and efficient attainment of organizational objectives.

Human resources play a crucial role within a company or organization, significantly influencing its future accomplishments. Managing various components within a company or organization to ensure optimal utilization is a key responsibility of the human resources department. Implementing Republic of Indonesia Law No. 5 of 2014 on Civil Servants (ASN) or State Civil Apparatus and Government Regulation No. 11 of 2017 on Civil Servants Management aims to enhance government administration focusing on public service. These regulations mandate civil servants to fulfill their duty of serving the public.

When engaging in public service, ASN employees must demonstrate high standards of quality and professionalism in the execution of their responsibilities as public servants. As

mentioned earlier, the statement aligns with Article 11 of the Republic of Indonesia Law No. 5 of 2014, which pertains to the responsibilities of Civil Servants. This article stipulates that Civil Servants are required to execute public policies formulated by Personnel Officials by legislative provisions, deliver public services that are professional and of high quality, and contribute to the consolidation of the unity of the Unitary State of the Republic of Indonesia. The execution of these responsibilities, which necessitate professional credentials in delivering public services, is also specified in Government Regulation 11 of 2017 in the Republic of Indonesia. This regulation pertains to functional positions, obligations, duties, categories, levels, criteria, and accountability.

Located within the Bandung Regency, one of the District Offices serves as a governmental institution actively providing public services. This office occupies a significant position due to its direct interface with the local community, particularly those residing within the district. The community encompasses diverse backgrounds and exhibits evolving needs and demands over time. Given its position as a primary provider of public services, it is anticipated that this District Office will exhibit a commendable level of productivity in its operational endeavors. The statement above aligns with achieving a progressive, educational, vibrant, religious, and

prosperous community in Bandung Regency. The specific objectives include:

- a. enhancing regional competitiveness,
- b. ensuring the provision of high-quality and fair education and healthcare services,
- c. maximizing participatory regional development that fosters creativity while upholding local traditions,
- d. optimizing governance through a proficient bureaucracy and promoting a community life rooted in religious values, and
- e. enhancing the community's well-being by prioritizing justice and the needs of vulnerable groups.

Enhancing employee performance is fundamental to attaining organizational success and operational effectiveness. (Octaviana et al., 2021; Widiastuti et al., 2022) In the contemporary work landscape, it is imperative for individuals employed within organizations to possess elevated levels of motivation and exhibit strong work discipline. (Andang P & Hardiyana, 2021; Febriyanti et al., 2023) Motivation and work discipline are closely intertwined elements that directly impact employee performance. Work motivation refers to a multifaceted construct encompassing internal and external factors that drive individuals to engage in work activities with enthusiasm and diligence. Employees with high motivation exhibit increased levels of enthusiasm, proactivity, and dedication when performing their assigned tasks. Increased motivation has

positively impacted various aspects of job performance, including job satisfaction, loyalty, and productivity.

The significance of work motivation in a District Office within Bandung Regency cannot be overstated, as it plays a crucial role in attaining, sustaining, and enhancing organizational performance. (Isnain et al., 2022; Widiastuti et al., 2022) Employees' motivation levels can be influenced by factors such as their educational attainment and prevailing economic circumstances. (Caissar et al., 2022; Syahidah et al., 2021) Individuals with higher levels of education and greater economic independence exhibit distinct sources of motivation, which extend beyond conventional means of motivation, such as formal authority and incentives. These motivations are also influenced by additional factors related to individual needs. (Destiana et al., 2022; Prasetyo et al., 2021)

The enforcement of employee discipline within an institution or company is a critical factor that, in conjunction with other elements, such as skilled and committed human resources, contributes significantly to the growth and advancement of said institution or company. (Aryani et al., 2022; Prasetyo et al., 2021) Resources play a crucial role in assessing the efficacy of planned or anticipated endeavors. Hence, adopting a more precise and meticulous approach to enhance employee performance by cultivating a stronger sense of work discipline is

imperative. (Destiana et al., 2022; Isnan et al., 2022) A positive correlation exists between an individual's level of work discipline and their corresponding level of work achievement or performance.

Conversely, work discipline pertains to the demeanor and conduct of employees as they execute tasks in alignment with established regulations, societal expectations, and the values upheld by the organization. The manifestation of strong work discipline in employees is indicative of their commitment to professionalism, accountability, and ethical conduct. Cultivating strong work discipline among employees can contribute to establishing and maintaining organizational order, heightened operational efficiency, and preventing potential violations that could adversely impact the organization.

This study examines the impact of motivation and work discipline on employee performance within a District Office in Bandung Regency, recognizing their significance in enhancing overall productivity. The research encompasses a sample of employees from diverse units within the District Office who will serve as participants, and data will be gathered via questionnaires and subjected to analysis employing appropriate statistical techniques.

Managers utilize the positive correlation between work discipline and performance to modify behavior and enhance individuals' consciousness and inclination to comply with

company regulations and societal norms. The observed phenomenon in one of the District Offices in Bandung Regency can be attributed, in part, to the suboptimal levels of work motivation and work discipline. This observation underscores the necessity of implementing strategies to enhance employee performance by fostering effective motivation and cultivating a strong work ethic. (Lestari et al., 2023; Syawal et al., 2023) The desired aspect for the institution is the combination of employee work motivation and strong work discipline. The attainment of effectiveness in work necessitates a strong internal drive to perform tasks optimally, independent of external pressure or coercion, in conjunction with a high level of work discipline. In conclusion, this phenomenon has implications for efficiency, effectiveness, and work motivation, resulting in decreased employee performance levels.

METHOD

The research methodology is a systematic and rigorous scientific approach to gathering and analyzing data to achieve a specific research objective. In this study, the researcher gathered data in the form of relevant information about the research inquiry. The research employed descriptive and verificative research methods.

The descriptive method is employed to describe or analyze research findings, but it is not

utilized to derive more extensive conclusions. The method employed is a systematic and rigorous approach that offers an objective and precise depiction, representation, or systematic record of the empirical data being examined.

The verificative method is employed to empirically examine theories or prior research findings to generate results that can either corroborate or challenge the theories. This study aims to examine the impact of two independent variables, namely work motivation (X1) and work discipline (X2), on the dependent variable of performance (Y). This research methodology enables the identification of significant relationships between the variables being investigated, thereby facilitating the drawing of conclusions that enhance the comprehension of the object of study. The present study incorporates a verificative analysis comprising correlation, coefficient of determination, and path analysis.

A sample refers to a smaller group selected from a larger population that shares similar characteristics to the larger population. The sampling methodology employed in this study is saturation sampling. Saturation sampling is a methodological approach in which the complete population under study is encompassed within the sample. This methodology is frequently utilized in cases where the sample size is comparatively small, consisting of fewer than 30 individuals, or when the research objectives involve attaining

exact levels of error in generalization. Saturation sampling, also called a census, is a sampling technique that includes all individuals within a given population as the sample. According to the provided definition, saturation sampling, also known as census, is a sampling method that encompasses the entire population. In this study, the utilization of a sample could have been more viable due to the limited population size. Consequently, the researcher opted to include all individuals in the population, resulting in a sample size of 50.

The present study employs a data testing methodology that encompasses both validity testing and reliability testing. Validity testing performs to ascertain the validity of the questionnaire instrument for data collection. This study aims to determine the extent to which the items included in the questionnaire effectively and accurately capture the essence of the research topic. Reliability testing pertains to the precision and consistency of the measurement instrument. The selection of a measurement tool necessitates its stability, dependability, and predictability to ensure high reliability or trustworthiness.

RESULTS and DISCUSSION

The research findings suggest that the outcomes of all items in the instrument are favorable. All items in the research instrument demonstrate a minimum validity requirement of 0.3, suggesting

that the instrument effectively measures motivation, work discipline, and employee performance. Furthermore, the Alpha Cronbach coefficients for the three research variables exhibit values exceeding 0.6, signifying a substantial instrument reliability level. This result implies that the research instrument possesses the capacity for repeated utilization, yielding consistent outcomes. This instrument can be deemed trustworthy and consistent in yielding results, thereby establishing its dependability for data collection and analysis pertaining to the correlation between motivation, work discipline, and employee performance.

Table 1. displays the results of the multiple regression test.

No.	Variable	Unstandardized Coefficients	t	Sig	Decision
	Constant	1.798	0.728	0.470	
1.	Motivation	0.525	5.482	0.000	Significant
2.	Work Discipline	0.438	4.885	0.000	Significant
R	0.886				
R Square	0.785	Error		0.215	

The coefficient of determination, commonly called R-squared, assesses the degree to which the independent variables contribute to the dependent variable. In order to enhance the comprehension of percentage values, the

coefficient of determination (R-squared) can be computed utilizing the subsequent mathematical expression:

$$\begin{aligned}
 KD &= R^2 \times 100\% \\
 &= (0,886)^2 \times 100\% \\
 &= 0,7849 \times 100\% \\
 &= 78,5\%
 \end{aligned}$$

The coefficient of determination (R-squared) indicates that the combined impact of Motivation (X1) and Work Discipline (X2) on Employee Performance (Y) is 0.785 or 78.5%. The findings indicate that the variables of Motivation (X1) and Work Discipline (X2) collectively explain 78.5% of the variability observed in Employee Performance (Y), leaving the remaining 21.5% of the variance to be influenced by other factors not related to Motivation (X1) and Work Discipline (X2). Hence, the relationship between Motivation (X1) and Work Discipline (X2) and its impact on Employee Performance (Y) can be represented as follows:

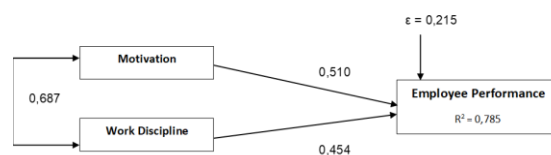


Figure 1. Path Analysis

Based on the analysis of data and the calculation of the coefficient of determination (R-squared), which has a value of 0.785 or 78.5%, and the value of epsilon (ε), which is 0.215 or 21.5%, it can be inferred that the variables Motivation (X1) and Work Discipline (X2)

collectively exert an influence on Employee Performance (Y) at the Office of the District in Bandung Regency, accounting for 78.5% of the variance. The remaining 21.5% is ascribed to additional variables beyond Motivation and Work Discipline or other unexplored factors that impact employee performance.

Path coefficients are quantitative indicators that characterize the association between multiple variables within path analysis. Path coefficients offer valuable insights into how alterations in one variable impact another variable. This study employs path coefficients to assess the impact of motivation and work discipline on employee performance within the Office of the District in Bandung Regency.

The determination of path coefficients is reliant upon the examination of correlations between variables. Based on the analysis of Figure 1 presented above, it is evident that the impact of Motivation (X1) on Employee Performance (Y) is represented by a path coefficient (β_{yx1}) with a numerical value of 0.510. The coefficient of the motivation variable (X1) is 0.510, indicating that a one-unit increase in motivation contributes to a corresponding improvement of 0.510 in employee performance (Y). A positive path coefficient suggests a direct and positive association between motivation and employee performance. However, there exists a positive correlation between the level of employee motivation and their performance.

In the context of examining the impact of Work Discipline (X2) on Employee Performance (Y), the path coefficient (β_{yx2}) has been determined to be 0.454. This result implies that for each incremental unit increase in the work discipline variable (X2), there is a corresponding increase of 0.454 in employee performance (Y). The positive path coefficient observed in this study suggests a positive association between work discipline and employee performance. Nevertheless, there is a positive correlation between employees' level of work discipline and their performance.

In addition, in order to assess the concurrent or joint impact of Motivation (X1) and Work Discipline (X2) on Employee Performance (Y), a coefficient of determination (R-squared) of 0.785 or 78.5% is derived. The coefficient above suggests that around 78.5% of the variance in employee performance can be accounted for by motivation (X1) and work discipline (X2). This study highlights the significance of motivation and work discipline in influencing employee performance within the Office of the District in Bandung Regency.

The residual proportion of 21.5% (0.215) is attributable to additional factors beyond the scope of motivation (X1) and work discipline (X2) that exert an impact on employee performance (Y). The present analysis does not incorporate additional variables like work environment, leadership, communication, and other related factors. While the present study does not provide

a quantitative assessment of the effects of these additional variables, it is important to acknowledge their substantial influence on employee performance and incorporate them into organizational decision-making processes.

Hence, drawing from the acquired path coefficients, it can be deduced that motivation and work discipline contribute to augmenting employee performance at the Office of the District in Bandung Regency. In this context, efforts to improve employee motivation and strengthen work discipline should be the main focus of human resource management strategies. By enhancing motivation and reinforcing work discipline, overall employee performance is expected to be improved, which will positively impact efficiency and job satisfaction at the Office of the District in Bandung Regency.

Several factors influence employee performance, including competency, employee training, work environment, work culture, leadership, motivation, work discipline, and job satisfaction. Based on the research findings, data analysis, and supported by the mentioned theories, it can be concluded that there is a significant influence of Motivation (X1) and Work Discipline (X2) on Employee Performance (Y) at the Office of the District in Bandung Regency.

CONCLUSION

This research aimed to examine the impact of motivation and work discipline on employee performance within the Office of the District in Bandung Regency. The research findings demonstrate that motivation and work discipline exert a noteworthy impact on the performance of employees.

The results of the data analysis indicate a strong positive correlation between motivation and employee performance. Employees with a strong level of motivation often exhibit enhanced performance, characterized by elevated levels of enthusiasm, initiative, and dedication in the execution of their assigned responsibilities.

Moreover, the level of work discipline exerts a substantial impact on the performance of employees. Employees with strong work discipline exhibit characteristics such as organization, responsibility, and integrity in the execution of their duties. This phenomenon leads to enhanced efficiency and improved quality of work.

The combined impact of motivation and work discipline on employee performance is substantial. Factors beyond motivation and work discipline have a comparatively lesser impact on employee performance.

This study offers significant insights for formulating human resource management strategies within the Office of the District in Bandung Regency. The prioritization of employee

motivation and work discipline can be a central objective in enhancing employee performance and organizational efficiency.

This study further illustrates the validity and reliability of the research instruments in assessing motivation, work discipline, and employee performance. Therefore, the findings of this study can be considered trustworthy and utilized as a foundation for enhanced decision-making in the management and enhancement of employee performance within the Office of the District in Bandung Regency.

Nevertheless, it is important to acknowledge that this study has certain limitations. The scope of the research sample is confined to the Office of the District in Bandung Regency. Thus it is imperative to exercise caution when extrapolating the findings to a broader context. Furthermore, it is important to acknowledge that other variables, such as the work environment and leadership, should have been considered in this study. These factors can considerably impact employee performance and should be considered in future research endeavors.

This study contributes to a deeper comprehension of the significance of motivation and work discipline in augmenting employee performance at the Office of the District in Bandung Regency. The results of this study serve as a basis for formulating policies and strategies designed to enhance employee motivation and work discipline, ultimately leading to

improvements in overall organizational performance.

REFERENCES

- Andang P, K., & Hardiyana, A. (2021). EFFECT OF WORK SUPERVISION AND DISCIPLINE ON EMPLOYEE PERFORMANCE. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 15(2), 92–100. <https://doi.org/10.55208/jebe.v15i2.241>
- Aryani, F., Hardiyana, A., Satria, R. O., & Nurhadian, A. F. (2022). Pengaruh Kompetensi dan Disiplin Kerja terhadap Kinerja Pegawai. *Acman: Accounting and Management Journal*, 2(2), 158–163. <https://doi.org/10.55208/aj.v2i2.48>
- Caissar, C., Hardiyana, A., Nurhadian, A. F., & Kadir, K. (2022). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Acman: Accounting and Management Journal*, 2(1), 11–19. <https://doi.org/10.55208/aj.v2i1.27>
- Destiana, S. R., Rinawati, N., Resawati, R., & Danasasmita, W. M. (2022). Pengaruh Motivasi Dan Kompetensi Terhadap Kinerja Pegawai. *Acman: Accounting and Management Journal*, 2(1), 76–86. <https://doi.org/10.55208/aj.v2i1.31>
- Febriyanti, Q., Hadian, D., & Machmud, S. (2023). Effect of Work Discipline and Communication on Employee Performance.

- Acman: Accounting and Management Journal*, 3(1), 21–27.
<https://doi.org/10.55208/aj.v3i1.56>
- Isnan, M., Sukmalana, S., Coenraad, D. P., & Danasasmita, W. M. (2022). Pengaruh Motivasi Dan Pengembangan Karir Terhadap Kinerja Karyawan. *Acman: Accounting and Management Journal*, 2(2), 138–146.
<https://doi.org/10.55208/aj.v2i2.49>
- Lestari, I., Sukmalana, S., Suherman, A. R., & Titi, T. (2023). Influence of Achievement Motivation and Work Discipline on Employee Performance. *Majalah Bisnis & IPTEK*, 16(1), 172–180.
<https://doi.org/10.55208/bistek.v16i1.353>
- Octaviana, M., Sukmalana, S., Fitria, B. T., & Danasasmita, W. M. (2021). Pengaruh Komunikasi Interpersonal Dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Acman: Accounting and Management Journal*, 1(2), 86–96.
<https://doi.org/10.55208/aj.v1i2.23>
- Prasetyo, E., Riadi, F., Rinawati, N., & Resawati, R. (2021). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Acman: Accounting and Management Journal*, 1(2), 61–66. <https://doi.org/10.55208/aj.v1i2.20>
- Syahidah, H., Nurhadian, A. F., Adinata, U. W. S., & Suherman, A. R. (2021). Pengaruh Kepemimpinan Transformasional Dan Motivasi Terhadap Kinerja Pegawai. *Acman: Accounting and Management Journal*, 1(2), 54–60.
<https://doi.org/10.55208/aj.v1i2.19>
- Syawal, A. N., Hardiyana, A., Rinawati, N., & Ayu Tansar, I. (2023). Effect of Extrinsic Motivation and Competence on Employee Performance. *Majalah Bisnis & IPTEK*, 16(1), 129–136.
<https://doi.org/10.55208/bistek.v16i1.386>
- Widiastuti, P., Kadir, K., Fitria, B. T., & Resawati, R. (2022). Pengaruh Kepemimpinan Dan Motivasi Ekstrinsik Terhadap Kinerja Karyawan. *Acman: Accounting and Management Journal*, 2(2), 121–129.
<https://doi.org/10.55208/aj.v2i2.50>



© 2023 by the authors.
Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC Attribution-NonCommercial-ShareAlike 4.0) license (<https://creativecommons.org/licenses/by-nc-sa/4.0/>).