

Analysis of Factors Affecting Employee Performance at the Regional Planning, Research, and Development Agency (BAPPEDA) of Wakatobi Regency, Southeast Sulawesi Province

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Abstract

Employee performance is a critical factor in ensuring the effectiveness of public sector organizations, particularly government agencies responsible for regional development planning. Preliminary observations at the Regional Planning, Research, and Development Agency (BAPPEDA) of Wakatobi Regency indicated several performance-related issues, including inadequate work motivation, limited job satisfaction, inconsistent work discipline, and suboptimal working conditions. Although previous studies have examined employee performance in various organizational settings, limited research has simultaneously analyzed work motivation, job satisfaction, work discipline, and work environment within regional government planning institutions. This study addresses this gap by examining the influence of these four factors on employee performance at BAPPEDA Wakatobi Regency. This study employed a quantitative approach with a saturated sampling technique involving all 43 employees as respondents. Data were collected through structured questionnaires, observation, and documentation, and were analyzed using multiple linear regression. The results showed that work motivation, job satisfaction, work discipline, and work environment each had a positive and significant effect on employee performance. Work motivation provided the strongest contribution, followed by work discipline, job satisfaction, and work environment. The coefficient of determination indicated that these four variables explained 57.5% of the variation in employee performance, while the remaining 42.5% was influenced by other factors outside the model. These findings highlight that improving employee performance in regional government institutions requires an integrated human resource management strategy. Strengthening motivation, enhancing job satisfaction, enforcing work discipline, and improving workplace conditions are essential to support more effective, accountable, and responsive public service performance at BAPPEDA Wakatobi Regency.

Keywords: *Work Motivation, Job Satisfaction, Work Discipline, Work Environment, Employee Performance*

Introduction

Human resource management is a key determinant of organizational performance because employees' competence, motivation, and adherence to work procedures directly affect service quality, operational efficiency, and overall productivity (Arfah, 2026; Lamama, 2023). The success of an organization in achieving its established goals is largely determined by the quality of performance produced by its employees (Aisya et al., 2024; Lamama, 2023). Optimal performance brings significant positive impacts on organizational progress and development, whereas poor performance may hinder the achievement of organizational objectives and targets (Karyadi & Ali, 2025). Therefore, efforts to improve employee

performance have consistently become a major focus in human resource management studies. Various factors are considered important determinants of employee performance, including work motivation, job satisfaction, work discipline, and work environment (Maulidiah & Baskoro, 2025; Wahyudi et al., 2024). These variables are closely interrelated and mutually supportive, serving as key determinants of an individual's ability to perform tasks effectively and achieve optimal work outcomes.

Work motivation is one of the most fundamental factors influencing employee performance. It refers to an internal drive that encourages individuals to work diligently and willingly provide their best efforts. Employees tend to demonstrate greater enthusiasm and commitment when their needs are adequately fulfilled, including physiological needs, security, social relationships, and recognition for their achievements (Dadman & Amainzai, 2025). High levels of motivation have been shown to directly and significantly enhance employee performance and organizational productivity (Ayuwangi & Tahwin, 2025).

In addition to motivation, job satisfaction is another important factor influencing employee performance (Pasaribu, 2025). Employees who are satisfied with aspects such as compensation, promotion opportunities, and supervisory systems tend to exhibit stronger commitment and loyalty toward their organizations (Valaei & Rezaei, 2016; Muliati, 2025). The dimensions of job satisfaction proposed by Luthans remain relevant in explaining employee attitudes and behaviors in contemporary workplaces (Hendri, 2019). Empirical evidence indicates that job satisfaction significantly contributes to improved employee performance (Azwari et al., 2025).

Work discipline also plays a crucial role in determining employee performance. It reflects the degree of responsibility and compliance employees demonstrate toward organizational regulations and assigned duties. Discipline can be observed through punctuality, adherence to workplace regulations, and obedience to established work procedures (Fadzillah et al., 2025). Strong work discipline is considered an essential requirement for achieving organizational goals effectively and efficiently (Widiawati & Roswiyanti, 2025).

Furthermore, the work environment substantially affects employee comfort and productivity. A conducive work environment positively influences employees' psychological well-being and work attitudes. Adequate facilities, clean physical conditions, and harmonious relationships among colleagues contribute to greater comfort, satisfaction, and concentration in completing work responsibilities (Delly et al., 2025). Previous studies have also demonstrated that a supportive work environment significantly improves employee performance (Maryani, 2022).

The Regional Planning, Research, and Development Agency (BAPPEDA) of Wakatobi Regency, as a government institution responsible for regional development planning, requires professional, accountable, and high-performing employees. Effective employee performance is essential to ensure that development programs and activities are implemented efficiently, effectively, and in accordance with established plans. Given the strategic role of this institution, identifying factors that influence employee performance is highly important.

However, preliminary observations and informal information gathered from several employees indicate potential issues related to work consistency, task completion, and compliance with standard operating procedures. Since these indications have not been supported by formal attendance records, employee evaluation reports, or statistical performance data, this study seeks to examine employee performance more objectively

through empirical measurement. Several initial indications suggest that some employees may experience low work motivation, delays in completing planning reports, and inconsistent compliance with work procedures. In addition, job satisfaction may also be affected by limited recognition for achievements, restricted promotion opportunities, and inadequate supporting facilities. These conditions highlight the need to further examine the influence of work motivation, job satisfaction, work discipline, and work environment on employee performance.

Although previous studies have confirmed the important role of work motivation, job satisfaction, work discipline, and work environment in improving employee performance, most of them tend to examine these variables in general organizational contexts or private-sector settings. Limited studies have specifically analyzed these four factors simultaneously within regional government planning institutions, particularly in agencies responsible for development planning, research, and regional policy coordination. Therefore, this study addresses this gap by examining the influence of work motivation, job satisfaction, work discipline, and work environment on employee performance at BAPPEDA Wakatobi Regency.

The novelty of this study lies in its integrated analysis of four human resource factors—work motivation, job satisfaction, work discipline, and work environment—in the specific context of a regional planning, research, and development agency. Unlike previous studies that generally focus on employee performance in broader organizational or private-sector settings, this study emphasizes employee performance within a local government institution that plays a strategic role in regional development planning. By focusing on BAPPEDA Wakatobi Regency, this study provides a contextual contribution to human resource management research, particularly in understanding how internal employee factors affect performance in public sector organizations at the regional level.

Based on these phenomena, this study seeks to empirically analyze the factors affecting employee performance at BAPPEDA Wakatobi Regency. Specifically, this study focuses on four key variables: work motivation, job satisfaction, work discipline, and work environment. This study aims to analyze the effects of work motivation, job satisfaction, work discipline, and work environment on employee performance. The findings are expected to contribute to the development of human resource management literature while providing practical recommendations for improving employee effectiveness and organizational performance within government institutions.

Based on the background described above, this study is entitled “Analysis of Factors Affecting Employee Performance at the Regional Planning, Research, and Development Agency (BAPPEDA) of Wakatobi Regency, Southeast Sulawesi Province.”

Method

This study employed a quantitative explanatory research design with an associative-causal approach and a cross-sectional survey method. This design was used because the study aims to examine the effect of work motivation, job satisfaction, work discipline, and work environment on employee performance at a specific point in time. The research was conducted at the Regional Planning, Research, and Development Agency (BAPPEDA) of Wakatobi Regency, Southeast Sulawesi Province. The study was carried out from December 2025 to February 2026.

The type of data used in this study was quantitative data, namely data obtained in numerical form and analyzed statistically (Sugiyono, 2017). The data sources consisted of

primary and secondary data. Primary data were obtained directly from respondents through questionnaire distribution, while secondary data were obtained from books, scientific literature, institutional documents, and other relevant written sources.

The population in this study consisted of all employees of BAPPEDA Wakatobi Regency, totaling 43 people. The respondents included active employees with civil servant and non-civil servant employment status. The inclusion criteria were employees who were actively working at BAPPEDA Wakatobi Regency during the research period, understood their work duties, and were willing to participate in the study. Employees who were on long-term leave, assigned outside the institution during data collection, or did not complete the questionnaire were excluded. Since the population size was relatively small, all eligible population members were used as the research sample through a saturated sampling technique (Pratiwi, 2018).

Data collection was conducted using questionnaires and documentation. The questionnaires were distributed directly to respondents after obtaining permission from the institution. Before completing the questionnaire, respondents were informed about the purpose of the study, the voluntary nature of their participation, the confidentiality of their responses, and the use of the data for academic purposes only. Respondents who agreed to participate provided informed consent before completing the questionnaire. The questionnaires were completed independently by respondents during the data collection period. Documentation was used to collect supporting data from institutional records, written documents, and other relevant sources (Sugiyono, 2017; Nazar, 2016).

The variables in this study consisted of work motivation (X1), job satisfaction (X2), work discipline (X3), work environment (X4), and employee performance (Y). Work motivation refers to internal and external drives that encourage employees to work enthusiastically in achieving organizational goals. Job satisfaction refers to employees' positive feelings toward their work based on the suitability between expectations and actual work conditions. Work discipline reflects compliance with organizational rules, the work environment includes workplace conditions and support, and employee performance covers quality, quantity, timeliness, responsibility, and cooperation. This study used a five-point Likert scale consisting of strongly disagree (1), disagree (2), less agree (3), agree (4), and strongly agree (5). Each variable was measured using questionnaire indicators, with composite scores calculated from valid items for regression analysis and hypothesis testing.

The data were analyzed using IBM SPSS Statistics 26. The data analysis techniques included respondent characteristic analysis, descriptive analysis of variables, validity testing, reliability testing, classical assumption tests, multiple linear regression analysis, t-test, and coefficient of determination analysis. Respondent characteristics were analyzed using frequency and percentage distributions based on gender, age, length of employment, and education level. Descriptive analysis of research variables was conducted by presenting the frequency of responses and mean values for each questionnaire indicator.

Validity testing was conducted using Pearson product-moment correlation. An item was considered valid if the r-count value was greater than the r-table value. In this study, the r-table value used was 0.300. Therefore, questionnaire items with r-count values greater than 0.300 were declared valid and suitable for use as research instruments. Reliability testing was conducted using Cronbach's Alpha. A variable was considered reliable if the Cronbach's Alpha value was greater than 0.60. Classical assumption tests were conducted before multiple linear regression analysis.

The normality test was conducted using histogram analysis, normal probability plot, and the One-Sample Kolmogorov-Smirnov test. The data were considered normally distributed if the significance value of the Kolmogorov-Smirnov test was greater than 0.05 and the distribution pattern in the histogram and P-P plot supported normality. The multicollinearity test was conducted by examining tolerance and variance inflation factor (VIF) values. Multicollinearity was not indicated if the tolerance value was greater than 0.10 and the VIF value was less than 10. The heteroscedasticity test was conducted using scatterplot analysis. A regression model was considered free from heteroscedasticity if the points in the scatterplot were randomly distributed and did not form a clear pattern.

Multiple linear regression analysis was used to examine the effect of work motivation, job satisfaction, work discipline, and work environment on employee performance. The regression equation used in this study is as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

In this equation, Y represents employee performance, α represents the constant, β_1 – β_4 represent the regression coefficients, X1 represents work motivation, X2 represents job satisfaction, X3 represents work discipline, X4 represents work environment, and ε represents the error term.

Hypothesis testing was conducted using the t-test to examine the partial effect of each independent variable on employee performance. The significance level used in this study was 0.05. Therefore, a variable was considered to have a significant effect if the significance value was less than 0.05 or if the t-count value was greater than the t-table value. The coefficient of determination (R^2) was used to measure the extent to which work motivation, job satisfaction, work discipline, and work environment explain variations in employee performance.

Results

Respondent Characteristics

Respondent characteristics are presented to describe the profile of employees involved in this study, including gender, age, length of employment, and education level. These characteristics are not only reported in terms of frequency and percentage but are also interpreted to provide a clearer understanding of the respondents' background and its relevance to employee performance at BAPPEDA Wakatobi Regency.

Gender

The presentation of data based on gender characteristics at the Regional Development Planning, Research and Development Agency (Bappeda) of Wakatobi Regency, Southeast Sulawesi Province is as follows:

Table 1. Respondent characteristics based on gender

Gender	Number of Respondents	Percentage (%)
Male	22	51.2%
Female	21	48.8%
Total	43	100%

Based on Table 1, 22 respondents (51.2%) were male, while 21 respondents (48.8%) were female. This finding indicates that the gender composition of respondents was relatively balanced, with only a slight dominance of male employees. The balanced distribution suggests

that the responses obtained in this study represent both male and female employees fairly, so the analysis of employee performance is not dominated by one gender group.

Age

The presentation of respondent data grouped by age at the Regional Development Planning, Research and Development Agency (Bappeda) of Wakatobi Regency, Southeast Sulawesi Province is as follows:

Table 2. Respondent characteristics based on age

Age	Number of Respondents	Percentage (%)
20–25 years	6	14.0%
26–30 years	14	32.6%
31–35 years	2	4.7%
36–40 years	11	25.6%
>40 years	10	23.3%
Total	43	100%

Based on Table 2, it is known that respondents aged 20–25 years are 6 people (14.0%), 26–30 years are 14 people (32.6%), 31–35 years are 2 people (4.7%), 36–40 years are 11 people (25.6%), and those aged over 40 years are 10 people (23.3%). Thus, it can be concluded that employees of Bappeda Wakatobi Regency are predominantly in the 26–30 year's age group.

Length of Employment

The presentation of respondent data based on length of employment at Bappeda Wakatobi Regency is as follows:

Table 3. Respondent characteristics based on length of employment

Length of Employment	Number of Respondents	Percentage (%)
<5 years	19	44.2%
6–10 years	11	25.6%
11–15 years	8	18.6%
16–20 years	3	7.0%
21–30 years	2	4.7%
Total	43	100%

Based on Table 3, it is known that 19 respondents (44.2%) have worked for less than 5 years, 11 respondents (25.6%) for 6–10 years, 8 respondents (18.6%) for 11–15 years, 3 respondents (7.0%) for 16–20 years, and 2 respondents (4.7%) for 21–30 years. Thus, it can be concluded that the majority of employees at Bappeda Wakatobi Regency have a length of employment of less than 5 years.

Education Level

The presentation of respondent data based on education level at Bappeda Wakatobi Regency is as follows:

Table 4. Respondent characteristics based on education level

Education Level	Number of Respondents	Percentage (%)
Senior High School (SMA)	5	11.6%
Bachelor's Degree (S1)	33	76.7%
Master's Degree (S2)	5	11.6%
Total	43	100%

Based on Table 4, it is known that 5 respondents (11.6%) have a senior high school education, 33 respondents (76.7%) hold a bachelor's degree, and 5 respondents (11.6%) hold a master's degree. Thus, it can be concluded that employees of Bappeda Wakatobi Regency are predominantly bachelor's degree holders (S1).

Descriptive Analysis of Variables

Descriptive analysis is a form of data analysis used in research to test the generalization of research results based on a sample.

Descriptive Analysis of Work Motivation Variable (X1)

The following is the descriptive presentation of the Work Motivation (X1) variable summarized in the table below:

Table 5. Results of measurement of work motivation variable (X1)

No	Indicator	SS	S	KS	TS	STS	Total	Mean
1	X1.1	9	28	4	1	1	43	4,00
2	X1.2	10	29	2	1	1	43	4,07
3	X1.3	10	28	1	2	2	43	3,98
4	X1.4	11	29	1	1	1	43	4.06
5	X1.5	13	23	4	2	1	43	4,05
6	X1.6	15	25	1	1	1	43	4,21
7	X1.7	13	26	2	1	1	43	4,14
8	X1.8	19	19	3	1	1	43	4,26

Based on Table 5, the highest mean score is found in X1.8 at 4.26, while the lowest mean score is found in X1.3 at 3.98. Overall, all indicators have mean scores above 3.90, indicating that employee work motivation is generally in a good category. However, the lower score on X1.3 shows that this aspect still needs attention to further strengthen employee motivation and performance.

Descriptive Analysis of Job Satisfaction Variable (X2)

The following is the descriptive presentation of the Job Satisfaction (X2) variable summarized in the table below. This analysis aims to describe employees' perceptions of their level of satisfaction with various aspects of their work. Job satisfaction in this study includes satisfaction with work conditions, compensation, promotion opportunities, supervision, and relationships with colleagues. The mean score of each indicator is used to identify which aspects of job satisfaction are perceived most positively and which aspects still require improvement.

Table 6. Results of measurement of job satisfaction variable (X2)

No	Indicator	SS	S	KS	TS	STS	Total	Mean
1	X2.1	4	35	2	1	1	43	3,93
2	X2.2	5	35	1	1	1	43	3,98
3	X2.3	6	34	1	1	1	43	4,00
4	X2.4	12	26	3	1	1	43	4,00
5	X2.5	11	29	1	1	1	43	4,12
6	X2.6	7	33	1	1	1	43	4,02
7	X2.7	11	26	4	1	1	43	4,05
8	X2.8	15	24	2	1	1	43	4,19

Based on Table 6, it is known that the highest average score is found in X2.8 with a value of 4.19, while the lowest average score is found in X2.1 with a value of 3.93.

Descriptive Analysis of Work Discipline Variable (X3)

The following is the descriptive presentation of the Work Discipline (X3) variable summarized in the table below:

Table 7. Results of measurement of work discipline variable (X3)

No	Indicator	SS	S	KS	TS	STS	Total	Mean
1	X3.1	5	32	4	1	1	43	3,91
2	X3.2	6	30	4	2	1	43	3,88
3	X3.3	5	32	4	1	1	43	3,91
4	X3.4	7	30	4	1	1	43	3,95
5	X3.5	11	24	6	0	2	43	3,98
6	X3.6	10	29	2	1	1	43	4,07
7	X3.7	13	25	3	1	1	43	4,12
8	X3.8	17	21	3	1	1	43	4,21

Based on Table 7, the highest mean score is found in X3.8 at 4.21, while the lowest mean score is found in X3.2 at 3.88. Overall, work discipline is in a good category, although X3.2 still needs improvement to strengthen employee compliance and consistency.

Descriptive Analysis of Work Environment Variable (X4)

The following is the descriptive presentation of the Work Environment (X4) variable summarized in the table below:

Table 8. Measurement of work environment variable (X4)

No	Indicator	SS	S	KS	TS	STS	Total	Mean
1	X4.1	1	37	3	1	1	43	3,84
2	X4.2	8	27	5	1	2	43	3,88
3	X4.3	4	35	2	1	1	43	3,93
4	X4.4	5	33	3	1	1	43	3,93
5	X4.5	4	33	4	1	1	43	3,88
6	X4.6	5	34	2	1	1	43	3,95
7	X4.7	14	20	7	1	1	43	4,05
8	X4.8	10	27	4	1	1	43	4,02

Based on Table 8, the highest mean score is found in X4.7 at 4.05, while the lowest mean score is found in X4.1 at 3.84. Overall, the mean scores indicate that the work environment is generally in a good category. However, the lower score on X4.1 shows that this aspect still needs improvement to better support employee comfort and performance.

Descriptive Analysis of Employee Performance Variable (Y)

The following is the descriptive presentation of the Employee Performance (Y) variable summarized in the table below:

Table 9. Measurement of employee performance variable (Y)

No	Indicator	SS	S	KS	TS	STS	Total	Mean
1	Y1	17	18	4	3	1	43	4,09
2	Y2	22	13	6	1	1	43	4,26
3	Y3	22	13	6	2	0	43	4,28
4	Y4	18	18	5	1	1	43	4,19
5	Y5	18	16	7	1	1	43	4,14
6	Y6	19	16	6	1	1	43	4,19
7	Y7	23	13	5	1	1	43	4,30
8	Y8	25	10	6	1	1	43	4,33

Based on Table 9, the highest mean score is found in Y8 at 4.33, while the lowest mean score is found in Y1 at 4.09. Overall, all indicators have mean scores above 4.00, indicating that employee performance is generally in a good category. However, the lower score on Y1 shows that this aspect still needs attention to further improve employee performance.

Validity Test

The validity test was conducted to determine whether each questionnaire item was able to measure the intended variable. In this study, validity testing was carried out using the Pearson product-moment correlation by comparing the r-count value of each item with the r-table value of 0.300. An item was declared valid if the r-count value was greater than the r-table value.

Table 10. Summary of validity test results

Variable	Number of Items	r-count Range	r-table	Description
Work Motivation (X1)	8	0.498–0.821	0.300	Valid
Job Satisfaction (X2)	8	0.506–0.711	0.300	Valid
Work Discipline (X3)	8	0.475–0.803	0.300	Valid
Work Environment (X4)	8	0.585–0.791	0.300	Valid
Employee Performance (Y)	8	0.493–0.803	0.300	Valid

Based on Table 10, all questionnaire items for work motivation, job satisfaction, work discipline, work environment, and employee performance have r-count values greater than the r-table value of 0.300. Therefore, all 40 items are declared valid and suitable for further analysis.

Reliability Test

The reliability test was conducted to assess the consistency of the research instrument. Reliability was measured using Cronbach's Alpha, with a variable considered reliable if the Cronbach's Alpha value was greater than 0.60.

Table 11. Reliability test results

No.	Variable	Cronbach's Alpha	Description
1	Work Motivation (X1)	0.830	Reliable
2	Job Satisfaction (X2)	0.752	Reliable
3	Work Discipline (X3)	0.851	Reliable
4	Work Environment (X4)	0.839	Reliable
5	Employee Performance (Y)	0.791	Reliable

Based on Table 11, the Cronbach's Alpha values range from 0.752 to 0.851, exceeding the minimum reliability criterion of 0.60. This indicates that all variables in the research instrument are reliable and can be used for further statistical analysis. The highest reliability value is found in the Work Discipline variable (X3) at 0.851, while the lowest value is found in the Job Satisfaction variable (X2) at 0.752. Nevertheless, all variables meet the reliability standard, meaning that the questionnaire items are consistent in measuring each research variable.

Classical Assumption Tests

Normality Test

The normality test aims to determine whether the residuals in the regression model are normally distributed. A model is considered good if the residuals follow a normal distribution.

1) Histogram Test

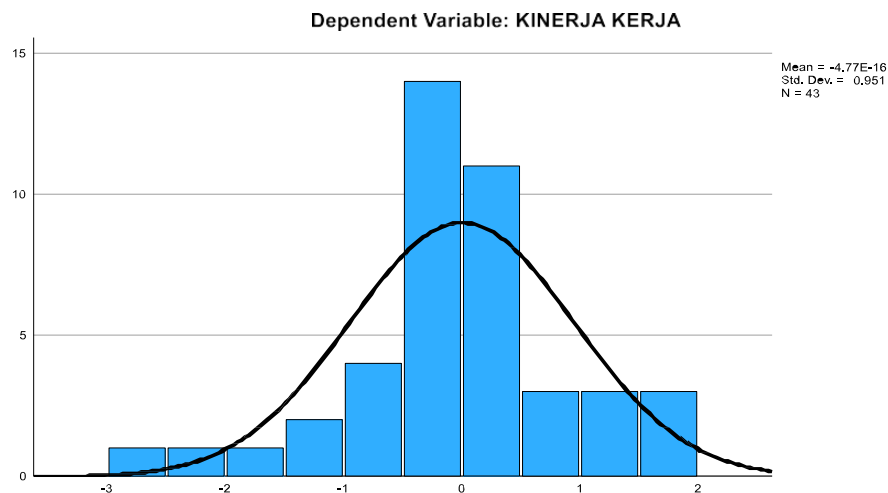


Figure 1. Histogram Graph of the Normality Test

The histogram method shows that a regression model is considered normal if the curve forms a bell-shaped pattern. The normality test was further confirmed using the One-Sample Kolmogorov-Smirnov test. The result shows an Asymp. Sig. value of 0.200, which is greater than the significance level of 0.05. Therefore, the residual data are normally distributed. This indicates that the regression model meets the normality assumption required for further statistical analysis. Normal residual distribution also strengthens the validity of the regression results used in hypothesis testing. The histogram and P-P plot are used only as supporting visual evidence, while the conclusion of normality is primarily based on the statistical test result.

2) Normal Probability Plot (P-P Plot)

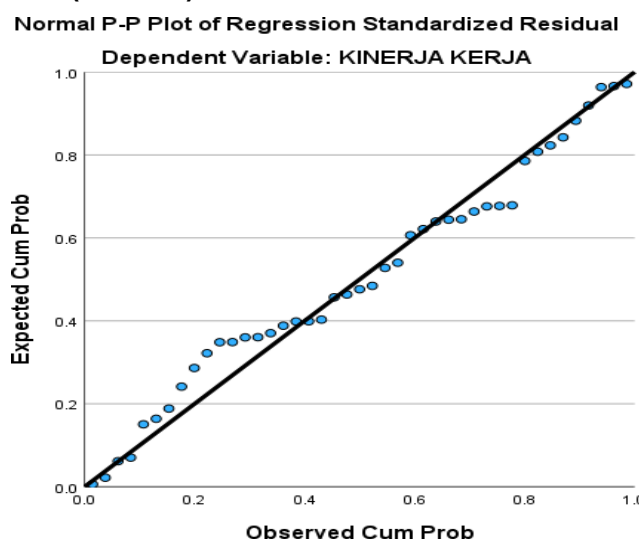


Figure 2. Normal probability plot graph

The Normal P-P Plot shows that most of the regression standardized residual points are located around and follow the diagonal line. This pattern indicates that the distribution of residuals is close to normal. Although minor deviations appear in several points, these deviations are not substantial and do not indicate a serious violation of the normality assumption. Thus, the normality assumption in the regression model can be considered fulfilled.

3) Kolmogorov-Smirnov Test

Table 12. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
	N	Unstandardized Residual
	43	
	Mean	.0000000
	Std. Deviation	3.12545407
Most Extreme Differences	Absolute	.109
	Positive	.104
	Negative	-.0,109
Test Statistic		.109
Asymp. Sig. (2-tailed)		.200 ^d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Since the significance value is $0.200 > 0.05$, the data is normally distributed.

Multicollinearity Test

Table 13. Multicollinearity test results

Variable	Tolerance	VIF	Description
Work Motivation (X1)	0.849	1.117	No Multicollinearity
Job Satisfaction (X2)	0.823	1.214	No Multicollinearity
Work Discipline (X3)	0.884	1.132	No Multicollinearity
Work Environment (X4)	0.914	1.094	No Multicollinearity

Based on Table 13, the tolerance values for all independent variables are greater than 0.10, and the VIF values are less than 10. Work motivation has a tolerance value of 0.849 and a VIF value of 1.117, job satisfaction has a tolerance value of 0.823 and a VIF value of 1.214, work discipline has a tolerance value of 0.884 and a VIF value of 1.132, and work environment has a tolerance value of 0.914 and a VIF value of 1.094. These results indicate that there is no high correlation among the independent variables. Therefore, the regression model is free from multicollinearity and is suitable for further regression analysis.

Heteroscedasticity Test

The heteroscedasticity test examines whether residual variance is constant across observations.

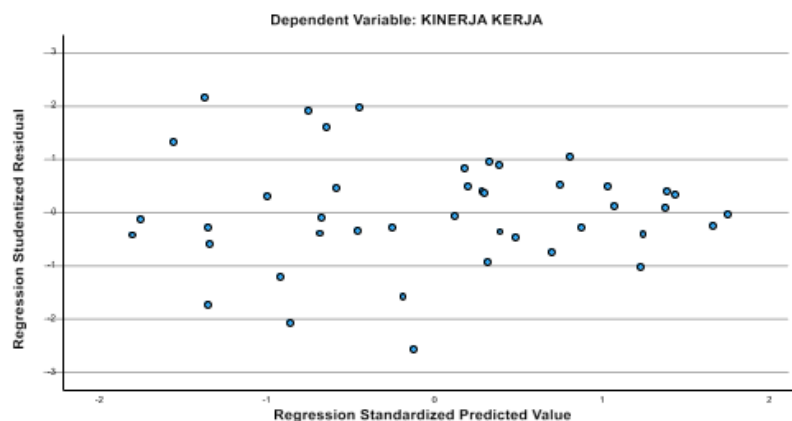


Figure 3. Scatterplot graph of heteroscedasticity test

The scatterplot results show random distribution of points without any clear pattern, indicating no heteroscedasticity problem. Therefore, the regression model is appropriate for further analysis.

Multiple Linear Regression Analysis

This analysis is used to determine the effect of Work Motivation (X1), Job Satisfaction (X2), Work Discipline (X3), and Work Environment (X4) on Employee Performance (Y).

Table 14. Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9,708	6,210		-1,563	,126
	Work Motivation (X1)	,370	,122	,348	3,029	,004
	Job Satisfaction (X2)	,319	,155	,240	2,060	,046
	Work Discipline (X3)	,354	,121	,329	2,925	,006
	Employee Performance (X4)	,307	,128	,265	2,395	,022

Based on the regression coefficient table, the regression equation obtained is:

$$Y = -9.708 + 0.370X1 + 0.319X2 + 0.354X3 + 0.307X4 + e$$

The results show that all independent variables have positive regression coefficients. Work motivation (X1) has a coefficient of 0.370 with a significance value of 0.004, job satisfaction (X2) has a coefficient of 0.319 with a significance value of 0.046, work discipline (X3) has a coefficient of 0.354 with a significance value of 0.006, and work environment (X4) has a coefficient of 0.307 with a significance value of 0.022. Since all significance values are less than 0.05, it can be concluded that work motivation, job satisfaction, work discipline, and work environment have positive and significant effects on employee performance. The constant value of -9.708 is only a statistical parameter and is not interpreted substantively because the variables were measured using a Likert scale.

Hypothesis Testing

t-Test (Partial Test)

Table 15. Results of the t-Test (Partial Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9,708	6,210		-1,563	,126
	Work Motivation (X1)	,370	,122	,348	3,029	,004
	Job Satisfaction (X2)	,319	,155	,240	2,060	,046
	Work Discipline (X3)	,354	,121	,329	2,925	,006
	Employee Performance (X4)	,307	,128	,265	2,395	,022

Based on Table 15, the t-test results show that all independent variables have significance values lower than 0.05 and t-count values greater than the t-table value of 2.028. Work motivation (X1) has a t-count of 3.029 with a significance value of 0.004, job satisfaction (X2) has a t-count of 2.060 with a significance value of 0.046, work discipline (X3) has a t-count of 2.925 with a significance value of 0.006, and work environment (X4) has a t-count of 2.395 with a significance value of 0.022. Therefore, it can be concluded that work motivation, job satisfaction, work discipline, and work environment partially have positive and significant effects on employee performance.

Coefficient of Determination (R^2)

Table 16. Model Summary

Model	R	RSquare	Adjusted square	Std.Error Of The Estimate
1	,758	,575	,530	3,286

Based on Table 16, the R value of 0.758 indicates a strong relationship between the independent variables and employee performance. The R Square value of 0.575 shows that work motivation, job satisfaction, work discipline, and work environment collectively explain 57.5% of the variation in employee performance. Meanwhile, the remaining 42.5% is explained by other factors outside the regression model. The Adjusted R Square value of 0.530 indicates that, after adjustment for the number of predictors, the independent variables still contribute 53.0% to explaining employee performance.

Discussion

The Influence of Work Motivation on Employee Performance

Based on the data analysis conducted, it is known that the Work Motivation variable (X1) has a positive and significant effect on Employee Performance (Y). This is indicated by a t-value of 3.029 with a significance value of 0.004. The finding indicates that work motivation has a positive and significant effect on employee performance. This suggests that employees with higher motivation tend to show stronger commitment, greater enthusiasm, and better responsibility in completing their tasks. In the context of BAPPEDA Wakatobi Regency, motivation may encourage employees to work more consistently, complete planning-related duties more effectively, and contribute to the achievement of organizational objectives. Therefore, improving employee motivation through recognition, career development opportunities, supportive leadership, and a fair reward system is important for strengthening employee performance.

This indicates that the better the work motivation possessed or provided to employees, the greater the tendency for an increase in their performance. This finding is consistent with previous studies stating that motivation is a dominant factor influencing job performance. In addition, the results also show that work motivation significantly contributes to improving employee performance compared to other variables.

Theoretically, this finding is supported by the Ability–Motivation–Opportunity (AMO) framework, which explains that employee performance is shaped by employees' ability, motivation, and opportunity to contribute effectively in the workplace (Bos-Nehles et al., 2023; Benítez-Núñez et al., 2024). In this context, work motivation represents employees' willingness to exert effort, maintain commitment, and achieve organizational goals. Therefore, motivated employees are more likely to demonstrate better performance because they have a stronger internal drive to complete their tasks effectively.

High work motivation encourages employees to work harder, be more enthusiastic, and responsible, thus enabling organizational goals to be achieved optimally. Thus, it can be concluded that the results of this study are consistent with both theory and previous research, where work motivation has been proven to have a significant effect on employee performance.

The Influence of Job Satisfaction on Employee Performance

The findings indicate that job satisfaction has a positive and significant effect on employee performance. This means that employees who feel more satisfied with their work tend to

demonstrate better performance in carrying out their duties. In this study, job satisfaction may be reflected in several important dimensions, such as satisfaction with compensation, opportunities for promotion or career development, supervisory support, recognition for work achievements, and the overall suitability between job expectations and actual work conditions.

In the context of BAPPEDA Wakatobi Regency, these dimensions are important because employees are required to complete planning documents, coordinate development programs, and perform administrative tasks accurately and on time. When employees feel satisfied with their work conditions, they are more likely to show stronger commitment, responsibility, loyalty, and willingness to complete tasks effectively. Conversely, low satisfaction may reduce enthusiasm, weaken work commitment, and affect the quality and timeliness of task completion.

This finding is consistent with previous studies showing that job satisfaction contributes to improved employee performance, productivity, and organizational commitment (Puspita & Widiastuti, 2023; Sandika & Andani, 2021). Theoretically, job satisfaction represents an employee's positive emotional response toward their job. Employees who experience higher satisfaction tend to have better work attitudes, stronger organizational attachment, and greater motivation to achieve work targets. Therefore, improving job satisfaction through fair compensation, clearer career opportunities, supportive supervision, and recognition of employee achievements is essential for strengthening employee performance at BAPPEDA Wakatobi Regency.

The Influence of Work Discipline on Employee Performance

Based on the partial hypothesis test (t-test), the t-value obtained is 2.925 with a significance value of 0.006. These results indicate that the t-value is greater than the t-table value ($2.925 > 2.024$), and the significance value is lower than 0.05 ($0.006 < 0.05$). Therefore, Work Discipline has a positive and significant effect on Employee Performance, meaning that the third hypothesis is accepted.

This finding indicates that employee performance is strongly influenced by the level of discipline applied in the organization. In relation to the observed organizational problems, such as delays in completing work, lack of punctuality, inconsistent compliance with work procedures, and weak adherence to organizational rules, work discipline becomes an important factor that needs to be improved. Employees who have good discipline tend to be more punctual, responsible, consistent in following standard procedures, and able to complete their tasks effectively and efficiently. Therefore, improving work discipline can be one of the strategic efforts to overcome performance-related problems within the organization.

The result of this study supports previous findings showing that work discipline has a positive and dominant influence on employee performance (Kristianti et al., 2021; Putra & Fernos, 2023). Theoretically, work discipline serves as a managerial instrument for shaping employee behavior in accordance with organizational standards, rules, and expectations. Without adequate discipline, organizations may continue to face problems such as low work efficiency, poor task completion, reduced service quality, and difficulty in achieving organizational objectives.

The Influence of Work Environment on Employee Performance

The findings indicate that work discipline has a positive and significant effect on employee performance. This means that employees with higher levels of discipline tend to demonstrate

better performance in completing their duties and responsibilities. This finding is closely related to the organizational problems observed at BAPPEDA Wakatobi Regency, particularly issues concerning work consistency, task completion, compliance with standard operating procedures, and attendance discipline. In a regional planning institution, discipline is essential because employees are required to complete planning documents, administrative reports, and program coordination tasks according to established schedules and procedures. When employees are punctual, comply with organizational rules, and follow work procedures consistently, their work outcomes are more likely to be accurate, timely, and aligned with institutional targets.

The result also suggests that weak discipline may contribute to delays in completing planning reports, inconsistent attendance, and reduced compliance with work procedures. Therefore, strengthening work discipline is important to improve employee responsibility, time management, and consistency in performing organizational tasks. This finding supports previous studies showing that work discipline has a positive influence on employee performance (Kristianti et al., 2021; Putra & Fernos, 2023). Theoretically, work discipline functions as a managerial mechanism that guides employee behavior in accordance with organizational standards and regulations. In the context of BAPPEDA Wakatobi Regency, discipline is not only related to attendance, but also to employees' ability to follow procedures, meet deadlines, and maintain accountability in supporting regional development planning activities.

Conclusion

This study aimed to analyze the influence of work motivation, job satisfaction, work discipline, and work environment on employee performance at the Regional Planning, Research, and Development Agency (BAPPEDA) of Wakatobi Regency. Based on data from 43 employees, the findings show that all four variables have positive and significant effects on employee performance. This indicates that employee performance is influenced not only by individual ability, but also by motivation, satisfaction, discipline, and the supportiveness of the work environment.

Among the four variables, work motivation provides the strongest contribution to employee performance, followed by work discipline, job satisfaction, and work environment. This is reflected in the regression coefficients, namely work motivation at 0.370, work discipline at 0.354, job satisfaction at 0.319, and work environment at 0.307. The coefficient of determination shows that these four variables explain 57.5% of the variation in employee performance, while the remaining 42.5% is influenced by other factors outside the model.

Based on these findings, BAPPEDA Wakatobi Regency is encouraged to improve employee performance through more concrete human resource strategies, such as reward and recognition programs, career development opportunities, consistent attendance monitoring systems, periodic performance evaluations, workplace facility improvements, and employee engagement initiatives. This study is limited by its relatively small sample size and focus on one government institution. Future studies are recommended to involve broader samples and examine other factors, such as leadership style, compensation, organizational culture, employee engagement, and digital work systems.

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