

## The Effect of Work Motivation and Discipline on Employee Performance (Study at a Government Agency in West Java Province)

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### Abstract

*The present research examined the influence of work motivation and discipline on employee performance within a governmental organization in the West Java province. The study investigated the predominant factor affecting job performance in the agency above. Specifically, the research examined whether motivation or discipline has a more significant impact on employee performance. The sample size for the study consisted of 58 employees who were surveyed using a questionnaire.*

*The research utilized path analysis to establish the authenticity of motivation and work discipline variables in a government agency in West Java Province. The results highlight the importance of prioritizing work motivation and discipline to improve employee performance.*

*The research findings underscored the substantial impact of motivation (X1) and work discipline (X2) on the performance of employees (Y). The results indicate that motivation contributed more significantly than the other factor. This suggests that the organization could enhance employee performance by promoting motivation and addressing their needs, which would positively impact their performance.*

*Although motivation has a more significant impact than work discipline, the latter still holds significant importance as a fundamental component. The agency can achieve the enhancement of employee performance through the implementation of regulatory compliance, the reevaluation of existing protocols, the imposition of penalties for non-compliance, and the provision of incentives for those who exhibit work discipline. Cultivating a solid work ethic is of utmost importance as it reflects adherence to workplace regulations and individual accountability, thereby directly influencing achieving maximum employee productivity. As a result, a positive correlation exists between high levels of discipline and maximum work productivity.*

**Keywords :** Motivation, Work Discipline, Employee Performance

### INTRODUCTION

Human resources are one of the most critical factors in determining the success of an organization; by making human resources by the required standards, namely providing motivation and encouragement to work, it will create resources that are by what is needed.

In today's global competition, the world of work needs people who think forward, are intelligent, are innovative, and can work with high enthusiasm in the face of changing times. Moreover, in the current conditions, human resource, which has an essential role in an institution, also prioritizes mature managerial

aspects in managing an organization or company. Therefore, various organizations, institutions, companies, and agencies are trying to improve the performance of all elements in their respective organizations to achieve organizational survival. (Machmud & Sidharta, 2021)

An organization, to achieve its goals, really needs the role of employees who are competent and by standards in order to create organizational goals. Therefore, organizational activities will only run with the human element's involvement. Humans are the most critical element because other elements owned by an organization, such as

money, materials, machines, work methods, time, and other wealth, can only benefit the organization if humans are a development force for an organization.

The critical role of human resources in an organization to run as effectively as possible is that it is necessary to move the employees so that they want to work and use their abilities to the fullest.

Employee performance dramatically affects the success of an organization. Therefore, various organizations, institutions, companies, and agencies are trying to improve the performance of all elements in their respective organizations to achieve organizational survival. (Caissar et al., 2022)

Efforts to improve employee capabilities aim to improve performance, impacting community service. Seeing this, the role of performance is significant, especially in encouraging the achievement of organizational or institutional goals.

Aguinis (2019) reveals that performance is essential because good performance produces work in quality and quantity for an employee in carrying out his duties with the responsibility to him.

Based on the pre-survey results, employee performance at a government agency in West Java Province is still not optimal because several dimensions of employee performance need to run correctly, causing employee performance not to run optimally. In addition, employees get dissatisfaction at work, or their level of awareness in completing work still needs to be more profound from evaluating employee performance on targets and other work

behaviors. Such as the service orientation value, which has the lowest score, and the other targets values, which have not met the target; this dramatically affects the results of employee performance; each agency expects its employees to be optimal so that what the agency aims for succeeds.

Employee performance that is not optimal occurs because motivation is not optimal. For this reason, motivation is one factor that significantly influences employee performance. (Noor et al., 2020; Octaviana et al., 2021; Prasetyo et al., 2021) Based on the results of a motivational pre-survey in one of the government agencies in West Java Province, employee motivation is generally quite good. However, several things must align with organizational expectations, including not optimal employee work results. This condition happens because some employees still need to become more familiar with their work environment, so the work does not run effectively.

In addition to the problem of motivation that is not yet optimal, the low performance of employees in a government agency in West Java Province occurs because work discipline still needs to be in line with expectations, which impacts the productivity and performance of its employees. Discipline is the most critical factor in the organization. It becomes an essential factor because discipline will affect the performance of employees in the organization. The higher the employee discipline, the higher the employee performance. As stated by Hersona & Sidharta (2017) states, the better the work discipline of an

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employee, the higher the results of work performance.

Based on the pre-survey of work discipline in one of the government agencies in West Java Province, employee absences fluctuate every month, which means that work discipline in one of the government agencies in West Java still needs to be 100% to achieve discipline. Nice work.

A person's discipline is formed because he is highly motivated to make changes for the better. Therefore, someone with a strong character in individual behavior, especially in discipline, causes his work motivation to increase. A person's motivation begins with the need, desire, and drive to act in order to achieve needs and goals. (Aryani et al., 2022; Kristanti & Lestari, 2019)

According to Davidescu et al., (2020); Suzanto Boy & Muhiban Agus, (2013) states that the performance sought by a company from a person depends on the ability, motivation, and individual support received. A worker will have optimal performance if he has high discipline and competence.

Suryadana & Sidharta (2019) states that one aspect of competence is the attitude in which discipline is contained. Effective discipline should be directed at behavior and not the employee personally because the reason for discipline is to improve employee performance.

Based on the background of the problem, the formulation of this research problem is how much influence Work Motivation and Discipline have on Employee Performance in one of the government agencies in West Java Province.

## **METHOD**

The research method is a scientific way to obtain data with specific purposes and uses. Researchers obtain data through research that is empirical data that has specific criteria, namely valid. This study uses descriptive analysis methods to test hypotheses or answer research questions.

The descriptive research methodology determines the significance of one or multiple independent variables without comparing or establishing any relationships between said variables. Conversely, the verification method aims to identify correlations or influences among variables, particularly between independent and dependent variables. This approach is additionally employed to corroborate a conjecture via the direct processing of information obtained from participants.

The findings from this particular research methodology have practical implications for application in various human contexts. Research data has the potential to aid in comprehending, addressing, and anticipating issues. The selection of these methodologies is motivated by the researcher's intention to acquire a comprehensive understanding of the influence of Work Motivation and Discipline on Employee Performance and ascertain the direct and indirect effects of the predetermined research variables.

In this study, hypothesis testing was conducted using a sample size of 58 respondents drawn from the entire population of employees at a government agency located in West Java.

The independent variables (X) in this study are:

### Motivation

Motivation is a condition that encourages a person to achieve maximum achievement, consisting of 3 (three) driving needs: the need for achievement (Need for Achievement). The need to expand association (Need for Affiliation) and the need to master something (Need for Power). (Manik & Sidharta, 2017)

The Motivation Dimension consists of the following: The need for achievement (Need for Achievement), The need to expand association (Need for Affiliation), The need to master something (Need for Power)

### Work Discipline

Discipline is the right action to encourage employees' awareness of good working conditions. Each organization has its way of creating good working conditions (Jufrizen, 2021)

The Work Discipline Dimension consists of the following: Preventive Discipline, Corrective Discipline, Progressive Discipline

The dependent variable (Y) in this study is: Employee Performance

The primary aim of assessing the job performance of public officials is to optimize their overall performance and efficacy. The abovementioned regulation mandates that each public official formulate precise objectives based on the organization's yearly operational agenda. The targets above refer to the specific tasks and objectives that must be achieved within the designated assessment period and should be feasible and quantifiable.

Employee Performance Dimensions consist of the following: targets and Work Behavior

The present study evaluates the data quality by implementing validity and reliability assessments on questionnaires administered to the study participants. The objective of the verification analysis in this study is to ascertain the outcomes of the investigation on the influence of service quality and price on customer satisfaction. The researcher utilized various analytical techniques, including path analysis, correlation coefficient, multiple linear regression, and determination coefficient.

## RESULTS AND DISCUSSION

The data processing results from 58 respondents showed 35 males and 23 females. Meanwhile, from the data processing results regarding age, 13 people were between 21-30 years old, 28 people were between 31-40 years old, and 20 people were >41 years old. Furthermore, based on the level of education, there were 15 high school/equivalent students, 24 undergraduate students, and 19 master students. Meanwhile, based on years of service, data processing results showed that 10 people worked for 1-5 years, 31 people for 6-10 years, and 17 people for >11 years.

Table 1. Validity Test and Reliability Test

X1		X2		Y	
Item	Correlation	Item	Correlation	Item	Correlation
1	0,580	1	0,464	1	0,595
2	0,481	2	0,521	2	0,502
3	0,530	3	0,496	3	0,480
4	0,545	4	0,434	4	0,570
5	0,530	5	0,475	5	0,589
6	0,645	6	0,489	6	0,268
7	0,487	7	0,456	7	0,765
8	0,556	8	0,430	8	0,657

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9	0,526	9	0,479	9	0,645
10	0,678	10	0,633	10	0,477
11	0,567	11	0,659	11	0,497
12	0,635	12	0,645	12	0,591
13	0,550	13	0,370	13	0,560
14	0,639	14	0,498	14	0,552
15	0,328	15	0,599	15	0,603
Cronbach Alpha					
X1	0,886				
X2	0,867				
Y	0,890				

The results presented in Table 1 demonstrate that the variables of motivation, work discipline, and employee performance consist of 15 statement items. Each item exhibits a correlation value that surpasses 0.300, thus indicating their validity. Furthermore, Cronbach's alpha reliability test indicates values exceeding 0.700, affirming their validity.

Upon computation of the Motivation variable (X1), it results in a path coefficient of 0.207. In contrast, the Work Discipline variable (X2) exhibits a path coefficient 0.691, as depicted in Figure 1.

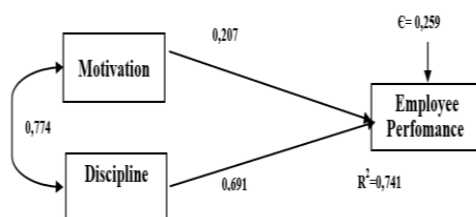


Figure 1. Path Analysis Results

Thus, the motivational variable (X1) has a direct effect of 0.043 or 4.3%, a direct effect through work discipline (X2) of 0.111 or 11.1%, so that the total influence of the motivational variable (X1) is 0.514% or 51.4 %. While the work discipline variable (X2) has a direct effect

of 0.477 or 47.7%, the indirect effect through its relationship with motivation (X1) is 0.111 or 11.1%, so that the total effect of the work discipline variable (X2) is 0.588 or 58, 8%. The motivation variable (X1) has a total direct effect of 51.4%, while work discipline (X2) is 58.8%. So it can be seen in the table that the most influential on employee performance is work discipline.

Effendi et al. (2016) have reported a positive correlation between achievement motivation and performance. Individuals who possess a strong drive for achievement are more likely to demonstrate superior performance levels, whereas individuals with low motivation levels tend to exhibit inferior performance outcomes. This assertion was additionally corroborated by Sulistiana and colleagues (2023).

According to Aguinis (2019), a reciprocal relationship exists between work discipline and employee performance. Attendance rates are essential in evaluating performance, as attendance documentation is a primary metric. The expected attendance of an employee can improve their ability to make optimal contributions to the organization.

With the support of motivation and good work discipline, agencies can realize their goals to achieve performance that is by the target. Therefore, agencies expect employees to be competent and skilled and willing to work hard and achieve maximum performance.

The simultaneous test results show that the calculated F value of the three research variables is 78,565 with a significant value of 0.000 below 0.050, which is more outstanding, while the F

table value is 3.11. From these results,  $F_{count} > F_{table}$ ,  $H_0$  is rejected, and  $H_1$  is accepted. This condition means that there is an influence of motivation (X1) and work discipline (X2) on employee performance (Y).

The partial test results show that the t-count for the Motivation variable (X1) is 1,904 with a significant value of 0.000 below 0.050. The t-count for the Work Discipline variable (X2) is 6,365, with a significant value of 0.001 below 0.050. If seen from the calculation results, then included in  $H_0$  is rejected because  $t_{count} > t_{table}$  based on the calculation results, this research accepts, meaning that there is an influence of the Motivation variable (X1) on Employee Performance (Y). Likewise, there is an influence of the Work Discipline variable (X2) on the Performance of Employee (Y).

## CONCLUSION

The empirical evidence suggests that employee performance is influenced by work motivation and discipline. It is essential to acknowledge that this particular study has not accounted for additional variables that could impact employee performance, including but not limited to leadership, competence, compensation, work-related stress, and various other factors.

The impact of motivation on employee performance is noteworthy. Consequently, the Youth and Sports Service of West Java Province must augment the performance of its employees' performance by cultivating a conducive atmosphere, fulfilling employee requisites, and cultivating employee drive, all of which are instrumental in engendering a positive impact on performance.

Although work discipline may have a negligible effect, it is still imperative for the Youth and Sports Service of West Java Province to enhance the performance of its employees within the governmental organization. The objectives above can be accomplished through the conscientious observance of extant regulations, a critical evaluation of their efficacy, the imposition of penalties for noncompliance, and the provision of rewards for employees who exhibit exemplary work ethics. Prioritizing work discipline is crucial for agencies as it signifies adherence to work regulations and personal accountability toward the organization. The direct correlation between work discipline and optimal employee performance suggests that a high level of discipline can lead to maximum output.

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