

The Influence of Motivation and Work Discipline on Employee Performance at the Gowa Regency DPRD Secretariat

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Abstract

The urgency of this research is to analyze the role of motivation and work discipline in improving employee performance at the Gowa Regency DPRD Secretariat. Employee performance is a crucial factor in determining the effectiveness of public sector organizations, as it directly influences the achievement of organizational goals and the quality of public services. Therefore, understanding the factors that contribute to employee performance, particularly work motivation and work discipline, is essential for improving organizational outcomes. This study aims to analyze the effect of work motivation and work discipline on employee performance at the Secretariat of the Regional House of Representatives (DPRD) of Gowa Regency. A quantitative approach with descriptive and associative methods was employed. The study involved a saturated sample of 32 employees, with data collected through structured questionnaires and analyzed using multiple linear regression with SPSS version 26. The findings indicate that work motivation has a positive and significant effect on employee performance, suggesting that higher motivation levels lead to improved work outcomes in terms of quality, responsibility, and productivity. In contrast, work discipline does not show a significant partial effect on performance, indicating that compliance with rules alone is insufficient to enhance performance without strong internal drive. However, simultaneous testing reveals that motivation and work discipline together have a positive and significant effect on employee performance, with a coefficient of determination of 59.2%. This implies that both variables collectively explain a substantial proportion of performance variation, while the remaining 40.8% is influenced by other factors not examined in this study. The findings emphasize that organizations should strengthen employee motivation and implement effective work discipline through balanced human resource strategies, as both factors jointly improve employee performance, with motivation serving as the dominant influence.

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

Introduction

Employee performance is a critical determinant of organizational effectiveness, particularly within public sector institutions where service delivery, accountability, and governance are highly scrutinized (Husaini & Utama, 2021; Yuzarni et al., 2022; Husni, 2023). In the context of regional government institutions, such as the Secretariat of the Regional House of Representatives (DPRD) of Gowa Regency, employee performance plays a strategic role in supporting legislative, budgeting, and supervisory functions (Alfian et al., 2019; Dwiguna et al., 2023). Despite its importance, achieving optimal employee performance remains a persistent challenge, often influenced by internal and external factors, including work motivation and work discipline (Saputra et al., 2021; Manopo et al., 2022; Meliana, 2023). Empirically, preliminary observations at the DPRD Secretariat of Gowa Regency reveal issues such as tardiness, early departures, and inconsistent attendance, indicating that discipline levels may not be fully optimized. At the same time, employees demonstrate relatively high levels of motivation,

reflected in their enthusiasm and perceived job satisfaction. This paradox raises an important theoretical and practical question regarding how motivation and discipline interact to influence performance outcomes in a public organizational setting (Sari et al., 2026).

From a theoretical perspective, motivation is widely recognized as a driving force that influences individual behavior, effort, and persistence in achieving organizational goals (Husni, 2023; Khaeruman et al., 2021; Loindong et al., 2023). It encompasses both intrinsic and extrinsic factors, such as recognition, compensation, and work environment, which collectively shape employee engagement and productivity (Afqiah & Diana, 2022; Damopolii et al., 2025). Meanwhile, work discipline is often associated with adherence to organizational rules, procedures, and standards, reflecting an employee's commitment to organizational norms (Nawir et al., 2024; Wisnadin & Aprianti, 2023). In public sector organizations, discipline is particularly emphasized due to its role in ensuring accountability and consistency in service delivery (Aen & Sutarmin, 2025). However, the relationship between these variables and employee performance is not always linear or consistent across different organizational contexts, making it a compelling area for further investigation.

Recent studies have extensively examined the relationship between motivation, discipline, and employee performance across various sectors. For instance, several empirical findings suggest that work motivation significantly influences employee performance by enhancing job satisfaction, commitment, and productivity (Afqiah & Diana, 2022; Dwiguna et al., 2023; Tania, 2023; Loindong et al., 2023). Employees who feel valued and recognized tend to exhibit higher levels of engagement and are more likely to achieve organizational targets. Similarly, research has shown that work discipline contributes positively to performance by promoting punctuality, responsibility, and adherence to organizational standards (Meliana, 2023; Wisnadin & Aprianti, 2023; Nawir et al., 2024). High levels of discipline are often associated with improved efficiency and reduced organizational inefficiencies (Vidiantara et al., 2026).

However, not all studies report consistent findings. Some research indicates that while motivation consistently shows a strong and significant impact on performance, the effect of work discipline may vary depending on contextual factors such as organizational culture, leadership style, and reward systems (Manopo et al., 2022; Saputra et al., 2021; Dwiguna et al., 2023). In certain cases, discipline is found to have a limited or insignificant effect on performance, particularly when it is perceived merely as a formal obligation rather than an internalized value (Prayoga et al., 2016; Meliana, 2023). Moreover, studies in public sector organizations highlight that bureaucratic structures and rigid regulations may reduce the effectiveness of discipline as a performance driver if not supported by motivational mechanisms (Alfian et al., 2019; Khaeruman et al., 2021). These inconsistencies suggest that the interaction between motivation and discipline is complex and context-dependent (Adiningrat et al., 2020).

Furthermore, most previous studies have focused on private sector organizations or large-scale government institutions, leaving a gap in understanding how these variables operate within smaller or region-specific public institutions, such as the DPRD Secretariat. In addition, many studies tend to examine motivation and discipline independently, rather than analyzing their combined or simultaneous effects on employee performance (Afqiah & Diana, 2022; Tania, 2023; Saputra et al., 2021). This limitation restricts a comprehensive understanding of how these variables interact to influence performance outcomes. Given the unique administrative and functional characteristics of the DPRD Secretariat, including its dual responsibility to legislative leadership and regional government administration, it is essential to explore these relationships within this specific context.

The gap between existing studies and the current research lies in the lack of empirical evidence regarding the simultaneous influence of motivation and work discipline on employee performance in regional legislative support institutions. While previous research provides valuable insights into the individual effects of these variables, it does not adequately address how they interact in shaping performance outcomes in a localized public sector environment. Additionally, inconsistencies in findings related to the role of discipline highlight the need for further investigation to determine whether discipline remains a significant predictor of performance when combined with motivation. This study seeks to address these gaps by providing empirical evidence from the DPRD Secretariat of Gowa Regency, thereby contributing to a more nuanced understanding of human resource management in public institutions.

Based on the identified research gap, this study aims to answer the following research question: To what extent do work motivation and work discipline influence employee performance at the DPRD Secretariat of Gowa Regency, both partially and simultaneously? Accordingly, the objectives of this study are to (1) analyze the partial effect of work motivation on employee performance, (2) examine the partial effect of work discipline on employee performance, and (3) evaluate the simultaneous effect of work motivation and work discipline on employee performance. The novelty of this research lies in its integrated approach, which examines both variables concurrently within a specific public sector context, as well as its focus on a regional legislative support institution that has received limited scholarly attention. By doing so, this study not only enriches the existing literature on employee performance but also provides practical insights for policymakers and organizational leaders in designing effective human resource strategies that balance motivational and disciplinary approaches to enhance performance outcomes.

Method

This study employed a quantitative research design using a descriptive and associative approach to examine the influence of work motivation and work discipline on employee performance. The design was considered appropriate for answering the research questions, as it allows for the measurement of relationships between variables and the testing of hypotheses using statistical procedures. The descriptive component was used to illustrate the characteristics of each variable, while the associative approach aimed to identify the causal relationships between independent variables (work motivation and work discipline) and the dependent variable (employee performance). The study was conducted at the Secretariat of the Regional House of Representatives (DPRD) of Gowa Regency over a two-month period from December 2025 to January 2026. The population of this study consisted of all employees working at the DPRD Secretariat of Gowa Regency, totaling 32 individuals. Given the relatively small population size, this study applied a saturated sampling technique, where all members of the population were included as research respondents. This approach ensures comprehensive data representation and eliminates sampling bias, making the findings more accurate for the studied context. The respondents included both male and female employees with varying levels of education, tenure, and job positions, thus providing a holistic view of organizational conditions.

Data collection was carried out using multiple techniques to ensure data validity and reliability. The primary data were obtained through structured questionnaires distributed directly to all respondents. The questionnaire was developed based on established theoretical indicators. The work motivation variable included indicators such as self-direction, authority, and job security, while work discipline encompassed factors such as leadership example, fairness,

compensation, and clarity of goals. Employee performance was measured using indicators including quantity, quality, and teamwork. All questionnaire items were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). In addition to questionnaires, supplementary data were collected through interviews, observations, and documentation, including employee attendance records and performance reports. These methods ensured that both perceptual and factual data were captured accurately. Instrument development followed standard procedures to ensure validity and reliability. The validity of the questionnaire items was tested using item-total correlation, where all items showed correlation values exceeding the critical threshold, indicating that the instruments were valid. Reliability testing was conducted using Cronbach's Alpha, with all variables demonstrating coefficients above 0.70, confirming that the instruments were reliable and consistent. These procedures ensured that the data collected were both accurate and dependable for further analysis.

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Prior to data collection, the questionnaire underwent expert validation involving three experts in the fields of human resource management and public sector administration. The experts evaluated the relevance, clarity, appropriateness, and consistency of each questionnaire item with the theoretical constructs of work motivation, work discipline, and employee performance. Based on the experts' recommendations, several items were revised to improve wording, reduce ambiguity, and enhance the overall quality of the instrument. The expert validation process confirmed that the questionnaire adequately represented the dimensions and indicators of the variables being investigated.

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Data analysis was performed using Statistical Package for the Social Sciences (SPSS) version 26. The analysis began with descriptive statistics to summarize the characteristics of respondents and variables. This was followed by classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model met the required assumptions. The normality test indicated that the residual data were normally distributed, as shown by the symmetric histogram pattern. The multicollinearity test revealed that all Variance Inflation Factor (VIF) values were below 10, indicating no multicollinearity issues. Additionally, the heteroscedasticity test showed that residuals were randomly

distributed, confirming the absence of heteroscedasticity. To examine the relationship between variables, multiple linear regression analysis was employed. This technique was selected because the study involved more than one independent variable influencing a single dependent variable. The regression model used in this study is expressed as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where Y represents employee performance, X_1 represents work motivation, X_2 represents work discipline, α is the constant, β_1 and β_2 are regression coefficients, and ε is the error term. Hypothesis testing was conducted using the t-test to evaluate the partial effects of each independent variable and the F-test to assess their simultaneous effect on the dependent variable. The level of significance used in this study was 0.05. Additionally, the coefficient of determination (R^2) was calculated to measure the proportion of variance in employee performance explained by the independent variables. Overall, the research procedures were systematically organized and clearly defined, allowing for replication in similar contexts. The combination of appropriate sampling, validated instruments, and rigorous statistical analysis ensures that the findings of this study are both reliable and relevant for understanding the factors influencing employee performance in public sector organizations.

Results

This section presents the results of data analysis obtained from 32 respondents at the Secretariat of DPRD Gowa Regency. The findings are organized systematically, starting from respondent characteristics, descriptive statistics of variables, regression analysis, and hypothesis testing.

Respondent Characteristics

Table 1. Distribution of Respondents by Age

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
21–29	13	40.6	40.6	40.6
30–40	12	37.5	37.5	78.1
>45	7	21.9	21.9	100.0
Total	32	100.0	100.0	

The data in Table 1 show the distribution of respondents based on age categories. The largest proportion of respondents falls within the 21–29 age group, accounting for 40.6% of the total sample. This is followed by respondents aged 30–40 years at 37.5%, while those aged above 45 years represent 21.9%. The cumulative percentage indicates that 78.1% of respondents are under the age of 40. Overall, the data demonstrate that the sample is dominated by individuals in younger age categories. The distribution appears relatively balanced across age groups, although a higher concentration is observed in the early career age range.

Table 2. Distribution of Respondents by Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	14	43.8	43.8	43.8
Female	18	56.3	56.3	100.0
Total	32	100.0	100.0	

Table 2 presents the gender composition of the respondents included in this study. Female respondents constitute the majority, representing 56.3% of the total sample, while male respondents account for 43.8%. The cumulative percentage shows a complete distribution across both categories, reaching 100%. The difference between the two groups is not extreme,

indicating a relatively balanced gender representation. However, the proportion of female respondents is slightly higher. This distribution provides an overview of the demographic structure of the sample in terms of gender classification without implying any form of comparison or inference.

Table 3. Distribution of Respondents by Education Level

Education	Frequency	Percent	Valid Percent	Cumulative Percent
High School	12	37.5	37.5	37.5
Bachelor (S1)	18	56.3	56.3	93.8
Master (S2)	1	3.1	3.1	96.9
Doctoral (S3)	1	3.1	3.1	100.0
Total	32	100.0	100.0	

Table 3 displays the educational background of the respondents. The majority of respondents hold a bachelor's degree (S1), accounting for 56.3% of the total sample. Respondents with a high school education make up 37.5%, while those with postgraduate qualifications (S2 and S3) each represent 3.1%. The cumulative percentage shows that 93.8% of respondents have an education level up to the undergraduate stage. Only a small proportion has pursued higher academic degrees beyond this level. The data provide a clear representation of the respondents' educational attainment within the study sample.

Table 4. Distribution of Respondents by Work Experience

Work Experience	Frequency	Percent	Valid Percent	Cumulative Percent
< 5 years	15	46.9	46.9	46.9
6–10 years	12	37.5	37.5	84.4
> 10 years	5	15.6	15.6	100.0
Total	32	100.0	100.0	

Table 4 presents the distribution of respondents based on their work experience. The largest group consists of respondents with less than five years of experience, representing 46.9% of the total. Those with 6–10 years of experience account for 37.5%, while respondents with more than 10 years of experience represent 15.6%. The cumulative percentage shows that 84.4% of respondents have less than 10 years of work experience. This indicates that most respondents fall within the early to mid-career stages. The data provide an overview of tenure distribution among the study participants.

Table 5. Distribution of Respondents by Position

Position	Frequency	Percent	Valid Percent	Cumulative Percent
Head	1	3.1	3.1	3.1
Staff	24	75.0	75.0	78.1
Others	6	18.8	18.8	96.9
Additional	1	3.1	3.1	100.0
Total	32	100.0	100.0	

Table 5 shows the distribution of respondents based on their organizational position. The majority of respondents are staff members, accounting for 75.0% of the sample. Other positions represent smaller proportions, including “others” at 18.8%, and both “head” and “additional” categories at 3.1% each. The cumulative percentage indicates that most data are derived from operational-level employees. This distribution provides insight into the hierarchical composition of respondents involved in the study without further analytical interpretation.

Descriptive Analysis of Variables

Table 6. Descriptive Statistics of Motivation (X1)

Item	Total Score	Mean
X1.1	136	4.25
X1.2	136	4.25
X1.3	137	4.28
X1.4	135	4.22
X1.5	135	4.22
X1.6	137	4.28
X1.7	129	4.03
X1.8	129	4.03
Average	-	4.20

Table 6 presents the descriptive statistics of the motivation variable (X1). The data indicate that all items have mean values above 4.00, reflecting consistently high responses across indicators. The highest mean values are observed in items X1.3 and X1.6, both scoring 4.28, while the lowest values are found in items X1.7 and X1.8 at 4.03. The overall average score of 4.20 suggests that respondents provided generally favorable responses to all motivation indicators. The distribution of scores across items appears relatively stable, with only slight variations. These results summarize the central tendency of responses without further analytical interpretation.

Table 7. Descriptive Statistics of Work Discipline (X2)

Item	Total Score	Mean
X2.1	136	4.25
X2.2	136	4.25
X2.3	135	4.22
X2.4	138	4.31
X2.5	135	4.22
X2.6	132	4.13
X2.7	133	4.16
X2.8	130	4.06
X2.9	137	4.28
X2.10	132	4.13
X2.11	132	4.13
Average	-	4.19

Table 7 shows the descriptive statistics for the work discipline variable (X2). All items demonstrate mean values above 4.00, indicating a high level of agreement among respondents. The highest mean value is recorded for item X2.4 at 4.31, while the lowest is found in item X2.8 at 4.06. The overall average score of 4.19 reflects a generally strong response pattern across all discipline indicators. The variation between the highest and lowest scores is relatively small, suggesting consistency in responses. These figures provide a summary of the data distribution without implying causal relationships or further interpretation.

Table 8. Descriptive Statistics of Employee Performance (Y)

Item	Total Score	Mean
Y1	133	4.16
Y2	135	4.22
Y3	135	4.22
Y4	141	4.41
Y5	131	4.09
Y6	134	4.19
Y7	129	4.03
Y8	130	4.06
Y9	135	4.22
Average	-	4.17

Table 8 presents the descriptive statistics of the employee performance variable (Y). The results indicate that all items have mean scores above 4.00, reflecting positive responses across indicators. The highest mean value is observed in item Y4 at 4.41, while the lowest value appears in item Y7 at 4.03. The overall average score of 4.17 shows that responses are consistently high across all performance indicators. The distribution of mean values demonstrates relatively small variation, indicating stable response patterns. These results describe the overall tendencies of the data without further interpretation or analytical conclusions.

Table 9. Descriptive Statistics of Employee Performance (Y)

Item	Total Score	Mean
Y1	133	4.16
Y2	135	4.22
Y3	135	4.22
Y4	141	4.41
Y5	131	4.09
Y6	134	4.19
Y7	129	4.03
Y8	130	4.06
Y9	135	4.22
Average	-	4.17

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Multiple Linear Regression Analysis

Table 10. Results of Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta	t	Sig.
Constant	10.837	4.154	-	2.609	0.014
Motivation (X1)	0.556	0.172	0.553	3.230	0.003
Work Discipline (X2)	0.175	0.112	0.268	1.568	

Table 10 presents the results of the multiple linear regression analysis examining the relationship between motivation (X1), work discipline (X2), and employee performance (Y). The regression model includes both unstandardized and standardized coefficients, along with t-values and significance levels. The constant value is 10.837, while the coefficients for motivation and work discipline are 0.556 and 0.175, respectively. The significance values indicate varying levels of statistical contribution. These results provide the numerical basis for the regression model and show how each independent variable is represented in the equation without further interpretation.

Instrument Testing

Table 11. Validity Test Results

Variable	Item	r-count	Sig.	r-table	Description
Motivation	X1.1–X1.8	0.429–0.917	<0.05	0.3494	Valid
Work Discipline	X2.1–X2.11	0.438–0.852	<0.05	0.3494	Valid
Performance	Y1–Y8	0.461–0.759	<0.05	0.3494	

Table 11 shows the results of the validity test for all research variables. The correlation values (r-count) for all items exceed the r-table value of 0.3494, and all significance values are below 0.05. The range of correlation coefficients varies between 0.429 and 0.917 across variables. These results indicate that each item meets the required statistical criteria for validity. The table summarizes the measurement accuracy of the instrument used in this study, showing that all indicators are statistically acceptable based on the applied testing procedure.

Table 12. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items
Motivation	0.848	8
Work Discipline	0.901	11
Performance	0.855	8

Table 11 presents the reliability test results for the research variables using Cronbach's Alpha. The values for all variables exceed the commonly accepted threshold of 0.70, with motivation at 0.848, work discipline at 0.901, and performance at 0.855. The number of items varies across variables, ranging from 8 to 11. These results indicate the internal consistency of the measurement instruments. The table provides a summary of reliability coefficients without additional interpretation or evaluation beyond the reported statistical values.

Classical Assumption Tests

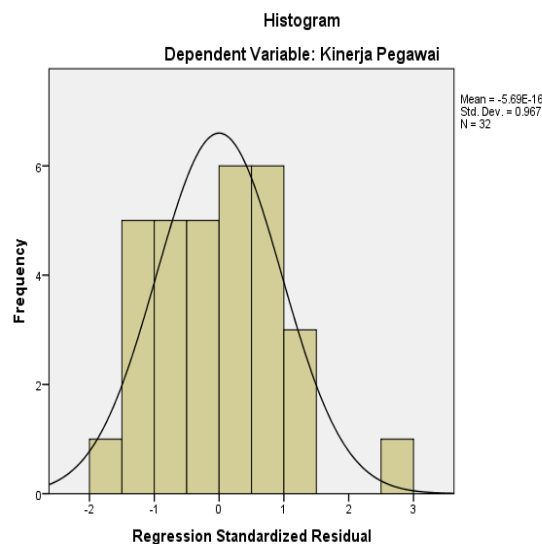


Figure 1. Normality Test (Histogram)

The histogram of residuals shows a symmetrical distribution pattern centered around the mean. The shape of the curve appears bell-shaped, indicating a normal distribution of data. There are no extreme deviations or outliers visible in the graphical representation. The spread of the data follows a consistent pattern across the horizontal axis. This figure provides a visual representation of the residual distribution used in the regression model. The graphical output supports the statistical assumption of normality based on the observed pattern without further analytical interpretation.

Table 13. Multicollinearity Test Results

Variable	Tolerance	VIF
Motivation	0.481	2.080
Work Discipline	0.481	2.080

Table 13 presents the results of the multicollinearity test using tolerance and Variance Inflation Factor (VIF) values. Both independent variables have tolerance values of 0.481 and VIF values of 2.080. These values fall within acceptable statistical limits commonly used in regression analysis. The table shows that the independent variables are measured within the model using the same statistical indicators. The results provide numerical evidence regarding the relationships among independent variables without further interpretation or discussion.

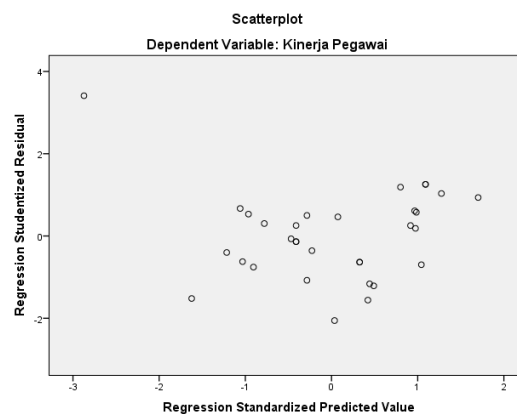


Figure 2. Heteroscedasticity Test (Scatterplot)

The scatterplot shows the distribution of residual values across predicted values. The points appear randomly scattered both above and below the horizontal axis without forming a specific pattern. There is no visible clustering or systematic structure in the spread of data points. The distribution is relatively even across the plot area. This figure illustrates the residual variance pattern used to assess heteroscedasticity in the regression model. The graphical presentation provides a visual summary of the data dispersion without additional interpretation.

Hypothesis Testing

Table 14. F-Test Results (ANOVA)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	282.585	2	141.292	20.998	0.000
Residual	195.134	29	6.729		
Total	477.719	31			

Table 14 shows the results of the F-test using ANOVA. The regression model has an F-value of 20.998 with a significance level of 0.000. The sum of squares for regression is 282.585, while the residual sum of squares is 195.134. The degrees of freedom are distributed across regression (2) and residual (29). These values represent the overall statistical output of the model testing process. The table summarizes the variance analysis results without including further interpretation of the findings.

Table 15. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error
1	0.769	0.592	0.563	2.594

Table 15 presents the coefficient of determination (R^2) of the regression model. The value of R is 0.769, indicating the correlation between variables. The R Square value is 0.592, while the adjusted R Square is 0.563. The standard error of the estimate is 2.594. These values represent the statistical summary of the regression model's explanatory capacity. The table provides numerical indicators of model fit without further interpretation or analytical discussion.

Discussion

This section discusses the findings of the study based on the results obtained from statistical analysis, including regression analysis, hypothesis testing, and descriptive statistics. The discussion is presented narratively to explain how the empirical findings relate to theoretical perspectives and prior research. The aim is to provide a comprehensive synthesis of the relationships between motivation, work discipline, and employee performance in the organizational context studied. Each finding is examined in relation to the proposed hypotheses, and its consistency with existing theories and empirical studies is highlighted.

The Effect of Motivation on Employee Performance

The results of hypothesis testing indicate that motivation has a positive and significant effect on employee performance. This finding is supported by the regression analysis, where motivation demonstrates a statistically significant coefficient with a significance value below the accepted threshold. This suggests that higher levels of motivation are associated with improved levels of employee performance. The relationship observed in this study confirms that motivation functions as a key determinant in shaping employee behavior and outcomes within an organizational setting. From a theoretical perspective, motivation is widely recognized as an internal driving force that influences how individuals perform their tasks and responsibilities. Employees who are highly motivated tend to exhibit greater enthusiasm, stronger commitment, and higher levels of responsibility in completing their work. The descriptive findings of this study also support this argument, as respondents reported high levels of agreement on motivation-related indicators, particularly those related to recognition and trust. These elements reflect the psychological needs of employees, which play a crucial role in enhancing their work performance.

The findings are consistent with reinforcement theory, which posits that behavior is shaped by its consequences. When employees receive positive reinforcement, such as recognition, rewards, or incentives, they are more likely to repeat desirable behaviors. In this study, the presence of recognition and trust from supervisors appears to strengthen employees' motivation, leading to improved performance outcomes. This suggests that organizations that actively provide reinforcement mechanisms are more likely to foster productive work behaviors among their employees. Furthermore, the results align with previous empirical studies that have found a significant relationship between motivation and performance. Prior research has consistently demonstrated that motivated employees tend to achieve higher productivity levels and better work quality. The consistency between this study and earlier findings reinforces the robustness of the relationship between motivation and performance across different organizational contexts. Therefore, the claim that motivation significantly influences employee performance is well supported by both empirical evidence and theoretical frameworks.

The Effect of Work Discipline on Employee Performance

In contrast to motivation, the results of this study indicate that work discipline does not have a statistically significant effect on employee performance when tested individually. The regression analysis shows that the significance value for work discipline exceeds the accepted threshold, suggesting that its direct impact on performance is not strong enough to be considered statistically meaningful. This finding implies that although employees may exhibit disciplined behavior, such behavior does not necessarily translate into improved performance outcomes. Theoretically, work discipline is often associated with adherence to rules, punctuality, and responsibility in carrying out tasks. It is generally assumed that disciplined employees are

more likely to perform better because they follow organizational procedures and maintain consistency in their work. However, the findings of this study suggest that discipline alone may not be sufficient to drive performance improvements. This indicates that discipline, when perceived merely as a formal obligation, may not fully capture the intrinsic motivation required to enhance performance. One possible explanation for this finding can be linked to equity theory, which emphasizes the importance of fairness in motivating individuals. If employees perceive that the reward system within the organization is not equitable, their level of discipline may not translate into higher performance. In this study, the descriptive results show that certain aspects related to fairness and rewards received relatively lower scores compared to other indicators. This suggests that perceptions of fairness may influence how discipline affects performance outcomes.

Additionally, the lack of a significant effect may also be attributed to the nature of discipline practices within the organization. If discipline is implemented primarily as a compliance mechanism rather than a performance-driven system, its impact on productivity may be limited. Employees may adhere to rules and regulations without necessarily improving the quality or efficiency of their work. This finding highlights the importance of aligning discipline systems with performance objectives to ensure that disciplined behavior contributes meaningfully to organizational outcomes. The results of this study are consistent with several previous studies that have also reported a non-significant relationship between work discipline and performance. This suggests that the influence of discipline on performance may vary depending on contextual factors such as organizational culture, leadership style, and reward systems. Therefore, while discipline remains an important organizational factor, its role in directly enhancing performance may depend on how it is integrated with other motivational elements.

The Combined Effect of Motivation and Work Discipline on Employee Performance

The results of the simultaneous hypothesis test indicate that motivation and work discipline together have a positive and significant effect on employee performance. The F-test results show that the combined influence of these variables is statistically significant, suggesting that when considered together, motivation and discipline contribute meaningfully to performance outcomes. This finding highlights the importance of examining the interaction between multiple factors rather than relying solely on individual effects. The combined effect suggests that motivation and discipline play complementary roles in shaping employee performance. Motivation provides the internal drive that encourages employees to perform at their best, while discipline ensures that their efforts are directed in a structured and consistent manner. When these two factors are present simultaneously, they create a work environment that supports both initiative and order, leading to improved performance outcomes. From a theoretical standpoint, this finding aligns with the view that performance is influenced by multiple interacting factors. The concept that performance results from the interaction between ability and motivation is well established in organizational behavior literature. In this context, discipline can be seen as a supporting mechanism that reinforces motivated behavior by providing clear guidelines and expectations.

This interaction helps ensure that motivated employees channel their efforts effectively toward achieving organizational goals. Interestingly, although work discipline does not show a significant effect when tested individually, it becomes significant when combined with motivation. This suggests that discipline may act as a moderating or supporting variable that enhances the effect of motivation on performance. In other words, discipline alone may not be sufficient to improve performance, but it can strengthen the positive impact of motivation when

both variables are present. The findings are also consistent with previous empirical studies that have demonstrated the joint influence of motivation and discipline on performance. These studies highlight that organizational performance is often the result of multiple interrelated factors rather than a single determinant. The consistency between this study and prior research reinforces the importance of adopting a holistic approach in understanding employee performance. Overall, the results indicate that organizations should focus on both enhancing employee motivation and implementing effective discipline systems. By doing so, they can create a balanced work environment that encourages high performance while maintaining organizational order. The findings provide empirical support for the argument that a combination of internal and external factors is necessary to achieve optimal employee performance outcomes.

Conclusion

This study aimed to analyze the effect of motivation and work discipline on employee performance at the Secretariat of the Regional House of Representatives (DPRD) of Gowa Regency. The findings confirm the research objectives and demonstrate that motivation has a positive and significant effect on employee performance ($t\text{-value} = 2.548$; $p = 0.014 < 0.05$). In contrast, work discipline does not have a significant partial effect on employee performance ($t\text{-value} = 1.432$; $p = 0.158 > 0.05$). However, motivation and work discipline simultaneously influence employee performance significantly, as indicated by the F-test results ($F\text{-value} = 15.763$; $p = 0.000 < 0.05$). The coefficient of determination (R^2) shows that motivation and work discipline explain a substantial proportion of the variance in employee performance.

These findings imply that employee motivation is a key driver of performance improvement, while work discipline serves as a supporting factor when integrated with motivational practices. Therefore, organizations should strengthen employee motivation through recognition programs, fair reward systems, and supportive working conditions while maintaining appropriate disciplinary standards.

This study is limited by its relatively small sample size, focus on a single public institution, and reliance on self-reported questionnaire data, which may affect the generalizability of the findings. Future research is recommended to involve broader and more diverse samples, incorporate additional variables such as leadership style, organizational culture, compensation, and job satisfaction, and employ mixed-method approaches to provide deeper insights into factors affecting employee performance.

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