

The Influence of Motivation and Work Discipline on Employee Performance at the Regional Development Planning, Research and Innovation Agency (Bapperida) of Bulukumba Regency

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Abstract

The urgency of this research lies in the importance of improving employee performance as a key factor in the success of regional development planning and implementation at BAPPERIDA Bulukumba Regency. Given the indications of declining performance in recent years, this study is relevant for identifying internal factors such as motivation and work discipline that can be promptly addressed by management. The aim of this research is to find out whether motivation and work discipline variables influence employee performance at the Regional Development Planning, Research and Innovation Agency Bulukumba Regency. The type of research carried out is quantitative research. The population in this study were all employees at the Regional Development Planning, Research and Innovation Agency Bulukumba Regency, totaling 74 employees consisting of 44 ASN and 30 non-ASN. The sampling technique used in this research was saturated sampling. Therefore, the number of samples in this research was 74 employees. The criteria for this sample are employees consisting of 44 ASN and 30 non-ASN. The type of data used in this research is quantitative data obtained from distributed questionnaires and is related to the problem being studied. Data collection was carried out by distributing questionnaires and documentation. In this research, the data sources used in data collection include primary data. Based on the results of research using statistical calculations through the Statistical Package for the Social Science version 26 (SPSS26) application, the results show that motivation and work discipline variables partially have a positive and significant effect on employee performance at the Regional Development Planning, Research and Innovation Agency Bulukumba Regency.

Keywords: *Motivation, Work Discipline, Employee Performance*

Introduction

Human resources are a fundamental initiator of action, such as fostering progress. As such, human resources or labor are a central consideration in development, providing both benefits to outcomes and commitments toward organizational or corporate advancement (Barlian, 2017). Human resources encompass the full range of human capabilities that can be channeled or contributed to society to produce goods or services (Kurniawan et al., 2023). However, there are several other supporting elements, one of which is the nature of human resources within an organization. Human resources especially employees who strive to work hard are crucial in achieving company goals (Natalia et al., 2023). In general, employee

performance is a form of work carried out by staff and can serve as the foundation or reference for research on employees within an organization (et al., 2021). Employee performance in a company is vital in advancing the mission or motto it upholds and encourages each employee to excel. Employees play a critical role in determining the success or failure of an organization, and performance assessment is essential in deciding whether an employee deserves to be retained (Prastiwi & Sanaba, 2024).

Performance is defined as the ability to carry out specific skills (Rinjani et al., 2024). The rapid advancement of science and technology brings significant changes to human life. These changes result in higher demands on individuals to improve their performance. Consequently, individuals may experience stress, especially those who struggle to adapt to such developments (Suryandari et al., 2023). Humans, as the primary factor in every organizational activity, are a unique asset due to the numerous unpredictable influences involved in managing them (Hernandi & Prabowo, 2024). Employee performance has a direct impact on the quality of public services delivered to citizens (Amin et al., 2023). Therefore, it is essential to understand the factors that influence employee performance. Two particularly relevant factors are work motivation and work discipline (Bupu & Wardani, 2024).

The first factor influencing employee performance is work motivation (Mirad & Yusuf, 2024). Work motivation is a set of behaviors that drive an individual to act in a specific goal-directed manner (Saputra et al., 2024). Work motivation as the driving force that generates enthusiasm in an individual to collaborate, work effectively, and integrate all efforts to achieve job satisfaction (Samak et al., 2022). Previous studies support this view. Motivation has a significant influence on employee performance, indicating that better motivation leads to improved performance (Putri & Fatahurrazak, 2020). Motivation positively and significantly affects employee performance (Purnamiati, 2024).

The second factor is work discipline. Work discipline plays a vital role in achieving organizational goals (Rino, 2024). It refers to adherence and compliance with established rules within the organization. Discipline is critical for organizational growth and is used to encourage employees to practice self-discipline in carrying out tasks effectively, both individually and in teams. It also helps cultivate respect for policies and procedures, thus enhancing overall performance (Pebriana, 2021). Work discipline serves as a determinant of high performance. When employees violate rules or abandon tasks outside of designated break times, work may be neglected (Mooduto et al., 2024). This suggests that work discipline reflects an individual's attitude and behavior in adhering to regulations, rooted in self-awareness. Individuals with strong discipline exhibit higher performance, while those with poor discipline tend to perform at lower levels (Rizal et al., 2020).

These findings are supported by the research who found that work discipline significantly and positively influences employee performance, with a t-value of 10.332 (Salsafila et al., 2023). This means the higher the level of discipline, the higher the performance, and vice versa. Similarly, the research reported a t-value of 5.282, reinforcing the same conclusion (Woru et al., 2023). However, not all research supports this claim. Work discipline has a negative and insignificant effect on employee performance, with a t-value of -0.177. This suggests that discipline is not a determining factor of employee performance in their study, though it remains important for organizations to continue improving employee discipline as part of broader performance management strategies (Wahrini & Hasbi, 2021).

The Regional Development Planning, Research, and Innovation Agency (BAPPERIDA) of Bulukumba Regency is a local government institution tasked with planning, research, and development at the regional level. BAPPERIDA is responsible for preparing short-, medium-, and long-term development plans and ensuring their implementation aligns with the regional development vision and mission. Based on preliminary observations conducted in August 2024, the researcher interviewed several BAPPERIDA employees who noted that in recent years, the agency has faced challenges in achieving its development targets as outlined in its strategic plans. One major issue is the decline in employee performance, particularly in planning, implementation, and monitoring of development projects. Despite having adequate human resources, outcomes remain suboptimal, as evidenced by project delays, unmet program targets, and weak inter-departmental coordination. Several factors are suspected to contribute to the decline in employee performance at BAPPERIDA Bulukumba, most notably low motivation and lack of discipline. This is evident from indicators such as high absenteeism, non-compliance with working hours, and low initiative in completing assigned tasks. In fact, motivation and work discipline play key roles in boosting productivity and work quality.

The novelty of this research lies in its specific focus on BAPPERIDA of Bulukumba Regency, a strategic institution that has rarely been studied in the context of the relationship between motivation, work discipline, and employee performance. This study also incorporates the latest post-pandemic empirical data to reveal the dynamics of civil servant performance in addressing the challenges of regional development planning.

Method

This research employs a quantitative research approach. Quantitative methods are research methods based on positivist philosophy, characterized by the use of numerical data and statistical analysis. The type of research used is causal associative research, which aims to determine the relationship between two or more variables. The study was conducted at the Regional Development Planning, Research, and Innovation Agency (BAPPERIDA) of Bulukumba Regency, located at Jl. Dr. Sutomo No. 1, Bulukumba. The research took place over two months, from January 2024 to February 2025. The type of data used is quantitative, which consists of numerical information collected through observation. The data source is primary data, obtained directly from original sources without intermediaries, including individual or group opinions and observations.

The population in this study includes all employees of BAPPERIDA Bulukumba, totaling 74 staff members, 44 civil servants (ASN) and 30 non-civil servants (non-ASN). The sampling technique used is saturated sampling, where the entire population is used as the sample. Data collection techniques include observation, documentation, and questionnaires. Observation involves systematically recording observable phenomena at BAPPERIDA Bulukumba. Documentation includes collecting written records such as notes, books, newspapers, journal transcripts, and agendas, along with photographs. The questionnaire is a list of questions distributed to respondents at BAPPERIDA Bulukumba.

The operational definitions of the variables in this study are as follows: Motivation (X1) refers to the internal drive that inspires employees to perform their duties and responsibilities enthusiastically. This variable is assessed through indicators such as needs, expectations, self-esteem, and a supportive environment. Work Discipline (X2) is defined as the attitudes

and behaviors that reflect an employee's adherence to organizational rules and norms. It is measured using indicators including the proper use of office equipment, sense of responsibility, job satisfaction, and rule compliance. Employee Performance (Y) represents the overall quality and quantity of work completed by employees in alignment with the organization's goals, vision, and mission. This variable is evaluated based on indicators such as quantity, quality, timeliness, and effectiveness, in accordance with the work. All these variables are measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The data in this study are analyzed using multiple linear regression, with SPSS version 26 as the analytical tool. The analysis begins with descriptive statistics to summarize the key characteristics of the data, including measures such as the mean, standard deviation, maximum, and minimum values. The validity of the research instrument is tested using Pearson correlation to determine whether the questionnaire items accurately measure the intended variables. Reliability is assessed through Cronbach's Alpha, with values above 0.60 indicating that the instrument is consistent and dependable. Before conducting regression analysis, several classical assumption tests are performed to ensure that the data meet the necessary conditions. The normality of residuals is examined using the Kolmogorov-Smirnov test. To check for multicollinearity among independent variables, the tolerance and Variance Inflation Factor (VIF) values are evaluated. Heteroscedasticity is assessed visually using scatter plots to detect any unequal variance in the residuals.

The multiple linear regression analysis itself is conducted to determine the influence of motivation and work discipline on employee performance. This relationship is expressed in the form of the regression equation: $Y = a + b_1X_1 + b_2X_2 + e$. Hypothesis testing is carried out using the t-test to assess the individual effect of each independent variable on the dependent variable. A variable is considered to have a significant effect if its p-value is less than 0.05 and the calculated t-value exceeds the critical value from the t-distribution table. Finally, the coefficient of determination (R^2) is used to evaluate how well the independent variables collectively explain the variation in employee performance. A higher R^2 value indicates stronger explanatory power.

Results

Descriptive Analysis

The identity of respondents in this study is divided into two criteria, including the identity of respondents based on age and gender.

Table 1. *Respondent Identity Based on Age*

No	Age	F	%
1	18 - 30 years old	17	22.97%
2	31 - 49 years old	43	58.11%
3	> 50 Years	14	18.92%
Amount		74	100.00 %

Based on the table, Respondents' identity based on age, the number of respondents aged 18-30 years is 17 people or 22.97 %, aged 31-49 years is 43 people or 58.11 % and aged > 50 years is 14 people or 18.92 % . Looking at this data, it is concluded that the majority of respondents based on age are 31-49 years who are more dominant.

This section is the main part of the article. This is where the author/s should explain in words what he/she discovered in the research. It should be clearly laid out and in a logical sequence. The results of the research presented in this section are the result of a clean process of data analysis such as statistical calculations and testing process or other processes for the achievement of its research. State the findings of the research concisely. If you want to display a table, use the following format.

Description Based on Gender

Table 2. Respondents by gender

No	Age	F	%
1	Man	35	47 , 30%
2	Woman	39	52 , 70%
Amount		74	100.00 %

Based on the table, the number of male respondents is 35 people out of 74 respondents with a percentage of 47.30 % and female respondents are 39 people out of 74 respondents with a percentage of 52.70 %. Thus, the majority of the respondents are female.

Description of Research Variables

Respondent Description of Variables Motivation (X1)

The Motivation Variable (X1) in this study consists of 4 indicators: 1) There is a drive and need to carry out activities. 2) There are hopes and dreams. 3) Self-respect and respect. 4) Having a good environment. Which is described in 8 statements. The following table describes respondents' description of the Motivation variable (X1)

Table 3. Respondents ' description of the Motivation variable

Item		STS (1)	TS (2)	N (3)	S (4)	SS (5)	Total Score	Mean
X1.1	F	0	0	22	28	24	298	4.03
	%	0	0	29.7%	37.8%	32.4%		
X1.2	F	25	28	21	0	0	144	1.95
	%	33.8%	37.8%	28.4%	0	0		
X1.3	F	0	0	26	26	22	292	3.95
	%	0	0	35.1%	35.1%	29.7%		
X1.4	F	0	32	22	20	0	210	2.84
	%	0	43.2%	29.7%	27.0%	0		
X1.5	F	28	21	25	0	0	145	1.96
	%	37.8%	28.4%	33.8%	0	0		
X1.6	F	0	0	20	29	25	301	4.07
	%	0	0	27.0%	39.2%	33.8%		
X1.7	F	28	18	28	0	0	148	2.00
	%	37.8%	24.3%	37.8%	0	0		
X1.8	F	0	29	19	26	0	219	2.96
	%	0	39.2%	25.7%	35.1%	0		

Based on the data presented in the table, the frequency distribution of respondents' answers regarding each statement related to Motivation (X1) can be observed. Most respondents reported feeling motivated to complete their work tasks on a daily basis. None of the respondents strongly disagreed with this statement, while 22 respondents (29.7%) disagreed, 28 respondents (37.8%) remained neutral, and 24 respondents (32.4%) agreed. With a total score of 298 and a mean score of 4.03, this indicates a generally positive perception of motivation to complete work tasks. In terms of development opportunities, 25 respondents (33.8%) strongly disagreed, 28 respondents (37.8%) disagreed, and 21

respondents (28.4%) were neutral. These results suggest that respondents felt a lack of personal development opportunities in their work environment. The total score of 144 and a mean of 1.95 reflect dissatisfaction in this area. Regarding expectations for future careers, both 26 respondents (35.1%) strongly agreed and 26 respondents agreed, indicating a strong sense of optimism about career progression. The total score of 292 and the mean score of 3.95 suggest a relatively positive outlook on future career prospects. When it comes to having clear work goals, 32 respondents (43.2%) strongly agreed and 22 respondents (29.7%) agreed, showing that many respondents approach their work with clear objectives. However, with a total score of 210 and a mean of 2.84, this indicates a neutral but somewhat positive tendency. In relation to feeling appreciated at work, while 28 respondents (37.8%) strongly agreed with the statement, 21 respondents (28.4%) disagreed. This contrast reflects a level of dissatisfaction regarding recognition in the workplace. The total score of 145 and the mean of 1.96 suggest that many respondents feel a lack of appreciation from colleagues and superiors. As for recognition of achievements, 28 respondents (37.8%) strongly agreed and 29 respondents (39.2%) agreed, indicating that most respondents felt their achievements were acknowledged. This is supported by a total score of 301 and a mean of 4.07, reflecting a positive perception of achievement recognition. In the area of support from the work environment, 28 respondents (37.8%) strongly agreed and 18 respondents (24.3%) agreed that they felt supported. However, the total score of 148 and a mean of 2.00 suggest that this support may not be consistent or sufficient, leading to overall dissatisfaction in this area. Finally, regarding comfort and acceptance in the workplace, 29 respondents (39.2%) strongly agreed and 26 respondents (35.1%) agreed, showing that a majority of respondents felt a sense of belonging and comfort in their work environment. Despite this, the total score of 219 and a mean of 2.96 indicate that not all respondents shared this sentiment, though the overall perception remains fairly positive.

Work Discipline Variable (X2)

Variable (X2) in this study consists of 4 indicators: 1) Using office equipment properly, 2) High responsibility, 3) Produce satisfying work, 4) Compliance with Aesthetics office regulations, which is described in 8 statements. Following Table of respondent descriptions of the Work Discipline variable (X2)

Table 4. Respondents description of the work discipline variable

Item		STS (1)	TS (2)	N (3)	S (4)	SS (5)	Total Score	Mean
X2.1	F	24	25	35	0	0	149	2.01
	%	32.4%	33.8%	33.8%	0.0%	0.0%		
X2.2	F	1	30	24	19	0	209	2.82
	%	1.4%	40.5%	32.4%	25.7%	0.0%		
X2.3	F	0	19	23	32	0	235	3.18
	%	0.0%	25.7%	31.1%	43.2%	0.0%		
X2.4	F	26	23	25	0	0	147	1.99
	%	35.1%	31.1%	33.8%	0.0%	0.0%		
X2.5	F	0	23	20	31	0	230	3.11
	%	0.0%	31.1%	27.0%	41.9%	0.0%		
X2.6	F	0	32	18	24	0	214	2.89
	%	0.0%	43.2%	24.3%	32.4%	0.0%		
X2.7	F	0	21	33	20	0	221	2.99
	%	0.0%	28.4%	44.6%	27.0%	0.0%		
X2.8	F	24	21	29	0	0	153	2.07
	%	32.4%	28.4%	39.2%	0.0%	0.0%		

Based on the data presented in the table, the frequency distribution of respondents' answers regarding each statement related to Work Discipline (X2) reveals various tendencies in behavior and attitudes. Concerning the proper use of office equipment, a large proportion of respondents expressed disagreement. Specifically, 24 respondents (32.4%) strongly disagreed, 25 respondents (33.8%) disagreed, and 35 respondents (47.3%) remained neutral. With a total score of 149 and a mean of 2.01, this result indicates that many respondents do not consistently use office equipment according to its intended function. When asked about maintaining office equipment, responses showed a slightly more favorable trend, although concerns remained. Only 1 respondent (1.4%) strongly disagreed, while 30 respondents (40.5%) disagreed and 24 respondents (32.4%) were neutral.

The total score of 209 and the mean of 2.82 suggest that although some respondents are attentive to maintaining office equipment, many still show a lack of concern in this area. In terms of taking responsibility for assigned tasks, the responses were slightly positive. No respondents strongly agreed with the statement, 19 respondents (25.7%) disagreed, and 23 respondents (31.1%) were neutral. The total score of 235 and the mean of 3.18 indicate that respondents generally show some level of responsibility, though not strongly. Regarding the responsibility to complete tasks, the data reflect a more negative sentiment. Although 35 respondents were marked as strongly agreeing (possibly a data error given the unusual percentage), the overall trend suggests that 23 respondents (31.1%) disagreed, and only 18 respondents (24.3%) agreed.

The total score of 147 and a mean of 1.99 show that many respondents may not fully feel accountable for finishing their work. With respect to the effort to produce quality work, responses were more encouraging. None of the respondents strongly disagreed, 23 respondents (31.1%) disagreed, and 31 respondents (41.9%) agreed. The total score of 230 and the mean of 3.11 indicate that although some dissatisfaction exists, a relatively positive attitude toward producing quality outcomes is present among respondents. In response to whether respondents feel they receive praise for their work results, a considerable portion expressed disagreement. Although no respondents strongly disagreed, 32 respondents (43.2%) disagreed.

The total score of 214 and a mean of 2.89 suggest that many respondents feel they are not sufficiently recognized for the quality of their work. Regarding compliance with regulations, responses appear neutral to slightly positive. There were no respondents who strongly disagreed, while 21 respondents (38.7%) disagreed, and 21 respondents (27.0%) agreed. With a total score of 221 and a mean of 2.99, this indicates a generally neutral stance on adhering to rules and regulations in the workplace. Finally, in terms of rule violations, 24 respondents (32.4%) strongly disagreed and 21 respondents (28.4%) disagreed, which implies that such violations are relatively rare. However, the total score of 153 and a mean of 2.07 reflect some level of dissatisfaction or concern related to rule adherence, possibly indicating inconsistencies in how rules are followed or enforced.

Employee Performance Variable (Y)

The Employee Performance Variable (Y) in this study consists of 4 indicators: Quantity, Quality, Punctuality, and Effectiveness, which is described in 8 statements. The following table describes the results of respondents' responses to Employee Performance (Y).

Table 5. Respondents description of the Employee SEQ

Item		STS (1)	TS (2)	N (3)	S (4)	SS (5)	Total Score	Mean
Y.1	F	1	1	1	1	70	360	4.86
	%	1.4%	1.4%	1.4%	1.4%	94.6%		
Y.2	F	15	29	23	7	0	170	2.3
	%	20.3%	39.2%	31.1%	9.5%	0.0%		
Y.3	F	4	19	23	15	13	236	3.19
	%	5.4%	25.7%	31.1%	20.3%	17.6%		
Y.4	F	20	24	24	6	0	164	2.22
	%	27.0%	32.4%	32.4%	8.1%	0.0%		
Y.5	F	17	25	24	8	0	171	2.31
	%	23.0%	33.8%	32.4%	10.8%	0.0%		
Y.6	F	3	18	31	17	5	225	3.04
	%	4.1%	24.3%	41.9%	30.0%	6.8%		
Y.7	F	19	28	17	10	0	166	2.24
	%	25.7%	37.8%	23.0%	13.5%	0.0%		
Y.8	F	20	24	19	11	0	169	2.28
	%	27.0%	32.4%	25.7%	14.9%	0.0%		

Based on the data in the table, it can be seen that the description of the frequency of the respondent's answer results for each statement of Employee Performance (Y). Most respondents, namely 94.6%, felt capable of completing the assigned task within the given time. The total score of 360 with a mean of 4.86 indicates a very positive view. Only 9.5% of respondents agreed that they were able to complete more work than their colleagues, with 39.2% disagreeing. The total score of 170 and the mean of 2.3 indicated dissatisfaction in terms of work productivity compared to colleagues. The quality of work produced received a mixed response. 5.4% strongly agreed and 20.3% agreed, but many were neutral or disagreed. The total score of 236 and the mean of 3.19 reflected a view that tended to be positive, although there were reservations. Only 8.1% of respondents strongly agree about meeting the work output standards. With a total score of 164 and a mean of 2.22, this indicates low respondent confidence in meeting standards. Of the many respondents, 23% strongly agreed that they always complete tasks on time. The total score of 171 and the mean of 2.31 indicate that although some feel positive, there are also those who feel less good. 41.9% of respondents were neutral about missing deadlines, while 30% felt they rarely missed them. The total score of 225 with a mean of 3.04 reflects a positive attitude, although some felt doubtful. For efficiency in completing work, 25.7% strongly agree, but many are also neutral and disagree. The total score of 166 and the mean of 2.24 indicate dissatisfaction regarding work efficiency. Only 27% felt they were able to work effectively to achieve the desired results, while 14.9% strongly disagreed. The total score of 169 and the mean of 2.28 indicate that many respondents felt there was room for improvement in the way they worked.

Data Instrument Test

Data Validity

Validity test is used to measure the validity of a questionnaire. A questionnaire can be said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire, With the provisions: If the significance value is less than 0.05 (sig. 0.05), then the questions in the questionnaire will be considered valid. On the other hand, if the significance value is greater than 0.05 (sig. >0.05), then the questions in the questionnaire will be considered invalid. The following is a validity test in the research that has been conducted.

Table 6. Validity Test Results

Variables		R count	R table	Information
Motivation (X1)	X1.1	0.359	0.228	Valid
	X1.2	0.448	0.228	
	X1.3	0.452	0.228	
	X1.4	0.567	0.228	
	X1.5	0.523	0.228	
	X1.6	0.269	0.228	
	X1.7	0.245	0.228	
	X1.8	0.321	0.228	
Work Discipline (X2)	X2.1	0.357	0.228	Valid
	X2.2	0.283	0.228	
	X2.3	0.334	0.228	
	X2.4	0.404	0.228	
	X2.5	0.308	0.228	
	X2.6	0.429	0.228	
	X2.7	0.488	0.228	
	X2.8	0.395	0.228	
Employee Performance (Y)	Y.1	0.501	0.228	Valid
	Y.2	0.497	0.228	
	Y.3	0.418	0.228	
	Y.4	0.365	0.228	
	Y.5	0.299	0.228	
	Y.6	0.310	0.228	
	Y.7	0.429	0.228	
	Y.8	0.421	0.228	

Based on the table, it can be concluded that all statement items for the variables Motivation (X1), Work Discipline (X2) and Employee Performance (Y) has a calculated r value > r table so it can be said that all statement items meet the requirements or are valid.

Reliability Tes

Reliability test is used to measure the stability and consistency of respondents in answering questions in the questionnaire. The reliability test in this study uses Cronbach's alpha with an alpha value of 0.60. If the Output value is greater than 0.60 then it is said to be reliable. The results of the data reliability test can be seen in the following table.

Table 7. Reliability Test Results

Variables	Reliability Coefficient (α)	Cronbach's Alpha (α) limit value	Information
Motivation (X 1)	0.858	0.60	Reliable
Work Discipline (X2)	0.686	0.60	Reliable
Employee Performance (Y)	0.733	0.60	Reliable

Based on the data in the table shows that the number of Cronbach's alpha value on the independent and dependent variables in this study, shows a value above 0.60. This means that all statements for the independent and dependent variables are reliable and it can be concluded that the questionnaire statement instrument shows reliability in measuring the variables in the research model.

Classical Assumption Test

Normality Test

To test the normality of data, one way to test data normality is by using the Kolmogorov-Smirnov test with the decision-making criteria: 1) If the Asymp. Sig (2-tailed) value > 0.05

then the data is normally distributed. 2) If the Asymp. Sig. (2-tailed) value < 0.05 then the data is not normally distributed. The following are the results of the normality test using the Kolmogorov-Smirnov Normality Test and Normality Test Based on Histogram.

Table 8. Normality Test Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		
N		Unstandardized Residual
		74
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.55402106
Most Extreme Differences	Absolute	.071
	Positive	.065
	Negative	-.071
Test Statistics		.071
Asymp. Sig. (2-tailed) ^c		.200 ^d

Based on the table, the results of the Kolmogorov-Smirnov Test show a significant value (Asymp.Sig) of 0.200 d. This shows that the significant value is greater than the significance level of 0.05. So it can be concluded that the residual data tested is normally distributed and the regression model meets the classical assumptions.

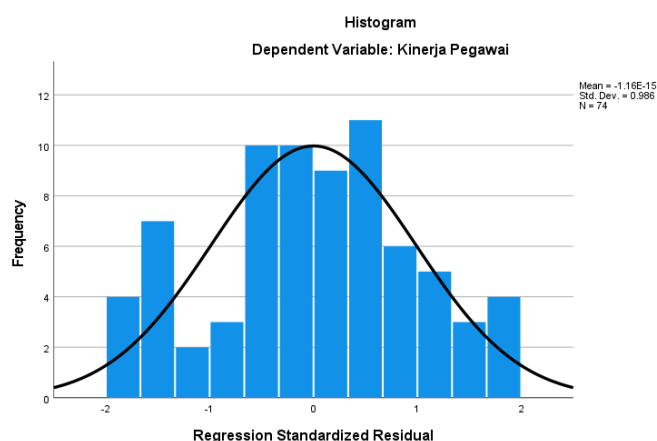


Figure 1. Normality Test Based on Histogram

Based on the histogram image above, it can be explained that it can be said to be normal if the line resembles a perfect bell, it can be said to be normal.

Multicollinearity Test

Multicollinearity test is a test to test the existence of correlation between independent variables determined in the research regression model. The criteria for multicollinearity testing in this study is that there is no multicollinearity if the tolerance value is > 0.10 or VIF < 10. The results of the multicollinearity test analysis in this study can be seen in the table and graph below.

Table 9. Multicollinearity test

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Motivation	.985	1,016
Work Discipline	.985	1,016

a. Dependent Variable: Employee Performance

Based on the data in the table, it shows that the Motivation value (X1) has a tolerance value of $0.985 > 0.10$ and a VIF value of $1.016 < 10.00$. The Work Discipline value (X2) has a tolerance value of $0.985 > 0.10$ and the VIF value is $1.016 < 10.00$. Thus it can be concluded that the data is free from multicollinearity and can be used in further testing.

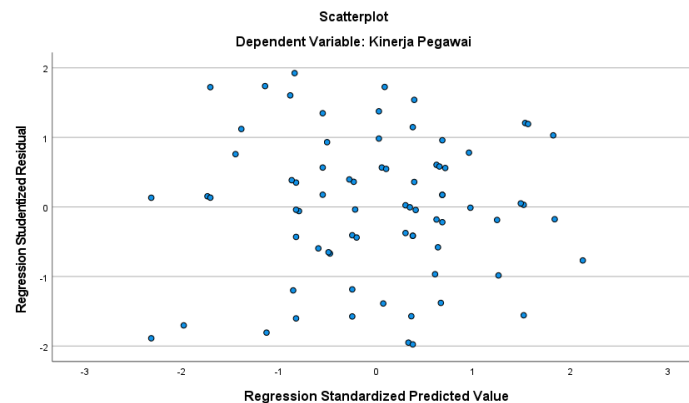


Figure 2. Multicollinearity test scatterplot graph

Based on Figure, it can be seen in the scatterplot graph above that the points are spread randomly below the number 0 on the Y axis. This concludes that there is no multicollinearity of the regression mode in this study.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether in the regression model there is inequality of Variance from the residual I observer to another observer. In this study, a heteroscedasticity test will be carried out using the Gleser test with the help of the SPSS program. The results of the heteroscedasticity test analysis in this study are as follows.

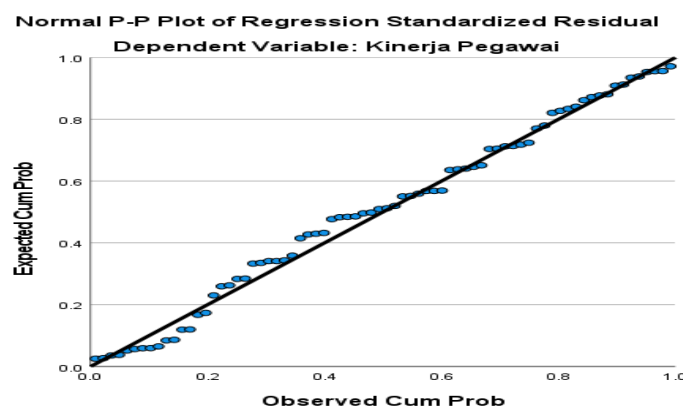


Figure 3. Heteroscedasticity Test

Based on the image, it can be explained that if the points follow the diagonal line, then in the image above it can be said that heteroscedasticity does not occur.

Multiple Linear Regression Analysis Test

Multiple linear regression analysis is a statistical technique that is useful for examining and modeling relationships between variables. Multiple linear regression is often used to address regression analysis problems that result in the relationship of two or more independent variables. The results of multiple linear regression analysis in this study are as follows.

Table 10. Multiple linear regression analysis test

		Coefficients ^a		
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.814	4.033	
	Motivation	.471	.116	.408
	Work Discipline	.496	.123	.405

a. Dependent Variable: Employee Performance

Based on the table , a regression equation can be formulated to determine the influence of Motivation (X1) and Work Discipline (X2) on Employee Performance (Y). are as follows.

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 0,814 + 0,471 X_1 + 0,496 X_2 + 4,033$$

Based on the multiple linear regression equation presented above, the relationship between the independent variables and the dependent variable can be explained hat the constant value in the regression model is 0.814, which is a positive coefficient. This implies that if all independent variables namely Motivation and Work Discipline are held constant or set to zero, the baseline level of Employee Performance would still be 0.814. This value represents the expected level of employee performance in the absence of influence from either variable. The regression coefficient for the Motivation variable is 0.471. This means that for every one-unit increase in Motivation, there is an associated increase in Employee Performance by 0.471 units, assuming other variables remain constant. It reflects a positive contribution of Motivation to performance outcomes. Similarly, the coefficient for the Work Discipline variable is 0.496, indicating that a one-unit increase in Work Discipline leads to an increase in Employee Performance by 0.496 units. This also suggests a positive and significant relationship, emphasizing the role of work discipline in enhancing employee performance.

Hypothesis Testing

Partial Test (T -Test)

The t-test is used to test one of the hypotheses in a study that uses multiple linear regression analysis. The t-test is used partially for each variable with two-way test criteria (2-Tailed) . The following are the results of the partial test (T-Test).

Table 11. Partial Test Results (T-Test)

		Coefficients ^a			t	Sig.	Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	.814	4.033		.202	.841		
	Motivation	.471	.116	.408	4.047	.000	.985	1,016
	Work Discipline	.496	.123	.405	4.020	.000	.985	1,016

Based on the results presented in the partial analysis test table, the t-test was conducted to determine whether there is a partial influence between the independent variables and the dependent variable. The t-test results for the Motivation variable (X1) showed a calculated t-value of 4.047, which is greater than the t-table value of 1.993, with a significance level of 0.000, which is less than 0.050. This indicates that the null hypothesis (H_{01}) is rejected and the alternative hypothesis (H_{a1}) is accepted, leading to the conclusion that Motivation has a positive and significant effect on Employee Performance (Y). Similarly, the Work Discipline

variable (X2) produced a calculated t-value of 4.020, also higher than the t-table value of 1.993, with a significance level of 0.000, which is also below the threshold of 0.050. Therefore, the null hypothesis (H_{02}) is rejected and the alternative hypothesis (H_{a2}) is accepted, indicating that Work Discipline also has a positive and significant effect on Employee Performance.

Test Results Coefficient Determination (R²)

The coefficient of determination is a tool to measure how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. The fundamental weakness of using the coefficient of determination is the bias towards the number of independent variables included in the model. Each additional independent variable will increase R², regardless of whether the variable has a significant effect on the dependent variable. Therefore, this study uses adjusted R² as recommended by other researchers.

Table12. Test Results Coefficient Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538 ^a	.290	.270	2,590
a. Predictors: (Constant), Work Discipline, Motivation				
b. Dependent Variable: Employee Performance				

Based the results of the determination coefficient table above, it shows that the determination coefficient (R²) is 0.290 or 29 %. So it can be said that 29 % of changes in Employee Performance (Y) are caused by Motivation (X1) and Work Discipline (X2) , while the rest is 100% -29% = 71% is caused by other variables not examined in this study.

Discussion

The Influence of Motivation on Employee Performance at the Regional Development Planning, Research and Innovation Agency (BAPPERIDA) of Bulukumba Regency.

Based on the results of the study on the Motivation variable (X1), the calculated t value of 4.047 is greater than the t table value of 1.993 with a significance value of 0.000 less than 0.050. Thus, H_{01} is rejected and H_{a1} is accepted, it can be concluded that Motivation (X1) has a positive effect on Employee Performance (Y). This means that the higher the level of employee motivation, the better the performance they produce in the organization.

Motivation has a significant influence on Employee Performance due to several main factors. Based on the results of the analysis of the questionnaire statements submitted, it can be concluded that the level of employee motivation plays an important role in improving their performance. Employees who feel motivated to complete daily tasks, have the drive to develop, and clear expectations for their future careers tend to show better performance. In addition, motivation is also strengthened by the existence of personal goals to be achieved, feelings of being appreciated by colleagues and superiors, and receiving appropriate awards for work achievements. A supportive, encouraging, and comfortable work environment and acceptance also contribute to increased motivation. Thus, high intrinsic and extrinsic motivation can create optimal employee performance in the organization. This study is in line with research showed that work motivation has a significant effect on employee performance (Safitri et al., 2024).

The Influence of Work Discipline on Employee Performance at the Regional Development Planning, Research and Innovation Agency (BAPPERIDA) of Bulukumba Regency.

Based on the results of the study on the Work Discipline variable (X2), the t-value of 4.020 is greater than the t-table value of 1.993 with a significance value of 0.000 less than 0.050. Thus, H_{o2} is rejected and H_{a2} is accepted, it can be concluded that Work Discipline (X2) has a positive effect on Employee Performance (Y). This means that the higher the level of employee work discipline, the higher their performance in the organization. Work Discipline has a significant effect on Employee Performance because the results of the analysis of the statements in the questionnaire show that high work discipline has a positive impact on improving employee performance. Employees who are accustomed to using and maintaining office equipment properly, showing a sense of responsibility for the tasks given, and trying to complete the work seriously, tend to produce quality work output.

The compliance with office regulations and minimal violations of applicable rules reflect a consistent disciplined attitude. This not only shows employee integrity, but also helps to achieve satisfactory work results and receive recognition. Thus, discipline applied in daily work activities is an important factor that encourages increased employee performance in an organization. This study is in line with the study showed that work discipline has a significant positive effect on employee performance (Nur et al., 2021). However, the following research results were rejected by other researchers, provided evidence that work discipline has a negative and insignificant effect on employee performance (Medha et al., 2025).

Conclusion

Based on the research findings, it can be concluded that motivation and work discipline have a positive and significant influence on employee performance at the Regional Development Planning, Research, and Innovation Agency (BAPPERIDA) of Bulukumba Regency. These two factors have been shown to play a crucial role in enhancing employee effectiveness, accountability, and productivity. The study highlights that optimizing performance is not solely dependent on the availability of human resources, but also on how well the organization fosters motivation and enforces consistent work discipline.

This study has several limitations, including its focus on a single institution and the use of a quantitative approach that may not fully capture psychological or cultural factors influencing performance. Therefore, future researchers are encouraged to expand the scope to include other government agencies and to consider additional variables such as leadership style, organizational culture, work environment, and job satisfaction. It is also recommended that future studies adopt a mixed-methods approach to gain a more comprehensive understanding. The practical implications of this research suggest the need for improved human resource management within BAPPERIDA, particularly in developing reward systems, strengthening performance monitoring mechanisms, and providing opportunities for employee development. On the individual level, employees are expected to cultivate intrinsic motivation and apply consistent work discipline to achieve optimal performance. This study is expected to serve as a reference for policymakers in formulating more effective and sustainable strategies for improving civil servant performance.

Acknowledgment

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