The Effect of Work Motivation and Work Discipline on Employee Performance at the Regional Financial and Asset Management Agency

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Abstract

This study examined the impact of work motivation and discipline on employee performance at the Regional Financial and Asset Management Agency (BPKAD) of Mesuji Regency, Indonesia. It addressed the discrepancy between receiving an unqualified audit opinion for four years and an "adequate" rating in the Government Agency Performance Accountability System (SAKIP), indicating challenges in employee performance beyond financial accountability. A quantitative explanatory design was used, with structured Likert-scale questionnaires administered to all 45 employees of the BPKAD in Mesuji Regency. Multiple linear regression analysis assessed the effects of work motivation and discipline on employee performance. The findings showed that both work motivation and discipline had a positive and statistically significant impact on employee performance. Together, these factors significantly enhanced performance, highlighting the complementary roles of psychological (motivation) and behavioral (discipline) factors in public financial management. The study concluded that improving motivation and enforcing discipline are crucial for enhancing employee performance and improving SAKIP outcomes. A balanced approach involving both intrinsic and extrinsic motivation, along with adherence to work standards, is necessary for better performance. The limitations of this study include its cross-sectional design, small sample size, and reliance on self-reported data. This study contributes to the public sector human resource management literature by integrating motivation and discipline to enhance performance.

Keywords: *BPKAD, Employee Performance, Public Sector Management, Work Discipline, Work Motivation*

1. INTRODUCTION

Human resources are a strategic asset for public sector organizations, including the Regional Financial and Asset Management Agency (BPKAD) of Mesuji Regency. The quality of employee performance is a determining factor in the success of regional financial management, from planning to the implementation and accountability of the Regional Budget (APBD). The success of government organizations in implementing budget accountability is not only determined by systems, regulations, and technology but is also influenced by individual work behavior, such as work motivation and discipline.

The context of regional financial management in the Mesuji Regency shows significant achievements in financial reporting. The Mesuji Regency Government has successfully obtained an Unqualified Opinion (WTP) on the Regional Government Financial Report for four consecutive years. However, the achievement of the Government Institution Performance Accountability System (SAKIP) score is still in the “adequate” category. This condition indicates that although the quality of financial reporting is good, the performance management process and the quality of human resources still need to be strengthened, particularly in financial management units such as the BPKAD Mesuji Regency.

In practice, performance achievement is determined not only by technical abilities but also by individual work behaviors, such as work motivation and work discipline (Dewa, 2023). Work motivation encourages employees to work with enthusiasm, creativity, and persistence to achieve organizational targets. Work discipline reflects employees' awareness of adhering to regulations, working hours, and standard operating procedures (SOPs) that apply, ensuring effectiveness and efficiency in work (Ichdan, 2024; Windarko, Lastro, Iskandar, & Mala, 2023).

Internal empirical phenomena support this condition. In the last three years (2022–2024), the realization of the Key Performance Indicator (IKU) only achieved an average of 84% of the RPJMD target. This achievement shows a gap between the organizational target and the actual performance of BPKAD employees in the Mesuji Regency. Work motivation and discipline were identified as important aspects influencing this performance gap (Sitopu, Sitinjak, & Marpaung, 2021).

Internal data for 2024 show that the average employee attendance rate is only 80% per month, with instances of tardiness and unauthorized leave. In addition, internal surveys show that 43% of employees feel that they have not received adequate recognition and development opportunities;

therefore, the level of work motivation has not been optimal. This condition indicates that work motivation and discipline at BPKAD Mesuji Regency still require attention (Maksum & Parela, 2025).

Theoretically, Asaari, Desa, and Subramaniam (2019) explain that motivator factors, such as rewards, recognition, responsibility, and development opportunities, influence employee motivation. In contrast, Dehotman (2023) emphasizes that discipline, through adherence to regulations, working hours, and instructions from superiors, is a determinant of employee performance. Thus, work motivation and discipline are suspected to directly influence the performance of employees at the BPKAD Mesuji Regency. Regarding the composition of employees, BPKAD Mesuji Regency has 45 employees, consisting of 19 civil servants (ASN) (42.22%) and 26 non-civil servants (Non-ASN) (57.78%). This indicates that the technical function of regional financial management also involves non-ASN employees; therefore, strengthening work motivation and discipline must be applied evenly to all employees.

Previous research has consistently shown that work motivation and discipline have an impact on the performance of public sector employees. Tania (2023) found that motivation and discipline significantly affect the performance of employees at the Pandeglang Regency DPRD. Bancin and Nurwani (2023) concluded that discipline is the dominant factor in improving the performance of ASN employees at the BPKAD Medan City. However, no research has specifically examined the effect of work motivation and discipline on employee performance at the BPKAD Mesuji Regency. Therefore, this study is important to determine the influence of work motivation and discipline on the performance of employees at the Regional Financial and Asset Management Agency (BPKAD) of Mesuji Regency and to provide policy recommendations to improve employee performance.

Several previous studies have demonstrated that work motivation and discipline have a positive relationship with employee performance in the public sector. For example, Tania (2023) proved that motivation and work discipline significantly affect the performance of employees at the Pandeglang Regency DPRD Secretariat. In contrast, Bancin and Nurwani (2023) showed that work discipline is the dominant factor in improving employee performance at the BPKAD Medan City. However, both studies were conducted in different organizational objects and contexts, which may not fully reflect the actual conditions at the BPKAD Mesuji Regency. To date, no scientific research has directly tested the effect of work motivation and discipline on employee performance at BPKAD Mesuji Regency. Meanwhile, BPKAD Mesuji Regency has a unique organizational characteristic because it is directly involved in regional financial administration and is a key factor in the accountability of the LKPD (Local Government Financial Report). Therefore, this research has novelty value in terms of the research object, organizational context, and empirical contribution to the development of performance management in local government organizations.

2. LITERATURE REVIEW

2.1 Work Motivation

Work motivation is the drive that comes from within the employee or from the work environment, which makes the employee willing to work diligently to achieve organizational goals. According to Abbas, Kusumawardani, Suprayitno, and Jafar (2023), motivation is an intrinsic factor that drives a person to achieve work performance. Wang, Luan, and Ma (2024) explained that motivation is a psychological process that explains the direction, intensity, and persistence of an individual in achieving goals. According to Freitas (2023), work motivation is a condition that affects employees so that they are enthusiastic about achieving organizational goals through the tasks and responsibilities assigned to them. From this perspective, work motivation can be considered as an internal and external drive that encourages employees to strive for optimal work results.

2.2 Work Discipline

Discipline refers to an individual's willingness to adhere to the rules, procedures, and norms that apply within an organization (Ernest, 2021). Kottawatta (2025) explains that discipline is the awareness of an individual to voluntarily comply with regulations, either voluntarily or due to supervision. According to Goedurov (2020), work discipline is employees' awareness and willingness to adhere to all organizational regulations and social norms. Work discipline can be measured by the level of

compliance with rules, working hours, and task execution (Parela, 2018).

2.3 Employee Performance

Employee performance is defined as the quality and quantity of work in accordance with the responsibilities assigned to them. Rambulangi, Tampi, and Tulusan (2024) states that performance is the result of an employee's work, both in terms of quality and quantity, in carrying out their tasks according to the responsibilities assigned. Hastari, Mufidah, Wahyudi, and Laksmita (2021) mention that performance is the result of work produced from ability, effort, and opportunities in performing work. In government organizations, employee performance is related to the achievement of performance indicators in accordance with RPJMD objectives, including the effectiveness of regional financial administration.

2.3.1 Employee Performance Indicators

Performance indicators, as defined by Santoso, Setyowati, Astuti, Tubastuvi, and Wahyuni (2023) and Maidiyanto, Asmui, and Sompa (2021), are as follows:

1. Quality of Work
2. Quantity of Work
3. Timeliness of Task Completion
4. Cooperation with Co-workers
5. Responsibility for Work

These indicators reflect performance at the individual level according to the duties and functions of BPKAD employees. Based on previous research (Table 2), it is shown that work motivation and work discipline consistently have a positive influence on the performance of public sector employees. Research by Tania (2023) and Alromaihi, Alshomaly, and George (2017) shows that both variables have an effect, either partially or simultaneously, on employee performance. Bancin and Nurwani (2023) strengthen this finding by showing that work discipline is the dominant factor in determining performance at the BPKAD Medan City. Mariana 's(2020) study indicates that work motivation also affects the performance of local government employees. Therefore, this study strengthens the empirical evidence that work motivation and discipline are determinant factors for public sector employee performance.

Previous research supports Imran, Ghazwan, and Firmansyah 's(2025) explanation that motivator factors, such as rewards, recognition, responsibility, and development opportunities, can enhance employee performance. In addition, previous studies are consistent with Sjarifudin, Widyastuti, Renwarin, and Suroso 's(2025) theory of work discipline, which states that adherence to working hours, instructions from superiors, and organizational regulations are determinants of employee performance.

Thus, empirical support from previous research strengthens the theoretical foundation that work motivation and work discipline have a positive impact on employee performance, making it relevant to test in the context of BPKAD Mesuji Regency. Although previous studies have shown a positive influence of work motivation and work discipline on the performance of public sector employees, no research has been conducted at BPKAD Mesuji Regency. This agency has unique organizational characteristics as the manager of regional financial and asset management, with empirical phenomena related to employee attendance rates and employee perceptions of rewards and career development. Therefore, this research provides new empirical contributions through a different organizational context.

2.4 Framework

This study 's frameworkis developed based on motivation, work discipline, and employee performance theories, as well as supporting empirical evidence from previous studies. The framework illustrates the relationship between independent variables consisting of work motivation (X_1) and work discipline (X_2) and the dependent variable, which is employee performance (Y)

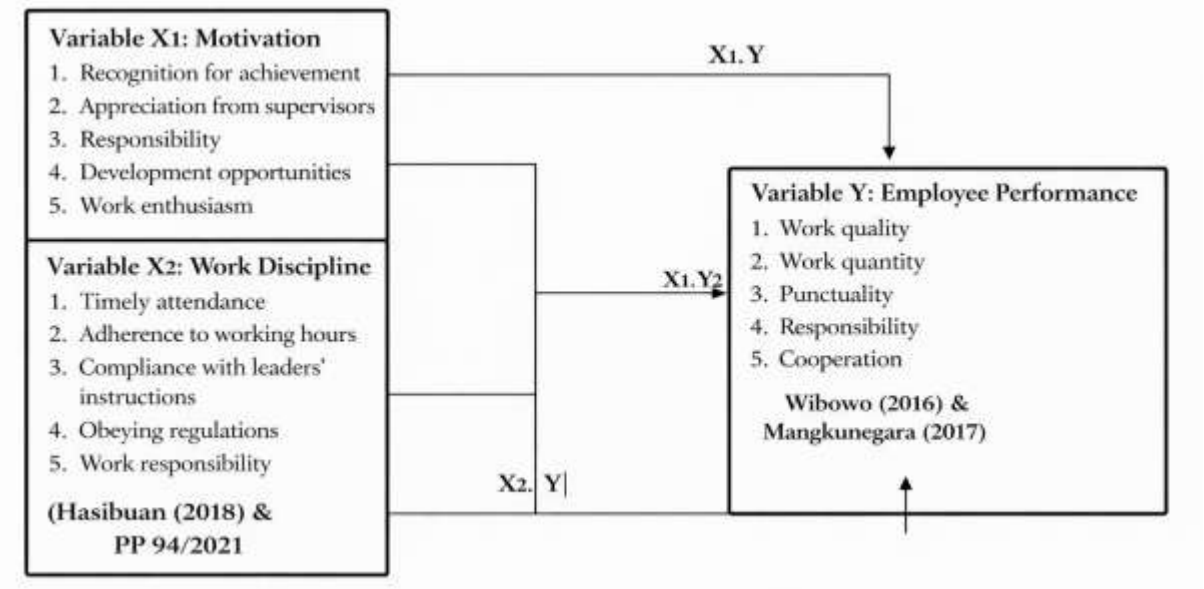

Figure 1. X_1 and X_2 Paradigm towards Y

2.5 Hypotheses

The hypotheses in this study are formulated based on theoretical study, previous research, and the framework that has been developed. Ahmad (2021) explains that motivators such as rewards, recognition, responsibility, and development opportunities can encourage increased work enthusiasm, which is reflected in performance outcomes. Meanwhile, Yahya (2021) states that employee discipline through compliance with working hours, rules, and instructions from superiors is the main factor determining employee performance. Findings from previous studies by Tania (2023) and Bancin and Nurwani (2023) show that work motivation and work discipline have a positive effect on employee performance in public sector organizations. Empirically, this shows consistency in the relationship between research variables, both partially and simultaneously. Therefore, the hypotheses of this study are formulated as follows:

H_1: Work motivation positively and significantly affects employee performance.
H_2: Work discipline has a significantly positive effect on employee performance.
H_3: Work motivation and work discipline simultaneously have a positive and significant effect on employee performance.

3. METHODOLOGY

3.1 Research Method

This study used the survey method with a quantitative approach. According to Kerlinger, Lee, and Bhanthumnavin (2000), the survey method is a research method that uses structured questionnaires to obtain empirical data from a certain number of respondents with the aim of testing hypotheses. The survey approach was chosen because this research requires the researcher to obtain primary data directly regarding the level of employee motivation, discipline in task execution, and the performance achieved by each individual. This technique is relevant for explanatory research because it allows for testing causal relationships between variables based on the theory established in the conceptual framework. The steps for implementing the survey method in this research are as follows:

1. Instrument Preparation
   Prepare questionnaire items based on the indicators of the research variables (work motivation, work discipline, and employee performance).
2. Instrument Pilot Testing
   Conduct validity and reliability tests on the instruments to ensure that the questionnaire is suitable for use.
3. Distributing the Questionnaire

Distribute the questionnaire among all BPKAD employees in Mesuji Regency.

4. Data Collection & Coding
   Collect the completed questionnaires and perform editing, coding, and data tabulation.
5. Data Analysis
   Analyze the data using inferential statistics (multiple linear regression) to test the hypotheses.
6. Drawing Conclusions
   The research results are concluded based on the hypothesis testing and supporting theories. The survey method in this study uses a Likert scale instrument (1–5), which allows the researcher to measure respondent perceptions numerically and perform objective statistical analysis.

3.2 Research Variables, Operational Definitions, and Variable Operationalization

3.2.1 Work Motivation

Work motivation is an intrinsic drive that influences an employee's willingness to perform tasks, achieve performance, and develop their own capabilities (Wijayanto & Riani, 2021). Work motivation reflects the driving factors within the employee, including the need for recognition, responsibility, career development opportunities, and enthusiasm for carrying out tasks. In this study, work motivation is measured through five main indicators: achievement recognition, supervisor recognition, job responsibility, development opportunities, and work enthusiasm. Each indicator is translated into several questionnaire statements to comprehensively capture employee motivation conditions.

3.2.2 Work Discipline

Work discipline is employees' awareness and willingness to adhere to rules, perform tasks according to standards, and take responsibility for work results (Noviyanti & Asmalah, 2023). In the local government agency environment, work discipline is also regulated by Government Regulation No. 94 of 2021 concerning Civil Servant Discipline, which includes punctuality in attendance, adherence to working hours, compliance with instructions from superiors, and adherence to organizational regulations. The work discipline variable in this study is measured through five indicators: timely attendance, adherence to working hours, implementation of instructions from superiors, adherence to organizational regulations, and responsibility in completing tasks according to performance standards.

3.2.3 Employee Performance (Dependent Variable)

Employee performance is defined as the work results achieved by an individual in carrying out the tasks and responsibilities assigned to them, in terms of quality, quantity, timeliness, responsibility, and teamwork ability (Yuslinda, Indrayani, Khaddafi, & Catrayasa, 2022). Good employee performance indicates the success of the organization in managing human resources and achieving organizational goals. In this study, employee performance is measured using five main indicators: quality of work, quantity of work, timeliness in completing tasks, work responsibility, and teamwork ability. These indicators are designed to objectively capture employee performance and reflect work behavior in the public sector.

The variables in this study are measured using indicators based on the theoretical foundation outlined in Chapter II. Variable operationalization is conducted to translate theoretical concepts (constructs) into empirical measures that can be quantitatively measured. Therefore, operational definitions are necessary to ensure that each variable has consistent, objective indicators that can be tested using statistical analysis techniques to prove the research hypotheses.

3.3 Population

The population is the entire unit of analysis, which is the object of the research. According to Sugiyono (2019), the population is the area of generalization that consists of objects or subjects with certain characteristics set by the researcher to be studied and from which conclusions are drawn. In this study, the population comprised all employees at the Regional Financial and Asset Management Agency (BPKAD) of Mesuji Regency, consisting of civil servants (ASN) and non-ASN employees, totaling 45 people. The population was chosen because all employees are directly involved in the

implementation of regional financial and asset management tasks, making it relevant to assess work motivation, work discipline, and employee performance.

3.4 Data Collection Techniques

Data collection in this study involved two types of data: primary and secondary data.

3.4.1 Primary Data

Primary data were obtained directly from respondents through a questionnaire developed based on variable indicators in Chapters II and III. The research instrument used a five-point Likert scale with the following value range:

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

The questionnaire comprised three sections:

1. Respondent identity data
2. Questionnaire statements on work motivation variable (X_1)
3. Questionnaire statements on work discipline variable (X_2)
4. Questionnaire statements on employee performance variable (Y)

The questionnaire was distributed directly to BPKAD employees of Mesuji Regency, either online or in print, depending on the availability of respondents.

3.5 Validity and Reliability Testing

Validity and reliability testing was conducted to ensure that the research instruments were suitable, accurate, and consistent for measuring the research variables.

3.5.1 Validity Test

Validity shows the extent to which an instrument can measure the variable it is supposed to measure. Validity testing was conducted using the Pearson product moment method with the latest version of the SPSS software. Validity testing criteria:

1. An item was declared valid if r-count > r-table at a 5% significance level ($\alpha = 0.05$).
2. If r-count < r-table, the item is invalid and eliminated or revised.

Before distributing the questionnaire to the entire sample, a pilot test was conducted with a subset of respondents with similar characteristics to ensure instrument quality.

3.5.2 Reliability Test

Reliability indicates the consistency of an instrument when used repeatedly. The reliability test was conducted using Cronbach's alpha, with the following criteria:

1. Cronbach's Alpha $\geq 0.70 \rightarrow$ reliable
2. Cronbach's Alpha $< 0.70 \rightarrow$ unreliable

Reliable instruments indicate that respondents' answers to the questionnaire statements are consistent and can be trusted as measurement tools.

3.6 Data Analysis Techniques

3.6.1 Descriptive Analysis

Descriptive analysis was used to describe the general data of the sample, including

1. Frequency distribution and percentages of respondent characteristics
2. The mean value, standard deviation, minimum value, and maximum value for each research variable (X_1, X_2, Y) were used to identify perceptions of work motivation, work discipline, and employee performance.

Descriptive analysis was used to describe the research data based on the measurement results of the variables. This analysis includes:

1. Respondent characteristics (age, gender, education, work tenure, and position).
2. Description of research variables (mean value, standard deviation, minimum-maximum scores).
3. Distribution of questionnaire responses according to variable indicators

This analysis is presented with frequency distribution tables based on the assessment results of each variable, determining the normative class intervals or expected intervals determined first using the class interval formula, as follows:

$$I = \frac{NT - NR}{K} \quad (1)$$

Explanation:
I = Class Interval
NT = Highest Value
NR = Lowest Value
K = Number of Assessment Categories

Descriptive analysis helps to understand respondent profiles and the tendency of variable values before hypothesis testing.

3.6.2 Classical Assumption Test

The classical assumption tests are conducted to ensure that the multiple linear regression model is appropriate and satisfies the statistical requirements. Classical assumption tests include the following:

3.6.2.1 Normality Test

Normality was tested using the Kolmogorov–Smirnov method or by checking the P-P plot. Testing criteria:

- Sig. > 0.05 → data is normally distributed
- Sig. < 0.05 → data is not normal

3.6.2.2 Multicollinearity Test

Multicollinearity tests whether there is a correlation between the independent variables (X_1 and X_2). The values used are tolerance and the variance inflation factor (VIF). Criteria: Tolerance > 0.10 and VIF < 10 → no multicollinearity

3.6.2.3 Heteroscedasticity Test

Heteroscedasticity tests whether there is unequal variance in the regression model's residuals. Testing can be performed using the Glejser test method or a scatterplot graph. Criteria:

- Sig. > 0.05 → no heteroscedasticity
- Sig. < 0.05 → Heteroscedasticity exists.

Multiple linear regression analysis can be conducted if all classical assumptions are met.

3.6.3 Multiple Linear Regression Analysis

Multiple linear regression analysis was used to measure the effects of the independent variables, work motivation (X_1) and work discipline (X_2), on the dependent variable, employee performance (Y). The multiple linear regression model used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (2)$$

Where:
Y = Employee Performance
X_1 = Work Motivation
X_2 = Work Discipline
a = Constant

b1, b2 = Regression Coefficients
e = Error Term

The regression coefficients (b1 and b2) indicate the magnitude of the effects of work motivation and work discipline on employee performance. A positive sign (+) indicates a positive relationship, where an increase in work motivation and work discipline will improve employee performance

3.7 Hypothesis Testing

Hypothesis testing was conducted using two statistical tests: the t-test (partial) and the F-test (simultaneous).

3.7.1 t-test (Partial Effect)

The t-test was conducted to determine the effect of each independent variable on the dependent variable partially:

H_1: Work motivation (X_1) affects employee performance (Y).
H_2: Work discipline (X_2) affects employee performance (Y).

Decision Criteria:
If Sig. < 0.05 → hypothesis is accepted
If Sig. ≥ 0.05 → hypothesis is rejected
The calculated t-value was compared with the t-table value at a significance level of 0.05.

3.7.2 F-test (Simultaneous Effect)

The F-test was used to determine the effect of independent variables, work motivation (X_1) and work discipline (X_2), on employee performance (Y). Simultaneous Hypothesis:

H_3: X_1 and X_2 have a significant, simultaneous effect on Y.

Decision Criteria:
Sig. < 0.05 → hypothesis is accepted
Sig. ≥ 0.05 → hypothesis is rejected

3.7.3 Coefficient of Determination (R^2)

The coefficient of determination is used to measure the extent to which independent variables contribute to the dependent variable. The R^2 value indicates the percentage of the variance in Y that can be explained by X_1 and X_2. Interpretation: $0 \leq R^2 \leq 1$. The closer the value is to 1, the greater is the influence of work motivation and discipline in explaining the variation in employee performance. Example interpretation: An R^2 of 0.65 indicates that 65% of the variation in employee performance is explained by work motivation and discipline. The remaining 35% is explained by other variables outside the model.

4. RESULTS AND DISCUSSIONS

4.1 Respondent Profile

This study involved all employees of the Regional Financial and Asset Management Agency (BPKAD) of Mesuji Regency as research respondents. A total of 45 respondents participated in this study. The respondent profile is presented to provide a description of the employee profile being studied, including gender, age, and educational background.

Table 1. Respondent characteristics based on gender

Gender	**Number (People)**	**Percentage (%)**
Male	23	51.11
Female	22	48.89
Total	45	100
Age	**Number (People)**	**Percentage (%)**
25–30 Years	9	20.00
31–35 Years	13	28.89

36–40 Years	13	28.89
> 40 Years	10	22.22
Total	45	100
Last Education	**Number (People)**	**Percentage (%)**
High School	9	20.00
Diploma (D3)	8	17.78
Bachelor's (S1)	21	46.67
Master's (S2)	7	15.56
Total	45	100

4.2 Validity and Reliability Tests

4.2.1 Validity Test

Validity testing is used to determine the extent to which a research instrument can measure what it is supposed to measure. In this study, a validity test was conducted to ensure that each item in the questionnaire truly represented the variables being studied: work motivation, work discipline, and employee performance. The validity test was performed using Pearson 'sproduct moment correlation, comparing the calculated r value with the r table value at a significance level of 0.05. Based on the number of respondents (45 people), the r table value was 0.294 (df = 43). An item was considered valid if the calculated r value was greater than the r table value.

Table 2. Validity test results for work motivation

Item	r Calculated (Item–Total)	r Table	Remarks
P1	0.850	0.294	Valid
P2	0.637	0.294	Valid
P3	0.853	0.294	Valid
P4	0.773	0.294	Valid
P5	0.775	0.294	Valid
P6	0.787	0.294	Valid
P7	0.807	0.294	Valid
P8	0.750	0.294	Valid
P9	0.644	0.294	Valid
P10	0.760	0.294	Valid

Based on the validity test results presented in Table V, it is evident that all items for the work motivation variable (X_1) have an r calculated value greater than the r table value (0.294). Therefore, all items are valid and suitable for use as research instruments to measure work motivation. After performing the validity test on the work motivation variable (X_1), a validity test was conducted on the work discipline variable (X_2). This validity test aimed to determine whether each item in the work discipline variable accurately measured the intended construct.

Table 3. Validity test results for work discipline

Item	r Calculated (Item–Total)	r Table	Remarks
P1	0.816	0.294	Valid
P2	0.859	0.294	Valid
P3	0.901	0.294	Valid
P4	0.734	0.294	Valid
P5	0.759	0.294	Valid
P6	0.830	0.294	Valid
P7	0.890	0.294	Valid
P8	0.804	0.294	Valid
P9	0.834	0.294	Valid
P10	0.853	0.294	Valid

The validity test results shown in Table 3 reveal that all items for the work discipline variable (X_2) have an r calculated value greater than the r table value of 0.294. Therefore, all items are valid and suitable for use as research instruments. The relatively high item-total correlation values indicate that each item accurately represents the work discipline variable. Therefore, the instrument for the work discipline variable can be used for further data analysis. After performing the validity tests on work motivation (X_1) and work discipline (X_2), the validity test was conducted on the employee performance variable (Y). This validity test aimed to determine whether each item in the employee performance variable accurately measured the intended construct.

Table 4. Validity test results for employee performance

Item	r Calculated (Item–Total)	r Table	Remarks
P1	0.825	0.294	Valid
P2	0.713	0.294	Valid
P3	0.682	0.294	Valid
P4	0.672	0.294	Valid
P5	0.780	0.294	Valid
P6	0.904	0.294	Valid
P7	0.780	0.294	Valid
P8	0.757	0.294	Valid
P9	0.709	0.294	Valid
P10	0.714	0.294	Valid

Based on the validity test results shown in Table 4, it is evident that all items for the employee performance variable (Y) have an r-calculated value greater than the r-table value of 0.294. Therefore, all items were valid and suitable for use as research instruments. The relatively high item-total correlation values indicate that each item accurately represents the employee performance variable. Therefore, the employee performance variable instrument can be used for subsequent data analysis.

4.2.2 Reliability Test

After all items are declared valid through the validity test, the next step is to conduct a reliability test. The reliability test is used to determine the consistency and reliability of the research instrument in measuring the research variables. A reliable instrument will produce consistent data when used repeatedly under the same conditions. In this study, the reliability test was conducted using Cronbach's alpha coefficient. A variable is declared reliable if it has a Cronbach's Alpha value greater than 0.60, indicating that the research instrument has a good level of reliability

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Tabel 5. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Criteria	Remarks
Work Motivation (X_1)	10	0.919	> 0.60	Reliable
Work Discipline (X_2)	10	0.947	> 0.60	Reliable
Employee Performance (Y)	10	0.915	> 0.60	Reliable

Based on the reliability test results shown in Table 5, it is known that all research variables have a Cronbach's Alpha value greater than 0.60. The work motivation variable (X_1) obtained a Cronbach's alpha of 0.919, the work discipline variable (X_2) of 0.947, and the employee performance variable (Y) of 0.915. These Cronbach's alpha values indicate that all research instruments had a very good level of consistency and reliability. Therefore, all items in the questionnaire were reliable and suitable for use as measurement tools in this study, and the data generated can be used for further analysis.

4.3 Classical Assumption Test

4.3.1 Normality Test

The normality test was conducted in this study to examine the residual values in the regression

model. The data were considered normally distributed if the significance value was greater than 0.05.

Table 6. Normality test results

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			45
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		2.00235653
Most Extreme Differences	Absolute		.109
	Positive		.109
	Negative		-.108
Test Statistic			.109
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.191
	99% Confidence Interval	Lower Bound	.181
		Upper Bound	.201

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on the normality test results using the one-sample Kolmogorov-Smirnov test for the residual values, the Asymp. Sig. (2-tailed) value was 0.200. This significance value is greater than 0.05; therefore, it can be concluded that the residual data in the regression model is normally distributed. With the normality assumption satisfied, the research data meet one of the classical assumptions for regression, and the regression analysis can proceed to the next stage.

4.3.2 Multicollinearity Test

After conducting the normality test, the next step in the classical assumption test is the multicollinearity test. The multicollinearity test is used to determine whether there is a high correlation between the independent variables in the regression model. A good regression model should not exhibit multicollinearity among the independent variables. The multicollinearity test in this study was conducted by examining the tolerance and variance inflation factor (VIF) values. The regression model is considered free from multicollinearity if the tolerance value is greater than 0.10 and the VIF value is less than 10.

Table 7. Multicollinearity test results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.143	2.190		2.806	.008		
	X_1	.392	.105	.416	3.723	.001	.260	3.842
	X_2	.450	.092	.547	4.905	.000	.260	3.842

a. Dependent Variable: *Y*

The multicollinearity test results presented in Table 7 show that the work motivation (X1) and work discipline (X2) variables each have a tolerance value of 0.260 and a VIF value of 3.842. A tolerance value greater than 0.10 and a VIF value less than 10 indicate the absence of multicollinearity among the independent variables in the regression model. Therefore, the regression model in this study is free from multicollinearity and can be used for further regression analysis.

4.3.3 Heteroscedasticity Test

After confirming that the regression model is free from multicollinearity, the next step in the classical assumption test is the heteroscedasticity test. The heteroscedasticity test is used to determine whether there is unequal variance in the regression model's residuals. A good regression model does not exhibit heteroscedasticity. The heteroscedasticity test in this study was conducted using the Glejser test, by regressing the absolute residuals (ABS_RES) against the independent variables. The regression model is considered free from heteroscedasticity if the significance value for each independent variable is greater than 0.05.

Table 8. Heteroscedasticity test results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.616	1.456		.423	.674
	X_1	-.082	.070	-.342	-1.165	.251
	X_2	.097	.061	.466	1.590	.119

a. Dependent Variable: ABS_RES

The results of the heteroscedasticity test, presented in Table 8, show that the work motivation variable (X_1) has a significance value of 0.251, whereas the work discipline variable (X_2) has a significance value of 0.119. Both significance values are greater than 0.05. This result indicates that there is no significant influence between the independent variables and absolute residual values. Therefore, it can be concluded that heteroscedasticity does not exist in the regression model, and the regression model is free from heteroscedasticity, making it suitable for further regression analysis.

4.4 Multiple Linear Regression Analysis

After all classical assumption tests were met, multiple linear regression analysis was conducted. This analysis was used to determine the effect of work motivation (X_1) and work discipline (X_2) on employee performance (Y), both partially and simultaneously. The results of the multiple linear regression analysis in this study are presented in Table 9, which includes the regression coefficients, t-statistic values, and significance level for each independent variable on the dependent variable.

Table 9. Multiple linear regression analysis results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.143	2.190		2.806	.008
	X_1	.392	.105	.416	3.723	.001
	X_2	.450	.092	.547	4.905	.000

a. Dependent Variable: Y

Based on the results of the multiple linear regression analysis in Table 9, the following regression equation was obtained:

$$Y = 6{,}143 + 0{,}392X_1 + 0{,}450X_2 \quad (2)$$

This regression equation can be interpreted as follows:

1. The constant of 6.143 indicates that if work motivation (X_1) and work discipline (X_2) are both zero, employee performance (Y) will still have a value of 6.143.
2. The regression coefficient for work motivation (X_1) of 0.392 is positive, which means that an increase of one unit in work motivation will increase employee performance by 0.392, assuming

that other variables remain constant. The significance value of 0.001 < 0.05 indicates that work motivation has a positive and significant effect on employee performance.

3. The regression coefficient for work discipline (X_2), which is 0.450, is also positive, indicating that an increase of one unit in work discipline will increase employee performance by 0.450, assuming that other variables remain constant. The significance value of 0.000 < 0.05 indicates that work discipline has a positive and significant effect on employee performance.

Based on the standardized coefficients (beta), it is known that the work discipline variable (X_2) has a beta value of 0.547, which is higher than the work motivation variable (X_1) with a beta value of 0.416. This indicates that work discipline is the most dominant variable in influencing employee performance.

4.5 Hypothesis Testing

4.5.1 t-test (Partial Effect)

The results of the t-test in Table 4.16 show that the work motivation variable (X_1) has a calculated t-value of 12.559 with a significance value of 0.000. This value is smaller than the significance level of 0.05, and the calculated t-value (12.559) is greater than the t-table value (2.016) with 45 respondents. This indicates that work motivation has a positive and significant effect on employee performance (Y). The regression coefficient of 0.836 indicates that every increase in work motivation will be followed by an increase in employee performance by 0.836 units. Therefore, the hypothesis that work motivation has a significant effect on employee performance is accepted.

Table 10. t-test results for work motivation

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.327	2.697		2.716	.009
	X_1	.836	.067	.886	12.559	.000

a. Dependent Variable: *Y*

The results of the t-test in Table X indicate that the work motivation variable (X_1) has a calculated t-value of 12.559 with a significance value of 0.000. This value is smaller than the significance level of 0.05, and the calculated t-value (12.559) is greater than the t-table value (2.016) with 45 respondents. This indicates that work motivation has a positive and significant effect on employee performance (Y). The regression coefficient of 0.836 indicates that every increase in work motivation will be followed by an increase in employee performance by 0.836 units. Therefore, the hypothesis that work motivation has a significant effect on employee performance is accepted.

Table 11. t-test results for work discipline

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.463	2.279		4.152	.000
	X_2	.744	.053	.905	13.941	.000

a. Dependent Variable: *Y*

The results of the t-test in Table 11 show that the work discipline variable (X_2) has a calculated t-value of 13.941 with a significance value of 0.000, which is smaller than 0.05. Additionally, the calculated t-value (13.941) is greater than the t-table value (2.016). This result shows that work discipline has a positive and significant effect on employee performance (Y). The regression coefficient of 0.744 indicates that increasing work discipline will improve employee performance by 0.744 units. Therefore, the hypothesis that work discipline has a significant effect on employee performance is

accepted. Based on the results of the t-test for the work motivation variable (X_1) and the work discipline variable (X_2), it can be concluded that both independent variables have a significant partial effect on employee performance.

4.5.2 F-test (Simultaneous Effect)

The F-test determines whether the work motivation (X1) and work discipline (X2) variables jointly affect employee performance (*Y*). The F-test was performed by examining the calculated F-value and significance level (Sig.) at a significance level of 0.05. If the significance value is smaller than 0.05, it can be concluded that the independent variables simultaneously have a significant effect on the dependent variable.

Table 12. F-test results

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1118.785	2	559.393	133.177	.000[b]
	Residual	176.415	42	4.200		
	Total	1295.200	44			

a. Dependent Variable: *Y*
b. Predictors: (Constant), X_2, X_1

The calculated F-value was 133.177 with a significance value of 0.000, which was smaller than 0.05, as shown in Table 12. This indicates that the work motivation (X1) and work discipline (X2) variables jointly have a significant effect on employee performance (*Y*). Therefore, the hypothesis that work motivation and work discipline jointly affect employee performance was accepted, while the null hypothesis was rejected. This result shows that the regression model used in this study is suitable for explaining the relationship between the independent variables and the dependent variable.

4.5.3 Coefficient of Determination (R^2)

R2 was used to measure the extent to which the independent variables explain the variation in the dependent variable.

Table 13. Coefficient of determination (R^2) test results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929[a]	.864	.857	2.04948

a. Predictors: (Constant), X_2, X_1
b. Dependent Variable: *Y*

Based on the coefficient of determination test results presented in Table 13, the R Square value is 0.864. The R Square value was 0.864, indicating that 86.4% of the variation in employee performance (*Y*) could be explained by work motivation (X_1) and work discipline (X_2). The remaining 13.6% of the variation could be explained by other variables outside the scope of this study, such as the work environment, leadership, organizational culture, and other factors. The Adjusted R Square value of 0.857 shows that the regression model used had a high level of accuracy and remained stable even after adjusting for the number of independent variables used. Therefore, the regression model in this study had an excellent ability to explain the relationship between the independent variables and the dependent variable.

5. CONCLUSIONS

5.1 Conclusion

Based on the analysis and discussion, it can be concluded that work motivation and work discipline play an important role in improving the performance of BPKAD employees in Mesuji Regency. Work motivation has been proven to have a positive and significant effect on employee

performance, indicating that internal drivers such as rewards, recognition from superiors, responsibility, and development opportunities can improve employee enthusiasm and work quality.

In addition, work discipline has a positive and significant effect on employee performance and is even the most dominant factor. This shows that adherence to working hours, organizational regulations, and instructions from superiors is a key aspect in driving improvements in employee performance. Simultaneously, work motivation and discipline have been proven to have a significant effect on the employee performance of the BPKAD Mesuji Regency; therefore, improving employee performance should be done by strengthening both aspects in a balanced and sustainable manner.

5.2 Research Limitations

This study provides valuable insights into the impact of work motivation and discipline on employee performance; however, it has several limitations. First, the research design is cross-sectional, indicating that data were collected at a single point in time. This limits the ability to establish causal relationships and assess long-term effects. Second, the sample size is relatively small, consisting of only 45 employees from a single local government agency (BPKAD Mesuji), which may affect the generalizability of the findings to other public sector organizations or regions. Furthermore, the study relies on self-reported data, which may introduce biases stemming from individual perceptions of work motivation, discipline, and performance. Respondents may have provided socially desirable answers or underestimated or overestimated their work behaviors, thereby affecting the accuracy of the data. Future research could address these limitations by employing a longitudinal study design, expanding the sample size, and using objective performance measures or third-party evaluations to validate the self-reported data.

5.3 Suggestions and Directions for Future Research

In conclusion, the following recommendations are made based on the research results:

1. BPKAD Mesuji Regency is advised to improve employee motivation through the continuous provision of rewards, performance recognition, and opportunities for career development.
2. The implementation of work discipline should be strengthened consistently, especially concerning attendance, compliance with working hours, and adherence to rules in accordance with applicable regulations.
3. Future research should consider adding other variables beyond work motivation and discipline that may influence employee performance.

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