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The Effect Of Motivation And Work Discipline On Employee Performance At The Ulu Musi Subdistrict Office In Empat Lawang Regency

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Abstract. This study aims to determine whether Motivation and Work Discipline affect Employee Performance at the Ulu Musi Sub-District Office in Empat Lawang Regency. The population of this study was all employees at the Ulu Musi Sub-District Office in Empat Lawang Regency, with a sample of 32 people. The sample selection was done using probability sampling with a saturated sample. This study used two independent variables, namely Work Motivation (X_1) and Work Discipline (X_2), and the dependent variable is Employee Performance (Y). The data collected will be analyzed using data analysis methods, which will first test the classical assumptions before testing the hypothesis. The hypothesis testing in this study uses multiple linear regression with partial testing and simultaneous F testing with a significance level of 0.005%. The results obtained from this study indicate that the variables of Work Motivation and Work Discipline partially influence the Performance of Employees at the Ulu Musi Sub-District Office in Empat Lawang Regency, as seen from the t-test, where the independent variables have a positive effect on performance. Meanwhile, the results of the simultaneous F-test show that Work Motivation and Work Discipline influence the Performance of Employees at the Medan Kota Sub-District Office. Work Motivation and Work Discipline explain 44.0% of the performance variable, while the remaining 56.0% is influenced by other factors outside the variables of Work Motivation and Work Discipline described in this study.

Keywords: *Work Motivation, Work Discipline, Employee Performance.*

INTRODUCTION

Along with the development of science and technology, and the increasing criticality of society towards government policies, the duties of Regional Government apparatus are becoming increasingly difficult because regions are given the authority to regulate and manage the interests of their own communities, based on the aspirations of the community in accordance with applicable laws and regulations. In accordance with Government Regulation Number 32 of 2004 concerning Regional Government, the granting of autonomy to regions is intended to increase the effectiveness and effectiveness of government administration in the regions, especially in the implementation of development and services to the community and to improve the development of political stability and national unity.

The government has recently placed significant emphasis on efforts to improve the capabilities of civil servants in carrying out their duties, namely providing the best possible service to the people in accordance with their roles as civil servants and public servants. These efforts are implemented through education and training, both structural and functional.

Education and training alone are not enough, it is necessary to provide guidance and work motivation for civil servants to foster and improve strong civil servant performance in order to improve their achievements.

Improving employee performance is crucial given the shift in government policy, as dictated by the spirit of reform, to provide greater room for movement and greater participation for the public in government and development activities, with the government and its apparatus acting more as facilitators. This shift in policy direction has implications for employees' professionalism in responding to the challenges of the globalization era and facing intense competition with other countries around the world.

Human resources hold a very strategic position within an organization, meaning that the human element plays a crucial role in carrying out activities to achieve goals. Therefore, the existence of human resources within an organization is very strong, Pratiwi (2014, p. 201).

Motivation is an important factor, because with motivation, employees can work well and achieve the goals that have been set (Susanti, 2013, p. 64). Furthermore, motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Discipline is key to achieving an organization's goals, so work discipline must be a priority. Work discipline indicates the extent to which an individual is able to comply with established regulations in their workplace. Good discipline reflects a person's commitment to their assigned tasks.

Performance is the work results that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in terms of efforts to achieve the goals of the organization concerned legally, without violating the law, in accordance with morals and without violating ethics.

Performance is influenced by many factors, including individual and situational factors. Individual factors include attitudes, personality traits, physical characteristics, desires or motivations, age, gender, education level, cultural background, and other personal variables. Situational factors include social and organizational factors, physical and job factors. Social and organizational factors include organizational policies, types of training and supervision, compensation systems, and the social environment.

LITERATURE REVIEW

Definition of Performance

Performance is the results achieved by an organization, whether *profit-oriented* or *non-profit-oriented*, over a period of time (Irham Fahmi, 2016:137). Human resources are a potential factor of production, in real terms. Human production factors involve not only physical work but also mental work. Optimizing human resources is a central focus for organizations in improving employee performance. Therefore, it can be said that human resources are a crucial resource or key factor in achieving good performance.

Performance is an organizational behavior directly related to the production of goods or the delivery of services. Information about organizational performance is crucial for evaluating whether the organization's performance processes are achieving their intended goals. However, many organizations have little, if any, information about their performance. Performance is the result of the work function/activities of an individual or group in an organization which is influenced by various factors to achieve organizational goals within a certain time period Tika, (2006, p. 55).

Robbins (2006: 218) states that employee performance is highly dependent on two factors: the employee's own abilities, such as education, knowledge, and experience. Higher abilities lead to higher performance. Another factor is employee work motivation, the internal

drive to perform a task. High work motivation leads to high performance, and vice versa. Therefore, it can be concluded that motivation and ability have a positive relationship.

Bernardin and Russel (in Sulistiyani and Rosidah, 2003:224) define performance as a record of *outcomes* resulting from specific employee functions or activities performed over a specific time period. The overall performance of a position is equal to the sum (average) of the employee's functional performance or activities. The definition of performance here does not aim to assess individual characteristics but rather refers to a series of results obtained over a specific time period.

Work Motivation

Motivation comes from the Latin word "*movere*" which means "push" or driving force. Motivation is the driving force that causes an organization member to be willing and ready to direct their abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility to fulfill their obligations, in order to achieve the goals and various organizational targets that have been previously determined, Sondang Siagian (2008, p. 174).

Motivation is a psychological factor that shows an individual's interest in work, a sense of satisfaction and shared responsibility for the activities or work carried out (Masrukhin and Waridin, 2004). Meanwhile (Hasibuan, 2004) argues that motivation is something that causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Motivation is something that makes people act or behave in certain ways (Armstrong, 2004). According to Luthans (2006), motivation is a process as an initial step for someone to take action due to physical and psychological deficiencies or in other words, it is an encouragement aimed at achieving certain goals.

According to Terry and Rue in Suharto and Budi Cahyono (2005), motivation is "*...getting a person to exert a high degree of effort...*" which means "motivation makes someone work to achieve more". Motivation is a psychological process that stimulates and directs behavior towards achieving goals or goal-directed behavior Kreitner and Kinicki, (2001, p. 205). According to (Adella Hotyda Siregar, 2007) that work motivation is something that creates a desire for a person or worker, whether from within or from outside, to carry out work or activities with a sense of responsibility in order to achieve the desired goals.

(Supardi and Anwar 2004) state that motivation is a state within a person that drives the individual's desire to undertake certain activities to achieve goals. Motivation within a person will manifest behavior directed toward achieving satisfaction. Motivation is a behavioral activity that works in an effort to fulfill desired needs (Irham Fahmi, 2016:87).

Work Discipline

Etymologically, discipline comes from the Latin "*disipel*," meaning follower. Over time, the word evolved into "*discipline*," meaning obedience or something related to order. Work discipline is an individual's adherence to the rules or regulations applicable within an organization, namely: joining the organization based on awareness, not coercion. According to (Sutrisno, 2009), the importance of work discipline lies in the fact that good work discipline will lead to beneficial outcomes for both the company and the employees. Employees' awareness of complying with applicable regulations is crucial. Furthermore, the company must ensure that the regulations are clear, easy to understand, and fair, meaning they apply to both top management and the lowest-ranking employees.

Discipline is the attitude of a person/group of people who always want to follow/obey all established rules/decisions. (M. Sinungan 2007:135). Work discipline is a mental attitude reflected in the actions or behavior of a person, a community group in the form of obedience to the rules and norms that apply in society. According to (Mangkunegara, 2013) discipline is

defined as an orderly state where people in an organization willingly obey established rules, a person/group of people. Discipline is a person's awareness or obedience to company/institutional regulations and prevailing social norms. Hasibuan, (2001, p. 193).

From these opinions, it can be concluded that work discipline is an attitude of obedience and loyalty of a person/group of people to written/unwritten regulations which are reflected in the form of behavior and actions in an organization to achieve certain goals.

METHODS

Validity Test

Validity testing is a valid research result if there is a similarity between the collected data and the data that actually occurs in the object being researched (Sugiyono, 2013:76).

The validity test uses the SPSS (*Statistical Product and Service Solutions*) program. Validity testing can be conducted by examining the correlation between the scores of each item in the questionnaire and the total score to be measured, using *the Pearson Correlation Coefficient*

Reliability Test

Instrument reliability testing can be conducted externally or internally. External testing can be done with test-retest, equivalent, or a combination of both. Internally, instrument reliability can be tested by analyzing the consistency of the items in the instrument with certain techniques (Sugiyono, 2015:87). To test the reliability of the questionnaire used, a reliability analysis is conducted based on *the Cronbach's Alpha coefficient*. *The Cronbach's Alpha* coefficient interprets the correlation between the created scale and all existing indicator scales with confidence in the level of constraints. An indicator that is acceptable if the alpha coefficient is above 0.60 is said to be reliable, and if it is below 0.60 it means it is not reliable (Ghozali, 2015:66).

Multiple Linear Regression Analysis

Multiple linear regression analysis to determine the accuracy of predictions of whether there is a strong relationship between the independent variables (X_1 and X_2) and the dependent variable (Y). The general form of the multiple regression equation is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

(Sugiyono, 2013:192)

Information :

- Y = Employee Performance
- X_1 = Work Motivation
- X_2 = *Work Discipline*
- a = Constant value
- e = Error

This multiple regression analysis is intended to quantitatively determine the level of influence of each independent variable on the dependent variable. The magnitude of the influence of each independent variable can be estimated by interpreting the partial regression coefficient b.

Coefficient of Determination

The coefficient of determination (R^2) essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination ranges from zero to one ($0 < R^2 < 1$). A small R^2 value indicates that the independent variables' ability to explain variation in

the dependent variable is very limited. A value close to one indicates that the independent variables provide nearly all the information needed to predict variation in the dependent variable.

RESULTS

Validity Test

Based on the results of the validity test using SPSS Version 16, the validity test results can be seen. The validity test was conducted by comparing the calculated r with the table r ($n-2=32-2=30$), resulting in a table r value of 0.316. The validity test results are as follows:

Table 1. Validity Test of Research Indicators

No	Statement Items	r_{table}	r_{count}	Information
Motivation (X_1)				
1	$X_{1.1}$	0.316	0.713	Valid
2	$X_{1.2}$	0.316	0.670	Valid
3	$X_{1.3}$	0.316	0.630	Valid
4	$X_{1.4}$	0.316	0.647	Valid
5	$X_{1.5}$	0.316	0.542	Valid
6	$X_{1.6}$	0.316	0.729	Valid
7	$X_{1.7}$	0.316	0.619	Valid
Discipline (X_2)				
1	$X_{2.1}$	0.316	0.645	Valid
2	$X_{2.2}$	0.316	0.653	Valid
3	$X_{2.3}$	0.316	0.660	Valid
4	$X_{2.4}$	0.316	0.704	Valid
5	$X_{2.5}$	0.316	0.647	Valid
6	$X_{2.6}$	0.316	0.637	Valid
7	$X_{2.7}$	0.316	0.614	Valid
Employee Performance (Y)				
1	Y.1	0.316	0.777	Valid
2	Y.2	0.316	0.778	Valid
3	Y.3	0.316	0.488	Valid
4	Y.4	0.316	0.680	Valid
5	Y.5	0.316	0.710	Valid
6	Y.6	0.316	0.611	Valid
7	Y.7	0.316	0.470	Valid

Source: SPSS Version 16 Output

Based on Table 7, it can be seen that of the 30 research indicators, all indicators have a level of validity that meets the criteria proposed in this study, namely, all indicators have a calculated R value $> R_{table}$. Therefore, all indicators used in this study are valid and can be

used as research tools.

Reliability Test

This study used the *Cronbach's Alpha coefficient reliability calculation technique*, as this calculation technique would yield a value that was lower than or equal to the actual reliability. The threshold value used to assess an acceptable level of reliability was 0.60 (Ghozali, 2013). The results of the reliability testing of the research variables can be seen in Table 8 below.

Table 2. Results of the Research Instrument Reliability Test

No	Variables	Cronbach's Alpha Value	Information
1	Motivation	0.76 8	Reliable
2	Discipline	0.770	Reliable
3	Performance	0.76 5	Reliable

Source: SPSS Version 16 Output.

Based on the results of data analysis as shown in Table 8, it is known that all *Cronbach's Alpha coefficients* of the research variables are greater than 0.6, which means that all research instruments are reliable.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the extent of the influence of organizational commitment and placement on employee performance at the Ulu Musi District Office, Empat Lawang Regency. The statistical calculations in the multiple regression analysis are explained in Table 9 below:

Table 3. Multiple Regression Test Results

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.	
1	(Constant)	-4.641	9.176		-.506	.617	
	Motivasi	.556	.139	.560	4.014	.000	
	Disiplin	.592	.266	.311	2.229	.034	

a. Dependent Variable: Kinerja

Source: SPSS Version 16 Output.

Coefficient of Determination (R²)

The coefficient of determination is used to determine the extent of influence of the independent variables on the dependent variable. The coefficient of determination is determined by the *R-squared value*.

Table 4 Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 ^a	.440	.401	1.94376

Source: SPSS Version 16 Output.

Based on Table 10 for the coefficient of determination value using the *R square model*. From the calculation results using SPSS, the coefficient of determination value of *R square can be seen* , which is 0.440. This means that X_1 (motivation) and X_2 (discipline) influence performance (Y) by 44.0% while the remaining 56% is influenced by other variables not examined in this study.

Partial Hypothesis Testing (t-Test)

Table 5. t-Test Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.641	9.176		-.506	.617
	Motivasi	.556	.139	.560	4.014	.000
	Disiplin	.592	.266	.311	2.229	.034

a. Dependent Variable: Kinerja

Source: SPSS Version 16 Output.

Simultaneous Hypothesis Testing (F Test)

In this study, hypothesis testing is intended to measure the influence of X_1 (motivation) and X_2 (discipline) on performance (Y) simultaneously, so the F test is used. Based on the results of the ANOVA hypothesis test (f test), it can be seen in Table 12 below.

Table 6 F Test Results

Model		ANOVA ^b				
		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	85.932	2	42.966	11.372	.000 ^a
	Residual	109.568	29	3.778		
	Total	195.500	31			

a. Predictors: (Constant), Disiplin, Motivasi

b. Dependent Variable: Kinerja

Source: SPSS Version 16 Output.

Based on Table 12, the significance value is $0.000 < 0.05$. Because the significance level is below 0.05, it shows that simultaneously X_1 (motivation) and X_2 (discipline) have a significant influence on performance (Y). Based on the results of the simultaneous test, H_0 is rejected and H_a is accepted, meaning that between the independent variables, namely X_1 (motivation) and X_2 (discipline) have a significant influence simultaneously on employee performance (Y) at the Ulu Musi District Office, Empat Lawang Regency.

DISCUSSION

The Influence of Motivation on Performance

Regarding the positive relationship between variable X_1 (motivation) and variable Y

(performance), it is shown by the results of $t_{\text{count}} > t_{\text{table}}$ or $-t_{\text{count}} < -t_{\text{table}}$, namely $4.014 > 2.037$. So it can be concluded that motivation towards employee performance has a significant effect on employee performance at the Ulu Musi Sub-district Office.

The results of this analysis are supported by the theory that states that one of the factors influencing employee performance is personal/individual factors. These individual factors include knowledge, skills, self-confidence, work motivation, and commitment possessed by each individual. According to Malayu SP Hasibuan (2008: 95), work motivation is the provision of a driving force that creates a passion for work for someone so that they are willing to cooperate, work effectively, and integrate with all their efforts to achieve satisfaction. Motivation teaches how to encourage employee work enthusiasm so that they are willing to work harder and work hard by using all their abilities and skills to advance and achieve company goals.

Work motivation significantly influences employee performance. One goal of motivation is to increase employee productivity (Malayu SP Hasibuan, 2008: 146). High employee productivity will impact the achievement of company goals. Other goals of motivation include creating a positive work environment, improving employee well-being, enhancing employees' sense of responsibility for their duties, and so on.

The Influence of Discipline on Performance

There is a non-positive relationship between variable X_2 (discipline) and variable Y (performance) as indicated by the results of $t_{\text{count}} > t_{\text{table}}$ or $-t_{\text{count}} < -t_{\text{table}}$, namely $2.229 > 2.037$. So it can be concluded that discipline does not have a positive and significant effect on employee performance at the Ulu Musi Sub-district Office.

The results of this study are supported by the theory that suggests that one indicator in measuring employee performance is work discipline. Work discipline is an attitude of respecting, appreciating, and obeying applicable regulations, both written and unwritten, and being able to carry them out, not evading sanctions if they violate the duties and authority given to them (Siswanto Sastrohadiwiryono, 2001: 291). Work discipline is influenced by high employee morale, which leads to better work performance, punctuality, and never being absent. If employee work discipline is high, it is expected that employees will work better, thereby increasing company productivity. In addition, good work discipline will increase work efficiency.

The Influence of Motivation and Discipline on Performance

There is a positive influence of motivation variables on performance variables as indicated by the calculated F_{result} of 11.372 with F_{table} 3.29 sig 0.000 $< \alpha 0.005$. However, the results of the discipline variable on performance show results that are not positive and significant. Hypothesis 2 (two) is accepted, meaning that motivation (X_1) has a significant influence on Y (performance) at the $\alpha 0.05$ level. Next value *The R-square* obtained was 0.440, indicating approximately 44.0%. It can be seen that collectively, motivation (X_1) is 44.0%. Or it can be said that the contribution of motivation (X_1) to the performance variable (Y) is 44.0%. While the remaining 56.0% is influenced by other variables not studied.

In this study, both hypotheses were accepted, namely that motivation was significantly related to performance at the Ulu Musi Sub-district Office, Empat Lawang Regency, and discipline was not significantly related to performance at the Ulu Musi Sub-district Office, Empat Lawang Regency. The results of this analysis are supported by the theory that suggests that factors influencing performance include internal employee factors, internal organizational environmental factors, and external organizational factors (Wirawan, 2009: 7-8). Work motivation and work discipline are factors that arise internally. A company does not only require good work discipline, but rather good or even very good so that it can produce a performance good employees and help the company to achieve its goals. Good work motivation will encourage employees to work more enthusiastic and better so that the results achieved will

also be good.

CONCLUSION

1. There is a positive relationship between variable X_1 (motivation) and variable Y (performance) which is indicated by the results of $t_{count} > t_{table}$ Or $-t_{count} < -t_{table}$, namely $4.014 < 2.037$. With such a relationship, it means that the higher/better X_1 (motivation), the higher/better variable Y (performance) will be and there is a relationship between variable X_2 (discipline) and variable Y (performance) which is indicated by the results of $t_{count} > t_{table}$ Or $-t_{count} < -t_{table}$, namely $2.229 > 2.037$ with such a relationship, it means that the higher/better variable X_2 (discipline), the higher/better variable Y (performance).
2. From the F test, 11.372 was obtained with F_{table} 3.29 or sig 0.001 $< \alpha$ 0.05 indicating that H_0 was rejected and H_a was accepted, meaning that motivation (X_1) was significantly related to performance (Y) at the level of $0.000 < 0.05$.
3. The coefficient of determination value obtained (*R-Square*) is 0.440 or 44.0%, indicating around 44.0% or practically it can be said that the contribution of motivation (X_1) to variable Y (performance) is 44.0%.

SUGGESTION

1. The Ulu Musi Sub-district Office of Empat Lawang Regency pays more attention to motivation and discipline factors in improving employee performance. Based on this research, with high motivation and discipline, employee performance will increase.
2. For the author, this research should be able to increase the author's knowledge in the field of management studies where several factors that improve performance are Motivation and Discipline.
3. For further researchers, this research should be able to provide additional material in terms of improving employee performance.
4. For future researchers, it is recommended to take variables other than motivation and work discipline in influencing employee performance, for example leadership style, education level, knowledge, experience and so on.

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