
**The Influence of Motivation and Work Discipline on Employee Performance
at the Class IB Religious Court Office in Martapura Banjar Regency**

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Abstract

This research aims to determine the influence of motivation variables and work discipline variables on employee performance at the Martapura Class IB Religious Court Office, Banjar Regency, a government agency that operates in the field of services for people seeking justice. The population in this study were all employees of the Martapura Class IB Religious Court Office, Banjar Regency. The sample in this study was 42 people taken from the entire population consisting of leaders, civil servants and honorary employees. This research was conducted by distributing questionnaires to 42 employees as respondents. In this research, the types of data used are primary data and secondary data. The data analysis techniques used in this research are multiple linear regression analysis techniques and statistical tests. Research data was collected from respondents' results and analyzed using linear regression and hypothesis testing. The results of the analysis from this research show that work motivation has no significant effect on employee performance at the Class IB Martapura Religious Court Office, Banjar Regency with a calculated t value of $(1.508 < 2.022)$, while work discipline has a positive and significant effect on employee performance at the Class IB Religious Court Office Martapura, Banjar Regency with a calculated t value of $(2.951 > 2.002)$.

Keywords: Motivation, Work Discipline, Employee Performance.

1. Introduction

Government agencies have goals that can be achieved by effectively and efficiently managing human resources. Human resources are the central factor in an organization and need to be nurtured and have their performance improved properly. Employee performance is influenced by factors such as motivation and work discipline. Motivation is the desire within someone that drives them to act to achieve goals. Work discipline is the attitude of obedience to the rules and norms within the organization. Discipline must be upheld so that the organization can realize its goals.

The Class IB Religious Court Office in Martapura, Banjar Regency is a government agency that has duties in the field of religious justice. This office makes policies such as attendance, routine briefings, and consequences for employees who violate them. However, based on observations, employee work discipline and work motivation are still low. Problems encountered include

employees not being disciplined about work hours, being late, not attending briefings, and leaving the work area without a valid reason.

Lack of discipline can reduce employee performance, so work is not completed on time and employees are not responsible for their work. Other problems are employees being late in completing tasks, lack of job satisfaction, and lack of motivation from leaders. Therefore, it is important to improve employee performance in order to provide the best service for the community seeking justice. The average data on employee work results shows fluctuating performance.

Based on temporary observations at the Martapura Class IB Religious Court Office, Banjar Regency, work discipline and work motivation of employees is still very low, the problem is that there are still employees who are not disciplined when working, there are still employees who are late coming to the office, there are still employees who do not participate in carrying out routine briefing activities every Tuesday-Thursday, and there are still employees who leave the work room during working hours without any valid reason. Work discipline is one of the factors that influences employee performance. Discipline will affect work efficiency and work effectiveness. If discipline cannot be enforced then it is possible that the goals that have been set cannot be achieved effectively and efficiently. Lack of discipline within a government agency can reduce employee performance, so that the work assigned will not be completed on time and employees also do not feel a sense of responsibility for their work.

Problems that arise in agencies related to employee performance are that there are still obstacles where there are still employees who are late in completing tasks that have been given by the leadership so that other work is delayed. Problems related to motivation are the lack of employee job satisfaction, this is due to the lack of motivation given to employees by the leadership in understanding the tasks given. Apart from that, there are still employees who are not in the workroom during working hours.

Based on the existing phenomenon and issues, the research question related to The Influence Of Motivation And Work Discipline On Employee Performance At The Class IB Religious Court Office In Martapura, Banjar Regency, is:

1. Do motivation and work discipline have a significant simultaneous effect on employee performance at the Class IB Religious Court Office in Martapura, Banjar Regency?
2. Do motivation and work discipline have a significant partial effect on employee performance at the Class IB Religious Court Office in Martapura, Banjar Regency?
3. Among the variables of motivation and work discipline, which variable has the dominant influence on employee performance at the Class IB Religious Court Office in Martapura, Banjar Regency?

2. Literature Review

2.1 Human Resource Management

Human resource management, abbreviated as HRM, is a science or a way of how to manage the relationship and role of resources (labor) possessed by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees and society are

maximized. HRM is based on the concept that every employee is a human being - not a machine - and not merely a business resource.

According to Arif Yusuf Hamali (2018, 2), Human Resource Management is a strategic approach to skills, motivation, development, and organizational management of resources. According to Prasadja Ricardianto (2018, 15), Human Resource Management is a science or a way of how to manage the relationship and role of resources (labor) possessed by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees and society are maximized.

According to Hasibuan (2019), human resource management is the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping to realize the goals of the company, employees, and society.

Sihotang (in Sinambela, L. P., 2021) defines that human resource management is the entire process of planning, organizing, directing and controlling the activities of procurement, selection, training, placement, compensation, development, integration, maintenance, and release of human resources to achieve various goals of individuals, society, customers, government and the organization concerned. Marwansyah (in Cahyawening, 2019) states that human resource management is a planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance, and termination of employment with the aim of achieving organizational goals in an integrated manner.

From several definitions that have been put forward above, it can be concluded that human resource management is a science that studies how to manage the functions of human resource management in an agency or organization or company effectively and efficiently so that it can help realize the goals of the agency/organization. With the professional management of human resources, it is hoped that employees will work productively. Professional employee management must start from employee recruitment, selection, classification, placement of employees according to their abilities, training and career development. In an effort to get the best results in the utilization of employees/workers.

2.2 Work Motivation

Motivation is something that exists within humans to do an activity or work. However, this motivation is divided into two, namely motivation that arises from within oneself and from outside the individual itself.

According to Sunyoto (2018), motivation discusses how to encourage someone's work spirit, to want to work by providing their abilities and expertise optimally in order to achieve organizational goals. Motivation becomes important because with motivation, it is hoped that every employee will work hard and be enthusiastic to achieve high work productivity.

A person's behavior is influenced and stimulated by desires, fulfillment of needs, goals and satisfaction. Stimuli arise from within and from outside. These stimuli will create a drive in someone to carry out activities.

According to Hasibuan (in Febrianti, N.R 2020), work motivation is providing a driving force that creates work passion for someone so that they are willing to cooperate, work effectively and

be integrated with all efforts to achieve satisfaction. According to Andika (2019), motivation is one of the things that influences human behavior, motivation is also referred to as a driver, desire, support or needs that can make someone enthusiastic and motivated to reduce and fulfill their own urges, so that they can act and act in certain ways that will lead to optimal direction. Motivation greatly affects employee performance. Because in general, employees will have high work productivity if the company supports the implementation of their duties. Hafidzi et al. (2019: 52) state that motivation is providing a driving force that creates work passion for someone so that they can cooperate, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation is something fundamental that makes a drive for someone to work.

According to Maruli (2020, p. 58), Work Motivation is everything that arises from one's desire, by generating passion and desire from within oneself that can influence, direct and maintain behavior to achieve goals or desires that are in accordance with the scope of work.

Supported by Ferdinatus (2020, p. 3) saying that work motivation is something that must be built with a good personality or character, because the drive for work motivation based on wrong principles and reasons will result in personal and organizational losses.

It can be seen from the Big Indonesian Dictionary (KBBI) that motivation can be explained that motivation is a desire that arises from oneself consciously in carrying out activities at work, either individually or in groups in achieving goals.

From the above understanding, it can be concluded that work motivation is a desire from within a person that can influence a person's behavior to do certain desires in order to achieve the desired goals.

2.3 Work Discipline

Discipline is the awareness and willingness of someone to obey all company regulations and prevailing social norms. Discipline can be defined as when employees come and leave on time, do all their work well, obey all company regulations and prevailing social norms.

Discipline is closely related to employee performance, discipline can be seen as a theoretical understanding that demands its mental application towards employees who are part of an agency. Discipline is something that becomes a fundamental part or determining factor for the successful achievement of the agency's goals.

According to Sutrisno (2021: 103), discipline is a person's behavior that is in accordance with existing work regulations and procedures or attitudes and behavior as well as actions that are in accordance with the regulations of the organization, both written and unwritten.

According to Hasibuan (2017:193), work discipline is the awareness and willingness of a person to obey all company regulations and prevailing social norms. According to Agustini (2019:89), work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee resilience in achieving company/organizational goals. From the description above, it can be concluded that work discipline is an attitude of obedience to the rules and norms that apply in an agency/company to realize employee resilience in achieving the goals of the agency/organization.

2.4 Performance

Performance is a major issue in an organization or institution. Satisfactory employee performance does not just happen by itself but rather through a process and requires continuous evaluation.

The success of efforts to improve employee performance is directly linked to effective human resource management at the individual level, organizational level, and work group level. Human resources largely determine the existing management in an organization, meaning that performance that meets expectations will be realized if humans have the power and ability that matches the needs of carrying out organizational activities.

According to Kasmir (2019:182), performance is the work result and action achieved by fulfilling the assigned duties and responsibilities within a certain period, while according to Afandi (2021:83–84), performance is the willingness of a person or group to carry out or improve activities following their responsibilities with the expected results.

Nurjaya (2021) states that performance is the level of achievement of results in carrying out certain tasks. Company performance is the level of achievement in realizing the company's goals. Aziz and Fauzah (2018) state that Performance is a picture of the level of achievement in implementing a program of activities or policies in realizing the goals, objectives, vision, and mission of an organization outlined through the strategic planning of an organization. Farisi, Irnawati, and Fahmi (2020) state that performance is the result achieved by someone according to the applicable measure for the job in question.

Performance is the result or level of overall success of a person during a certain period in carrying out tasks compared to various possibilities, such as work performance standards, targets or objectives, or predetermined criteria that have been mutually agreed upon. It can be concluded that Performance is the level of achievement of results in carrying out certain tasks (Y. H. Putri & Utara, 2021).

2.5 Conceptual Framework and Research Hypothesis

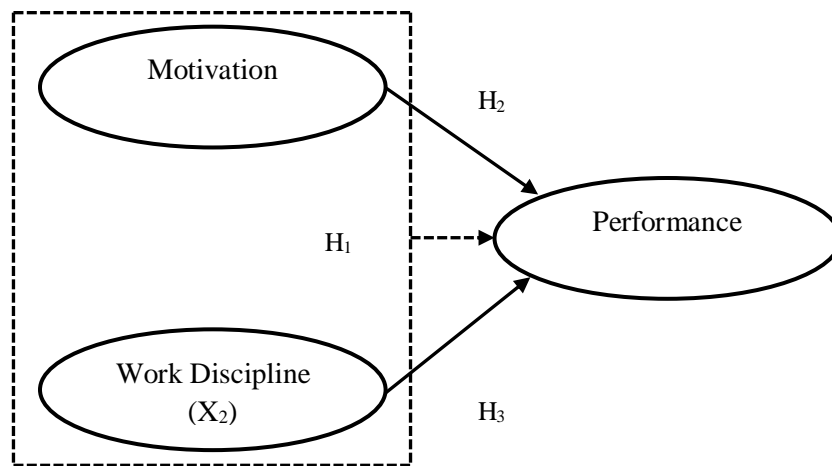


Figure 1. Conceptual Framework

H₁: Motivation and work discipline have a significant simultaneous effect on employee performance at the Class IB Martapura Religious Court Office, Banjar Regency.

H₂: Motivation and work discipline have a significant partial effect on employee performance at the Class IB Martapura Religious Court Office, Banjar Regency.

H₃: Work discipline has a dominant effect on employee performance at the Class IB Martapura Religious Court Office, Banjar Regency.

3. Research methods

The research method used is an explanatory quantitative survey method to explain the causal relationships between variables through hypothesis testing. The population in this study consists of all employees at the Class IB Religious Court Office of Martapura, Banjar Regency, totaling 42 people, which includes Leaders, Judges, Secretariat Officials, Clerical Officials, Specific Functional Personnel, Staff, and Non-Permanent Employees. The sampling technique used in this study is the Saturation Sampling technique, where the entire population in this study is used as the sample. Thus, the sample in this study is all 42 employees of the Class IB Religious Court Office of Martapura, Banjar Regency. Data collection techniques include observation, literature study, questionnaires, interviews, and documentation. Data analysis was carried out with validity, reliability, classical assumption tests, multiple regression, and hypothesis testing (simultaneous, partial, dominant).

3.1 Variable Operational Definitions

Motivation (X_1) is a desire from within an individual that can influence their behavior to pursue certain goals. In this study, motivation is divided into five indicators according to Frederick Herzberg in Sutrisno (2019:131): job satisfaction, achievements attained, opportunities for advancement, career development potential, and recognition from others.

Work Discipline (X_2) is an individual's behavior that aligns with existing rules and work procedures, as well as attitudes, behaviors, and actions that comply with the organization's regulations, both written and unwritten. In this study, work discipline is divided into five indicators according to Agustini (2019:104): attendance level, work procedures, obedience to superiors, work awareness, and responsibility.

Performance (Y), according to Farisi, Irnawati, and Fahmi (2020), is the result achieved by an individual according to the standards applicable to the relevant job. Performance (Y) is defined as what employees at the Martapura Religious Court do and do not do. In this study, performance is divided into five indicators: quality, quantity, timeliness, effectiveness, and ability to cooperate.

4. Research Result

4.1 Validity Test

Table 1 Validity Test Result

Variable	Question code	Validity		Decision
		Correlation (R)	Sig (p)	
Proactive Personality (X ₁)	X _{1.1}	0.708	0.304	Valid
	X _{1.2}	0.508	0.304	Valid
	X _{1.3}	0.676	0.304	Valid
	X _{1.4}	0.658	0.304	Valid
	X _{1.5}	0.598	0.304	Valid
	X _{1.6}	0.507	0.304	Valid
	X _{1.7}	0.469	0.304	Valid
	X _{1.8}	0.618	0.304	Valid
	X _{1.9}	0.354	0.304	Valid
	X _{1.10}	0.530	0.304	Valid
Professionalism (X ₂)	X _{2.1}	0.525	0.304	Valid
	X _{2.2}	0.654	0.304	Valid
	X _{2.3}	0.599	0.304	Valid
	X _{2.4}	0.668	0.304	Valid
	X _{2.5}	0.581	0.304	Valid
	X _{2.6}	0.412	0.304	Valid
	X _{2.7}	0.537	0.304	Valid
	X _{2.8}	0.502	0.304	Valid
	X _{2.9}	0.687	0.304	Valid
	X _{2.10}	0.674	0.304	Valid
Performance (Y)	Y _{.1}	0.507	0.304	Valid
	Y _{.2}	0.707	0.304	Valid
	Y _{.3}	0.640	0.304	Valid
	Y _{.4}	0.604	0.304	Valid
	Y _{.5}	0.464	0.304	Valid
	Y _{.6}	0.627	0.304	Valid
	Y _{.7}	0.547	0.304	Valid
	Y _{.8}	0.595	0.304	Valid
	Y _{.9}	0.530	0.304	Valid
	Y _{.10}	0.443	0.304	Valid

Source: SPSS data output 2023

Based on the table above, it can be concluded that The r-table value with $df = n-2 = 42-2 = 40$ is 0.304. Therefore, each positive statement item (r result) that is greater than the r-table value of

0.304 (>0.3) is considered valid. Hence, the statements regarding employee performance mentioned above are declared valid.

4.2 Reliability Test

Table 2 Reliability Test Result

Variable	Cronbach's Alpha	Decision
Motivation (X ₁)	0.737	Reliable
Work Discipline (X ₂)	0.739	Reliable
Performance (Y)	0.744	Reliable

Source: SPSS data output, 2024

Based on the table above, it can be concluded that all variables in this study can be considered reliable. This can be observed from the coefficient of reliability (Cronbach's alpha) of each variable, which is greater than 0.60.

4.3 Multiple Linear Regression

Table 3 Coefficients Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20.720	6.528		3.174	.003		
	Total_X ₁	.180	.119	.213	1.508	.140	.964	1.038
	Total_X ₂	.345	.117	.416	2.951	.005	.964	1.038

Source: SPSS data output, 2023

Based on Table 3, the multiple linear regression equation is $Y = 20.720 + 0.180X_1 + 0.345X_2 + \epsilon$

Based on the equation, The estimated results from the regression equation are explained as follows:

1. The constant coefficient value is 20.720, which means that if motivation and work discipline remain unchanged or constant at zero, the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency, is 20.720.
2. The regression coefficient value for the motivation variable is 0.180, which means that if the motivation variable increases by 1 unit, the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency, increases by 0.180.
3. The regression coefficient value for the work discipline variable is 0.345, which means that

if the work discipline variable increases by 1 unit, the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency, increases by 0.345.

4.4 F test (simultaneous)

Table 4. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195.693	2	97.849	6.580	.003 ^b
	Residual	579.949	39	14.870		
	Total	775.643	41			
a. Dependent Variable: Total_Y						
b. Predictors: (Constant), Total_X ₂ , Total_X ₁						

Source: SPSS data output, 2023

If the F table value with df1 (k - 1) which is 3 - 1 = 2 and df2 (n - k) which is 42 - 3 = 39, then the F table result is 3.24. The calculated F value is 6.580 > 3.24 with a significance level of 0.003 < 0.05. Therefore, the simultaneous effect of the variables indicates that motivation and work discipline have a significant influence on the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency. Thus, the simultaneous effect is accepted.

4.5 t test (partial)

Table 5. Partial Test Results

Independent variable	t count	Sig.	Condition	Information
X ₁ Motivation	1.508	0.140	Sig > 0,05	Signifikan
X ₂ Work Discipline	2.951	0.005	Sig < 0,05	Signifikan

Source: SPSS data output, 2023

Based on Table 5, the results of the t-test can be explained as follows:

1. The t-test value between the motivation variable (X₁) and employee performance (Y) shows a calculated t value of 1.508. Meanwhile, the t-table value ($\alpha = 0.05$; residual df = 39) is 2.022. Since the calculated t value is less than the t-table value, 1.508 < 2.022, or the sig t value (0.140) is greater than $\alpha = 0.05$, the effect of work motivation (X₁) on employee performance is not significant. This means it can be concluded that employee performance is not significantly influenced by work motivation, or that increasing work motivation results in a still low improvement in employee performance.
2. The t-test value between the work discipline variable (X₂) and employee performance (Y) shows a calculated t value of 2.951. Meanwhile, the t-table value ($\alpha = 0.05$; residual df = 39) is 2.022. Since the calculated t value is greater than the t-table value, 2.951 > 2.022, or the sig t value (0.005) is less than $\alpha = 0.05$, the effect of work discipline (X₂) on employee

performance is significant at the 5% alpha level. This means it can be concluded that employee performance is significantly influenced by work discipline, or that increasing work discipline results in a substantial improvement in employee performance.

Based on table 3, The third hypothesis, the results of the dominant test show that work discipline has a Standardized Coefficient Beta value of 0.416. Thus, the work discipline variable is the most dominant variable influencing the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency.

5. Discussion

Motivation and work discipline simultaneously influence the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency.

Based on the research results on the variables of motivation and work discipline, the researcher found that some employees of the Class IB Religious Court Office of Martapura, Banjar Regency, agreed that the variables of motivation and work discipline examined in this study simultaneously influence the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency. This can be seen from the positive responses given by respondents to the research questionnaire, which consists of 10 statements for each variable of motivation and work discipline, depicting the quality of motivation and work discipline of the employees studied. All statements in this study are the result of elaboration from the 5 indicators of motivation and work discipline included by the researcher in this study. The five indicators of the motivation variable are job satisfaction, achievements attained, opportunities for advancement, career development potential, and recognition from others. The five indicators of the work discipline variable are attendance level, work procedures, obedience to superiors, work awareness, and responsibility.

The analysis of the simultaneous test results (F-test) was used to prove the hypothesis that motivation and work discipline significantly influence employee performance simultaneously. This analysis is supported by the theory which states that the factors influencing performance include ability, personality and work interest, clarity and acceptance of a worker, the level of worker motivation, competence, work facilities, work culture, leadership, and work discipline (Afandi, 2021, 86-87). An institution not only requires reasonably good work discipline but also good or even excellent work discipline to produce good employee performance and help the organization achieve its goals. Good work motivation will encourage employees to work more enthusiastically and better, resulting in good outcomes. This study is similar to the research conducted by Diana Azwina and Fadhil Rijalul M (2022), which states that motivation and work discipline simultaneously have a positive and significant effect on employee performance.

Work motivation has a nonsignificant partial effect on the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency.

The research results indicate that the work motivation variable has a nonsignificant partial effect on the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency. This means that increasing work motivation may not necessarily lead to an

improvement in employee performance. Data collected from respondents showed that providing work motivation to employees has been done well. This can be seen from the average scores of statements falling within the good category. Out of the ten items, the highest distribution of responses was for the statement "The salary received by employees is commensurate with the tasks performed by employees every month." This indicates that the Class IB Religious Court Office of Martapura, Banjar Regency, has ensured that the salary received by employees is commensurate with the tasks they have performed. On the other hand, the lowest contribution of responses was found for the statement "The division of work groups according to the skills possessed by employees, and the institution assigns tasks that must be completed by each employee according to their responsibilities and positions." This may be a consideration for the leadership of the Class IB Religious Court Office of Martapura, Banjar Regency, to pay more attention to the division of work groups among employees according to their skills, as well as assigning tasks that must be completed by employees according to their responsibilities and positions.

Thus, it can be concluded from the multiple linear regression analysis results that the work motivation variable is one of the factors that has a nonsignificant positive effect on employee performance. Work motivation is everything that arises from an individual's desire, generating enthusiasm and internal desires that can influence, direct, and maintain behavior to achieve goals or desires within the scope of work (Maruli, 2020: p.58). This study is similar to that conducted by Yuni Sangadah (2019), which states that work discipline has a significant effect, while work motivation has a nonsignificant effect on employee performance. Work motivation at the Class IB Religious Court Office of Martapura, Banjar Regency, has a nonsignificant effect on employee performance due to the high level of work discipline. The implementation of high work discipline among employees at the Class IB Religious Court Office of Martapura, Banjar Regency, makes the discipline factor more influential on employee performance. This includes imposing sanctions on employees who are late, absent without leave, or not working according to the established procedures at the Class IB Religious Court Office of Martapura, Banjar Regency.

Work discipline has a significant partial effect on the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency.

The research results indicate that the work discipline variable has a significant partial effect on the performance of employees at the Class IB Religious Court Office of Martapura, Banjar Regency. Based on the t-test results, it was found that the Work Discipline variable has the largest regression coefficient, indicating that Work Discipline has a dominant influence on employee performance. The research results on employees at the Class IB Religious Court Office of Martapura, Banjar Regency, regarding the work discipline variable, which consists of ten statements, show an average result falling within the good category. The highest score is found for the statement "Employees can arrive on time as scheduled," indicating that employees at the Class IB Religious Court Office of Martapura, Banjar Regency, can arrive on time as scheduled. On the other hand, the statement "Employees always strive to improve the quality of their work" has the lowest score. This may be a consideration for the Class IB Religious Court Office of Martapura, Banjar Regency, to monitor employees more closely in improving the quality of their work.

Based on the research results, Work Discipline has a significant positive effect on employee performance, meaning that the work discipline of employees at the Class IB Religious Court Office of Martapura, Banjar Regency, meets the expectations of the institution. Work discipline can be defined as an attitude of respect, appreciation, obedience, and compliance with applicable rules and regulations, both written and unwritten, and the willingness to comply with them and accept sanctions if they violate their duties and authorities (Sastrohadiwiryono and Syuhada Asrie, 2019: 333). Therefore, if the institution provides incentives that can increase employees' high work enthusiasm by working better, on time, and never absent, it is expected that with a high level of work discipline, employees will perform better, thus increasing the institution's productivity. This supports previous research conducted by Yuni Sangadah (2019), which stated that work discipline has a significant effect, while work motivation does not have a significant effect on employee performance.

Work discipline is the more dominant variable affecting employee performance at the Class IB Religious Court Office of Martapura, Banjar Regency.

From the comparison of these variables, it can be observed that work discipline is the most dominant variable affecting employee performance at the Class IB Religious Court Office of Martapura, Banjar Regency. Among the variables of motivation and work discipline, work discipline has the highest value compared to work motivation. Work discipline is the ability or attitude of an individual to adhere to established rules promptly (Chewe & Taylor, 2021:46). Therefore, when an institution observes a decline in employee performance, it is crucial for the institution to assess the level of work discipline among employees, as it can have negative impacts on the institution. Based on the multiple linear regression analysis results as shown in Table 4.15, the significance test results (t-test) in the Standardized Coefficients Beta column indicate that the work discipline variable has a dominant influence on employee performance. This finding is consistent with previous research presented by Diana Azwina and Fadhil Rijalul M (2022), which stated that work discipline is the most dominant variable influencing employee performance.

6. Conclusion

This study aims to determine the Influence of Motivation and Work Discipline on Employee Performance at the Class IB Religious Court Office of Martapura, Banjar Regency. Based on the results of data analysis conducted using SPSS version 26, the following conclusions can be drawn:

1. Motivation and work discipline have a significant simultaneous effect on employee performance at the Class IB Religious Court Office of Martapura, Banjar Regency.
2. Work motivation has no significant partial effect on employee performance at the Class IB Religious Court Office of Martapura, Banjar Regency.
3. Work discipline has a significant partial effect on employee performance at the Class IB Religious Court Office of Martapura, Banjar Regency.
4. Work discipline is the dominant variable influencing employee performance at the Class IB Religious Court Office of Martapura, Banjar Regency.

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