



The Influence of Discipline and Teamwork on Employee Work Motivation at the Rasanae Barat District Office

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ABSTRACT

This study aims to analyze the influence of work discipline and teamwork on employee motivation at the Rasanae Barat District Office. The research employed a quantitative approach using questionnaires distributed to employees as respondents. Data were analyzed using multiple linear regression to determine the relationship and contribution of independent variables to the dependent variable. The results indicate that work discipline and teamwork significantly affect employee motivation, with a contribution rate of 90.4%. These findings highlight that enhancing discipline and team synergy can optimally improve employees' work motivation. The study also recommends strengthening work regulations, continuous coaching, and developing effective communication and collaboration among employees to foster a professional work culture. Future research is suggested to include additional variables such as leadership, work environment, or compensation to obtain a more comprehensive understanding of factors influencing work motivation.

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INTRODUCTION

Human resources (HR) are an important asset in any organization, including government institutions such as sub-district offices. The success of an institution in achieving its goals largely depends on the quality of its employees' performance. One of the main factors influencing performance is work motivation, which can be improved through the implementation of discipline and effective teamwork. According to Hasibuan (2016), work motivation is a drive that generates enthusiasm or the desire of a person to work effectively and efficiently. Therefore, government institutions are required to pay attention to various factors that encourage the creation of high work motivation. However, motivation does not arise automatically; it is influenced by multiple factors, including discipline and teamwork.

Discipline is the key to creating an orderly and productive work culture. Employees who are disciplined will comply with rules and working hours while demonstrating commitment to their responsibilities. Discipline reflects the extent to which employees are able to follow regulations, value time, and carry out tasks responsibly. Mangkunegara (2017) states that discipline is a form of awareness and willingness of individuals to comply with all rules and norms in an organization. Similarly, Sutrisno (2023) defines work discipline as a form of compliance with organizational rules and regulations aimed at achieving work efficiency. In the context of government, low levels of discipline can hinder public services and damage the institution's image. Conversely, disciplined employees tend to have higher motivation because they are accustomed to working systematically, orderly, and purposefully.

Teamwork also plays an important role in creating synergy among employees. According to Robbins and Judge (2023), a solid work team can improve efficiency, accelerate task completion, and foster a sense of ownership toward shared goals. When employees feel that they are part of a harmonious team, they tend to be more motivated in their work. Effective teamwork helps build synergy among staff, strengthens internal communication, and enhances enthusiasm for completing tasks collectively. In public organizations such as sub-district offices, teamwork becomes a strategic element in achieving optimal public service delivery.

The Rasanae Barat Sub-district Office is part of the Bima City Government, tasked with governance, public service, and development at the sub-district level. Its main functions include coordinating among villages, providing administrative services, maintaining order, and implementing local government programs. In carrying out these functions, employee performance is crucial, particularly in terms of discipline, teamwork, and work motivation. These three aspects are key to creating effective and efficient

public service. Therefore, the Rasanae Barat Sub-district Office is an appropriate setting to examine the influence of discipline and teamwork on employee work motivation.

Field observations at the Rasanae Barat Sub-district Office revealed several challenges, including weak employee discipline, such as delays in task execution and low compliance with work rules. There is also insufficient active participation in office activities, limited collective spirit, lack of coordination, weak communication among employees, and low initiative in solving problems together, all of which lead to ineffective teamwork. If these conditions persist, they may reduce work motivation and negatively affect the quality of public services.

Previous studies have examined the relationship between work motivation and either discipline or teamwork. For example, Putra and Sari (2021) found that discipline significantly influences work motivation in government institutions, while Wahyuni (2020) emphasized the role of teamwork in enhancing work enthusiasm in the private sector. However, most of these studies examined only one independent variable and did not test the simultaneous interaction between discipline and teamwork in influencing work motivation. Moreover, many of the existing studies focused on large organizations or urban areas, while research on sub-district-level institutions in regions such as Rasanae Barat remains limited. As the frontline of governance, sub-district offices hold a vital role in community service.

Therefore, there is a research gap in terms of geographical location, organizational context, and the complexity of the variables studied. This study is thus important to address these gaps by empirically analyzing the influence of discipline and teamwork on employee work motivation at the Rasanae Barat Sub-district Office. The findings are expected to provide valuable insights and recommendations for institutional management in improving work motivation and enhancing the quality of public services.

The problems identified in this research are the low level of employee discipline at the Rasanae Barat Sub-district Office, reflected in late attendance, lack of compliance with work regulations, and delays in task completion. Another issue is the lack of teamwork among employees, as seen in poor coordination, weak internal communication, and limited collective participation in completing tasks. Furthermore, employee work motivation has not been optimal, as indicated by low initiative, weak enthusiasm, and limited commitment to public service duties.

Based on these issues, this study formulates the following research questions: Does discipline significantly influence employee work motivation at the Rasanae Barat Sub-district Office? Does teamwork significantly influence employee work motivation at the Rasanae Barat Sub-district Office? Do discipline and teamwork simultaneously influence employee work motivation at the Rasanae Barat Sub-district Office?

Accordingly, the objectives of this study are to analyze the influence of discipline on employee work motivation at the Rasanae Barat Sub-district Office, to examine the influence of teamwork on employee work motivation at the Rasanae Barat Sub-district Office, and to assess the simultaneous influence of discipline and teamwork on employee work motivation at the Rasanae Barat Sub-district Office.

METHODS

The type of research employed in this study is associative research. According to Sugiyono (2017), associative research aims to examine the relationship between two or more variables and provides a higher level of analysis compared to descriptive and comparative research. In this study, the researcher seeks to determine the relationship between discipline (X1) and teamwork (X2) on employee work motivation (Y) at the Rasanae Barat Sub-district Office.

The research instrument used for data collection was a questionnaire. Sugiyono (2017) defines a questionnaire as a data collection technique in which a set of written questions or statements is given to respondents to be answered. To measure respondents' perceptions, this study employed a Likert scale, which is commonly used to assess attitudes, opinions, and perceptions of individuals or groups regarding a social phenomenon. The questionnaire in this study used five response options: Strongly Disagree (score 1), Disagree (score 2), Neutral (score 3), Agree (score 4), and Strongly Agree (score 5) (Sugiyono, 2018).

The population in this study consisted of all employees working at the Rasanae Barat Sub-district Office, totaling 52 employees, with 26 being civil servants and 26 being contract staff. The sampling technique applied was purposive sampling, a method in which samples are determined based on specific criteria considered relevant to the research objectives (Sugiyono, 2017). The criteria included employees with a minimum of one year of service, employees with civil servant status as they are considered to have a

more permanent role within the organization, and employees who have been active and present in the past six months. Based on these criteria, 35 respondents were selected as the sample, consisting of 26 civil servants and 9 contract staff. This number was chosen to balance population representation with the limitations of time, cost, and resources in the data collection process.

This research was conducted at the Rasanae Barat Sub-district Office, located at Jalan Kartini No. 13, Paruga Village, Rasanae Barat Sub-district, Bima City. Data collection techniques included observation, interviews, and questionnaires. Observation was used to identify the actual conditions of discipline, teamwork, and work motivation among employees. Interviews were conducted to obtain more in-depth information about the issues under study, while questionnaires were distributed directly to respondents in the form of closed-ended questions with predetermined answer options. Each item in the questionnaire was weighted on a Likert scale ranging from 1 to 5.

The data analysis technique involved several stages. First, a validity test was conducted to assess the extent to which the research instrument accurately measured the intended variables, with a minimum validity requirement of $r \geq 0.3$ (Azwar, 2016). Second, a reliability test was performed to determine the consistency of the instrument, with the criterion of Cronbach's Alpha ≥ 0.6 . Third, classical assumption tests were conducted, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests. The normality test was used to check whether the regression model residuals were normally distributed, using the Kolmogorov-Smirnov test. Multicollinearity was assessed by examining tolerance values (> 0.1) and VIF (< 10) (Ghozali, 2016). Heteroscedasticity was tested using the Glejser method, while autocorrelation was tested to determine whether there was a correlation between residuals across different time periods.

Subsequently, multiple linear regression analysis was applied to examine the influence of discipline and teamwork on work motivation. The multiple correlation coefficient was used to determine the direction and strength of the relationship between independent and dependent variables. The coefficient of determination (R^2) was calculated to measure the proportion of variance in the dependent variable explained by the independent variables. Hypothesis testing included the t-test to assess the partial effect of each independent variable and the F-test to examine the simultaneous effect of discipline and teamwork on employee work motivation (Sugiyono, 2017).

RESULT AND DISCUSSION

1. Validity Test

Table 1. Validity Test Results

Variable	Item	Validity Value	Validity Standard	Remark
Discipline (X1)	1	0,714	0,300	Valid
	2	0,562	0,300	Valid
	3	0,591	0,300	Valid
	4	0,646	0,300	Valid
	5	0,690	0,300	Valid
	6	0,519	0,300	Valid
	7	0,818	0,300	Valid
	8	0,460	0,300	Valid
	9	0,495	0,300	Valid
	10	0,491	0,300	Valid
Teamwork (X2)	1	0,515	0,300	Valid
	2	0,625	0,300	Valid
	3	0,618	0,300	Valid
	4	0,753	0,300	Valid
	5	0,767	0,300	Valid
	6	0,780	0,300	Valid
	7	0,661	0,300	Valid
	8	0,708	0,300	Valid
	9	0,716	0,300	Valid
	10	0,473	0,300	Valid
Work Motivation	1	0,690	0,300	Valid

(Y)	2	0,622	0,300	Valid
	3	0,653	0,300	Valid
	4	0,441	0,300	Valid
	5	0,770	0,300	Valid
	6	0,582	0,300	Valid
	7	0,624	0,300	Valid
	8	0,640	0,300	Valid
	9	0,641	0,300	Valid
	10	0,625	0,300	Valid

Table 1 shows the results of validity testing for each statement item in the research instrument. It indicates that all items in the discipline, teamwork, and work motivation variables are valid because the values exceed the standard validity threshold of ≥ 0.300 .

2. Reliability Test

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Standard	Remark
Work Discipline	10	0.802	0.600	Reliable
Teamwork	10	0.857	0.600	Reliable
Employee Motivation	10	0.829	0.600	Reliable

Table 3 shows that the reliability test results for all items in the variables Work Discipline (X1), Teamwork (X2), and Employee Motivation (Y) achieved a Cronbach's Alpha value above 0.600. This indicates that the questionnaire items are reliable and accurate for use in further analysis.

3. Classical Assumption Test

a. Normality Test

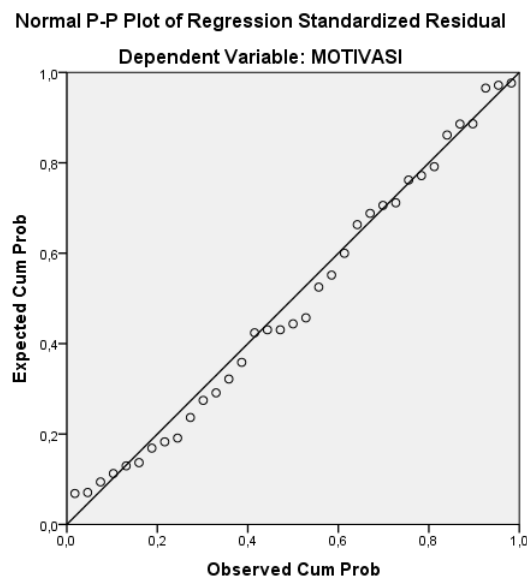


Figure 1. Normality Test

Figure 1 illustrates the Normal P-P Plot of Regression Standardized Residuals. The data points are distributed around the diagonal line and follow its direction, indicating that the regression model meets the normality assumption.

To confirm the result, a Kolmogorov-Smirnov test was also conducted.

Table 4. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,26561415
Most Extreme Differences	Absolute	,087
	Positive	,087
	Negative	-,063
Test Statistic		,087
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The significance value ($0.200 > 0.05$) indicates that the data is normally distributed, making the regression model suitable for predicting the dependent variable (employee work motivation) based on the independent variables (discipline and teamwork).

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Table 3: Multicollinearity Test Results								
		Coefficients ^a				Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-,403	2,388		-,169	,867		
	Work Discipline	,756	,097	,708	7,794	,000	,341	2,936
	Teamwork	,266	,085	,285	3,131	,004	,341	2,936

a. Dependent Variable: Work Motivation

Both tolerance values are above 0.10 and VIF values are below 10, meaning no multicollinearity exists in the regression model.

c. Heteroscedasticity Test

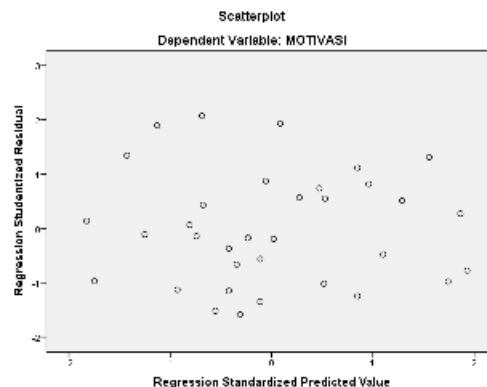


Figure 2. Heteroscedasticity Test

The scatterplot shows that the data points are randomly distributed above and below zero on the Y-axis without forming a clear pattern. This indicates that heteroscedasticity does not occur, and the regression model is appropriate.

d. Autocorrelation Test

Table 6. Autocorrelation Test (Durbin-Watson)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,954 ^a	,910	,904	1,305	1,682

a. Predictors: (Constant), Teamwork, Discipline

b. Dependent Variable: Work Motivation

Durbin-Watson Value = 1.682

DL = 1.370, DU = 1.577

Since $1.577 < 1.682 < 2.423$, there is no autocorrelation problem in the model.

4. Multiple Linear Regression

Regression equation:

$$Y = -0,403 + 0,756 X1 + 0,266 X2 + e$$

- The constant value (-0.403) indicates that if $X1$ and $X2 = 0$, employee motivation would be -0.403.
- The coefficient for Work Discipline (0.756) means each one-unit increase in discipline increases motivation by 0.756 units.
- The coefficient for Teamwork (0.266) means each one-unit increase in teamwork increases motivation by 0.266 units.

5. Correlation Coefficient and Determination Test

Correlation coefficient (R) = 0.954 → indicating a very strong relationship between discipline, teamwork, and work motivation.

Determination coefficient (R^2) = 0.904 (90.4%), meaning discipline and teamwork explain 90.4% of employee motivation, while 9.6% is explained by other factors (e.g., financial compensation, job stress, etc.).

6. t-Test Results

H1 (Work Discipline → Motivation): $t\text{-value} = 7.794 > t\text{-table} = 2.034$, $\text{Sig.} = 0.000 < 0.05 \rightarrow H1$ Accepted. Discipline significantly influences motivation.

H2 (Teamwork → Motivation): $t\text{-value} = 3.131 > t\text{-table} = 2.034$, $\text{Sig.} = 0.004 < 0.05 \rightarrow H2$ Accepted. Teamwork significantly influences motivation.

7. F-Test Result

Table 8. ANOVA (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	550,511	2	275,255	161,735	,000 ^b
	Residual	54,460	32	1,702		
	Total	604,971	34			

a. Dependent Variable: motivation

b. Predictors: (Constant), Teamwork, Discipline

$F\text{-value} = 161.735 > F\text{-table} = 4.149$, $\text{Sig.} = 0.000 < 0.05 \rightarrow H3$ Accepted.

This indicates that work discipline and teamwork simultaneously have a significant effect on employee work motivation.

CONCLUSION

The conclusion of this study is that work discipline and teamwork have a significant influence on employee motivation at the Rasanae Barat District Office, with a contribution of 90.4%, indicating that improvements in discipline and team synergy can optimally enhance employees' work spirit. It is

recommended that the Rasanee Barat District Office strengthen employee discipline through clearer work regulations, proportional rewards and sanctions, and regular coaching to foster an orderly and professional work culture. Additionally, efforts to improve teamwork should be made by building effective communication, holding regular team activities, and creating a collaborative work environment, thereby increasing employee motivation and positively impacting the quality of public services. For future researchers, it is suggested to add other variables such as leadership, work environment, or compensation to gain a more comprehensive understanding of the factors affecting work motivation, and to extend research to other institutions or regions for more varied and generalizable results.

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