



## The Influence of Motivation and Work Discipline on Employee Performance at the Sorkam Barat Subdistrict Office, Central Tapanuli Regency

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### ABSTRACT

This study aims to analyze the influence of motivation and work discipline on employee performance at the Sorkam Barat Subdistrict Office, Central Tapanuli Regency. Employee performance is one of the key factors in achieving effective and high-quality public services. Low levels of motivation and work discipline are suspected to be contributing factors to the suboptimal performance of employees in carrying out their duties and responsibilities. This research employs a quantitative approach with an associative research method. The population consists of 74 individuals, including civil servants (ASN), honorary staff, and village officials. The sampling technique used is a saturated sampling method, in which the entire population is selected as respondents. Data were collected through the distribution of questionnaires using a Likert scale, while data analysis was conducted using validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, partial tests (t-test), simultaneous tests (F-test), and the coefficient of determination with the assistance of SPSS software. The results indicate that motivation and work discipline have a positive and significant effect on employee performance. Both partially and simultaneously, these independent variables are able to improve employee performance at the Sorkam Barat Subdistrict Office, Central Tapanuli Regency. Therefore, enhancing motivation through rewards, leadership support, and consistent enforcement of work discipline is an important strategy for improving the quality of public services.

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## INTRODUCTION

Human resources constitute a strategic asset that determines an organization's success in achieving its established objectives. In the public sector, the quality of human resources is a primary factor in enhancing the effectiveness of governance and the quality of public service delivery. The success of a government institution is not solely determined by the availability of adequate facilities and infrastructure, but also by the organization's ability to manage its employees in a way that fosters high levels of motivation and work discipline, thereby enabling optimal performance (Hasibuan, 2020).

Employee performance refers to the outcomes achieved by individuals in accordance with the tasks and responsibilities assigned by the organization. High employee performance contributes to increased organizational productivity, improved effectiveness of public services, and greater satisfaction among service users. Conversely, low employee performance can hinder the achievement of organizational goals and reduce the quality of services provided to the public (Kasmir, 2022).

One of the key factors influencing employee performance is work motivation. Motivation is an internal and external driving force that directs an individual's behavior toward achieving organizational goals effectively. Employees with high levels of motivation tend to demonstrate greater enthusiasm, responsibility, creativity, and commitment compared to those with lower motivation (Afandi, 2018). Therefore, organizations need to establish reward systems, career development opportunities, and supportive work environments that can continuously enhance employee motivation.

In addition to motivation, work discipline is also a crucial factor in improving employee performance. Work discipline reflects employees' awareness and willingness to comply with organizational rules, procedures, and established work standards. Disciplined employees are more responsible for their tasks, able to manage time effectively, and maintain the quality of their work. On the other hand, low levels of discipline are often indicated by tardiness, non-compliance with working hours, and a lack of responsibility in completing tasks, which ultimately leads to decreased organizational productivity (Sutrisno, 2019).

The Sorkam Barat Subdistrict Office in Central Tapanuli Regency is one of the government institutions that plays an important role in providing administrative services to the community. The quality of services delivered is highly influenced by the performance of the personnel responsible for carrying out governmental duties. Based on preliminary observations, several issues were identified, including low employee motivation due to insufficient encouragement from leadership, suboptimal supervision, low levels of discipline, and instances of employees arriving late and not utilizing working hours effectively. These conditions have the potential to reduce the quality of public services and hinder the achievement of organizational objectives.

Previous studies have demonstrated that motivation and work discipline have a significant relationship with employee performance. Research conducted by Ima Sulfina and Andi Firda Yani (2023) found that motivation and work discipline have both partial and simultaneous positive effects on employee performance. Similar findings were reported by Hidayat (2019) and Purwanti (2016), who concluded that improvements in motivation and work discipline can enhance productivity and the quality of employee performance. However, variations in organizational characteristics, work culture, and environmental conditions across institutions may lead to different findings, making research at the Sorkam Barat Subdistrict Office in Central Tapanuli Regency still relevant.

Based on the above considerations, this study aims to analyze the influence of motivation and work discipline on employee performance at the Sorkam Barat Subdistrict Office in Central Tapanuli Regency. The findings of this study are expected to contribute to the development of Human Resource Management knowledge, particularly regarding factors influencing employee performance in the public sector, and to serve as a reference for organizational leaders in formulating policies that enhance motivation, work discipline, and the quality of public services.

## **METHODS**

This study employs a quantitative approach with an associative research design, aiming to analyze the influence of motivation and work discipline on employee performance at the Sorkam Barat Subdistrict Office, Central Tapanuli Regency. The quantitative approach was selected because the study focuses on examining relationships among variables through statistical analysis (Sugiyono, 2022).

The research was conducted at the Sorkam Barat Subdistrict Office, Central Tapanuli Regency, North Sumatra. The population consisted of 74 individuals, including civil servants (ASN), honorary staff, and village officials who coordinate with the Sorkam Barat Subdistrict Office. Given the relatively small population size, this study employed a saturated sampling (total sampling) technique, whereby all members of the population were included as research respondents (Arikunto, 2021).

The data used in this study are primary data obtained through the distribution of questionnaires to all respondents. The research instrument was developed using a five-point Likert scale, namely Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). The motivation variable was measured using indicators such as compensation, working conditions, work facilities, job achievement, recognition from supervisors, and the nature of the work itself (Afandi, 2018). The work discipline variable was measured based on indicators including goals and abilities, leadership example, compensation, fairness, inherent supervision (waskat), sanctions, firmness, and interpersonal relations (Hasibuan, 2020). Meanwhile, employee performance was measured using indicators of work quality, work quantity, task completion time, and punctuality (Kasmir, 2022).

Prior to data analysis, the research instrument was tested for validity using the Product Moment correlation and for reliability using Cronbach's Alpha coefficient. The instrument was considered valid if the correlation coefficient exceeded 0.30 and reliable if Cronbach's Alpha was greater than 0.70 (Ghozali, 2021).

Data analysis was conducted using IBM SPSS Statistics version 25. The analysis procedures included descriptive statistical analysis, classical assumption tests consisting of normality and multicollinearity tests, multiple linear regression analysis, coefficient of determination ( $R^2$ ), partial test (t-test), and simultaneous test (F-test). Hypothesis testing was conducted at a significance level of 5% ( $\alpha = 0.05$ ). The hypothesis was accepted if the significance value was less than 0.05, indicating that motivation and work discipline have a significant effect on employee performance.

## RESULTS AND DISCUSSION

### Results

#### Respondent Characteristics

The study involved 74 respondents consisting of Civil Servants (ASN), sub-district honorary staff, and village officials in the West Sorkam Sub-district, Central Tapanuli Regency. Based on gender characteristics, the respondents were predominantly male, totaling 49 individuals (66.26%), while female respondents amounted to 25 individuals (33.74%). This composition indicates that the majority of personnel involved in the delivery of public services in West Sorkam Sub-district are male.

Table 1. Respondent Characteristics Based on Gender

| Gender       | Frequency | Percentage (%) |
|--------------|-----------|----------------|
| Male         | 49        | 66.26          |
| Female       | 25        | 33.74          |
| <b>Total</b> | <b>74</b> | <b>100.00</b>  |

#### Instrument Testing Results

The validity test results indicate that all questionnaire items for the variables of motivation, work discipline, and employee performance have correlation coefficients greater than 0.30, thus all items are considered valid. Furthermore, the reliability test results show that the Cronbach's Alpha values for each variable exceed 0.70, namely motivation at 0.861, work discipline at 0.866, and employee performance at 0.907. Therefore, all research instruments are deemed reliable and suitable for data collection.

Table 2. Summary of Validity and Reliability Tests

| Variable             | Validity | Cronbach's Alpha | Description |
|----------------------|----------|------------------|-------------|
| Motivation           | Valid    | 0.861            | Reliable    |
| Work Discipline      | Valid    | 0.866            | Reliable    |
| Employee Performance | Valid    | 0.907            | Reliable    |

#### Classical Assumption Test Results

The normality test results indicate that the research data are normally distributed. This is evidenced by the histogram graph forming a pattern resembling a normal curve and the Normal P-P Plot showing points distributed along the diagonal line. Additionally, the multicollinearity test results show a Tolerance value of 0.709 (>0.10) and a Variance Inflation Factor (VIF) value of 1.410 (<10), indicating that there is no multicollinearity problem in the regression model.

#### Multiple Linear Regression Analysis

The results of the multiple linear regression analysis produce the following equation:

$$Y = -0.198 + 0.604X_1 + 0.426X_2$$

This equation indicates that motivation and work discipline have positive regression coefficients. This means that an increase in motivation and work discipline will lead to an increase in employee performance, assuming other variables remain constant. The coefficient of motivation (0.604) is greater than that of work discipline (0.426), indicating that motivation has a more dominant influence on improving employee performance.

Table 3. Multiple Linear Regression Results

| Variable                          | Regression Coefficient | Description     |
|-----------------------------------|------------------------|-----------------|
| Constant                          | -0.198                 | Constant        |
| Motivation (X <sub>1</sub> )      | 0.604                  | Positive effect |
| Work Discipline (X <sub>2</sub> ) | 0.426                  | Positive effect |

#### Coefficient of Determination

The analysis results show an Adjusted R Square value of 0.659. This indicates that 65.90% of the variation in employee performance can be explained jointly by the variables of motivation and work discipline, while the remaining 34.10% is influenced by other factors outside the research model.

### Hypothesis Testing Results

The partial test (t-test) results show that the motivation variable has a t-value of 6.679 with a significance value of 0.000, while the work discipline variable has a t-value of 4.751 with a significance value of 0.000. Both significance values are less than 0.05, indicating that motivation and work discipline have a positive and significant effect on employee performance.

Furthermore, the simultaneous test (F-test) results show an F-value of 71.498 with a significance level of 0.000, indicating that motivation and work discipline simultaneously have a significant effect on employee performance.

Table 4. Summary of Hypothesis Testing

| Test              | Value  | Sig.  | Decision                |
|-------------------|--------|-------|-------------------------|
| t Motivation      | 6.679  | 0.000 | H <sub>1</sub> accepted |
| t Work Discipline | 4.751  | 0.000 | H <sub>1</sub> accepted |
| F Simultaneous    | 71.498 | 0.000 | H <sub>1</sub> accepted |

### Discussion

The results of this study indicate that motivation has a positive and significant effect on employee performance. This finding suggests that higher levels of employee motivation are associated with higher levels of performance. Motivation encourages employees to work more optimally, enhances their sense of responsibility, and drives them to achieve organizational targets. These findings support the theory proposed by Afandi (2018), which states that motivation is a driving factor influencing individual behavior in achieving organizational goals. This result is also consistent with studies conducted by Ima Sulfina and Andi Firda Yani (2023) and Hidayat (2019), which conclude that motivation significantly affects employee performance improvement.

Work discipline is also proven to have a positive and significant effect on employee performance. Employees who comply with regulations, maintain punctuality, and perform tasks according to established procedures demonstrate higher productivity levels compared to those with lower discipline. This finding supports Hasibuan (2020), who states that work discipline is one of the primary factors in enhancing work effectiveness. The results of this study are also consistent with Purwanti (2016), who found that work discipline contributes to improving the quality of employee performance in the public sector.

Simultaneously, motivation and work discipline contribute 65.90% to the variation in employee performance. This percentage indicates that both variables are important factors in improving the performance of personnel at the West Sorkam Sub-district Office, Central Tapanuli Regency. However, there remains 34.10% of performance variation influenced by other factors, such as leadership, work environment, organizational culture, compensation, employee competence, and job satisfaction. Therefore, efforts to improve performance should not only focus on enhancing motivation and work discipline but also be supported by organizational policies that create a conducive work environment, implement fair reward systems, and promote continuous employee competency development.

The findings of this study have practical implications, suggesting that leaders of the West Sorkam Sub-district Office need to strengthen motivational systems through the provision of rewards, career development opportunities, and recognition of work achievements. In addition, the implementation of work discipline must be carried out consistently through effective supervision, exemplary leadership, and the objective application of reward and punishment mechanisms. These strategies are expected to enhance employee productivity while simultaneously improving the quality of public services delivered to the community.

### CONCLUSION

Based on the results of the study, it can be concluded that motivation and work discipline have a positive and significant effect on employee performance at the West Sorkam Subdistrict Office, Central Tapanuli Regency. Partially, motivation has a more dominant influence compared to work discipline in improving employee performance, while simultaneously both variables are able to explain 65.90% of the variation in employee performance, with the remaining percentage influenced by other factors outside the research model. These findings indicate that enhancing motivation through the provision of rewards, career development

opportunities, leadership support, as well as the consistent implementation of work discipline through supervision, exemplary leadership, and enforcement of regulations, constitutes an effective strategy for improving employee productivity and the quality of public services at the West Sorkam Subdistrict Office, Central Tapanuli Regency.

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