
The Influence of Work Motivation and Work Discipline on Employee Performance at the Bureau of Public Welfare, South Kalimantan Province

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Abstract

At the South Kalimantan Province Bureau of Public Welfare, it is recognized that employee performance is strongly influenced by both motivation and discipline. This study aims to investigate how these two factors motivation and discipline affect employee performance, considering their combined and separate impacts, and identifying which one has the strongest effect. Using a quantitative approach with a survey technique, the research examines the relationships between motivation, discipline, and performance through multiple linear regression analysis. Data were gathered via questionnaires distributed to selected employees at the Bureau. The findings reveal that motivation and discipline together have a significant effect on employee performance. Additionally, each factor individually shows a positive and meaningful impact, with discipline emerging as the primary factor affecting performance.

Keywords: Work Motivation, Work Discipline, Employee Performance

1. Introduction

Government institutions are entities composed of individuals designated to perform official state functions as a means of serving the public. The success of these institutions depends on how effectively and efficiently they manage, direct, and utilize their human resources. People working within an organization are essentially among its most important assets. Since organizations exist to serve people and are operated by individuals, human resources remain a crucial component, regardless of the organization's structure or objectives. Employees, as the driving force behind the organization, must be supported and their performance improved to achieve organizational goals. Improving employee performance is crucial and is shaped by various elements, especially motivation and discipline. Motivation can be described as an internal force that encourages individuals to act, usually aimed at achieving particular objectives. It emerges when individuals feel inspired, encouraged, and committed to performing tasks with sincerity and dedication, often resulting in effective and high-quality output. Therefore, fostering motivation is essential in any institution. Employees who possess strong motivation tend to be more enthusiastic and make meaningful contributions to their work.

Achieving optimal employee performance requires more than just motivation it also involves upholding a high standard of workplace discipline. Discipline refers to a person's conscious commitment and readiness to follow the rules and norms set by both the organization and the broader society. In the workplace, discipline involves an employee's commitment to organizational regulations and standards, which contributes to consistent efforts toward achieving the organization's goals. When employees are conscious of and willing to follow these rules, their performance is expected to improve. As a result, enforcing discipline within an organization becomes crucial. Without proper discipline, it becomes challenging for any institution to fulfill its objectives. Therefore, discipline plays a vital role in determining organizational success, and it can be concluded that employee discipline has a significant impact on overall performance.

Attaining the desired level of employee performance requires organizations to actively support and inspire their workforce, encouraging them to strive toward achieving organizational objectives. In theoretical terms, motivation typically includes factors such as needs, desires, expectations, objectives, drives, and rewards. Employees generally perform their duties with the expectation of receiving compensation such as salaries or wages that can fulfill their personal needs. The motivation to work is closely tied to the specific needs an individual aims to satisfy, which can differ from one employee to another, resulting in varying levels of motivation and achievement. Nevertheless, a gap still exists between ideal expectations and actual behavior in the workplace. Some employees continue to demonstrate low motivation, which negatively affects their discipline. This can be observed in behaviors such as arriving late to work, delaying tasks, ignoring rules, or leaving the workplace during official hours without valid reasons.

At the Bureau of Public Welfare in South Kalimantan Province, levels of employee motivation and discipline are still considered low. Common issues include poor adherence to working hours, frequent tardiness, absence from regular morning briefings held Monday through Thursday, and leaving the workplace during office hours without valid justification. Discipline is a key factor influencing employee performance, as it directly impacts both the efficiency and effectiveness of work. Without proper enforcement of discipline, organizational goals are unlikely to be met in an optimal manner. Inadequate discipline within a government agency can lead to reduced employee productivity, delays in completing assigned tasks, and a weakened sense of responsibility among staff.

Challenges related to employee performance within the institution include delays in completing tasks assigned by supervisors, which in turn cause subsequent tasks to be postponed. In terms of motivation, one of the key issues is a lack of job satisfaction, often resulting from inadequate encouragement or support from leadership to help employees fully understand their responsibilities. To improve overall performance, it is essential to focus on both work discipline and employee motivation, as these factors are fundamental to enhancing productivity. Insight into these two areas discipline and motivation is particularly important for the institution, as they are essential elements in driving better employee performance.

In light of the background and the issues identified earlier, the researcher is encouraged to pursue further academic investigation through a study entitled: “The Influence of Work Motivation and Work Discipline on Employee Performance at the Bureau of Public Welfare, South Kalimantan Province.”

1. Based on the background described above, the research problem formulation in this study is as follows: Do motivation and work discipline have a significant simultaneous effect on the performance of employees at the Bureau of Public Welfare, South Kalimantan Province?
2. Do motivation and work discipline have a significant partial effect on the performance of employees at the Bureau of Public Welfare, South Kalimantan Province?
3. Which variable has the most dominant influence on the performance of employees at the Bureau of Public Welfare, South Kalimantan Province?

2. Literature Review

2.1 Human Resource Management

Human resources are among the most valuable assets a company possesses and play a central role in ensuring the smooth operation of its activities. The value of these resources significantly increases when they are effectively managed by the organization’s leadership. This aligns with Sedarmayanti’s (2017:3) view, which describes Human Resource Management (HRM) as the process of managing individuals as workers in a humane manner, allowing both their physical and psychological capacities to be fully utilized in achieving organizational goals. Similarly, Handoko (2001:88), as cited in Purnaya (2016:2), defines HRM as a series of activities including planning, organizing, directing, and overseeing functions related to recruitment, development, compensation, integration, retention, and termination of personnel, all aimed at fulfilling individual, organizational, and societal objectives. In addition, Hasibuan (2017:10) describes HRM as both a science and an art that governs workforce relations and roles, ensuring employees contribute effectively and efficiently toward the goals of the organization, its workforce, and the wider community.

2.2 Work Motivation

Motivation refers to the internal force within a person that influences their behavior and prompts them to take action. The strength or intensity of this drive to complete a task or accomplish a goal is an indicator of one’s motivational level. In essence, motivation pushes individuals to deliver results that align with their intentions, not just empty promises or expressed desires (Widodo, 2018:187). According to Wibowo (2018:111), motivation consists of dynamic forces that arise from both internal and external sources. These forces are directed toward work-related actions and reflect the direction, intensity, and persistence of one’s efforts. It plays a vital role, as optimal performance typically depends on a combination of strong motivation and adequate ability. Similarly, Sangadji (2017:154) defines motivation as the readiness to exert significant effort toward achieving organizational objectives, driven by the belief that such effort will meet personal needs. Motivation also acts as a force that encourages individuals to voluntarily

dedicate their skills, energy, and time to fulfill their responsibilities and contribute toward the attainment of organizational goals.

From these perspectives, it can be inferred that motivation is a psychological mechanism that initiates, guides, and sustains goal-directed behavior. The key components of motivation include stimulation, direction, consistency, intensity, and a clear focus on achieving objectives.

2.3 Work Discipline

Experts define discipline in various ways. Nitisemito (2021:57) describes discipline as an attitude, behavior, and action that adhere to both the written and unwritten rules of an organization. It may also be interpreted as a person's recognition and readiness to adhere to company policies and societal standards. At its core, discipline reflects an employee's intentional dedication to observing the rules and guidelines established within the organization. Similarly, Nuraini (2019:97) describes work discipline as a mindset characterized by respect, compliance, and commitment to following the relevant regulations, along with a readiness to perform assigned duties and accept penalties if those duties are neglected or violated. Rivai (2013:825) adds that work discipline serves as a managerial tool to encourage employees to adjust certain behaviors, aiming to raise their awareness and willingness to follow all company regulations. Discipline is key in Human Resource Management, as it directly impacts employee performance and organizational success. Without it, achieving goals becomes difficult.

2.4 Performance

Performance is generally described as the degree to which a person or group completes tasks in line with set responsibilities, standards, and timeframes. Several experts such as Kasmir (2019), Afandi (2021), and Nurjaya (2021) emphasize performance as the successful achievement of work goals. In organizational settings, it reflects how effectively goals, programs, and policies are implemented (Aziz & Fauzah, 2018; Farisi et al., 2020). Putri and Utara (2021) conclude that performance represents how well specific tasks are carried out according to predetermined objectives.

3. Research Methodology

This study uses a quantitative method to analyze how motivation and discipline affect employee performance in South Kalimantan's Public Welfare Office. Motivation is measured by Maslow's needs, discipline by rule-following, and performance by quality, quantity, timeliness, effectiveness, and autonomy.

All 54 employees were surveyed using a census technique. Data were gathered through questionnaires, literature review, and document analysis. The questionnaire used a five-point Likert scale, with validity and reliability tested using Pearson's correlation and Cronbach's alpha.

The analysis used descriptive statistics and multiple linear regression via SPSS 26. Classical assumption tests ensured model accuracy, and hypothesis testing included F-tests, t-tests, and Beta analysis to determine the strongest influencing factor.

4. Research Results

4.1 Validity test

A validity test is carried out to assess whether a measurement tool, such as the questions in a questionnaire, is valid or accurate. In SPSS, a common method used by researchers to assess validity is the Bivariate Pearson correlation (also known as the Pearson Product-Moment correlation). This method analyzes the correlation between each item’s score and the overall questionnaire score. If the calculated correlation coefficient (r) meets or exceeds the critical value from the r-table (based on a two-tailed test at a 0.05 significance level), the item is considered significantly correlated with the total score and thus valid.

The validity test criteria are as follows:

- a. If the computed correlation coefficient (r) is less than the critical r-value at a given significance level 0.05 significance level (two-tailed), the item shows a significant positive correlation with the total score and is considered valid.
- b. If the calculated r exceeds the critical r-value or shows a negative correlation, the item does not have a significant relationship with the total score and is classified as invalid.

For a clearer explanation of the validity test data, please refer to the following table:

Table 1
Validity Test Results

Variable	Question Items	r Count	r Table	Information
Motivation (X ₁)	X _{1,1}	0.810	0.3	Valid
	X _{1,2}	0.968	0.3	Valid
	X _{1,3}	0.965	0.3	Valid
	X _{1,4}	0.893	0.3	Valid
	X _{1,5}	0.942	0.3	Valid
Work Discipline (X ₂)	X _{2,1}	0.972	0.3	Valid
	X _{2,2}	0.954	0.3	Valid
	X _{2,3}	0.981	0.3	Valid
	X _{2,4}	0.956	0.3	Valid
Employee Performance (Y)	Y ₁	0.758	0.3	Valid
	Y ₂	0.718	0.3	Valid
	Y ₃	0.837	0.3	Valid
	Y ₄	0.627	0.3	Valid
	Y ₅	0.614	0.3	Valid

Source: Processed data, 2025

Based on the validity test results presented in the table, all items have positive r-values exceeding the critical value of 0.3 at the 0.05 significance level. Therefore, all indicators related to both the independent and dependent variables are considered valid.

4.2 Reliability Test

This study performed a reliability analysis to verify that the questionnaire consistently measures The variables include Motivation (X₁), Work Discipline (X₂), and Employee Performance (Y). A questionnaire is deemed reliable if responses remain consistent and stable over time.

Reliability was tested using Cronbach’s Alpha in SPSS. A variable is considered reliable if its score is 0.60 or higher. Detailed results are shown in the table below.

**Table 2
Reliability Test Results**

Variable	R Alpha	Information
Motivation (X ₁)	0,815	Reliable
Work Discipline (X ₂)	0,842	Reliable
Employee Performance (Y)	0.868	Reliable

Source: Processed data, 2025

Table 2 shows that all variables have Cronbach’s Alpha values above 0.60 (60%), indicating that the questionnaire data are reliable. This confirms that each item in the questionnaire is suitable for use as a research instrument. Therefore, all responses across the variables meet the reliability criteria and can be included in the subsequent data analysis.

4.3 Hypothesis test

**Table 3
Multiple Linear Regression Results**

Variable	Regression Coefficient (b _i)	t count	t table	Beta	sig
Constant	15.772				
Motivation (X ₁)	0.170	2.257	2.055	.233	0,001
Work Discipline (X ₂)	0.496	2.461	2.055	.447	0,000
Constant = 15.772		F count = 8.604			
Multiple R = 0.826		F table = 3.93			
R square (R ²) = 0.764		Sig = 0,000			

Source: Processed data, 2025

Table 3 shows the regression equation:

$$Y = 15.772 + 0.170X_1 + 0.496X_2 + e.$$

This means:

- a. Employee Performance is 15.772 when Motivation and Work Discipline are zero.
- b. A one-unit increase in Motivation leads to a 0.170-unit improvement in performance.
- c. A one-unit increase in Work Discipline results in a 0.496-unit increase in performance.

4.4 F Test (Simultaneous)

The F-test assesses whether all independent variables, taken collectively, significantly explain variations in the dependent variable. It tests whether the regression model is more effective than a model with no predictors. This is done by comparing the calculated F-value to the critical value from the F-distribution table at a 0.05 significance level. The F-test results are shown in the following table.

Table 4
ANOVA^(a)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195.693	2	97.846	8.604	.001 ^b
	Residual	579.949	51	11.371		
	Total	775.643	53			

a. Dependent Variable: Y

b. Predictors: (Constant), X₁, X₂

Source: Processed data, 2025

With degrees of freedom $df_1 = 2$ and $df_2 = 51$, the critical F-value is 2.055. The calculated F-value of 8.604 exceeds this, with a significance level of 0.001, which is below 0.05. Thus, Motivation and Work Discipline together significantly impact Employee Performance at the Provincial Bureau of Public Welfare in South Kalimantan, supporting the proposed hypothesis.

4.5 Test (Partial)

This test evaluates whether Motivation (X₁) has a significant impact on Employee Performance (Y) at the Provincial Bureau of Public Welfare, South Kalimantan. The calculated t-value is compared to the critical value of 2.055 at a 5% significance level with 51 degrees of freedom. A t-value greater than 2.055 indicates a significant effect.

1. Motivation (X₁) has a t-value of 2.257 > 2.055, indicating a significant positive effect on Employee Performance (Y).
2. Work Discipline (X₂) has a t-value of 2.461 > 2.055, also showing a significant impact on Employee Performance (Y).

4.6 Dominance Test

The dominance test uses the Standardized Beta Coefficient to identify the most influential variable. Work Discipline, with the highest Beta value of 0.447, is the strongest predictor of Employee Performance at the Provincial Bureau of Public Welfare, South Kalimantan.

5. Discussion

Motivation and Work Discipline jointly affect Employee Performance at the South Kalimantan Public Welfare Bureau.

The study finds that motivation and work discipline together significantly influence employee performance at the South Kalimantan Public Welfare Bureau. This is supported by the F-test, which confirms that both variables together contribute meaningfully to improving performance. The significance of this relationship is further validated by the positive responses given by the majority of participants to the research questionnaire. The questionnaire evaluated motivation with five indicators: physiological needs, safety, social belonging, esteem, and self-actualization. Work discipline was measured using four indicators: punctuality, compliance with regulations, adherence to workplace behavior norms, and alignment with organizational rules. The responses clearly suggest that both motivation and discipline significantly impact employee performance. These results underscore the importance of not only maintaining strong workplace discipline but also fostering high levels of motivation among employees to achieve optimal performance outcomes. Well-implemented disciplinary measures ensure employees stay aligned with institutional goals and regulations, while strong motivation fuels commitment and enthusiasm both essential for improved productivity and the overall success of organizational objectives.

Motivation and Work Discipline Partially Influence the Performance of Employees at the Bureau of Public Welfare of South Kalimantan Province.

1. Motivation has a significant partial effect on employee performance.

The study results indicate that motivation significantly impacts employee performance at the South Kalimantan Public Welfare Bureau. This implies that boosting employee motivation can enhance their performance.

Data obtained from respondents shows that efforts to motivate employees have been effectively implemented. This is evidenced by the average score of motivation-related statements, which falls within the “very good” category. Among the five indicators, the highest level of agreement was found in the item related to physiological needs, where employees expressed satisfaction that their monthly salaries reflect the tasks and responsibilities they fulfill. This suggests that the Bureau ensures compensation aligns with the employees’ workload.

However, the lowest response score was recorded on statements concerning work group assignments based on skills and the alignment of tasks with employees' roles and responsibilities. This finding points to a need for leadership to improve how work is distributed specifically by ensuring that tasks are assigned according to employees' qualifications and official positions.

2. Work Discipline has a significant partial effect on the performance of employees at the Bureau of Public Welfare of South Kalimantan Province.

The findings show that work discipline significantly influences employee performance at the South Kalimantan Public Welfare Bureau. With the highest regression coefficient, work discipline is the most dominant factor affecting performance among the variables studied.

Data collected from employees regarding the four work discipline indicators revealed an average score within the “very good” category. The highest level of agreement was recorded for the statement that employees comply with established organizational regulations, suggesting that staff members consistently follow the rules set by the institution.

Conversely, the statement received the lowest score that employees consistently strive to improve their punctuality and adherence to time-related regulations. This insight could serve as a useful reference for the Bureau to enhance monitoring efforts and encourage better time management among employees.

In summary, the results confirm that work discipline has a significant positive impact on employee performance. This suggests that the level of discipline maintained by employees is in alignment with the organization’s expectations. Work discipline generally refers to an attitude of respect and obedience toward both formal and informal rules, along with a commitment to follow them carefully and accept any consequences for not fulfilling duties.

3. Work Discipline is the More Dominant Variable Affecting Employee Performance at the Bureau of Public Welfare of South Kalimantan Province.

Work discipline is the most influential factor on employee performance at the South Kalimantan Public Welfare Bureau, outweighing motivation. It reflects employees’ consistency in following rules and deadlines. Poor discipline can lower productivity and hinder goals, as confirmed by the highest Beta value in the regression results (Table 4.15).

6. Conclusion

From the analysis and discussion in earlier chapters, the following conclusions can be drawn:

- a. Motivation and work discipline jointly have a significant effect on employee performance, highlighting their combined role in boosting productivity.
- b. Each variable motivation and discipline also exerts a positive and significant individual impact, meaning improvements in either can enhance performance.
- c. Work discipline is the leading factor, highlighting its critical role in achieving strong organizational performance at the Bureau.

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