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The Influence of Motivation and Discipline on Employee Performance at the Ambon Industrial Services and Standardization Center

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ABSTRACT

This research aims to examine the effect of motivation and discipline on the performance of employees at the Center for Standardization and Industrial Services (BSPJI) Ambon. A quantitative research method was employed, with a total population of 40 employees from BSPJI Ambon. The study utilized a saturated sampling technique, meaning all members of the population were included as samples. Data analysis was conducted using multiple linear regression. The findings reveal that: (1) Motivation significantly influences employee performance at BSPJI Ambon; (2) Discipline also has a significant impact on employee performance at BSPJI Ambon; (3) Together, motivation and discipline significantly affect employee performance at BSPJI Ambon.

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INTRODUCTION

The abundance of human resources today requires careful consideration of how to utilize these resources optimally. In order for society to have reliable human resources, it is essential to provide quality education, access to various social facilities, and adequate employment opportunities. Weaknesses in providing these facilities may lead to social unrest, which can affect public security. Currently, the capabilities of human resources remain low, both in terms of intellectual capacity and technical skills (Rahman & Smith, 2020)

In any organization, many factors influence an individual's ability to achieve established goals. The functioning of an organization or company is shaped by the behaviors of individuals who have a vested interest in their respective groups. The behavior of individuals within an organization significantly affects the organization, both directly and indirectly. This is due to the varying capabilities of individuals in handling tasks or activities. Every person tends to assess

their behaviour in light of what they aim to achieve, minimizing potential conflicts whether on an individual or group level, so that performance outcomes align with expectations.

In running an organization, employee contributions play a vital role in achieving organizational goals. As (Lee & Tan, 2019) stated, human resources now play an increasingly critical role in organizational success. Employee performance is defined as the work results achieved by an individual in completing assigned tasks, based on their skills, experience, dedication, and time.

Performance refers to employee achievements measured by standards or criteria established by the organization. The work environment directly influences work attitudes and determines employee performance. A pleasant work environment fosters a positive attitude among employees, encouraging them to work more diligently and effectively. Conversely, an unfavorable environment tends to lead employees to abandon the workplace. As noted by Ghiselli and Brown in (Sudarso, 2020), the work environment affects the quantity and quality of employee output.

One key aspect of optimizing employees is providing motivation—commonly understood today as inspiring enthusiasm in the workplace. Managers aim to convert the potential contributions of employees into real outcomes by providing motivation. This motivation acts as a stimulus to encourage employees to put forth their best efforts (Chen & Wang, 2017). According to (Smith & Johnson, 2018), a manager's role involves inspiring, encouraging, and driving others (employees) to take action. These efforts aim to remind employees to stay motivated and achieve the desired results. Therefore, managers must understand their employees' traits and characteristics, which are shaped by individual motives. By understanding these behaviors and motivations, managers can influence employees to act in alignment with organizational goals (Garcia & Lopez, 2016).

Referring to the theoretical discussions above, several empirical studies support the relationship among these variables. Previous studies on the relationship between work motivation and performance include (Ananda et al., 2021), who found a correlation between work motivation and performance; (Ratnawati et al., 2021), who found that work motivation significantly affects employee performance and serves as a mediating variable between reward systems and employee performance; and (Safiih, 2020), who also concluded that work motivation significantly influences performance. On the other hand, (Winata, 2021), found that intrinsic motivation had no effect on performance, while extrinsic motivation did. (Kristianti et al., 2021) found that intrinsic motivation significantly affects performance, while extrinsic motivation does not.

Prior research on the relationship between work motivation and performance shows varying results. Studies by (Ramadhan, 2022), (Soejarminto & Hidayat, 2023), and (Meinitasari, 2023) confirmed the influence of motivation on performance. However, research by (Prasetiyo et al., 2021), and (Kurnianto & Kharisudin, 2022) revealed that both intrinsic and extrinsic motivation had no significant impact on performance. Discipline is the sixth operative function in Human Resource Management, referring to a person's awareness and willingness to obey all organizational rules and applicable social norms (Ulfa et al., 2022), It is also explained that better work discipline leads to higher work performance.

Therefore, to improve work discipline and the quality of civil servants, disciplinary development is necessary. This is a crucial factor in creating a productive, effective, efficient, and authoritative state apparatus capable of performing their assigned duties and facilitating the implementation of development programs.

Work discipline is a clear indicator of employee enthusiasm and spirit, which supports the achievement of organizational, societal, and individual goals. Better work discipline reflects a greater sense of responsibility for assigned duties (Nurhalizah & Oktiani, 2024). In line with the implementation of regional autonomy and fiscal decentralization, it is essential to strengthen the role of public institutions in both planning and implementing development. Managing human resources effectively is a challenging task that involves many factors affecting employee discipline. These efforts aim to provide improvements, corrections, and inputs for decision-makers, to ensure optimal outcomes aligned with organizational goals.

To foster human resource development within an organization, a disciplinary policy is necessary—one that outlines key responsibilities and the sanctions imposed when these are not met. Such regulations are crucial for guiding, educating, and correcting misconduct to foster good discipline and order in executing organizational tasks. A disciplined individual is generally careful and precise in performing their work. In any organization, leadership discipline is vital, as leaders serve as role models for their subordinates.

In this regard, employee discipline is critical for establishing a disciplined public apparatus, essential for good governance and excellent public service delivery. Moreover, discipline allows individuals to adapt and respond flexibly to new ideas and frequent changes. Common disciplinary issues among employees include absenteeism, tardiness, truancy, non-compliance with rules and norms, work slowdown, and productivity deficiencies (Permana & Pracoyo, 2021)

Based on preliminary research conducted in the General Affairs Division of the South Buru Regency Secretariat, it was found that the discipline of public servants in carrying out their duties is not yet optimal. This is evident from the continued presence of staff arriving late or being absent for one to three days without satisfactory explanation, taking prolonged breaks, missing deadlines, and ignoring leadership instructions. These behaviors negatively affect task execution. On the other hand, the demands of the job and the high level of government support require civil servants to maintain a high level of work discipline in fulfilling their responsibilities as public servants. Among the various disciplinary issues observed, absenteeism and lateness are the most easily identified because such data are directly observable. Based on the above description, the author is interested in conducting a study titled: The Influence of Motivation and Discipline on Employee Performance at the Ambon Center for Standardization and Industrial Services.

METHODS

This study adopts a quantitative approach, focusing on numerical data and statistical analysis to test specific hypotheses (Widodo et al., 2023). The quantitative method is appropriate for research that aims to measure causal relationships between variables. The research is classified as explanatory, aiming to explain the causal relationship between motivation and discipline on employee performance through hypothesis testing (Wajdi et al., 2024). A cross-sectional survey was conducted using a one-shot method through the distribution of questionnaires. The study took place over two months at the Center for Standardization and Industrial Services (Balai Standardisasi dan Pelayanan Jasa Industri) in Ambon. The population

consisted of all 40 employees, and due to the relatively small population size, a saturated sampling technique was used, involving the entire population.

Data were collected using two techniques: closed-ended questionnaires, which were distributed directly to employees to ensure accurate responses, and documentation, which involved gathering relevant organizational records. To ensure the quality of the research instrument, both validity and reliability tests were conducted. The validity test employed Pearson's Product-Moment correlation to assess how well the questionnaire items measured the intended variables, while the reliability test used Cronbach's Alpha with a threshold of ≥0.60 as an indicator of acceptable reliability.

Data analysis began with classical assumption testing, including multicollinearity using VIF and Tolerance values (VIF < 10 and Tolerance > 0.1), heteroscedasticity using the Spearman rank correlation method, and normality using the normal probability plot, where data are considered normally distributed if they follow the diagonal line. Multiple linear regression analysis was then conducted to determine the influence of the independent variables (motivation and discipline) on the dependent variable (performance). Furthermore, an F-test was used to examine the joint effect of the independent variables, while a t-test was used to assess the partial effect of each individual variable.

RESULTS AND DISCUSION

Test of Validity

Validity testing is essential in determining whether the research instrument accurately measures what it is intended to measure. An instrument is said to be valid when each of its items shows a strong and statistically significant correlation with the total score of the construct. In this study, the Pearson Product Moment correlation method was used to calculate the relationship between individual item scores and the total score. The critical value used was 0.263 (with degrees of freedom = 38), and any item with a correlation above this threshold was considered valid and suitable for use.

The results of the validity test for the motivation variable revealed that all items met the required criteria, with each showing a correlation coefficient higher than the critical value. This means that all the statements in the questionnaire are valid and can effectively measure employee motivation. Among them, the statement "My job is very easy" had the highest correlation value of 0.751, indicating a particularly strong relationship with the underlying construct of motivation. This shows that the item strongly contributes to understanding how ease of work influences overall motivation.

For the discipline variable, the analysis also confirmed that every item included in the questionnaire is valid. Each item had a correlation coefficient greater than the critical value of 0.263, showing a strong relationship with the overall construct being measured. The item "I complete tasks as assigned" had the highest value at 0.725, reflecting a high degree of consistency with employee discipline. Even the item with the lowest value, "I comply with work attendance rules" at 0.650, was still well above the threshold, confirming its validity in measuring work discipline.

Similarly, the validity test results for the performance variable showed that all the items were valid and reliable for research purposes. The item "The quality of task implementation is well realized" had the highest correlation value of 0.730, indicating a strong relationship with

overall employee performance. The lowest correlation was found in the item "The integration of task implementation is well realized," which scored 0.573. Despite being the lowest among the group, this value still exceeded the critical threshold, confirming that it remains a valid indicator of performance. These results support the conclusion that all performance-related items can be effectively used to assess employee productivity in the workplace.

Test of Reliability

Reliability testing is used to measure the internal consistency of indicators within a construct, indicating how well each item represents a common underlying factor. It helps assess whether an instrument can consistently produce similar results when used repeatedly on the same subject. In other words, reliability refers to the level of trust in the measurement results, ensuring that the tool used is stable and dependable over time.

In this study, reliability testing was carried out using the Cronbach's Alpha method. According to Uma Sekaran (2003), an instrument is considered reliable if the Cronbach's Alpha coefficient is at least 0.60, although this is not an absolute standard. If the coefficient meets or exceeds this value, the instrument is regarded as sufficiently consistent and can be reused to measure the same variable with minimal variation in results.

Based on the reliability test results, all three variables—motivation, discipline, and performance—had Cronbach's Alpha values above 0.60. This confirms that all instruments used are reliable. The motivation variable had the highest reliability score at 0.805, indicating excellent internal consistency. The discipline and performance variables scored 0.619 and 0.653 respectively, both above the acceptable threshold, showing that the instruments are dependable for further measurement in the research.

Multicollinearity Test

One of the basic assumptions of classical linear regression is that there should be no multicollinearity between the independent variables. In other words, there should be no perfect or very high correlation among them. Multicollinearity refers to a condition where the independent variables are highly correlated, either perfectly or nearly perfectly. If perfect multicollinearity occurs, the regression coefficients cannot be determined, and the standard errors will be infinite.

Even if the correlation is not perfect but still very high, the standard errors will still be large, making the estimation unreliable.

According to Santoso (2002), multicollinearity can be detected in two main ways:

1. VIF (Variance Inflation Factor) values should be around 1, and Tolerance values should be close to 1.
2. The correlation coefficient between independent variables should be weak (less than 0.05). A strong correlation indicates multicollinearity problems. cx

Model	Dimension	Eigenvalue	Condition Index	VIF	Constant	Motivation	Discipline
1	1	2.981	1.000	–	0.00	0.00	0.00
	2	0.013	15.417	–	0.95	0.07	0.25
	3	0.006	21.872	–	0.05	0.93	0.75

VIF values are around 1 and Tolerance values are close to 1, indicating no multicollinearity issue in this regression model.
Multicollinearity typically becomes a problem if:

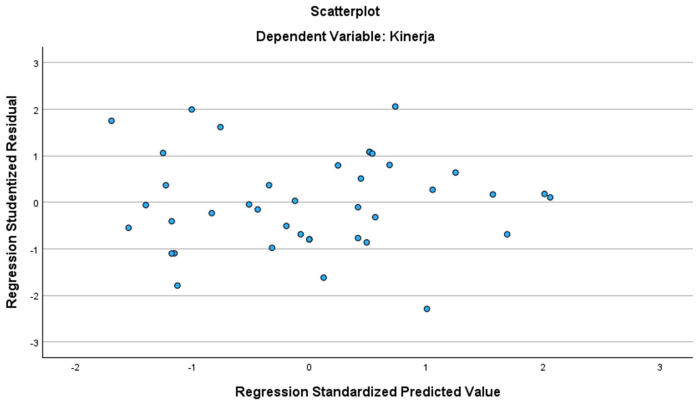
- VIF > 10
- Tolerance < 0.1

Also, the highest Condition Index is 21.872, which is still within an acceptable range. On the third dimension, Motivation and Discipline have variance proportions of 0.93 and 0.75, respectively, indicating a potential correlation but still within tolerable limits. Furthermore, the correlation between independent variables (Motivation and Discipline) is not strong enough to cause concern. Therefore, we can conclude that this regression model meets the assumption of no multicollinearity and can be used for further analysis

Heteroskedasticity Test

The purpose of the heteroskedasticity test in multiple regression is to check whether there is unequal variance in the residuals across different observations. If the variance of the residuals remains constant across observations, it is called homoskedasticity, while if the variance differs, it is called heteroskedasticity. A good regression model should not exhibit heteroskedasticity.

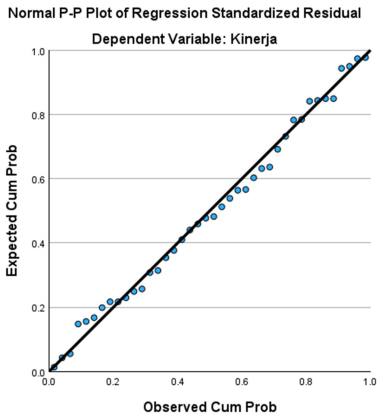
Heteroskedasticity can be detected by examining a scatterplot diagram, where the X-axis represents predicted values (Y predicted), and the Y-axis shows the residuals (the difference between predicted and actual values). If a specific pattern appears in the plot, it may indicate the presence of heteroskedasticity.



Based on the scatterplot shown in Figure 4.1, there is no clear or structured pattern such as circular, upward or downward spread, or a specific shape. The data points are randomly distributed around the zero axis on the Y-axis, suggesting that the residual variance is relatively constant across predicted values. This indicates that there is no heteroskedasticity issue in the regression model. Therefore, the model satisfies the homoskedasticity assumption and can be used for further analysis without bias from heteroskedasticity, which could affect the accuracy of regression coefficient estimates.

Data Normality Test

The normality test is used to determine whether the dependent and independent variables in a regression model follow a normal distribution. A good regression model should have data that is normally distributed or close to normal (Santoso, 2002). To detect normality, we examine the spread of data points along the diagonal in a scatter diagram. If the data points follow the diagonal line closely, the model meets the normality assumption.



Based on the Normal P-P Plot shown in Figure 4.2, the data points are scattered around and follow the diagonal line. This indicates that the residuals in the regression model are normally distributed or close to normal. Therefore, the model satisfies the normality assumption and can be used for further analysis without significant bias due to non-normal data distribution.

A normal distribution of residuals is crucial in regression models as it ensures that the estimated regression coefficients are unbiased and the analysis results can be interpreted accurately. If the data is not normally distributed, statistical tests like the t-test and F-test may become invalid. Since the points in the Normal P-P Plot do not deviate significantly from the diagonal, we conclude that the normality assumption is met, enhancing the validity of the regression model in analyzing the relationship between independent and dependent variables.

Multiple Linear Regression Analysis

The data were analyzed using Multiple Linear Regression Analysis. This method is used to assess the influence of independent variables on the dependent variable, both simultaneously (together) and partially. The data processing was conducted with the help of SPSS 30.00, and the model is as follows:

$$\mathbf{Y = b0 + b1X1 + b2X2 + ei}$$

Where:

- Y = Performance
- b0 = Constant
- b1, b2 = Regression coefficients
- X1 = Motivation
- X2 = Discipline
- ei = Error

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1.995	1.832		1.089
Motivasi	0.275	0.068	0.525	4.018
Disiplin	0.441	0.157	0.368	2.814

Based on the results from the multiple regression analysis in Table 4.13, the regression equation is:

Y = 1.995 + 0.275X1 + 0.441X2 + e

Where:

- Y = Performance
- 1.995 = Constant, indicating that if motivation (X_1) and discipline (X_2) are zero, the employee performance will be 1.995.
- $0.275X_1$ = Regression coefficient for motivation, meaning that for every 1 unit increase in motivation, performance will increase by 0.275, assuming other variables remain constant.
- $0.441X_2$ = Regression coefficient for discipline, indicating that for every 1 unit increase in discipline, performance will increase by 0.441, assuming other variables remain constant.
- e = Error, referring to other factors outside the model that affect performance

F-Test (Simultaneous Test)

The F-test is used to determine the degree or strength of the relationship between independent variables (X1, X2) and the dependent variable (Y) simultaneously. This coefficient is obtained by taking the square root of the coefficient of determination (R).

The F-test decision rule is as follows:

- If F-calculated > F-table, then Ho is rejected and Ha is accepted, meaning the independent variables explain the dependent variable and have a significant impact.
- If F-calculated < F-table, then Ho is accepted and Ha is rejected, meaning the independent variables do not explain the dependent variable and have no significant impact.

In this study, the F-table value is 3.25, calculated as (α/2; n-k-1) = (0.05/2; 40-2-1).

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	196.226	2	98.113	40.002	<.001
Residual	90.749	37	2.453		
Total	286.975	39			

Based on the F-test result in Table, the calculated F-value is 40.002 with a significance value of < 0.001. Compared to the F-table value of 3.25, the F-calculated > F-table (40.002 > 3.25), and the significance is smaller than 0.05. This shows that the regression model is

significant, and we can conclude that motivation and discipline together have a significant influence on performance.

The Sum of Squares for regression (196.226) is greater than the residual (90.749), indicating that most of the variation in employee performance can be explained by motivation and discipline. The Mean Square for regression (98.113) is also greater than the Mean Square for residuals (2.453), which indicates that the regression model is effective in explaining performance changes.

Thus, the F-test results confirm that the independent variables, motivation and discipline, significantly influence employee performance simultaneously. Improving motivation and discipline is an important factor in enhancing overall employee performance

t-Test (Partial Test)

The t-test is used to examine how strongly each independent variable (X1 = motivation, X2 = discipline) influences the dependent variable (Y = performance) individually. This is done by comparing the t-value of each variable with the t-table value at a 5% significance level.

- If t-calculated > t-table, then Ho is rejected and Ha is accepted, meaning the variable significantly affects the dependent variable.
- If t-calculated < t-table, then Ho is accepted, meaning the variable has no significant effect.

In this study, the degrees of freedom (df) = $40 - 2 - 1 = 37$ and t-table = 2.026 (at $\alpha = 0.05$).

Variabel	B	Std. Error	t-value	Sig.	Description
Konstanta	1.995	1.832	1.089	0.283	Not Significant
Motivation	0.275	0.068	4.018	<0.001	Significant
Discipline	0.441	0.157	2.814	0.008	Significant

From the table above:

- Motivation has a t-value of 4.018, which is greater than t-table 2.026, and the significance value is < 0.001. This means motivation significantly influences employee performance. Higher motivation leads to better performance.
- Discipline has a t-value of 2.814, which is also higher than the t-table value, and its significance is 0.008 (< 0.05), meaning discipline also significantly influences performance.

Therefore, both motivation and discipline individually affect performance. However, motivation has a stronger effect, as shown by its higher t-value. This suggests that to improve employee performance, increasing motivation should be prioritized while still maintaining work discipline

This study demonstrates that motivation has a positive and significant effect on the performance of employees at the General Section of the Regional Secretariat of South Buru Regency. The multiple linear regression analysis reveals a regression coefficient of 0.275, with a significance level below 0.05. This means that any increase in employee motivation will significantly improve their work performance. Moreover, the t-value for motivation is 4.018, which is greater than the t-table value of 2.026. This confirms that motivation, when considered individually, has a significant influence on employee performance.

The findings are consistent with Herzberg's two-factor theory, which highlights that motivational factors such as achievement and recognition play an essential role in enhancing employee performance. Highly motivated employees tend to show more enthusiasm, commitment, and productivity in their duties. Previous research has also supported the idea that motivation is closely linked to increased performance in public sector organizations. This suggests that organizations should focus on strengthening motivational elements to achieve better performance outcomes.

Despite the strong findings, this research does not explore the influence of external factors such as organizational policies, leadership style, or work environment, which may also impact employee motivation. Nevertheless, the results provide a useful reference for decision-makers aiming to improve employee performance by focusing on motivational strategies. Establishing reward systems and recognizing employee achievements could serve as effective tools to boost motivation in government settings.

Discipline is also found to have a positive and significant effect on employee performance. The regression analysis shows a coefficient of 0.441 with a significance level of 0.008, indicating a substantial contribution. Additionally, the t-value of 2.814 exceeds the t-table value of 2.026, meaning discipline has a significant partial effect on performance. This underscores the importance of maintaining order and compliance among employees to ensure optimal job performance.

These results align with Robbins' theory of work discipline, which asserts that disciplined employees are more likely to follow rules, meet deadlines, and uphold strong work ethics. Employees with high levels of discipline are also less likely to engage in counterproductive behavior and more likely to support organizational goals. Several previous studies have similarly found that work discipline positively correlates with employee performance in the public sector. This suggests that discipline should be treated as a core component of human resource development strategies.

Comparative analysis reveals that motivation has a more dominant influence on employee performance than discipline. The beta coefficient for motivation is 0.525, while for discipline it is 0.368, indicating that motivation contributes 58.8% and discipline 41.2% to performance improvement. This highlights that while both variables are important, increasing employee motivation yields greater performance gains. However, future research should consider including other variables such as leadership, organizational culture, and job satisfaction to gain a more comprehensive understanding of what influences employee performance in government institutions.

CONCLUSION

The results of this study conclude that both motivation and discipline have a positive and significant impact on the performance of employees at the General Section of the Regional Secretariat of South Buru Regency. The statistical analysis proves that increases in these two variables individually contribute meaningfully to enhancing employee work outcomes. Motivation, in particular, demonstrates a higher level of influence compared to discipline, suggesting its crucial role in performance development. Motivation was found to be the dominant factor affecting employee performance, as indicated by the higher regression and t-test values. This emphasizes the importance of recognizing and fostering internal drive, rewards, and a sense of achievement within the work environment. Meanwhile, discipline remains a critical supporting factor, reflecting the need for adherence to rules, timeliness, and a strong work ethic in maintaining consistent performance levels. Based on these findings, it is recommended that organizational leaders prioritize strategies that enhance employee motivation while also reinforcing work discipline. Effective policies such as performance-based incentives, employee recognition programs, and structured supervision should be implemented. By focusing on these aspects, government institutions can create a productive and responsible workforce, thereby improving overall organizational effectiveness.

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