

THE EFFECT OF WORK DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT DPMPTSP MAKASSAR CITY

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Abstract

This study aims to test and analyze the influence of work compliance and work motivation on the work results of apparatus at the Makassar Regional Investment and One-Stop Integrated Services Office. The background of this study is based on the importance of improving the performance of the apparatus in providing effective, responsive, and quality public services. Work compliance is seen as the attitude of the apparatus in obeying applicable rules, procedures, discipline, and work standards, while work motivation reflects the motivation, enthusiasm, and willingness of the apparatus to complete tasks. The population in this study is all apparatus in the agency, with a sample of 59 respondents. Data were collected through questionnaires and analyzed using multiple linear regression techniques with the help of SPSS software version 23.00. The results of the study show that work compliance has a positive and significant effect on the work results of the apparatus. This means that the higher the level of compliance of the apparatus with work rules and procedures, the better the work results achieved. Meanwhile, work encouragement has a positive but insignificant effect on the work results of the apparatus. These findings show that work motivation needs to be supported by a conducive work system, supervision, and organizational environment in order to be able to improve performance optimally. The implication is that agencies need to strengthen the culture of discipline and design a more targeted motivation strategy according to the needs of public service apparatus in a sustainable manner in the region.

Keywords: *Work Compliance; Work Encouragement; the work of the apparatus; Public Service*

1. INTRODUCTION

Human resource management can support the quality and quantity of services and the vision to be achieved in an organization, suboptimal human resource management can hinder the achievement of the goals that an organization wants to achieve, every company certainly expects the quality of employees in accordance with the standards set by the company itself and then can carry out its duties properly under the supervision and evaluation of the company. (Hamid et al., 2018:190).

Human resource management can be measured by employee performance, the level of achievement of goals that must be implemented in accordance with their respective responsibilities within a certain period of time. (Hardhiyanti, 2022: 118). The performance of an employee in an organization is an individual achievement, because each employee has different responsibilities and different levels of ability. In addition to their respective responsibilities, performance can be measured through the achievement of the

organization's vision and mission contained in a company strategy. According to Fahmi in the Hardhiyanti journal, kinerja is a result of workers obtained by an organization that is profit-oriented and non-profit-oriented. (Hardhiyanti, 2022: 120).

The role of employees involved in achieving organizational goals is very important, in an effort to improve employee performance, there are two factors that need to be considered, namely work motivation and work discipline. In order for the desired goals to run according to the strategy that has been planned from the beginning, the employee's work motivation needs to be understood, because this motivation determines work behavior or the simplest reflection of motivation. This includes energy and enthusiasm that affect employees' behavior, performance, and dedication in the work environment. Work motivation factors can come from within the individual (internal) or from the external environment, and can affect the level of satisfaction and commitment at work. High work motivation can increase employee productivity and dedication in carrying out their duties. (Fitriani, 2018: 22).

Discipline is a very important basic attitude in human life, the cultivation of discipline has ideally been applied from an early age and applies until it becomes a habit. Generally, discipline is a step towards a goal. According to Davis, work discipline is the implementation of management to strengthen organizational guidelines and is one of the functions of human resource management which is a general goal for employees, namely the better the employee's work discipline, the higher the work award that will be achieved (Fitriani, 2018: 17).

Despite the importance of work motivation and work discipline in improving employee performance, in its implementation there are often challenges in managing and improving these two factors optimally and efficiently. Employees experience low motivation to work due to various reasons such as lack of opportunities for career development, lack of recognition for good performance, and the existence of rights that are not given. (Fitriani, 2018: 17)

Work discipline and work motivation are a reflection of a person's responsibility for the duties and positions that have been assigned to him. These two things are expected to go hand in hand to create maximum employee performance, the success of an agency can be reflected in the ability to improve the performance achieved by the eyes can be felt in the field of public services. Public services involve all levels of society as users of public services, both related to quality and usefulness.

The identification of the form of service quality needed by the public is the concern of the apparatus in serving, the discipline of service implementing employees, responsibility in carrying out duties, and discriminatory behavior that is often found in public services. (Aksa, 2019: 72). Performance assessment of local governments (provinces, districts and cities) is in the spotlight of the community because of the existence of regional autonomy which gives authority to local governments to manage and regulate the interests of the government itself as stated in Law Number 23 of 2014 concerning local government. Local governments as one of the agencies in the public service sector are required to be able to have community-oriented performance in the administration of government. Quoted from DetikSulsel in 2022, it was stated by the Mayor of Makassar Moh Ramdhan Pomanto that the Mayor, who is often called Danny, did not think that the

PTSP service system still needed to be improved with a number of individuals who damaged the system to worsen service performance. (detiksulsel, 2022: 1). ANTARA SULSEL NEWS, in 2023, it was stated that the Chief Representative of the South Sulawesi Ombudsman Ismu Iskandar conveyed the results of his assessment related to public services in South Sulawesi in the assessment carried out in 2022, the assessment was emphasized on seven public service implementation units, namely health centers, disdik, dinkes, disdukcapil, PTSP and social services based on assessment aspects ranging from inputs, processes, outputs and complaints.

In the previous three studies related to the influence of work discipline and work motivation on employee performance, namely research conducted by Belti Julianti and Onsardi on PDAM Bengkulu City in 2020 that work discipline and work motivation have a positive effect on the performance of employees of PDAM Bengkulu City, then research in the previous year 2019 by Windya Sara Yulius regarding work discipline and work environment on employee performance at BPKH Region VII Makassar that work discipline has a positive but not significant effect on employee performance partially then in the same year, namely 2019 related to motivation and work discipline on employee performance at the Makassar City BPS office, that there is a positive influence of work motivation and work discipline on the performance of Makassar City BPS employees.

There is an improvement in services based on the two news above, as well as previous research that shows the influence of work discipline and work motivation on performance in government and non-government agencies. Based on the results of initial observations made by researchers at the One-Stop Investment and Integrated Services Office, there is a phenomenon based on attendance (30%) and Performance (70%). Therefore, this study aims to see the existence of work discipline and work motivation in influencing the decline and improvement of services in DPMPTSP.

Based on the news containing the statement of the Mayor of Makassar, previous research and observations made, the problems to be studied are the increase in work discipline and work motivation that affects the performance of Makassar City DPMPTSP employees in the period 2022 to 2023, within one year what are the efforts made by leaders and employees in improving work discipline and work motivation and their influence on improving employee performance from the phenomenon 2022, which has decreased until 2023, has increased to the point of being categorized as a green zone by the Ombudsman.

2. RESEARCH METHOD

The type of study used in this study is a quantitative approach. According to Sugiyono (2015:14), the quantitative approach is a scientific approach based on the philosophy of positivism and is used to study populations and research samples. Sample extraction techniques are generally carried out randomly, while data collection is carried out using instruments that have been prepared beforehand. The data analysis used is numerical or measurable, with the aim of testing the temporary conjecture (hypothesis) that has been predetermined.

This study uses a simple random sampling technique based on the uniformity of employee characteristics that are the population in the office of a one-stop integrated

licensing service agency. The implementation of the study was carried out from May to June 2024. The place to carry out the study is at the office of an integrated service agency located in the Mall Grade Trade Center (GTC) Building in the Makassar area, precisely on Jalan Metro Tanjung Bunga Unit No. GG06-001 & GG07-002, Tanjung Merdeka Village, Tamalate District, Makassar administrative area.

Population is a generalized area consisting of objects and subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is all apparatus in the office of a one-stop integrated licensing service agency as many as 142 people. Samples are a part of the number and characteristics that the population has. Samples can also be interpreted as part of the population that is used as the object of study. The number of samples in this study was determined using the Slovin formula, so that the number of respondents was 59 people.

There are three variables in this study consisting of independent variables and dependent variables. The independent variables are work compliance (X1) and work motivation (X2), while the dependent variable is the work output of the apparatus (Y). The independent variable in the form of work compliance (X1) is a factor that is manipulated or changed by the examiner to see its impact on other variables. In this context, work compliance is a factor that is tested for its contribution to the work of the apparatus. Work compliance refers to the attitude and behavior of the apparatus in obeying the rules, norms, and work procedures that apply in the organizational environment. Apparatus that has high compliance tends to be more responsible, punctual, and focused on carrying out their duties. The examiner wanted to know whether a high level of work compliance made a positive contribution to the work outcomes of the apparatus.

Work motivation (X2) is the second factor that is tested for its influence on the work results of the apparatus. Work motivation refers to internal and external forces that encourage the apparatus to work optimally and achieve organizational goals. Work motivation can be influenced by various factors such as rewards, recognition, opportunities for self-development, and a sense of belonging to the job. The researcher wanted to know whether a high level of work motivation makes a positive contribution to the work outcomes of the apparatus.

Meanwhile, the work output of the apparatus (Y) is a bound variable that is influenced by the independent variable. The work output of the apparatus is the output or impact that is measured as a result of work compliance and work encouragement. The work results of the apparatus can be assessed through various indicators such as productivity, quality of work, punctuality, and contribution to the achievement of organizational goals.

The measurement instrument used to obtain data at the one-stop integrated service agency office is a questionnaire or questionnaire that aims to obtain respondents' responses regarding their experiences and conditions. The scale used in this instrument is the Likert scale. The Likert scale is a form of assessment that gives weight to each answer or response to produce a total score. In general, the Likert scale uses five levels of assessment.

Data collection techniques are procedures used by researchers to obtain data in a study. According to Sugiyono (2019:128), data can be obtained through observation, interviews, documentation, or a combination of several techniques (triangulation). In this study, data collection was carried out through the distribution of questionnaires, field

observations, and literature studies. Data analysis was carried out using SPSS software. The analysis stages include testing the quality of the data through validity and reliability tests, analysis of relationships between variables, and testing hypotheses with a multiple linear regression approach.

3. RESULTS AND DISCUSSION

3.1 Research Results

Table 1. Validity test results

Variable/indicator	Correlation coefficient (r)	Status
X1.1	0.570	Valid
X1.1	0.570	Valid
X1.3	0.771	Valid
X2.1	0.444	Valid
X2.2	0.773	Valid
X2.3	0.742	Valid
X2. 4	0.619	Valid
Y.1	0.775	Valid
Y.2	0.722	Valid
Y.3	0.690	Valid
Y.4	0.736	Valid

Source: SPSS processing results (2026)

Table 1 shows the results of testing the validity of the indicator statement items, where the variables X1, X2, and Y have correlation values that indicate a high level of validity. All items are above the critical value of the table and have a significance below 0.05. This shows that all statements in this research instrument meet the criteria for data validity.

Table 2. Reality test results

Variable/indicator	Cronbach's alpha	Status
Work Discipline (X1)	0.731	Valid
Work Motivation (X2)	0.622	Valid
Employee Performance (Y)	0.705	Valid

Source: SPSS processing results (2026)

Based on Table 2, the results of the internal consistency test show that all statement items on each variable have a Cronbach's Alpha value above 0.60. This indicates that all instruments in the questionnaire are declared reliable. Thus, subsequent analysis can be continued to classical assumption tests, multiple regression analysis, and hypothesis testing.

Table 3. Multicollinearity test results

Model		Collinearity Statistics	
		Tolerance	LIVE
1	Work Discipline	.713	1,403
	Work Motivation	.713	1,403

Source: SPSS processing results (2026)

Based on the output results, the tolerance value of all independent variables is above 0.10 and the VIF value is below 10.00. Thus, it can be concluded that there is no indication of a high correlation relationship between independent variables.

Table 4. Heteroscedasticity test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Say.	
	B	Std. Error	Beta			
1 (Constant)	-,085	,352		-,240	,811	
	Work Discipline	,184	,090	,312	2,047	,059
	Work Motivation	-,108	,075	-,220	-1,443	,155

Source: SPSS processing results (2026)

Based on the table above, the work discipline variable has a significance value of $0.059 > 0.05$ and the work motivation variable has a value of $0.155 > 0.05$. Thus, the regression model is free from the symptoms of variance inequality.

Table 5. Multiple regression test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Say	
	B	Std. Error	Beta			
1 (Constant)	,905	,548		1,651	,104	
	Work Discipline	,578	,140	,500	4,118	,000
	Work Motivation	,206	,117	,213	1,756	,085

Source: SPSS processing results (2026)

The multiple linear regression equation can be interpreted as follows: a constant value of 0.905 indicates that the level of employee work results in integrated licensing service agencies in Makassar City is at this number when the free variable is considered constant. The value of work discipline coefficient of 0.578 and work motivation of 0.206 indicates that the increase in these two variables will increase employee work results with their respective contributions.

Table 6. Determination coefficient test results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641a	.410	.389	.32107

Source: SPSS processing results (2026)

The Adjusted R Square value of 0.410 shows that the variables of work discipline and work motivation are able to explain the variation in employee work results by 41.0%. The remaining 59.0% was influenced by other factors such as workload and working environment conditions.

Table 7. Simultaneous test results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4,019	2	2,010	19,495	.000b
Residual	5,773	56	.103		
Total	9,792	58			

Source: SPSS processing results (2026)

Based on the results of the simultaneous testing in the table above, it is known that the calculated F value of 19.495 is greater than the F of the table of 3.162 ($19.495 > 3.162$). The value is obtained based on the degrees of freedom $df_1 = 2$ and $df_2 = 56$. In addition, the significance level obtained of 0.000 is also smaller than 0.05. This shows that the two independent variables, namely work discipline and work motivation, together have a significant influence on employee work outcomes. Thus, the research model used is declared feasible and can explain the relationship between variables simultaneously.

Table 8. Partial test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.905	.548		1,651	.104
Work Discipline	.578	.140	.500	4,118	.000
Work Motivation	.206	.117	.213	1,756	.085

Source: SPSS processing results (2026)

The results of the partial test showed that the work discipline variable had a positive and significant influence on the work results of employees. This is evidenced by the t-value of 4.118 which is greater than the t of table 2.004 and the significance value of $0.000 < 0.05$. Thus, it can be concluded that increasing work discipline will have a real impact on improving employee work outcomes. Meanwhile, the work motivation variable showed a positive but not significant influence on employee work outcomes. This can be seen from the t-value of 1.756 which is smaller than the t of table 2.004 and the significance value of $0.085 > 0.05$. This means that work encouragement has not been able to have a strong influence directly on the improvement of employee work outcomes in

this study.

3.2 Discussion

The results of this study show that the level of work discipline has a positive and significant influence on employee work results. This is evidenced by the results of the partial test which showed that the calculated t value was greater than the t table, which was $4.118 > 2.004$, and the significance value of $0.000 < 0.05$. Thus, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These findings indicate that the higher the level of discipline at work, the more the quality of employee work results will increase.

Work discipline is one of the important factors in creating order, responsibility, and consistency in the implementation of tasks. Employees who have a high level of discipline tend to be able to complete work on time, follow organizational rules, and maintain the expected quality of work. This condition shows that discipline is not just compliance with formal rules, but also reflects a professional attitude in carrying out duties.

The most dominant indicator of work discipline in this study was compliance with the rules of work behavior (X1.3). These indicators include adherence to working hours, the use of attributes and uniforms according to the provisions, and the implementation of duties in accordance with authority and responsibility. This shows that the aspect of work behavior has a very strong role in shaping the overall performance of employees.

Meanwhile, the results of the analysis also showed that work motivation did not have a significant influence on employee work outcomes. This is evidenced by a calculated t value that is smaller than the table t, which is $1.756 < 2.004$ and a significance value of $0.085 > 0.05$. Thus, the null hypothesis is accepted and the alternative hypothesis is rejected. This means that although work encouragement has a positive influence direction, its contribution is not strong enough to have a significant impact on employee work results.

Work motivation is a factor that comes from inside and outside the employee that encourages a person to work harder and achieve organizational goals. However, in the context of this study, work motivation has not been fully able to be the main factor that determines the increase in employee work output. This can be caused by other factors that are more dominant such as the work system, supervision, or the workload faced by employees.

The most prominent indicator of work motivation is work morale (X2.2), which describes the employee's enthusiasm in performing tasks. High work morale is usually characterized by a positive attitude, good cooperation between employees, and commitment to the organization. However, without the support of a good work system and strong discipline, work encouragement alone is not enough to improve work results optimally.

4. CONCLUSION

Based on the results of data analysis and discussions that have been carried out, it can be concluded that work discipline and work encouragement together have an influence on the work results of employees in integrated service agencies in Makassar City. Partially, work discipline has been proven to have a positive and significant influence on employee

work results, which means that the higher the level of discipline, the better the work results achieved.

Meanwhile, work encouragement has a positive but insignificant effect on employee work outcomes. This shows that work drive is not yet the main factor that can directly improve performance. Thus, it can be concluded that work discipline is a more dominant factor in influencing employee work results compared to work motivation.

In addition, the results of the study also show that the research model used is quite good in explaining the relationship between variables, although there are still other factors outside the research that also affect the work results of employees.

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