

**THE INFLUENCE OF WORK DISCIPLINE AND WORK  
MOTIVATION ON EMPLOYEE PERFORMANCE AT THE PUPR  
VIII COMPETENCY DEVELOPMENT CENTER FOR THE  
MAKASSAR REGION**

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***Abstract***

*In the dynamic landscape of current organizations, the performance of employees is a pivotal factor in achieving goals and maintaining competitiveness. A multitude of variables can significantly influence employee performance, with work discipline and work motivation being of particular importance. The Competency Development Center of PUPR VIII, located in the Makassar region, serves as the setting for this research, where the intricate interplay of these two variables on employee performance is investigated. This research seeks to ascertain the impact of work discipline and work motivation on employee performance within the ambit of the Competency Development Center of PUPR VIII, situated in the Makassar region. The research methodology employed is quantitative, utilizing a sample of 37 employees. Data analysis techniques encompass validity and reliability assessments, classical assumption tests, multiple linear regression analysis, T-tests, and F-tests. The findings of this study affirm a significant correlation between work discipline (X1) and work motivation (X2) and employee performance (Y), substantiated by T-test and F-test analyses. Furthermore, the results demonstrate that the F-value exceeds the tabulated F-value ( $0.000 < 0.005$ ). The coefficient of determination, R-square, amounts to 0.494%, underlining the influence of these variables on employee performance.*

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

## **1. INTRODUCTION**

Resources play a vital role in the pursuit of a company's vision, mission, and goals. They bestow the essential power, strength, and energy required to execute a company's activities. These resources take two forms: tangible resources, which are visible and include elements like human resources, capital, and materials, and intangible resources, which are invisible and encompass knowledge and management systems. Among these resources, human resources stand out as the primary drivers in achieving company objectives, serving as determinants of productivity and competitive advantage. Consequently, the company requires a workforce that is professional and unwavering in dedication.

Given the central importance of human resources in driving company success, enhancing employee performance becomes a necessity. Employee performance is intrinsically linked to the overall success of the organization, as underscored by Dessler (2017), who emphasizes the critical role of employee performance in organizational achievement. Work discipline stands out as a pivotal factor that can influence employee

performance. It is closely associated with adherence to rules and order within the company. Discipline serves as a tool that leaders employ to communicate with employees, motivating them to align their attitudes with the established company rules. Effective discipline is imperative for achieving the company's goals, making its enforcement indispensable.

In addition to work discipline, motivation is equally significant in elevating employee performance and facilitating the accomplishment of the company's desired objectives. Motivation represents the driving force or rationale behind an individual's conscious engagement in activities. An individual is more likely to exhibit their highest achievements or performance when they receive incentives and stimulation in their work. Every company aspires to have high-performing employees, and to attain this, they must ensure that their workforce is adequately motivated. High motivation among employees stems from a desire to fulfill their life's needs, making it essential for companies to foster a work environment that encourages and sustains motivation.

The findings of this research hold several significant implications for the Competency Development Center of PUPR VIII and similar organizations. First and foremost, by establishing a clear link between work discipline, work motivation, and employee performance, this study can guide the development of targeted interventions and policies to enhance overall productivity and competitiveness. Additionally, the research can assist in human resource management by providing insights into the importance of recruiting, training, and retaining dedicated and motivated employees. Furthermore, the study's insights can lead to the creation of effective strategies for fostering a work environment that promotes discipline and motivation among employees. Ultimately, these implications can drive organizational success, helping the Competency Development Center of PUPR VIII to achieve its mission, vision, and goals effectively.

## **2. LITERATURE REVIEW**

### **2.1. Work Discipline**

According to Sutrisno (2017) work discipline is individual behavior that is the same as the rules and procedures that have been given. According to Hakim (2014), work discipline is a management action to encourage its members to fulfill the demands of various existing provisions. Hasibuan (2016) stated that discipline is an individual's awareness and willingness to follow all the rules and social norms that apply in the company. Discipline is employee obedience in order to achieve organizational goals optimally.

### **2.2. Work motivation**

According to Hakim (2014) motivation is the factors that exist within a person that can encourage his behavior to carry out certain goals. The emergence of motivation is a combination of goals, the need for encouragement and reward. According to Saputra & Pertiwi (2020) motivation is a state or energy that can encourage individuals to achieve organizational goals. According to Sa'adah (2021), work motivation is a factor that motivates a person to carry out certain activities. Thus, motivation is the driving force or reason for someone to carry out activities consciously.

### 2.3. Employee Performance

Performance according to Kasmir (2016) is the result and individual work behavior that is obtained from completing the tasks and responsibilities given within a certain period. Performance is the result of employee productivity related to their duties and responsibilities. According to Saputra & Pertiwi (2020) performance is the result of work in quantity and quality in carrying out the work given. According to Srimulyani (2013) performance is the number of contributions made by employees to the company including quantity of output, quality of output, time period, presence at work and cooperative attitude. Performance is the amount of participation that can be evaluated from the results of employee work.

### 2.4. Previous research

Research from Agustian (2019) shows that there is a positive influence on work discipline and work motivation on employee performance, research by Indriyani (2021) shows that work discipline and work motivation have a significant effect on employee performance. Syafitarningsih's research (2017) shows that the two variables work discipline and work motivation have a significant effect on employee performance (Y).

## 3. RESEARCH METHODS

This study employed a quantitative research approach, which was a method used to examine a specific population or sample. Data collection techniques included direct field observations, questionnaires that were answered by employees and leaders, and documentation. The research used various analytical techniques, including validity and reliability tests, classical assumption tests (linearity test, normality test, multicollinearity test, and heteroscedasticity test), multiple linear analysis, hypothesis testing (t-test and F-test), and the calculation of the coefficient of determination ( $R^2$ ).

## 4. RESULTS AND DISCUSSION

### 4.1. Research Result

#### 4.1.1. Validity Test

**Table 1. Validity Test Results**

Variable	Indicator	r- statistic	t-table	Value.Sig.	information
Work Discipline (X1)	X1.1	0.850	0.324	0.00	Valid
	X1.2	0.890	0.324	0.00	Valid
	X1.3	0.879	0.324	0.00	Valid
	X1.4	0.887	0.324	0.00	Valid
	X1.5	0.797	0.324	0.00	Valid
	X1.6	0.733	0.324	0.00	Valid
	X1.7	0.797	0.324	0.00	Valid
	X1.8	0.801	0.324	0.00	Valid

Work Motivation	X2.1	0.800	0.324	0.00	Valid
	X2.2	0.777	0.324	0.00	Valid
	X2.3	0.743	0.324	0.00	Valid
	X2.4	0.691	0.324	0.00	Valid
	X2.5	0.458	0.324	0.04	Valid
	X2.6	0.800	0.324	0.00	Valid
	X2.7	0.880	0.324	0.00	Valid
	X2.8	0.743	0.324	0.00	Valid
	X2.9	0.821	0.324	0.00	Valid
	X2.10	0.841	0.324	0.00	Valid
Performance (Y)	Y1	0.674	0.324	0.00	Valid
	Y2	0.693	0.324	0.00	Valid
	Y3	0.821	0.324	0.00	Valid
	Y4	0.813	0.324	0.00	Valid
	Y5	0.708	0.324	0.00	Valid
	Y6	0.668	0.324	0.00	Valid
	Y7	0.674	0.324	0.00	Valid
	Y8	0.864	0.324	0.00	Valid
	Y9	0.858	0.324	0.00	Valid
	Y10	0.693	0.324	0.00	Valid

Source: Processed Primary Data (2023)

Based on table 1 above, the results of the validity test for variables X1, X2, X3 are declared valid. This is based on the r-statistic value  $>$  r-table (0.324) and the sig value.  $<$  0.05 so the question item is said to be valid.

#### 4.1.2. Reliability Test

**Table 2. Reliability Test Results**

NO	Variable	Cronbach's alpha	Reliability
1	Work discipline	0.929	Reliable
2	Work motivation	0.918	Reliable
3	Performance	0.909	Reliable

Source: Processed Primary Data (2023)

Based on table 2 above, the results of the reliability test for variables X1, X2, X3 can be said to be reliable and can be used as a measuring tool because all variables are  $>$  0.6.

4.1.3. Classic assumption test

Table 3. Multicollinearity test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	4,415	7,010		,630	,533		
Work Discipline	,479	,150	,391	3,199	,003	,999	1,001
Work motivation	,528	,108	,596	4,883	,000	,999	1,001

Source: Processed Primary Data (2023)

Based on table 3 above, it shows that the independent variables (X1 and tolerance value > 0.10.

Table 4. Normality Test Results

		Unstandardized Residual
N		37
Normal Parameters <sup>a, b</sup>	Mean	.0000000
	Std. Deviation	3.31068820
Most Extreme Differences	Absolute	.132
	Positive	.132
	Negative	-.065
Kolmogorov-Smirnov Z		,802
Asymp. Sig. (2-tailed)		,541

Source: Processed Primary Data (2023)

Based on table 4 above, the Asymp value is obtained. Sig (2-tailed) is 0.541, which indicates that this value is greater than 0.05, so it can be said that the data in this study is normally distributed.

Table 5. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,300	3,181		1,666	.105
Work Discipline	-.061	,065	-.158	-.933	,357
Work motivation	-.018	,057	-.054	-.317	,754

Source: Processed Primary Data (2023)

Based on table 5 above, it shows that there is no heteroscedasticity in the variables tested, which means there is no correlation between the size of the data and the residuals. This is because each independent variable has a significance value > 0.05.

**Table 6. Linearity Test Results for Work Discipline and Employee Performance**

	Sum of Squares	df	Mean Square	F	Sig.
Performance * Work discipline Between (Combined)	529.201	10	52,920	5,496	,000
Groups	448,684	1	448,684	46,595	,000
Linearity	80,517	9	8,946	,929	,517
Deviation from Linearity	250,367	26	9,629		
Within Groups	779,568	36			
Total					

Source: Processed Primary Data (2023)

Based on table 6 above, it can be seen that the significance value of Deviation from Linearity is > 0.05, this indicates that there is a linear relationship between work discipline variables and employee performance.

**Table 7. Linearity Test of Work Motivation and Performance**

	Sum of Squares	df	Mean Square	F	Sig.
Performance * Work motivation Between (Combined)	318,818	10	31,882	1,799	.111
Groups	266,187	1	266,187	15,021	,001
Linearity	52,631	9	5,848	,330	,957
Deviation from Linearity	460,750	26	17,721		
Within Groups	779,568	36			
Total					

Source: Processed Primary Data (2023)

Based on table 7 above, it can be seen that the significance value of Deviation from Linearity is > 0.05, this indicates that there is a linear relationship between work motivation variables and employee performance.

#### 4.1.4. Multiple Linear Regression Test

**Table 8. Multiple linear regression test results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,415	7,010		,630	,533
Work Discipline	,479	,150	,391	3,199	,003
Work motivation	,528	.108	,596	4,883	,000

Source: Processed Primary Data (2023)

From the data processing above, a regression equation can be created, namely:

$$Y = 4.415 + 0.479 X_1 + 0.528 X_2 + e$$

Based on the multiple linear regression equation, it can be concluded that:

- a. The constant coefficient  $\alpha$  value of 4.415 indicates that the consistency value of variable Y (employee performance) is 4.415. So, it can be interpreted that if all work discipline and work motivation variables are constant or have a value of zero, then the employee performance will be 4.415.
- b. The X1 coefficient (work discipline) of 0.479 indicates that the work discipline variable has a positive influence on performance. So every increasing work discipline by one unit, then performance will increase by 0.479 assuming other variables are constant.
- c. The X2 coefficient (work motivation) is 0.528 so that for every one unit increase in work motivation, performance will increase by 0.528 assuming that the other variables are constant.

#### 4.1.5. Hypothesis testing

**Table 9. F Test Results ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	384,984	2	192,492	16,586	,000 <sup>a</sup>
Residual	394,584	34	11,605		
Total	779,568	36			

a. Predictors: (Constant), Work Motivation, Work Discipline

b. Dependent Variable: Performance

Source: Processed Primary Data (2023)

Based on table 9 above, the f value is greater than the f-table ( $16,586 > 3.28$ ). The significant value in the f test is 0.000, which indicates that this value is smaller than the f value ( $0.000 < 0.005$ ). So, it can be concluded that work discipline and work motivation simultaneously influence employee performance.

**Table 10. t test results Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,415	7,010		,630	,533
Work Discipline	,479	,150	,391	3,199	,003
Work motivation	,528	,108	,596	4,883	,000

a. Dependent Variable: Performance

Source: Processed Primary Data (2023)

Based on table 10 above, the following results are obtained:

- a. Partially, the work discipline variable (X1) influences the employee performance variable (Y) where t-statistic  $>$  t-table or sig.  $<$  0.05 with a value of  $3.199 > 2.032$  or  $0.003 < 0.05$ . So H1 is accepted
- b. Partially, the work discipline variable (X1) influences the employee performance variable (Y) where t-statistic  $>$  t-table or sig.  $<$  0.05 with a value of  $4.883 > 2.032$  or  $0.000 < 0.05$ . So H2 is accepted

**Table 11. Coefficient of Determination Test Results**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,703 <sup>a</sup>	,494	,464	3.40667

a. Predictors: (Constant), Work Motivation, Work Discipline  
Source: Processed Primary Data (2023)

Based on table 11 above, the determinant coefficient value is known to be 0.494, indicating that 49.4% of employee performance variables can be explained by work discipline and work motivation variables, while 50.6% is explained by other variables not examined in this research.

## 4.2. Discussion

### 4.2.1. The Effect of Work Discipline on Employee Performance

Based on the results of the t-statistical test, the t-statistic value for the work discipline variable (X1) is 3.199, while the t-table is 2.032. Consequently, it can be inferred that work discipline (X1) indeed influences employee performance (Y), as the t-statistic > t-table and the significance value equals 0.003, which is less than 0.05. Therefore, H1 is accepted. Work discipline demonstrates a positive and significant effect on employee performance at the PUPR VIII Competency Development Center in the Makassar Region, signifying that better work discipline corresponds to enhanced employee performance.

These findings align with a study conducted by Agustian (2018) titled "The Influence of Motivation and Work Discipline on Employee Performance at the Makassar City Central Statistics Agency (BPS) Office," which also established that the work discipline variable has a positive impact on employee performance at the Central Statistics Agency Office (BPS) in Makassar City. As noted by Sinambela (2017), discipline encompasses attitudes, behaviors, and actions that conform to regulations. Upholding discipline is vital for organizational order and the efficient execution of tasks, ultimately yielding optimal work results.

### 4.2.2. The Influence of Work Motivation on Employee Performance

Based on the results of the t-statistical test, the t-statistic value for the work motivation variable (X2) is 4.883, surpassing the t-table value of 2.032. Consequently, it can be concluded that work motivation (X2) exerts an influence on employee performance (Y), with a significance value of 0.000, which is less than 0.05. Thus, H2 is accepted. Work motivation exhibits a positive and significant effect on employee performance at the PUPR VIII Competency Development Center in the Makassar Region, indicating that higher work motivation corresponds to enhanced employee performance.

This research is in line with a study conducted by Syafitriningsih (2017) titled "The Influence of Work Discipline and Work Motivation on Employee Performance at Pt. Inkabiz Indonesia," which concluded that work discipline and work motivation have a positive impact on the performance of Pt. Inkabiz Indonesia's employees. As emphasized by Kasmir (2016), motivation is a driving force behind human behavior, promoting hard work and enthusiasm to achieve optimal results. Motivation is a key factor influencing performance; without motivation, employee performance may decline, while high motivation can lead to improved performance.



### **4.2.3. The Influence of Work Discipline and Work Motivation on Employee Performance**

The research findings indicate that work discipline (X1) and work motivation (X2) jointly influence employee performance (Y). The results of the F-test reveal an F-value of 16.586, surpassing the F-table value of 3.28. The significance value in the F-test is 0.000, indicating a value smaller than 0.05 ( $0.00 < 0.05$ ). Since the F-statistic value exceeds the F-table value and is less than 0.05, it can be deduced that work discipline and work motivation simultaneously impact employee performance.

This research underscores that higher levels of work discipline and work motivation correspond to improved employee performance. Employee performance assessment serves as a means to evaluate employee performance against established standards. Effective performance assessment aims to guide employee behavior toward delivering high-quality services, enhancing work performance, identifying development needs, and pinpointing errors in work.

These findings align with the results of a study conducted by Indriyani (2021), which affirms a significant influence of work discipline and work motivation on employee performance. Thus, it can be asserted that enhancing work discipline and work motivation leads to improved levels of employee performance.

## **5. CONCLUSION**

Based on the results of the analysis and discussion that have been presented, it can be concluded that Work discipline is shown to have a positive and significant impact on employee performance at the PUPR VIII Competency Development Center in the Makassar Region. This suggests that higher levels of work discipline among employees result in increased performance. Similarly, work motivation is found to have a positive and significant effect on employee performance within the same context. It emphasizes that heightened employee work motivation corresponds to enhanced performance, with work motivation emerging as the dominant influence on employee performance. Furthermore, when considering work discipline and work motivation simultaneously, it becomes evident that these two variables are interconnected and jointly influence employee performance at the PUPR VIII Competency Development Center in the Makassar Region.

In light of the research findings, several practical suggestions can be made to boost employee performance at the PUPR VIII Competency Development Center in the Makassar Region. Firstly, the organization should encourage and uphold work discipline by offering training and workshops that emphasize the importance of adhering to company rules and policies. Additionally, promoting work motivation can be achieved through incentives, career growth opportunities, and cultivating a positive work atmosphere. Combining both discipline and motivation efforts, ensuring consistent and fair disciplinary policies, and conducting regular performance evaluations can further enhance overall employee performance. Teamwork and collaboration, continuous training, employee recognition programs, and monitoring employee well-being also play vital roles in sustaining high performance levels. Lastly, maintaining open channels for

employee feedback and addressing their concerns will contribute to a more productive and motivated workforce.

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