

# The Effects of Work Motivation and Work Discipline on Employee Performance in a Public Service Organization

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## ARTICLE HISTORY

**Submitted** : April 15, 2026  
**Reviewed** : April 20, 2026  
**Revised** : May 13, 2026  
May 21, 2026  
**Accepted** : May 30, 2026  
**Published** : May 31, 2026

### Conflict of Interest Statement:

The author(s) declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

## ABSTRACT

**Purpose:** This study examines the effects of work motivation and work discipline on employee performance at the Makassar City Public Water Utility Company.

**Research Method:** A quantitative approach with a causal research design was employed. Data were collected through questionnaires distributed to employees selected using a simple random sampling technique. The data were analyzed using multiple linear regression with SPSS to assess the partial and simultaneous effects of work motivation and work discipline on employee performance.

**Results and Discussion:** The results reveal that work motivation and work discipline have positive and significant effects on employee performance. Work motivation enhances employees' commitment, enthusiasm, and work quality, while work discipline promotes compliance with organizational rules, punctuality, and consistency in task execution. Together, these factors significantly improve employee productivity and effectiveness, indicating that motivated and disciplined employees are more likely to achieve higher performance levels.

**Implications:** Organizations should strengthen motivational programs and maintain effective disciplinary systems to improve employee performance, service quality, and organizational effectiveness, particularly in public service institutions.

**Originality:** This study provides empirical evidence on the complementary roles of work motivation and work discipline in enhancing employee performance within a public utility organization, highlighting the importance of integrating motivational and disciplinary strategies in human resource management.

**Keywords:** work motivation; work discipline; employee performance; human resource management; public services.

## 1. Introduction

Human resources are a company's most valuable asset compared to other assets because they serve as the primary driving force behind all organizational activities; these resources must be managed optimally and sustainably, with their rights upheld, so that they can adapt to the dynamics of globalization (Ambarita, 2012). In the context of business competition and increasingly complex public service demands, organizations are required not only to possess technology and capital but also a workforce with high performance—that is, the individual's ability to produce quantitative and qualitative outputs in accordance with their responsibilities (Hasibuan, 2012). Ningrum *et al.*, (2013) emphasize that



employee performance serves as a strategic foundation in human resource development because it reflects an individual's effectiveness in supporting the achievement of organizational goals. Therefore, low performance not only indicates individual issues but also points to weaknesses in the institutional human resource management system. Within this framework, motivation and work discipline are understood as the two primary determinants of employee performance. Motivation is an internal force that drives individuals to act earnestly in achieving goals, while discipline is a managerial tool to ensure compliance with organizational rules and norms (Afandi, 2018; Sutrisno, 2011). This phenomenon is particularly relevant for the Makassar City Public Water Supply Company, which is mandated to provide clean water services to the community, where the quality of employee performance directly determines the quality of public services.

Previous research demonstrates a strong consistency that work motivation and work discipline are the primary determinants explaining variations in individual performance within organizations. Evidence from nine studies consistently supports this relationship. Sulila (2019) found that discipline and motivation collectively exert a strong influence on employee performance, both through the individual effects of each variable and through their combined effects. These findings indicate that work behavior driven by internal motivation and guided by organizational discipline forms the primary foundation of work productivity. In line with this, Endang & Sari (2019) demonstrated that work motivation and discipline not only influence performance independently but also complement each other in shaping employee performance; thus, the presence of one variable without the other results in suboptimal performance. The consistency of this relationship is reinforced by Hakim *et al.*, (2021), who note that improvements in work discipline and motivation are directly correlated with increased employee performance, indicating that enhancements in work behavior and attitude are immediately reflected in the quality of work output. Sitopu *et al.*, (2021) further emphasize that discipline is a key element because, through adherence to work rules and standards, employees are able to maximize their effort and focus in performing their duties. These findings are also expanded upon by Prasetyo *et al.*, (2021), who conclude that work motivation and work discipline consistently serve as critical factors in enhancing employee productivity across organizational contexts.

Although various recent studies consistently indicate that work motivation and work discipline are critical determinants of employee performance, a significant gap remains between existing empirical findings and the need for a more contextual understanding. Most prior research has focused on measuring statistical relationships between variables without sufficiently exploring how the dynamics of motivation and discipline are shaped within organizational environments characterized by public service. The context of regionally owned enterprises differs from that of private organizations because their primary objectives are not solely efficiency and profit, but rather the fulfillment of basic community needs and social responsibility. These conditions have the potential to shape more normative patterns of motivation and values of discipline that are more closely tied to public accountability; however, these aspects have not been widely reflected in existing empirical findings. From a theoretical perspective, the relationship between motivation and discipline and performance is often treated as a universal linear relationship, as if it applies equally to all types of organizations.

In reality, organizations operating in the drinking water sector face operational pressures, service quality demands, and public expectations that differ from those in other sectors. This indicates a conceptual space to expand our understanding of how motivation and discipline operate within a more complex institutional framework. This limitation suggests that previous research findings have not fully explained performance variations within public organizations, thus necessitating a study that



specifically tests and contextualizes these relationships within the Makassar City Public Water Supply Company. Based on the empirical and theoretical gaps outlined above, the novelty of this study lies in testing the relationship between motivation and work discipline on employee performance within the context of a public service-oriented regional-owned enterprise, specifically the Makassar City Public Water Supply Company.

Unlike most previous studies that focused on profit-oriented organizations or the broader public sector, this research situates motivation and discipline within the operational framework of an organization providing basic public services, where employee performance has direct implications for the quality of public life. Thus, this study not only replicates the statistical relationships between variables but also expands understanding of how motivation and discipline function within an institutional environment characterized by demands for accountability and service. The objective of this study is to empirically test whether work motivation and discipline have a partial, positive, and significant effect on employee performance at the Makassar City Regional Water Company, while also providing a scientific basis for formulating human resource management policies that are more effective and relevant to the nature of public service organizations.

The organization of this paper is as follows. Section 2 provides a literature review and a hypothesis. Section 3 presents research methodology. Section 4 provides empirical analysis results and discussion. Section 5 presents the conclusion.

## 2. Literature Review and Hypothesis Development

### 2.1 Employee Performance

Employee performance is defined as the level of an individual's work outcomes in carrying out organizational tasks and responsibilities, as reflected in quality, quantity, timeliness, and contribution to institutional goals. From a modern organizational perspective, performance is no longer understood solely as technical output, but rather as an expression of an individual's effectiveness in responding to structural, social, and workplace demands. Alsobaey & Alkhateeb (2025) explain that employee performance is a contextual construct shaped by the interaction between an individual's capabilities and the institutional environment in which they work, particularly in the public sector, which demands accountability and service quality. In this context, employee performance serves as a primary indicator of organizational success because it reflects how human resources transform available resources into organizational value.

Utari *et al.*, (2025) emphasize that employee performance serves as a link between managerial processes and business outcomes, so fluctuations in performance directly affect the organization's competitiveness and sustainability. This view is reinforced by Wulandari *et al.*, (2025), who view performance as a reflection of employees' ability to translate organizational policies into actual work practices. Therefore, employee performance is not merely individual in nature but also a reflection of the overall quality of the organizational system. Setiawan *et al.*, (2024) add that performance is a strategic measure because it determines whether human resources truly function as productive capital or instead become a burden on the organization.

Employee performance is increasingly understood as a dynamic phenomenon influenced by structural and psychosocial factors that shape daily work behavior. Sismiati *et al.*, (2025) emphasize that performance is not merely the result of technical competencies but is also reflected in attendance



stability, organizational commitment, and consistency in meeting work standards—all of which determine the sustainability of performance in the long term. In crisis situations such as a pandemic, Ali & Simamora (2022) demonstrate that employee performance remains the most sensitive indicator of organizational disruption, as it directly reflects the extent to which individuals can maintain productivity amidst external pressures. Bahasoan & Baharuddin (2023) view performance as a form of work role actualization, where employees not only complete formal tasks but also contribute to operational smoothness and the work climate. This perspective aligns with the findings of Jamhuri *et al.*, (2024), who see performance as the result of the integration between job demands and an individual's ability to adapt to the work environment. Thus, employee performance is relational, as it is shaped through continuous interaction between the individual and the organizational context.

Dinata *et al.*, (2024) add that performance also reflects the extent to which employees are able to utilize opportunities for self-development and learning to enhance their work effectiveness. Employee performance also has a strategic dimension as it serves as the basis for evaluating organizational effectiveness and managerial legitimacy. Alsobaey & Alkhateeb (2025) emphasize that in public organizations, employee performance is measured not only through the achievement of operational targets but also through their contribution to service quality and public trust. In this context, performance serves as the primary means for organizations to maintain their social legitimacy. Utari *et al.*, (2025) note that employee performance acts as an internal mechanism linking organizational strategy to tangible outcomes; thus, performance shortcomings directly undermine the organization's ability to achieve its objectives.

Wulandari *et al.*, (2025) emphasize that performance also serves as a signal of organizational quality, as customers and stakeholders assess the organization through employees' behavior and work outcomes. This perspective is expanded upon by Sismiati *et al.*, (2025), who view performance as the foundation of organizational sustainability because it determines retention rates, internal trust, and operational stability. Ali & Simamora (2022) demonstrate that even under conditions of high uncertainty, performance remains the primary benchmark for organizational resilience. Bahasoan & Baharuddin (2023) and Jamhuri *et al.*, (2024) affirm that employee performance is the intersection between organizational demands and human capacity, thereby reflecting the overall quality of the work relationship. Dinata *et al.*, (2024) ultimately position performance as an indicator of an organization's readiness to grow and adapt, as only high-performing employees are capable of driving the organization to achieve higher levels of effectiveness.

## 2.2 Employee Motivation

Employee motivation is defined as a set of psychological, cognitive, and affective drives that prompt individuals to consistently direct their energy, attention, and efforts toward performing their job roles. In contemporary literature, motivation is no longer understood merely as a desire to work, but rather as an internal capacity that shapes an individual's orientation toward the values, goals, and meaning of work. Work motivation functions as a psychological force that shapes an individual's commitment and orientation toward their work (Jumady, 2023). Amin *et al.*, (2021) position motivation as a multidimensional construct reflecting the extent to which employees are driven to actively engage in the creation of organizational value, which they term "Employee Motivation to Co-Create Value." This perspective emphasizes that motivation encompasses more than just the willingness to complete tasks; it also reflects employees' psychological readiness to contribute proactively.



Parker *et al.*, (2021) expand on this understanding by demonstrating that employee motivation manifests in distinct work energy profiles, where each individual exhibits unique patterns in managing drive, perseverance, and vitality. Thus, motivation is a dynamic internal system, not a static state. Layek & Koodamara (2024) assert that motivation consists of intrinsic and extrinsic dimensions that shape why employees are willing to invest effort in their work. In this context, motivation serves as a psychological mechanism bridging personal needs and organizational demands. Forson *et al.*, (2021) add that employee motivation functions as a driving force that determines the extent to which individuals strive to meet performance standards and institutional expectations.

More deeply, employee motivation is heterogeneous and evolves over time, as demonstrated by Howard *et al.*, (2021) through a longitudinal analysis of workplace motivation profiles. They found that motivation is not a static characteristic but a configuration that changes according to experience, work demands, and shifts in the organizational context. These findings align with those of Parker *et al.*, (2021), who revealed that employees develop different strategies to maintain energy and work drive, thereby reflecting individuals' adaptive capacity. From this perspective, motivation not only drives action but also determines employees' psychological resilience in facing work-related stress. Amin *et al.*, (2021) emphasize that value-oriented motivation makes employees more willing to collaborate, innovate, and invest themselves in collective goals. Schmid & Dowling (2022) expand on this discourse by demonstrating that technological advancements in the workplace also shape modern motivational patterns, as digitalization alters how employees perceive autonomy, competence, and social connectedness. Thus, employee motivation cannot be separated from an increasingly digitalized and complex work environment.

Layek & Koodamara (2024) also demonstrate that work experience plays a role in shaping the quality of motivation, where employees with more mature experience tend to have a more stable and focused motivational structure. Within a broader organizational framework, employee motivation serves as a strategic source of energy that determines the organization's collective capacity to survive and thrive. Ma *et al.*, (2025) demonstrate that in large-scale projects, employee motivation is influenced not only by individual incentives but also by the quality of work relationships and management systems that foster a sense of connection and fairness. This perspective underscores that motivation is relational, as it emerges through social interactions and organizational structures. Liaquat *et al.*, (2024) demonstrate that motivation also functions as a mechanism that directs employee behavior toward broader organizational goals, including environmental concern and sustainability. In this context, motivation serves as a bridge between personal values and institutional values.

Lukito *et al.*, (2025) assert that motivation is a key antecedent determining the sustainability of work behavior, as without strong internal drive, high performance cannot be sustained in the long term. Forson *et al.*, (2021) reinforce this view by demonstrating that motivation acts as a psychological force that binds individuals to their work roles, thereby influencing the consistency and quality of their contributions. Amin *et al.*, (2021) ultimately position motivation as the core of employee engagement in value creation, making it not merely an individual factor but a strategic organizational asset.

### 2.3 Work Discipline

Work discipline is defined as the degree to which an individual is willing and conscious of the need to comply with the rules, procedures, and behavioral standards established by the organization in performing their duties consistently and responsibly. In human resource management literature, work



discipline is understood not merely as formal compliance with regulations, but as a form of internalization of organizational values in daily work behavior. This is also emphasized by Tasya *et al.*, (2024), who position discipline as a mechanism linking procedural compliance with performance consistency.

Bahasoan & Baharuddin (2023) explain that work discipline represents an employee's ability to exercise self-control and align their actions with prevailing work norms, thereby enabling the organization to operate in an orderly and efficient manner. Within this framework, discipline functions as a social mechanism linking individuals to the organizational structure. Pongtuluran & Marewa (2025) assert that work discipline reflects employees' professional attitudes in fulfilling their duties and responsibilities, such that employees with high discipline demonstrate commitment to organizational rules and targets. Tasya *et al.*, (2024) view work discipline as the foundation of workplace order, where punctual attendance, adherence to procedures, and consistency in task execution serve as key indicators. Thus, work discipline is not merely administrative but also reflects the quality of an individual's work ethics. Amalia *et al.*, (2024) expand this perspective by emphasizing that discipline is part of the work culture that shapes employees' habits in responding to job demands.

Work discipline also has psychological and structural dimensions, making it a mechanism for controlling behavior in modern organizations. Nurhayati *et al.*, (2025) demonstrate that discipline is an expression of an individual's awareness of their role and responsibilities, manifested in the consistent execution of tasks according to established standards. In this context, discipline is not merely about avoiding violations but about fostering order that enables effective work coordination. Fauziah *et al.*, (2025) view discipline as employees' ability to manage time, follow procedures, and maintain work focus, thereby enabling organizations to minimize operational deviations. This perspective aligns with the findings of Murtisaputra *et al.*, (2024), who see work discipline as a form of self-control that allows individuals to maintain the stability of their work behavior amidst organizational pressures and demands. Thus, discipline is an internal mechanism that regulates behavior, not merely a tool for punishment or sanctions.

Suryawan & Salsabilla (2022) add that discipline functions as an anchor for behavior that maintains the consistency of employees' actions with work norms. Within this framework, work discipline serves as an invisible structure guiding how employees present themselves, act, and make decisions in work situations. From a broader perspective, work discipline has a strategic function as it is a prerequisite for the formation of a reliable work system. Bahasoan & Baharuddin (2023) emphasize that without discipline, organizations will face behavioral fragmentation and disorder that hinder the achievement of goals. Pongtuluran & Marewa (2025) view discipline as a mechanism that integrates individual behavior into a collective framework, enabling the organization to function as a coordinated unit. Tasya *et al.*, (2024) demonstrate that discipline fosters operational stability, as disciplined employees tend to maintain the continuity of work processes.

In an institutional context, Amalia *et al.*, (2024) emphasize that work discipline reflects the quality of leadership and internal control systems, as a culture of discipline does not emerge spontaneously but is shaped through consistent managerial practices. Nurhayati *et al.*, (2025) also demonstrate that discipline serves as the foundation of productive order, enabling organizations to maintain work standards. Murtisaputra *et al.*, (2024) ultimately assert that work discipline serves as a link between formal rules and employees' actual behavior. Thus, work discipline constitutes a system of values and behaviors that underpins all organizational activities, making it one of the main pillars of sustainable human resource management.

### 3. Research Method

#### 3.1. Research Design

This study employs a quantitative approach with a causal research design, which aims to test the cause-and-effect relationship between independent and dependent variables. The quantitative approach was chosen because this study focuses on objectively measuring variables using numerical data and statistical analysis to test the formulated hypotheses. The independent variables in this study are motivation (X1) and work discipline (X2), while the dependent variable is employee performance (Y). This design allows the researcher to identify the extent to which changes in motivation and work discipline can influence changes in employee performance at the Makassar City Regional Water Company.

#### 3.2. Research Population and Sample

The population in this study consists of all 1,016 employees of the Makassar City Public Water Supply Company. Given the relatively large population size, this study employed a sampling technique to obtain a representative sample of respondents. The sample size was determined using the Slovin formula with an acceptable margin of error, resulting in a sample size of 91 employees. The sampling technique used was simple random sampling, in which every member of the population has an equal chance of being selected as a respondent. This technique was chosen to minimize selection bias and enhance the generalizability of the study's findings to the population.

#### 3.3. Data Collection Techniques and Instrument Development

The data used in this study are primary data obtained directly from respondents. Data collection was conducted by distributing questionnaires to employees selected as the sample. The research instrument was designed as closed-ended statements measured using a Likert scale to capture respondents' perceptions regarding motivation, work discipline, and employee performance. Before being used in the main analysis, the research instrument was first tested through validity and reliability tests to ensure that each statement item was able to measure the intended construct accurately and consistently. The validity test was used to assess the accuracy of the items in representing the research variables, while the reliability test was used to assess the internal consistency of the instrument.

#### 3.4. Data Analysis Techniques

Data analysis in this study was conducted using multiple linear regression to test the effects of motivation (X1) and work discipline (X2) on employee performance (Y). The regression model used is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (1)$$

*Description:*

- Y = employee performance
- X1 = motivation
- X2 = work discipline
- a = constant
- b1b2 = variable coefficient
- e = error (error)



## 4. Results and Discussion

### 4.1. Analysis Results

#### 4.1.1 Validity and Reliability Tests

Validity testing is used to determine whether a questionnaire is valid. Validity testing is conducted by examining the correlation between item scores and total scores for each variable, using Pearson’s correlation coefficient. An item is considered valid if its significance level is below 0.05. Meanwhile, reliability testing is used to assess whether a questionnaire serves as an indicator of a variable or construct. Reliability tests assess the reliability of research instrument items; an instrument is considered reliable if its Cronbach’s alpha is above 0.60.

**Table 1. Results of the Validity and Reliability Tests for the Research Instrument**

Variable	Indicator	Pearson Correlation	Sig. (2-Tailed)	Validity	Cronbach’s Alpha	Reliability
Motivation (X1)	X1.1	0.756	0.000	Valid	0.809	Reliable
	X1.2	0.863	0.000	Valid		
	X1.3	0.843	0.000	Valid		
	X1.4	0.740	0.000	Valid		
Work Discipline (X2)	X2.1	0.455	0.000	Valid	0.629	Reliable
	X2.2	0.703	0.000	Valid		
	X2.3	0.693	0.000	Valid		
	X2.4	0.682	0.000	Valid		
	X2.5	0.628	0.000	Valid		
	X2.6	0.394	0.000	Valid		
Employee Performance (Y)	Y.1	0.747	0.000	Valid	0.767	Reliable
	Y.2	0.863	0.000	Valid		
	Y.3	0.811	0.000	Valid		
	Y.4	0.645	0.000	Valid		

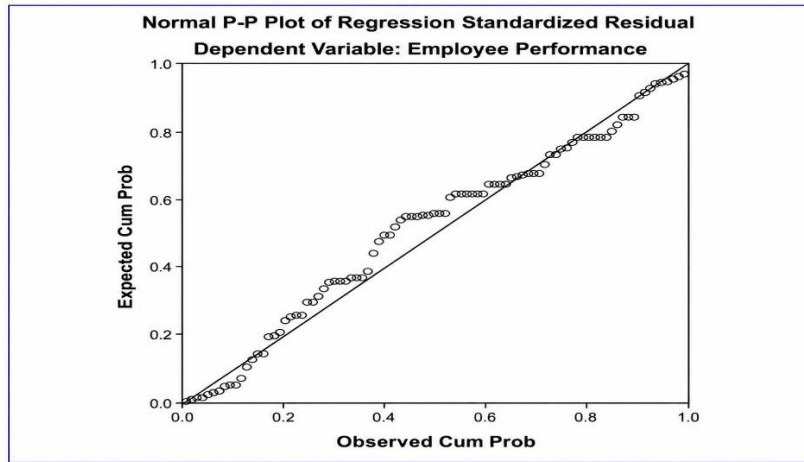
Source: Processed primary data, 2026

Table 1 shows the results of the validity test for the three variables: Motivation (X1), Work Discipline (X2), and Employee Performance (Y). Table 1 also shows that the variables Motivation (X1), Work Discipline (X2), and Employee Performance (Y) have Cronbach’s alpha values above 0.60. This indicates that the statement items in this study are reliable. Thus, each statement item used will be able to yield consistent data, and if the statements are presented again, the responses obtained will be relatively the same as the previous ones.

#### 4.1.2 Normality Test

This test aims to determine whether the dependent and independent variables in a regression model follow a normal distribution. There are two statistical methods for detecting whether the residuals follow a normal distribution: examining the scatter of data points along the diagonal axis and examining the histogram of the residuals. Therefore, we can use the Kolmogorov-Smirnov test.

The results of the normal P-Plot shown in the figure 1 indicate that the data points are scattered around the diagonal line and follow its direction; therefore, it can be concluded that the regression model satisfies the assumption of normality.



Source: Processed primary data, 2026

Figure 1. Normal P-P Plot of Regression Statistics

#### 4.1.3 Kolmogorov-Smirnov Test

The results of the Kolmogorov-Smirnov statistical test, based on its significance level. The residuals are considered normally distributed if the Kolmogorov-Smirnov significance value is greater than 0.05 or 5%. The results of the normality test indicate that the significance value of 0.186 is greater than 0.05, indicating that the data are normally distributed and therefore suitable for use in this study.

#### 4.1.4 Multicollinearity Test

A multicollinearity test is used to determine whether there is a high correlation among the independent variables in a regression model, provided that :

- If Tolerance is less than or equal to 0.1 or VIF is greater than 10, there is a serious multicollinearity issue.
- If Tolerance > 0.1 or VIF ≤ 10, then there is no multicollinearity issue. (Suryani *et al.*, 2017; Yati *et al.*, 2019).

Tabel 2. Multicollinearity Test

		Coefficients <sup>a</sup>	
Model		Collinearity Statistics	
		Tolerance	VIF
1	Motivation	.864	1.158
	Work Discipline	.864	1.158

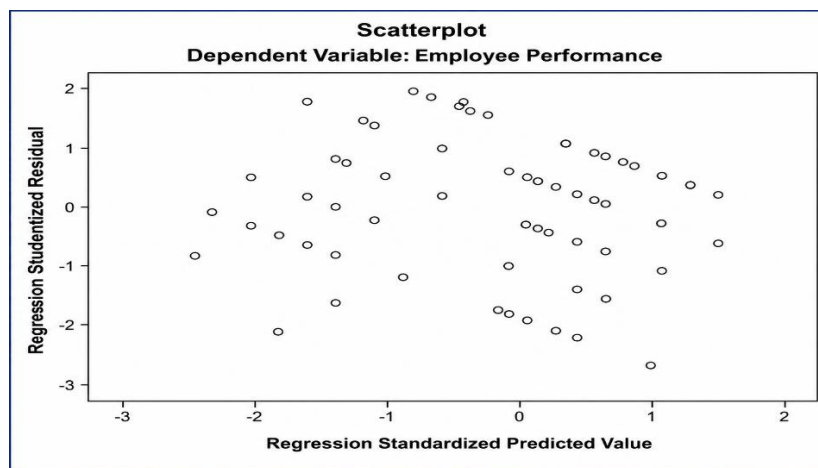
a. Dependent Variable: Employee Performance

Source: Processed primary data, 2026

Based on the results in Table 2, it can be concluded that there was no multicollinearity in this study because the tolerance values for all variables were greater than 0.1 ( $0.864 > 0.1$ ) and the Variance Inflation Factors (VIF) were less than 10 ( $1.158 < 10$ ).

#### 4.1.5 Heteroscedasticity Test

The Heteroscedasticity Test aims to determine whether there is unequal variance in the residuals from one observation to another within a regression model. If the variance is constant, it is called homoscedasticity; if it varies, a heteroscedasticity problem exists. Heteroscedasticity can be detected using the scatterplot method, in which the resulting points are distributed randomly, do not form a specific pattern, and are scattered both above and below the 0 line on the Y-axis. The results of the heteroscedasticity test can be seen in Figure 2.



Source: Processed primary data, 2026

Figure 2. Scatterplot

Figure 2 shows data points scattered randomly, without forming a clear or regular pattern, and distributed both above and below the value of 0 on the Y-axis. Thus, there is "no heteroscedasticity" in this regression model.

#### 4.1.6 Multiple Linear Regression Test

Table 3. Multiple Linear Regression Analysis

Model		Coefficients <sup>a</sup>				t	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constant)	4.027	2.086		1.930	.057	
	Motivation	.485	.094	.469	5.154	.000	
	Work Discipline	.203	.074	.251	2.752	.007	

a. Dependent Variable: Employee Performance

Source: Processed primary data, 2026

Based on Table 3, the regression equation derived from this regression test is:

$$Y = 4.027 + 0.485X1 + 0.203X2 + e$$

The equation above shows that all independent variables (Motivation and Work Discipline) have positive coefficients, meaning that all independent variables have a positive effect on the dependent variable (Employee Performance).

From this regression equation, it can be concluded that:

- The constant of 4.027 indicates that if the value of the independent variable is held constant, employee performance will improve.
- The regression coefficient for Motivation is 0.485, indicating a positive relationship; this suggests that an increase in motivation is associated with a 0.485-fold increase in employee performance, assuming all other independent variables remain constant.
- The regression coefficient for work discipline is 0.203, indicating a positive relationship; this suggests that an increase in work discipline is associated with a 0.203-unit increase in employee performance, assuming all other independent variables remain constant.

#### 4.1.6 Coefficient Determination Test (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) is used to determine the extent to which the independent variables as a whole can explain the dependent variable. Here are the results of the statistical analysis:

**Table 4. Coefficient of Determination Test (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.608 <sup>a</sup>	.370	.355	1.260

a. Predictors: (Constant), Work Discipline, Motivation

b. Dependent Variable: Employee Performance

**Source:** Processed primary data, 2026

Based on the results of this study, an R-value of 0.608, or 60.8%, was obtained. This value indicates that Motivation (X1) and Work Discipline (X2) are related to Employee Performance (Y). The R-Square value in this study is 0.370, meaning that 37.0% of the variation in employee performance is explained by the independent variables, namely motivation and work discipline. Meanwhile, the remaining 63.0% of Employee Performance (Y) is explained by other factors outside the scope of this research model.

#### 4.1.7 Results of the Simultaneous Test (f)

This simultaneous test (F-test) is used to test the combined (simultaneous) effect of the dependent variable (employee performance) and the independent variables X1 and X2 on the variable Y at a significant level.

Table 5 shows a calculated F-value of 25.820 with a probability of 0.000, which is smaller than the significance level of 0.05 or the 5% confidence level, since the sig. 0.000 < 0.05, the independent variables (X) consisting of Motivation (X1) and Work Discipline (X2) in this study jointly (simultaneously)



influence Employee Performance (Y), meaning that motivation and work discipline have a positive but non-significant effect on employee performance.

**Table 5. Results of the F-Test**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.007	2	41.004	25.820	.000 <sup>b</sup>
	Residual	139.751	88	1.588		
	Total	221.758	90			

a. Dependent Variable: Employee Performance  
b. Predictors: (Constant), Work Discipline, Motivation

**Source:** Processed primary data, 2026

#### 4.1.8 Results of the Partial Test (t-Test)

A t-test or partial test is conducted to determine the extent to which a single explanatory variable, on its own, explains the variation in the dependent variable.

Basis for decision-making:

- If sig < 0.05, then H0 is rejected and H1 is accepted.
- If sig > 0.05, then H0 is accepted and H1 is rejected

Based on the results of the partial tests in the table 5, the effects of each independent variable—namely Motivation (X1) and Work Discipline (X2)—on the dependent variable, Employee Performance (Y), can be determined as follows:

Hypothesis 1 (H1), that Motivation (X1) has a positive and significant effect on Employee Performance (Y), is accepted, this is derived from the regression analysis results, namely the calculated t-value for X1 = 5.154 and the significance level for X1 of 0.000 < 0.05 (5% significance level); therefore, it can be concluded that Motivation (X1) has a positive and significant partial effect on Employee Performance (Y); in other words, H1 is accepted. Hypothesis 2 (H2): Work Discipline (X2) has a positive and significant effect on Employee Performance (Y) is accepted, this is derived from the regression analysis results, namely the calculated t-value for X2 = 2.752 and the significance value for X2 of 0.007 < 0.05 (5% significance level); therefore, it can be concluded that Work Discipline (X2) has a partial positive and significant effect on Employee Performance (Y); in other words, H2 is accepted.

## 4.2 Discussion

### 4.2.1 The Effect of Motivation on Employee Performance

The results of this study indicate that motivation plays a significant role in shaping employee performance at the Makassar City Public Water Supply Company. Substantively, these findings suggest that the stronger an employee’s internal drive to excel, build positive social relationships, and feel inspired in their work, the higher the quality of performance produced. In this context, motivation is not merely understood as a fleeting desire to work, but rather as a psychological energy that consistently directs



work behavior toward the achievement of organizational goals. Employees with a performance-oriented mindset tend to demonstrate higher commitment to the quality of work outcomes, while the need for affiliation fosters the formation of harmonious work relationships, which in turn strengthens collaboration and team effectiveness. Therefore, these findings affirm that motivation serves as the psychological foundation supporting productive behavior within public service organizations such as the Makassar City Public Water Supply Company.

This reinforces the view that employee performance cannot be separated from the psychological conditions underlying work behavior. Motivation, as stated by Afandi (2018: 23), functions as a psychological resource that directs individuals to work voluntarily and with full dedication. In the context of public organizations, where administrative pressures and service demands are often high, the presence of intrinsic motivation becomes increasingly important because it allows employees to maintain work quality without having to rely entirely on external controls. Therefore, these findings provide a theoretical basis that human resource management strategies should not only focus on monitoring systems and formal procedures but also on efforts to build and maintain employees' intrinsic motivation. The fact that motivation positively contributes to performance indicates that organizations need to create a work environment capable of sustaining employees' drive for achievement and their need for affiliation. When employees feel valued, have opportunities for growth, and can build harmonious work relationships, they will be more motivated to deliver their best performance.

The findings of this study align with the fundamental understanding of motivation as a driving force behind human behavior in the workplace. Afandi (2018: 23) explains that motivation is an inner desire that arises from within an individual, inspired, encouraged, and driven to engage in activities with sincerity, enthusiasm, and dedication, thereby producing high-quality performance. Within this framework, motivation is not merely an external factor imposed by the organization but a process of internalizing work values and goals by the individual. The findings of this study indicate that when employees have a drive to excel and maintain positive social relationships, they tend to invest more energy, attention, and commitment in their work. Various previous studies consistently support this research's findings that motivation plays a crucial role in shaping employee performance.

Wardana (2020) demonstrates that work motivation has a positive and significant impact on employee performance, meaning that the stronger an individual's internal drive to excel, the better the work outcomes demonstrated. This finding reaffirms that motivation functions as psychological energy that directs work behavior productively. In line with this, Sulila (2019) found that motivation has a strong, clear impact on employee performance, both individually and when combined with work discipline, making work behavior driven by internal motivation the primary foundation of productivity. Furthermore, Endang & Sari (2019) assert that work motivation makes a tangible contribution to improved performance, as motivated employees tend to work with greater commitment and higher quality.

#### *4.2.2 The Impact of Work Discipline on Employee Performance*

The results of this study indicate that work discipline plays a significant role in shaping employee performance at the Makassar City Public Water Supply Company. These findings suggest that when employees exhibit a high level of discipline—as reflected in adherence to work hours, task completion in line with targets, and compliance with organizational rules—the quality of their performance also improves. Work discipline in this context is not merely understood as formal compliance with regulations, but rather as a manifestation of employees' professional responsibility toward the tasks they undertake.



Behaviors such as arriving on time and completing work in accordance with targets reflect a strong work commitment, which ultimately strengthens individual productivity and effectiveness in performing organizational functions.

The reinforcement of discipline as a key element in organizational behavior theory. Good discipline reflects the level of internalization of work values and norms within employees, so productive behavior does not always need to be enforced through strict supervision. In the context of public service organizations such as the Makassar City Public Water Supply Company, the presence of discipline becomes increasingly important because the services provided to the public heavily depend on employees' punctuality, consistency, and reliability. The findings of this study imply that organizations need to maintain and strengthen a culture of discipline as part of their human resource management system. When employees are accustomed to arriving on time and completing tasks according to targets, the organization will benefit from improved operational efficiency and service quality. This indicates that policies encouraging compliance with work rules—whether through leadership by example, reward systems, or fair monitoring mechanisms—will directly impact improved employee performance.

These findings align with the view that discipline serves as the foundation of order and efficiency within an organization. Afandi (2018: 12) explains that work discipline is a tool managers use to modify behavior and enhance an individual's awareness and willingness to adhere to company regulations and prevailing social norms. Within this framework, discipline functions as a control mechanism enabling organizations to align individual behavior with collective goals. When employees have a high level of awareness regarding adherence to time schedules and completing tasks according to standards, they not only reduce the potential for errors and delays but also enhance the quality of their contributions to the organization. Thus, work discipline is not merely repressive through sanctions but also constructive, as it fosters responsible and results-oriented work habits.

Various previous studies consistently support the findings of this research that work discipline plays a significant role in shaping employee performance. Sulila (2019) demonstrated that work discipline, whether independently or when combined with motivation, has a strong positive influence on employee performance. These findings indicate that adherence to rules, punctuality, and consistency in work are the primary foundations of productive work behavior. Employees working within a strong framework of discipline tend to demonstrate higher levels of responsibility and focus toward assigned tasks. In line with this, Sitopu *et al.*, (2021) emphasize that discipline is a key element in improving performance, as through adherence to work standards and procedures, employees are able to maximize their efforts and minimize errors in task execution.

#### 4.2.3 *The Impact of Motivation and Work Discipline on Employee Performance*

The results of this study indicate that motivation and work discipline collectively play a significant role in shaping employee performance at the Makassar City Public Water Supply Company. These findings suggest that employee performance is not determined by a single factor, but rather results from the interaction between an individual's internal drive and the regularity of work behavior shaped by organizational rules. When employees possess strong motivation to excel, foster positive social relationships, and have the drive to achieve the best results, while simultaneously working within a disciplinary framework that emphasizes punctuality, adherence to procedures, and task completion according to standards, the resulting performance tends to be more consistent and of higher quality.



Thus, these findings confirm that motivation and work discipline function as two complementary pillars in shaping productive work behavior.

Performance cannot be understood solely as the result of motivation or discipline in isolation, but rather as the product of the synergy between the two. Motivation without discipline can result in high but unfocused work enthusiasm, while discipline without motivation can result in rigid compliance without initiative and commitment. These findings indicate that the simultaneous presence of both factors creates a balance between internal drive and external order, ultimately resulting in more stable and sustainable performance. In the context of public service organizations such as the Makassar City Public Water Supply Company, this synergy is particularly crucial because the quality of service to the public depends heavily on the consistency and dedication of employees. The results of this study imply that strategies for improving employee performance should be designed holistically, taking into account both motivational and disciplinary aspects. Efforts to boost motivation—such as providing recognition, opportunities for self-development, and fostering a supportive work environment—must be balanced with a fair and consistent disciplinary system to effectively channel employees' work energy. Thus, human resource management policies that emphasize only one aspect are likely to yield suboptimal performance.

These findings suggest that organizations need to establish a balance between strengthening psychological incentives and enforcing clear work rules. Conceptually, these findings align with the definition of performance proposed by Mangkunegara (2016: 67), who states that performance is the work output achieved by an employee—both in terms of quality and quantity—in accordance with the responsibilities assigned to them. Within this framework, motivation serves as a psychological force that drives individuals to exert their best effort, while discipline functions as a control mechanism ensuring that such efforts are directed in an orderly manner and in accordance with organizational standards. When these two elements are present simultaneously, the work results achieved are not only high in quantity but also meet quality and accountability requirements. Therefore, the findings of this study reinforce the understanding that performance is the output of a combination of an individual's internal energy and the work behavior structure established by the organization.

## 5. Concluding Remarks and Recommendation

This study aims to explain the role of motivation and work discipline in shaping employee performance at the Makassar City Public Water Supply Company. Using a quantitative approach and multiple linear regression analysis, this study addresses the research question of whether these two variables, both individually and collectively, are associated with employee performance. Conceptually, this study positions performance as the outcome of individual work influenced by internal psychological drives and the regularity of work behavior. Thus, this study provides an empirical picture of how employee work behavior within the context of a public service organization is shaped by integrated motivational and work discipline factors.

This study makes an important contribution to the development of human resource management science, particularly within the context of public organizations. This study emphasizes that employee performance cannot be understood solely as a result of technical skills, but rather as a product of the interaction between psychological drives and work behavior control systems. The originality of this research lies in the application of the motivation and work discipline model within the context of the Regional Public Water Supply Company, a basic service sector that demands high accountability and



consistency. Practically, these findings have managerial implications: improving employee performance requires a balanced strategy that combines strengthening motivation with the fair and consistent application of work discipline. Organizational leaders must develop policies capable of fostering work ethic, a sense of ownership, and compliance with rules as an integrated, mutually reinforcing whole. This study has several limitations that should be noted.

First, this study was conducted in only one organization, so the generalizability of the findings to other organizations, particularly in different sectors, remains limited. Second, this study employed a survey approach relying on respondents' perceptions, so the potential for subjective bias cannot be entirely avoided. Third, this study focused solely on two independent variables, thus failing to capture the complexity of other factors that may also influence employee performance. Therefore, future research is recommended to expand the scope of the study to various types of organizations, combine quantitative and qualitative methods, and include other variables such as leadership, organizational culture, or the work environment. Thus, understanding of the factors shaping employee performance can become more comprehensive and contextual.

## Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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