The impact of work discipline and motivation on employee performance within the Central Kalimantan Province's social services sector

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Abstract
This research endeavor seeks to elucidate the influence of work discipline on employee performance within the Social Service Office of Central Kalimantan Province, ascertain the impact of motivation on employee performance at the aforementioned office, and evaluate the synergistic effect of work discipline and motivation on employee performance within the Social Service Office of Central Kalimantan Province. The study involved a sample of 48 employees from the Social Service Office of Central Kalimantan Province. Data analysis was performed utilizing SPSS to assess both direct and indirect effects. The outcomes of the research reveal that work discipline exerts a positive and statistically significant effect on employee performance, while motivation similarly demonstrates a positive and significant influence on employee performance at the Social Service Office of Central Kalimantan Province. The intrinsic value of this study contributes to the discourse regarding which factor—work discipline or motivation—exerts a more pronounced effect on augmenting the direct impact on employee performance and the individual effects of work discipline and motivation on employee performance.

Keywords: work discipline, motivation, employee performance

1. INTRODUCTION

Human resource management (HRM) is tasked with optimizing performance for both the organization and its personnel. The trajectory of an organization, whether in terms of growth or decline, is significantly influenced by the quality of its human resources. Consequently, human resources emerge as a critical component, both on an individual level and collectively, acting as a primary catalyst for the effective functioning of organizational operations (Song et al., 2023). Performance is the outcome of work and behavioral efforts attained in fulfilling assigned tasks and responsibilities within a specified timeframe (Desky, 2023). Optimal performance refers to the degree to which such performance aligns with organizational standards while facilitating the achievement of its goals. Given the significance of human resources, it is imperative for governmental entities to foster a disciplined workforce in executing their roles and responsibilities. Job discipline embodies the employees' commitment and fairness in adhering to all relevant rules and regulations, whether formally documented or implied. Consequently, the enforcement of work discipline accelerates and enhances the completion of tasks. Performance management necessitates a comprehensive and ongoing development process. Performance-oriented management encompasses the planning, measuring, assessing, and evaluating of employee performance to fulfill the objectives of government entities (Heidari et al., n.d.). A decline in employee performance may also be reflected in absenteeism rates, with an acceptable absence level being below 3 percent. This implies that absenteeism exceeding this threshold can suggest a lack of motivation among employees. Effectively, the advantages of

human resources provide a framework for an organization to ensure its sustainability and future growth (Bertus et al., 2023). The robustness of an organization is contingent upon the individuals at various hierarchical levels supporting it. Organizations not only seek human resources that are capable, competent, and skilled but, more importantly, those who exhibit a strong work ethic and strive for optimal outcomes in their performance, capabilities, and skills (Yuandi et al., 2023). Human resources hold no value for the organization if they lack the willingness to apply their competencies and expertise. Discipline represents a manifestation of self-regulation among employees and a systematic approach to establishing the seriousness of the work team within an organization; disciplinary measures may necessitate penalties or repercussions for employees failing to meet established standards (Simpson & Evens, 2024). Additionally, discipline serves as a metric to assess whether the overall leadership is effectively executed. Therefore, the implementation of disciplinary actions necessitates prudent judgment. Work discipline is perceived as advantageous for both the organization and its employees.

Employee motivation is a crucial element that enhances performance outcomes within the workforce. It encompasses all factors that foster enthusiasm or a drive to work, with the strengths and weaknesses of such motivation serving as indicators for employees to evaluate their performance levels (Bohórquez et al., 2021). A key rationale for the significance of motivation lies in its capacity to instigate, direct, and sustain human behavior, thereby encouraging individuals to exert considerable effort and engagement towards achieving optimal outcomes. The importance of motivation is amplified as managers delegate tasks to their subordinates, ensuring that these responsibilities are executed effectively and cohesively towards attaining the set objectives (Constantinescu, 2023). The Central Kalimantan Provincial Social Service Office, located in Palangka Raya City and tasked with addressing social issues within Central Kalimantan, recognizes the necessity of enhancing employee performance through the mechanism of discipline and motivation. Within any organization, the presence of discipline and motivation is imperative to ensure timely resolutions of social challenges faced by the community. A pressing concern at the Central Kalimantan Provincial Social Service Office in Palangka Raya City is the observed deficiency in both discipline and motivation, which hinders timely performance in addressing social issues. This shortfall significantly impacts the enhancement of employee performance at the Social Services Office of Central Kalimantan Province, Palangka Raya City, as numerous tasks that could be completed within a single day are delayed due to employee indiscipline, resulting in untimely completion of responsibilities.

2. LITERATURE REVIEW

Work Discipline

Work discipline constitutes an initiative from leadership aimed at motivating employees to adhere to various regulatory requirements. The term discipline originates from the Latin word "Discere," which translates to "to learn." This etymology gives rise to "Disciplina," denoting teaching or training. The concept of work discipline has evolved to encompass several interpretations. Firstly, it is understood as adherence to established regulations or submission to oversight and governance. Secondly, work discipline is perceived as a form of training designed to foster personal development in order to cultivate orderly behavior. Additionally, work discipline encompasses the notions of training and compliance with established norms. In essence, employee discipline serves as a developmental process that endeavors to enhance and shape an employee's knowledge, attitudes, and behaviors, thereby enabling these individuals to willingly collaborate with their peers and elevate their overall job performance (Satoto, 2023).

The primary objective of disciplinary measures is to guarantee that employee conduct aligns with the regulations instituted by the organization (Tahir, 2023). The various guidelines formulated by the organization are requisites aimed at fulfilling the organization's objectives. A breach of these rules diminishes the organization's effectiveness to a certain extent, contingent upon the gravity of the infraction. For instance, while a single instance of tardiness may have a negligible effect on the organization, recurrent lateness poses a more significant issue due to its substantial repercussions on both work productivity and the morale of fellow employees.

Work discipline is a critical factor influencing various aspects of organizational performance, including job satisfaction and employee output. It encompasses adherence to rules, punctuality, and the consistent application of organizational standards. Research indicates that work discipline significantly impacts job satisfaction and employee performance, often mediated by work motivation. For instance, work discipline positively influences job satisfaction by fostering a structured and predictable work environment, which enhances employee morale and satisfaction levels (Dwiana et al., 2024). Moreover, the presence of

work motivation as an intervening variable strengthens this relationship, suggesting that motivated employees are more likely to appreciate and adhere to disciplinary standards (Dwiana et al., 2024).

The influence of work discipline on employee performance is particularly evident in various sectors. In the logistics sector, it significantly enhances employee performance, with a high coefficient of determination indicating a substantial contribution to performance outcomes (Abdullah et al., 2024). Similarly, in the banking sector, adherence to rules and punctuality are major determinants of performance, highlighting their importance in optimizing output (Sutoro & Darmadi, 2024). Additionally, the combined influence of work discipline and workload is substantial, emphasizing the need for managing both factors to achieve optimal employee performance (Oktaviani et al., 2024).

From a theoretical perspective, work discipline is seen as an essential component of modern work organization. Although criticized for its potentially restrictive nature, it is regarded as necessary for maintaining order and productivity (Deranty & Corbin, 2024). Foucault's analysis of discipline and biopower provides a critical lens, suggesting that while discipline may seem limiting, it plays a vital role in sustaining organizational efficiency (Deranty & Corbin, 2024). Despite its benefits, excessive discipline can lead to a rigid work environment, stifling creativity and innovation. Therefore, organizations must balance discipline with flexibility to create a more dynamic and engaging workplace.

Motivation

Motivation serves as a catalyst of enthusiasm and fervor in employee performance. The term motivation derives from the concept of "motive," which is rooted in the term "motion," originating from the Latin "movere," meaning to move (Latham, 2011). From this etymology, motive is understood as a propelling force that encompasses both rationality and volition. Motivation involves guiding the capabilities and potential of subordinates towards a collective willingness to work cohesively and productively in pursuit of established objectives (Adinew, 2024). Motivation encompasses strategies to elevate the work ethic of subordinates, encouraging them to exert greater effort and utilize their full range of abilities and competencies in order to progress and fulfill organizational aims.

Employee motivation is a multifaceted concept that significantly impacts organizational success and employee satisfaction. It encompasses various factors beyond monetary incentives, including the workplace environment, interpersonal relationships, and personal fulfillment. Modern research highlights the importance of non-monetary factors such as a friendly work environment, good relationships with colleagues and superiors, and benefits like schooling and medical facilities, all of which contribute to employees' mental satisfaction and loyalty to the organization (Parvin, 2021). Additionally, tools like the Multidimensional Work Motivation Scale (MWMS), grounded in Self-Determination Theory, offer a comprehensive method for assessing motivation by considering various motivational styles, providing a nuanced understanding of employee motivation (Puspitasari, 2024). Motivation is influenced by a combination of individual characteristics, such as personal needs and values, and organizational practices, including job characteristics and superior-subordinate relationships, which together determine the level of motivation and its impact on work performance (Riak & Bill, 2022).

Motivation also has a significant impact on job satisfaction and performance. Research indicates a positive correlation between employee motivation and job satisfaction, as motivated employees exhibit more positive emotions toward their work, enhancing their overall satisfaction levels (Umair et al., 2023). Furthermore, motivation directly influences work performance by shaping the level, direction, and persistence of effort. Factors such as self-interest in work, the need for achievement, and appreciation by superiors are particularly crucial in motivating employees to perform effectively (Riak & Bill, 2022). While the primary focus of employee motivation research is on improving job satisfaction and performance, its dynamic nature must be considered. External environmental factors and evolving organizational practices continuously shape motivational strategies. Understanding these changes enables organizations to adapt and implement effective motivational techniques to sustain employee engagement and productivity.

Employee Performance

The term performance is derived from "job performance" or "actual performance," which refers to the accomplishments attained through work or the genuine achievements realized by an individual. The conceptualization of performance (work achievement) pertains to the outcomes of labor concerning both quality and quantity, as realized by an employee in executing their duties in alignment with the responsibilities assigned to them. Performance, in this context, signifies the results or outputs generated from a specific process (Sitopu et al., 2021). In accordance with the behavioral perspective in management,

performance encompasses the volume or caliber of products or services rendered by an individual engaged in work-related activities.

Employee performance is a multifaceted concept influenced by various factors, including information technology, work motivation, work environment, organizational commitment, and compensation. These elements interact with job satisfaction, often serving as a mediating variable, to impact performance outcomes across different organizational contexts. For instance, information technology usage significantly enhances job satisfaction, which in turn improves employee performance. This relationship is particularly evident in the banking sector, where efficient IT systems facilitate better job satisfaction and performance outcomes (Hanum & Veri, 2024). Similarly, work motivation and a positive work environment play crucial roles in enhancing employee performance, albeit indirectly through job satisfaction. At PT Bumi Asri Pasaman, these factors accounted for 41.9% of the variance in performance outcomes, highlighting their combined influence (Nuryasin et al., 2016).

Organizational commitment and employee competence also contribute significantly to performance. Organizational commitment has a direct effect on employee performance, while competence impacts performance indirectly through job satisfaction. This dynamic is observed in the West Sumatra Regional Central Statistics Agency, where job satisfaction mediates the relationship between competence, commitment, and performance (Afuan et al., 2024). Additionally, compensation and work culture are dominant factors influencing employee performance. In East Java, improved compensation practices aligned with employee expectations and organizational goals were linked to enhanced performance outcomes (Sucipto et al., n.d.).

Employee effectiveness is another critical aspect of performance, as demonstrated in the Makassar State Administrative Court. Here, understanding duties and responsibilities ensures quality service delivery, with effectiveness measured through indicators such as work quality, efficiency, and discipline (Jamaluddin et al., 2024). While these studies emphasize the positive impact of job satisfaction, compensation, and organizational factors on performance, it is important to consider other variables not extensively covered, such as leadership style and personal development opportunities, which may also play significant roles in enhancing employee performance.

3. METHOD

Sample and procedure

The respondents of this study consisted of 48 employees with a sampling technique using the Slovin Formula. Data quality testing includes validity and reliability tests. Before testing the hypothesis, prerequisite tests were carried out, namely normality tests, multicollinearity tests and heteroscedasticity tests. Data analysis in the study used multiple linear regression analysis methods, t-tests, f-tests and coefficients of determination. The analysis tool used to test hypotheses 1 to 3 was SPSS Statistics 29.

Measurement

The Measurement Scale is an agreement used as a basis for determining how long the interval is in the measuring instrument, so that the measuring instrument when used in measurement will produce quantitative data (original numbers) (Sugiyono, 2019). This questionnaire is a tool for collecting data in a study. To measure respondents' answers, a Likert model scale with 5 alternative answers was used. In order for the data obtained to be in the form of quantitative data, each question item is given a score according to the answer, namely 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

4. RESULT AND DISCUSSION

Respondent Characteristics

According to the data acquired in this research, a total of 48 questionnaires were administered to Social Service Employees in the Province of Central Kalimantan, which served to validate the hypothesis. The findings reveal that the predominant age group is between 49 and 58 years, comprising 35 individuals or 73% of the overall respondents. The age group of 29 to 38 years includes 4 individuals or 8.3% of the total respondents, while the 39 to 48 year age group consists of 9 individuals or 18.7% of the total respondents. The demographic data presented above indicates that there are 28 female employees out of the 48 respondents, while the number of male employees stands at 20. Thus, the percentage of female employees is 58.3%, contrasted with the male employees' percentage of 41.7%. Consequently, it can be asserted that the female workforce exceeds that of their male counterparts within the Social Service of Central Kalimantan Province.

From the aforementioned table, it is evident that the highest educational attainment among respondents is a bachelor's degree, with 31 individuals representing 64.6% of the 48 respondents, while those with a master's degree total 17, accounting for 35.4%. This indicates that the workforce within the Social Service predominantly consists of bachelor's degree holders compared to master's degree holders. Analyzing the tenure of the employees reveals that those with 1 to 9 years of service constitute 4.2%, representing 2 individuals out of 48 respondents. Employees with 10 to 20 years of service account for 29.2%, equating to 14 individuals out of 48 respondents, whereas the category of employees with 21 to 30 years of service is notably more prevalent, comprising 66.6% or 32 individuals out of 48 respondents.

Descriptive Analysis

The Work Discipline variable (X1) within the context of this investigation was evaluated using 5 statement items along with 5 alternative responses. The outcomes derived from the responses of 48 employees regarding the work discipline variable can be articulated, indicating that the work discipline variable reflects the results of descriptive analysis with a mean score of 4.24, categorized as strongly agree. Specifically, Variable X1.1 demonstrates the highest mean score per item at 4.37, signifying that employees consistently arrive punctually, often prior to the commencement of work hours. Conversely, Variable X1.3 indicates the lowest mean score per item at 4.08, suggesting that employees consistently uphold and sanitize office equipment that has recently been utilized.

The Motivation variable (X_2) in this research was assessed through 6 statement items and 5 alternative responses. The findings from the responses of 48 employees concerning the motivation variable reveal that the motivation variable exhibits the results of descriptive analysis with a mean score of 4.23, also categorized as strongly agree. Notably, Variable X2.5 shows the highest mean score per item at 4.37, which indicates that employees receive work safety insurance. In contrast, Variable X2.3 presents the lowest mean score per item at 4.16, indicating that employees are provided with safety gear while performing their duties.

The Employee Performance Variable (Y) in this study was measured using 5 statement items and 5 alternative responses. The analysis of the responses from 48 employees regarding the employee performance variable illustrates that the employee performance variable presents the results of descriptive analysis with a mean score of 4.23, categorized as strongly agree. Variable Y.5 reveals the highest mean score per item at 4.37, denoting that employees foster positive relationships with their colleagues. Meanwhile, Variable Y.3 indicates the lowest mean score per item at 4.16, reflecting that employees tend to lose their composure when confronted with critiques from team members.

Multiple Linear Regression Analysis

This study continued by testing the significance of the model and interpretation of the regression model. Multiple regression is used for one dependent variable and more than one independent variable. In business practice, multiple regression is actually used more, in addition to the many variables in the business that need to be analyzed together, also in many cases multiple regression is more relevant to use (Iqbal Hasan, 2011). The formula for multiple linear regression analysis is as follows:

$$Y = a + b1X1 + b2X2 + e$$
$$Y = 1.445 + 0.204X1 + 0.651X2 + e$$

Based on the results of the regression equation above, it can be explained that the constant value of 1.445 means that if work discipline (X1) is zero, then the performance value is 1.445. The work discipline regression coefficient of 0.204 means that if work discipline increases or has an increase of 1 unit, employee performance will also increase or increase with the assumption that other variables remain constant. Likewise with the motivation variable (x2) if the value is zero, then the performance value is 1.445. The work discipline regression coefficient of 0.651 means that if motivation increases or has an increase of 1 unit, then employee performance will also increase or increase with the assumption that other variables remain constant.

Hypothesis Test

T test finds out the independent variable partially against the dependent variable. Is the effect significant or not (Sugiono, 2010). If t count <t table then variable X has no effect on variable Y and vice versa if t count> t table then variable x has an effect on variable Y.

Table 1. T Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.434	1.445		.300	.765
	Disiplin Kerja	.204	.076	.188	2.692	.010
	Motivasi	.651	.057	.803	11.505	.000

a. Dependent Variable: Kinerja Pegawai

Based on the formula for finding t table, namely df = N-K-1, it can be seen that df = 48-2-1 = 45. Then to find the significance, namely α / 2 where α = 5% or 0.05 then 0.05 / 2 = 0.025 so to determine the t table is at 0.025 df 45 which is 2.014. Work discipline is known t count of work discipline 2.692 and t table 2.014 then it can be obtained t count 2.692 > t table 2.014 which means there is a significant influence of work discipline on employee performance. Motivation is known t count of motivation 11.505 and t table 2.014 then it can be obtained t count 11.505 > t table 2.014 which means there is a significant influence of motivation on employee performance. The T test finds out the independent variable partially on the dependent variable. Is the influence significant or not (Sugiono, 2010). If t count < t table then variable X has no effect on variable Y and vice versa if t count > t table then variable x has an effect on variable Y.

In the initial examination, the objective was to ascertain whether Work Discipline exerts a significant partial influence on Employee Performance. The findings delineated in Table 11 reveal the original sample value of Work Discipline, with a significance threshold of 5%, as evidenced by the T statistic value of 2.692, which exceeds the critical t table value of 2.014, alongside a P Value of 0.010, which is less than 0.05. Consequently, it can be asserted that Work Discipline positively and significantly impacts the Performance of Employees at the Central Kalimantan Provincial Social Service. Therefore, based on these findings, the H_1 hypothesis is deemed accepted.
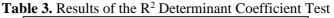
In the subsequent analysis, the purpose was to determine whether Motivation has a significant partial effect on Employee Performance. The outcomes presented in Table 11 indicate the original sample value of Motivation, with a significance level of 5%, demonstrated by the T statistic value of 11.505, which surpasses the t table value of 2.014, and a P Value of 0.000, which is less than 0.05. Thus, it is concluded that Motivation significantly and positively affects the Performance of Employees at the Central Kalimantan Provincial Social Service. Hence, it can be inferred that the H_2 hypothesis is accepted.

In the third analysis, the intention was to investigate whether Work Discipline and Motivation, when considered collectively, have a significant effect on Employee Performance. The findings presented in Table 12 indicate an F count (F-statistic) of 125.96, which exceeds the F_table value of 4.057, accompanied by a probability value of 0.000, which is less than 0.05. Therefore, it can be concluded that Work Discipline and Motivation, in conjunction, exert a positive and significant influence on the Performance of Employees at the Central Kalimantan Provincial Social Service. Consequently, based on these results, the H_3 hypothesis is accepted.

Table 2. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	164.527	2	82.264	125.960	.000[b]
	Residual	29.389	45	.653		
	Total	193.917	47			

a. Dependent Variable: Kinerja Pegawai
b. Predictors: (Constant), Motivasi, Disiplin Kerja

Based on the table above, the calculated f value is 125.960 while to find the value of f table, namely by df_1 = k-1 and df_2 = n – k – 1, namely df_1 = 2-1 = 1 while df_2 = 48-2-1 = 45 so 4.057 then the calculated f 125.960 > f table 4.057 which means there is an influence between Work Discipline (X_1) and Motivation (X_2) on Y (Employee Performance)

The Determination Coefficient (R^2) essentially measures how far the model's ability to explain the variation of the dependent variable. The coefficient of determination value is between zero and one. A small R^2 means that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value approaching one means that the independent variables provide almost all the information needed to predict the variation of the independent variable.

Table 3. Results of the R^2 Determinant Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921[a]	.848	.842	.808

a. Predictors: (Constant), Motivasi, Disiplin Kerja

Based on the table above, the R^2 (R Square) figure is 0.848 or (84.8%). This shows that the percentage of Work Discipline (X_1) and Motivation (X_2) on Employee Performance (Y) of the Social Service is 84.8%, in other words, the employee performance variable can be explained or influenced by the work discipline and motivation variables by 84.8%, while the remaining 15.2% is explained or influenced by other variables that were not studied.

Discussion

Work discipline encompasses the attitudes, behaviors, and actions that align with both formal and informal regulations established by office management to facilitate the realization of organizational objectives. Noncompliance with these regulations may result in punitive measures. The analysis of the regression equation yielded a regression coefficient for work discipline of 0.204, with a calculated t value of 2.692, surpassing the t table value of 2.014. This indicates that work discipline exerts a significant impact on employee performance within the Central Kalimantan Provincial Social Service. The findings of the research suggest that work discipline positively and significantly influences employee performance.

Motivation is defined as a constellation of attitudes and values that drive individuals towards the attainment of specific objectives aligned with their personal aspirations (Dörnyei & Henry, 2022). These attitudes and values serve as catalysts, propelling individuals toward behavior that facilitates goal achievement. When individuals experience motivation, they are likely to make constructive decisions that lead to action, as motivation fundamentally encourages employees to exert effort to fulfill their desires, enhance productivity, and ultimately contribute to the attainment of organizational objectives. The analysis of the regression equation revealed a regression coefficient for motivation of 0.651, along with a calculated t value of 11.505, which exceeds the t table value of 2.014. This signifies that motivation has a substantial influence on employee performance at the Social Service of Central Kalimantan Province.

5. CONCLUSION

The concept of work discipline, referred to as variable X_1 in this context, demonstrates a notably positive and statistically significant impact on the performance levels of employees, denoted as variable Y, within the institutional framework of the Social Service Department operating in the Central Kalimantan Province. Additionally, the aspect of motivation, categorized as variable X_2, showcases a similarly positive and significant influence on the performance metrics of employees, referred to as variable Y, within the same Social Service Department of Central Kalimantan Province. It is imperative to note that both work discipline, indicated as X_1, and motivation, identified as X_2, together exhibit a distinctly positive and substantial effect on the overall performance of employees, represented as Y, in the organizational setting of the Social Service of Central Kalimantan Province. Consequently, the findings underscore the critical importance of fostering both work discipline and motivation as vital components for enhancing employee performance within the operational purview of the Social Service sector in Central Kalimantan Province.

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