

## Optimizing Employee Performance through Work Discipline and Work Motivation (Empirical Study at the Youth and Sports Service of West Bandung Regency)

Dodi Tisna Amijaya<sup>1</sup>, Tuti Setia Nengsih<sup>2</sup>, Widiya Avianti<sup>3</sup>

<sup>1,2,3</sup> Manajemen/ Fakultas Ekonomi dan Bisnis/ Universitas Winaya Mukti, Indonesia

[amijaya07@gmail.com](mailto:amijaya07@gmail.com)

[tutisetianengsih.xap@gmail.com](mailto:tutisetianengsih.xap@gmail.com)

[wdythea@gmail.com](mailto:wdythea@gmail.com)

### Abstract

This study aimed to determine and analyze the level of work discipline, work motivation, and employee performance at the West Bandung Regency Youth and Sports Office, as well as to examine the influence of work discipline and work motivation on employee performance within the institution. The research employed a quantitative approach with descriptive verification methods, which allowed the researcher to describe existing conditions and then verify the relationship between variables through statistical testing. The population in this study consisted of all employees at the West Bandung Regency Youth and Sports Office, with saturated sampling used to ensure that every member of the population was included as a respondent. Data were collected using a structured questionnaire, while multiple linear regression analysis and the coefficient of determination were applied with the support of SPSS 26 to measure the extent of influence between the variables studied. The findings showed that the levels of work discipline, work motivation, and employee performance at the West Bandung Regency Youth and Sports Office were generally categorized as high. Employees demonstrate adherence to organizational rules, commitment to punctuality, and respect for established procedures all of which reflect strong work discipline. Likewise, employee work motivation was found to be high, supported by teamwork, interpersonal relationships, and a conducive work environment that encourages productivity. Employee performance also showed positive results, reflected in the ability to work collaboratively, fulfill responsibilities, and contribute actively to organizational tasks. Based on statistical tests, it can be concluded that work discipline and work motivation have a very strong and significant influence on employee performance. The coefficient of determination indicated that 88.5% of employee performance is influenced by work discipline and work motivation, while the remaining 11.5% is explained by other variables not examined in this study. These results emphasize the importance of enforcing discipline and enhancing motivation to improve overall organizational performance.

**Keywords:** *Work Discipline, Work Motivation, Employee Performance, Public Sector Organization*

### 1. Introduction

In an effort to improve employee discipline, the Government has established Government Regulation Number 94 of 2021 concerning Civil Servant Discipline (PP 94/2021). In order to implement the provisions of Article 86 paragraph (4) of Law 5/2024 concerning State Civil Apparatus, to ensure the maintenance of order in the smooth implementation of duties, Civil Servants are required to comply with the provisions regarding Civil Servant discipline. Therefore,

on August 31, 2021, PP 94/2021 concerning Civil Servant Discipline was established and promulgated. PP 94/2021 is intended to create Civil Servants with moral integrity, professionalism, and accountability, so that it can be used as a guideline in enforcing discipline. Enforcing discipline can encourage Civil Servants to be more productive based on the career system and work performance system and moral integrity is a consideration in career development. (Sudrajat, 2022).

Government Regulation 94/2021 was drafted with the aim of realizing civil servants with moral integrity, professionalism, and accountability. Moral integrity is the primary foundation for every State Civil Apparatus, given that ASN play a strategic role in carrying out public service, governance, and development functions. With strong integrity, a civil servant is expected to maintain honesty, uphold professional ethics, and refrain from abusing authority. Professionalism is also crucial, as public demands for quality government services are increasingly high. Meanwhile, accountability emphasizes that every civil servant's actions must be accounted for in accordance with applicable laws and norms. These three values form the spirit of Government Regulation 94/2021, which are then translated into various provisions regarding obligations, prohibitions, and disciplinary sanctions for civil servants.

Discipline enforcement in Government Regulation 94/2021 is aimed at encouraging more productive civil servants based on a career system and work performance system. Civil servant productivity is measured not only by physical presence but also by performance achievements, the effectiveness of task execution, and contributions to achieving organizational goals. Therefore, disciplinary regulations are emphasized not as mere punishment but as an instrument for building a healthy, high-performance work culture that prioritizes excellent service. Discipline is the foundation for building public trust in government institutions. Without strong discipline, bureaucratic reform efforts will be difficult to achieve.

Government Regulation 94/2021 also details the obligations and prohibitions for civil servants, which are more operational and stricter than previous regulations. Some important obligations in Government Regulation 94/2021 include adhering to working hours, carrying out official duties responsibly, maintaining state confidentiality, behaving politely, using and maintaining state property properly, and providing services professionally and non-discriminatory. Furthermore, prohibitions include actions such as abuse of authority, working for another party without permission, providing false information, extortion, and engaging in criminal activity. These regulations emphasize that civil servants are responsible not only for their work but also for how they conduct themselves while carrying out their official duties.

Furthermore, Government Regulation 94/2021 stipulates that disciplinary violations will be subject to penalties divided into three levels: mild, moderate, and severe. Mild disciplinary penalties can include verbal warnings, written warnings, or written statements of dissatisfaction. Moderate disciplinary penalties, meanwhile, include deductions from performance allowances and delays in salary increases or promotions. Severe disciplinary penalties can include dismissal from office, temporary dismissal, or dishonorable discharge as a civil servant. This classification of penalties provides legal certainty and ensures that each violation is considered proportionally according to the severity of the offense. Firm and fair enforcement of penalties is expected to have a deterrent effect while building collective awareness of the importance of maintaining discipline. Government Regulation 94/2021 also strengthens the discipline development mechanism through the role of direct superiors. Superiors are responsible for fostering, supervising, and providing exemplary behavior. Thus, discipline is not merely an individual obligation but an organizational culture formed through effective leadership. The implementation of disciplinary regulations also emphasizes the importance of clear, transparent, and accountable documentation in the violation investigation process. This is to prevent misuse or errors in the imposition of disciplinary penalties.

Beyond internal organizational aspects, Government Regulation 94/2021 is also part of the government's efforts to strengthen national bureaucratic reform. In today's digital era and open information, the public demands transparency, efficiency, and accuracy of service from civil servants. Therefore, improving civil servant discipline is part of a broader strategy to build an adaptive, responsive, and results-oriented bureaucracy. The productivity generated by disciplined and professional civil servants will also contribute to improving the quality of public policy and public services. Moral integrity, as outlined in Government Regulation 94/2021, is also a crucial factor in civil servant career development. The merit system being strengthened by the government emphasizes that promotions and career development must be based on qualifications, competencies, and performance, not solely on personal relationships or seniority. Therefore, disciplined behavior is a key consideration in performance evaluations. Civil servants who are undisciplined or frequently commit violations will receive negative assessments that can hinder their careers. Conversely, employees who behave well, are productive, and comply with regulations will have greater opportunities to develop and occupy strategic positions.

Overall, Government Regulation 94/2021 serves not only as a technical regulation regarding discipline but also as a strategic instrument to improve the overall quality of civil servants. The ultimate goal is to create a bureaucracy that is competitive, clean, and serves well, capable of addressing the challenges of national development. With this regulation, the government hopes that all civil servants will share a shared awareness of the importance of maintaining discipline in carrying out their duties. A strong culture of discipline will create a harmonious and productive work environment capable of providing the best possible service to the public.

Employee performance has a significant impact on organizational work discipline in achieving its goals. Employee performance is a work result that is closely related to the organization's strategic goals, customer satisfaction, and financial contribution. Therefore, to achieve organizational goals, each employee must improve their performance, which automatically affects organizational performance (Ridwan et al., 2023). Employee performance is essentially closely related to the organization's strategic goals, because each individual plays a role as part of an interconnected system to produce services, products, or policies that align with the organization's vision. If individual performance is high, the organization will more easily achieve strategic targets such as improving service quality, program implementation effectiveness, and community or customer satisfaction as beneficiaries. This also has an impact on the organization's financial contribution, because optimal performance will encourage efficient use of resources, minimize errors, and increase the added value of each activity carried out. In the context of government bureaucracy, good employee performance is very important because it is directly related to the quality of public services and public trust in government institutions. Therefore, improving employee performance is a necessity so that organizational goals can be achieved more quickly, precisely, and directed. To achieve high performance, work discipline is a key factor that cannot be ignored, as it encompasses time discipline, behavioral discipline, and adherence to codes of ethics and work regulations. Discipline is the foundation that ensures employees work according to standards, avoid deviations, and maintain consistent work quality. When work discipline is low, work tends to be carried out carelessly, late, and prone to administrative and technical errors that can hinder the achievement of organizational targets. Conversely, when discipline is high, employees will have a strong commitment to their tasks, are able to work in a more structured manner, and are able to provide better and more responsive service. Thus, improving employee performance cannot be separated from improving work discipline, as the two support each other in building a productive and competitive organization. Every employee is required to continuously develop their abilities, increase their professionalism, and adapt to increasingly complex organizational demands, which automatically have a positive impact on overall organizational

performance. Therefore, organizational investment in strengthening discipline and improving employee performance is a crucial strategy to ensure long-term organizational success.

Strict discipline is essential for an institution to fulfill its obligations. Discipline in this case refers to employee compliance with the code of ethics, work procedures, and standards that have been established to maintain the integrity and efficiency of the institution's work. The discipline aspect of Civil Servant employees at the Secretariat of the Youth and Sports Service of West Bandung Regency is generally required to have high work discipline. They must comply with the established working hours, carry out responsibilities and produce results that meet the specified requirements. Youth and Sports Service Employee performance is highly needed in this institution. Employee performance is one of the factors that plays an important role in producing maximum work results. The higher the employee performance, the better the work results. Meanwhile, the lower the work discipline, the lower the employee performance (Pettalolo, 2019). The performance of Civil Servant employees at the Secretariat of the Youth and Sports Service of West Bandung Regency based on a pre-survey still tends to be low. This is caused by work discipline, which is proven by the many employees who are still late to the office. This problem was found through direct observation of the Civil Servant at the Secretariat of the Youth and Sports Service of West Bandung Regency. The following is the attendance list of State Civil Apparatus at the Secretariat of the Youth and Sports Service of West Bandung Regency.

Table 1 Attendance List for January-April at the Youth and Sports Service  
West Bandung Regency

No	Month	Attendance Record		Business Trip		Total Employees	
		Leave	Sick	Vacation	Absent/Late		
1	January	52	50	24	21	466	42
2	February	49	36	0	37	722	42
3	March	39	32	0	29	750	42
4	April	44	71	0	41	564	42

Based on the data above, it can be seen that the attendance list with the highest permission information in January was 52 and the lowest value was in March as many as 39. While the highest level of illness occurred in April with a total of 71 people, and the least occurred in March with a total of 32 people. The highest level of leave occurred in January with 24 people and the lowest in February, March, April with a total of 0 people (no employees were on leave), the highest level of absence/lateness occurred in April with a total of 41 people, while the least occurred in January with 21 people. Based on the attendance data, it is known that the decline in employee performance at the West Bandung Regency Youth and Sports Office was caused by employee work discipline.

Based on the summary data from the pre-survey results, a number of issues were identified that illustrate the suboptimal work discipline of employees at the West Bandung Regency Youth and Sports Agency. These disciplinary issues manifest themselves in various forms, ranging from inconsistencies in work hours with established regulations, non-compliance with attendance times before work begins, to a lack of employee understanding of applicable disciplinary rules and sanctions. It was also found that some employees still carry out tasks inconsistent with established job descriptions, resulting in inefficiencies in the organization's workflow. This phenomenon indicates that regulations regarding discipline are not yet fully understood or consistently implemented. Employee misunderstanding of disciplinary rules can lead to a lack of awareness regarding the importance of compliance with work norms, while violations of working hours

indicate a lack of commitment and responsibility to official obligations. The inconsistency of task implementation with established job descriptions also indicates a gap between organizational planning and implementation in the field. If left unchecked, this condition will hinder the achievement of agency goals, reduce work effectiveness, and degrade the quality of service to the public.

In addition to disciplinary issues, the pre-survey results also indicated that employee work motivation at the West Bandung Regency Youth and Sports Agency remains suboptimal. Work motivation is a crucial factor influencing employee enthusiasm, commitment, and productivity in carrying out their duties. Several employees expressed that their salaries did not commensurate with the workload and responsibilities they shouldered. This imbalance between workload and compensation is a significant factor that can lower motivation, as employees feel they are not being appreciated for their efforts. Furthermore, the agency found that it has not adequately rewarded high-performing employees. A reward system is a crucial component of motivation theory, as it can stimulate employees to improve their performance.

Another finding that demonstrates low motivation is a lack of safety in the work environment. This safety relates not only to physical aspects but also to psychological ones, such as minimal protection against work risks, unclear regulations protecting employees, or a lack of guarantees when problems arise in carrying out tasks. A work environment that does not provide a sense of safety will hinder employees from working optimally and reduce comfort while on duty. Furthermore, some employees feel that their superiors do not provide enough encouragement, support, or positive feedback to help them develop. Unsupportive leadership can result in a low sense of *belonging to the organization* and decreased enthusiasm for work.

Employees also felt that the work environment was not entirely comfortable, both in terms of facilities, relationships between coworkers, and the general work atmosphere. Dissatisfaction with the work environment can reduce motivation and impact the quality of interactions and collaboration between employees. Finally, pre-survey findings also revealed that employees felt a lack of fairness in various aspects of the institutions where they work. Injustice can manifest in the form of differential treatment, unequal distribution of tasks, performance appraisals that are perceived as non-objective, and unequal career development opportunities. This sense of unfairness can erode work motivation, reduce employee loyalty, and create gaps in interpersonal relationships within the organization.

Upon closer examination, these findings indicate a close relationship between suboptimal work discipline and motivation and declining employee performance at the West Bandung Regency Youth and Sports Agency. Employee performance is a key factor in achieving organizational goals. Performance is not only measured by the final result, but also by the process, work behavior, and compliance with applicable regulations. Poor work discipline will result in delays in task completion, decreased output quality, and additional burdens for other employees. Similarly, low work motivation will weaken employees' internal and external drives to perform optimally. Without motivation, employees lack the energy and commitment to contribute their best.

Thus, the pre-survey results clearly indicate that both variables—work discipline and work motivation—have a significant influence on employee performance levels. When discipline and motivation are low, performance automatically declines. Employees become less productive, less responsible, and unable to meet required work standards. This condition can further impact the effectiveness of public services provided by the agency. In the context of government organizations, this is certainly a crucial issue, considering that quality service is the primary mandate and obligation of government agencies to the public.

Therefore, strategic steps are needed to improve employee discipline and work motivation. Organizations need to clarify disciplinary rules, regularly disseminate them, and ensure a fair and

consistent enforcement mechanism. At the same time, agencies also need to improve reward and compensation systems, create a safe and comfortable work environment, and build positive working relationships between superiors and subordinates. Supportive leadership, effective communication, and fairness in every aspect of human resource management will increase motivation and ultimately improve employee performance. These efforts will contribute to the realization of a more productive, competent organization capable of providing optimal service to the public.

According to Sedarmayanti (2019) discipline is the key to achieving goals, because without discipline it is difficult to achieve maximum goals. The dimensions for measuring employee work discipline are obeying time rules, obeying company regulations, obeying rules of conduct in work, and obeying other rules (Sutrisnoin Fauzia et al., 2020). The relationship between discipline and performance greatly influences the work results or work achievements that have been carried out by an employee, with good discipline, performance will indirectly be achieved and accelerate the achievement of company goals, conversely if employee discipline is not good, the effectiveness of the work produced will not be optimal and company goals will not be achieved either (Onsardi & Putri, 2020).

The strength or weakness of an employee's work motivation also determines the extent of their performance (Goni et al., 2021). Motivation is one of the most important factors influencing human behavior and performance. If employees are motivated to achieve their personal goals, they must improve their performance. Improving employee performance will also improve organizational performance. Therefore, increasing employee motivation will improve individual, group, and organizational performance (Khaeruman et al., 2021). The dimensions for measuring work motivation are Physical Needs, Safety Needs, Social Needs, Esteem Needs, and Self-Actualization Needs (Hasibuan, 2020).

Every employee has a responsibility to meet the work targets set by the company because this is a requirement of employment that must be met in order to participate and achieve common goals. Therefore, performance measurement can be relied upon to determine an individual's performance. The indicators for measuring employee performance are: Work Quality (neatness, accuracy, work results), Work Quantity (speed, ability), Responsibility (work results, decision making), Cooperation (collaboration, solidarity), and Initiative (Mangkunegara, 2016).

Then, referring to the research results conducted by, Suwanto (2019) through the results of his research, concluded that partially the variables of work discipline and work motivation have a significant influence on performance. Likewise, the results of the research conducted Siswanto (2019) also stated: The work motivation variable states that there is a significant influence on employee performance. It can also be said that the greater the work motivation, the more it will affect employee performance. The work discipline variable is stated to have an influence on employee performance. This means that every increase in work discipline will increase employee performance.

Work discipline and work motivation are two fundamental factors that cannot be separated from efforts to improve employee performance and achieve overall organizational goals. As explained by Sedarmayanti (2019), discipline is key to achieving organizational goals because without discipline, whether it be time discipline, compliance with company regulations, work behavior, or compliance with other standards, the entire work process will run without direction and far from the expected performance targets. The dimensions of discipline formulated by Sutrisno in Fauzia et al. (2020) emphasize that discipline is not only about adherence to working hours, but also includes consistency of professional behavior, compliance with technical and administrative rules, and a commitment to daily work ethics. Good discipline creates a stable work rhythm, reduces error rates, and ensures that employees work according to established standards. If discipline is achieved, the work process becomes more effective and efficient, thereby accelerating the achievement of

organizational goals. Conversely, if employee discipline is low, productivity decreases, the quality of work results is disrupted, and task implementation becomes suboptimal, which ultimately hinders the achievement of organizational targets, as explained by Onsardi & Putri (2020).

However, discipline alone is not enough to guarantee optimal performance because employees also need internal motivation in the form of work motivation. According to Goni et al. (2021), the strength or weakness of a person's motivation will determine the level of work performance they produce. Motivation is the driving force that drives employees to work enthusiastically, complete work on time, and strive to achieve predetermined targets. Highly motivated employees are naturally driven to perform better, be more creative, and are willing to make maximum contributions to the organization. Conversely, a lack of motivation will cause employees to work merely to fulfill obligations, lack initiative, and fail to demonstrate optimal effort in completing tasks. In this context, Hasibuan's (2020) theory of needs, which encompasses physical, safety, social, esteem, and self-actualization needs, suggests that work motivation can be formed when employees' basic to higher-level needs are met in a hierarchical manner. In other words, motivation stems not only from financial factors but also from a supportive work environment, good interpersonal relationships, recognition for achievement, and space for employees to develop their potential. When these needs are met, motivation will increase, and this increase in motivation will be directly proportional to improved performance. In measuring employee performance, Mangkunegara (2016) explains that performance indicators include work quality, work quantity, responsibility, cooperation, and initiative. Each of these indicators requires the simultaneous contribution of discipline and motivation to achieve maximum results.

For example, the quality and quantity of work are strongly influenced by accuracy, consistency, and time management skills—all components of discipline. Meanwhile, the components of responsibility, cooperation, and initiative are closely related to motivation, which encourages employees to work with full awareness, collaborate effectively, and demonstrate creativity in completing tasks. Thus, it is understandable that performance is the result of a combination of regular disciplined behavior and strong work motivation. Furthermore, various empirical studies have strengthened this understanding. Research by Suwanto (2019) confirms that, partially, both work discipline and work motivation have a significant influence on employee performance. These results indicate that improving either variable alone can improve performance, especially if both are improved simultaneously. Similar findings were also presented by Siswanto (2019), who stated that work motivation has a significant influence on performance, and likewise, work discipline has been proven to directly improve employee work output. With increased motivation, employees will be encouraged to be more productive, while with increased discipline, employees will work more focused and in accordance with organizational standards. Therefore, the combination of high levels of motivation and strong discipline creates ideal conditions for improved performance at the individual, group, and organizational levels. Overall, discipline and motivation are essential, complementary foundations for developing productive work behavior. Discipline provides structure and direction, while motivation provides the energy and drive to move toward achievement. These two variables influence every aspect of performance indicators, from quality and quantity to collaboration and initiative. Without discipline, motivation lacks direction; and without motivation, discipline becomes a spiritless routine. Therefore, organizations need to pay special attention to building a consistent culture of discipline and creating a work environment that enhances employee motivation through rewards, effective communication, opportunities for self-development, and the fulfillment of basic and psychological needs. Ultimately, existing research and theory indicate that an organization's success in achieving its strategic goals is greatly influenced by how the organization manages and improves employee discipline and motivation as a key component of its ongoing performance improvement strategy.

Based on the description of previous thoughts and research results, the framework of thought is as follows:

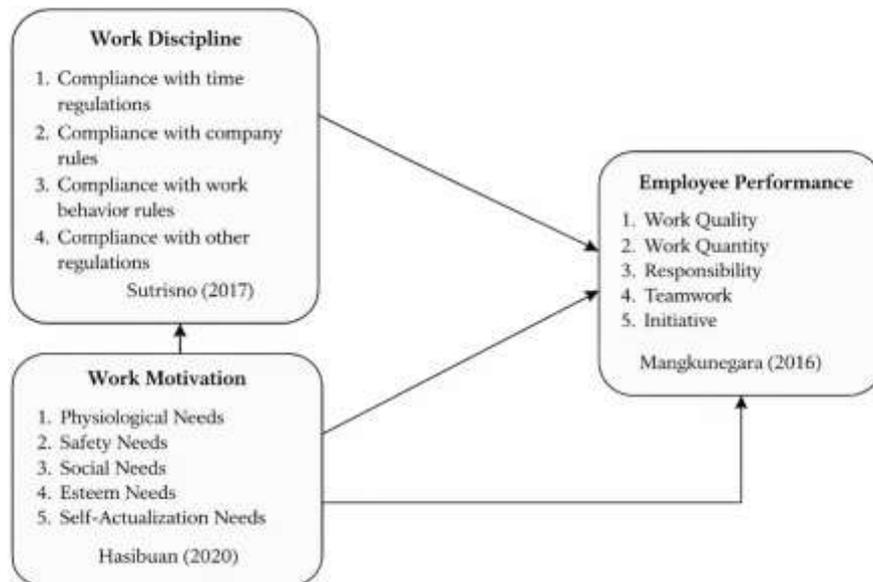


Figure 1 Framework of Thought

## 2. Method

Research methods are a crucial part of a scientific study because they determine how researchers systematically obtain, process, and analyze data to answer research questions. In general, research methods encompass the approach used, data collection techniques, data analysis procedures, and strategies to ensure the validity and reliability of research results. Through appropriate research methods, the process of searching and processing information can be conducted objectively, measurably, and scientifically accountable. The determination of research methods must be tailored to the research objectives, the type of data required, and the characteristics of the variables being studied. In quantitative research, for example, a structured approach with standardized instruments is used to generate numerical data that can be analyzed statistically (Amijaya, D. T.et.al, 2026). Meanwhile, qualitative research emphasizes an in-depth understanding of phenomena through the exploration of meaning, experience, and context. Various analytical techniques, such as descriptive analysis, verification, regression, correlation, and thematic analysis, are used according to the needs and objectives of the study. Thus, research methods serve as the primary guideline that directs the entire research process, from planning to drawing conclusions, ensuring that research results provide relevant, valid, and scientifically sound contributions.

The research was conducted using two independent or free variables, namely, Work Discipline and Work Motivation and one dependent or bound variable, namely Employee Performance. In this study using quantitative research. The analytical methods used are descriptive and verification analysis. According to Sugiyono (2022) descriptive analysis is an analysis used to analyze data by describing or depicting the data that has been collected as it is without intending to make conclusions that apply to the public or generalization. While the verification method according to Sugiyono (2022) is a research method through proof to test the hypothesis of descriptive research results with statistical calculations so that the results of proof that show the hypothesis is rejected or accepted. The technique in this study is a saturated sampling technique. According to Sugiyono (2022) saturated sampling is a sampling determination technique when all members of the

population are used as samples, which is done when the total research population is less than 100. The population of this study was employees at the Youth and Sports Office of West Bandung Regency, totaling 42 employees.

### 3. Result and Discussion

Multiple linear regression analysis was used to determine the extent of influence of the independent variables, namely Work Discipline and Work Motivation, on the dependent variable, namely Employee Performance. This analysis technique is a statistical approach that aims to test the simultaneous relationship between two or more independent variables with one dependent variable so that the contribution of each independent variable can be determined in explaining changes in the dependent variable. In the context of this research, multiple linear regression is very relevant because employee performance is the result of various interacting factors, so an analytical method is needed that can map the influence comprehensively. Through the calculation of the regression coefficient, it can be determined whether the increase in work discipline and work motivation has a positive and significant impact on performance improvement. In addition, this analysis also allows researchers to see which variables have a dominant influence, as well as to determine the percentage contribution of both variables to employee performance through the coefficient of determination test. Thus, the use of multiple linear regression provides a clear and measurable empirical picture of the relationship between research variables, while strengthening the basis for decision-making in efforts to improve employee performance in the organizational environment.

Table 2 Results Test Analysis Coefficient Regression Linear Multiple

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	542.538	1387.016		.391	.698
	<b>Work Discipline</b>	.681	.169	.591	4.025	.000
	<b>Work Motivation</b>	.406	.161	.371	2.526	.017

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results (2025)

It can be seen that the multiple linear regression equation that reflects the relationship between the variables in this study is as follows:

$$Y = 542,538 + 0.681X_1 + 0.406X_2$$

- 1) Constant Value = 542,538 means that if Work Discipline (X1) and Work Motivation (X2) have a value of 0, then the Employee Performance formed is 542,538.
- 2) The value of the Work Discipline regression coefficient = 0.681 shows that work discipline has an influence on employee performance if they comply with company regulations, comply with time rules, then it is estimated that employee performance will also increase assuming other variables are constant.
- 3) The Work Motivation regression coefficient value of 0.406 indicates that work motivation influences employee performance if there is a drive to achieve goals, work enthusiasm, and employee responsibility to the company. Therefore, it is estimated that employee performance will also increase, assuming other variables remain constant.

To determine the influence of work discipline variables on employee performance, the following hypothesis testing was carried out:

Table 3 Results Test Partial (t)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	542.538	1387.016		.391	.698
	<b>Work Discipline</b>	.681	.169	.591	4.025	.000
	<b>Work Motivation</b>	.406	.161	.371	2.526	.017

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results (2025)

- 1) The hypothesis value in the t-test on work discipline is 4.025 and the significance value is 0.000, so that the calculated t value is greater than the t table ( $4.025 > 2.039$ ) then the decision on this hypothesis is that  $H_0$  is rejected and  $H_a$  is accepted. So based on the testing criteria it can be concluded that work discipline has a significant effect on employee performance at the Youth and Sports Office of West Bandung Regency.017.
- 2) The hypothesis value in the t-test on work motivation is 2.526 and the significance value is 0.017, so that the t-count value is greater than the t-table ( $2.526 > 2.039$ ) and the significance value is  $0.017 < 0.05$ , so the decision on this hypothesis is that  $H_0$  is rejected and  $H_a$  is accepted. So based on the testing criteria, it can be concluded that work motivation has a significant effect on employee performance at the Youth and Sports Office of West Bandung Regency.

Table 4 Results Simultaneous Test (F)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	172812122.496	2	86406061.248	119.749	.000 <sup>b</sup>
	Residual	223684370.239	31	7215624.846		
	Total	195180492.735	33			

a. Dependent Variable: Employee Performance

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

Source: SPSS Data Processing Results (2025)

The F test value obtained from the processing results using SPSS obtained an F count value of  $119.749 > F$  table 3.30 which shows that the discipline and motivation variables have a significant effect on employee performance.

Results test correlation between variables Discipline Work (X1) and Work Motivation (X2) to Employee Performance variables (Y) are as follows:

Table 5 Correlation Test Results

		Work Discipline	Work Motivation	Employee Performance
<b>Work Discipline</b>	Pearson Correlation	1	.910**	.928**
	Sig. (2-tailed)		.000	.000
	N	34	34	34
<b>Work Motivation</b>	Pearson Correlation	.910**	1	.909**
	Sig. (2-tailed)	.000		.000
	N	34	34	34
<b>Employee Performance</b>	Pearson Correlation	.928**	.909**	1
	Sig. (2-tailed)	.000	.000	
	N	34	34	34

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Processing Results (2025)

Based on the calculation results, it is known that the correlation coefficient value between the work discipline variable and employee performance is 0.909, and the correlation between the work motivation variable and employee performance is 0.928. Both values are in the very strong correlation category, indicating a very significant and positive relationship between these variables. This high coefficient value indicates that the better the work discipline possessed by employees, such as compliance with rules, punctuality, and commitment in carrying out tasks, the higher the level of performance produced. Similarly, with work motivation: the greater the internal and external drive an employee has to achieve, the more optimal their ability to complete work effectively and efficiently. Thus, it can be concluded that work discipline and work motivation have a strong and positive influence on employee performance. This condition shows that efforts to improve performance cannot be separated from the importance of building a culture of discipline and providing an appropriate motivation system in the organizational environment. These two variables are important factors that encourage the creation of optimal and sustainable employee performance.

Table 6 Results Test Determination ( $R^2$ )

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 <sup>a</sup>	0.885	0.878	2686.19151

a. Predictors: (Constant), Work Motivation, Work Discipline  
Source: SPSS Data Processing Results (2025)

The coefficient of determination (*R Square*) is known to be 0.885. The calculation of the coefficient of determination analysis is as follows:

$$\begin{aligned} \text{KD} &= R^2 \times 100\% \\ &= (0.941)^2 \times 100\% \\ &= 88.5\% \end{aligned}$$

Based on the calculations, it can be seen that the variables of work discipline and work motivation together provide a significant contribution or influence on employee performance, namely 88.5%. This figure indicates that these two variables play a dominant role in shaping, improving, and maintaining the quality of employee performance within the organization. With such a significant influence, it can be interpreted that an organization's success in achieving performance targets is largely determined by the level of employee discipline and the level of motivation possessed by each individual in their work.

Work discipline plays a role in creating order, adherence to procedures, and consistency in task execution. When employees are highly disciplined, they tend to work more focused, on time, and demonstrate a high level of responsibility for assigned tasks. Meanwhile, work motivation whether derived from intrinsic factors such as the desire to achieve, or from extrinsic factors such as rewards or a supportive work environment will encourage employees to work more optimally, increase creativity, and strive to deliver the best possible results.

The remaining 11.5% is influenced by other variables not examined in this study. Several factors that potentially influence performance but were not included in the research model include compensation, competence, and leadership style. Appropriate compensation can increase employee satisfaction and engagement with the company. Competence determines the technical and non-technical skills required to perform tasks effectively. Meanwhile, leadership style influences how direction, support, and supervision are provided to employees, ultimately impacting their work morale and performance.

Thus, the results of this study indicate that while work discipline and motivation are the dominant factors influencing employee performance, other variables also play a significant role and deserve consideration in efforts to improve overall employee performance. These findings also open

up opportunities for further research to explore these additional factors to obtain a more comprehensive picture of the determinants of employee performance within an organization.

#### **4. Conclusion**

Based on the research results, employee work discipline at the West Bandung Regency Youth and Sports Agency is categorized as good. This can be seen from the respondents' perceptions, which showed the highest scores on several important indicators of work discipline. First, employees are considered able to appreciate differences in cultural norms among various groups in society. This indicator is very important, especially for government agencies that serve the public with diverse social, cultural, and characteristic backgrounds. The ability to appreciate cultural differences indicates that employees have a mature attitude, are able to work professionally, and prioritize the value of tolerance in carrying out their duties. Second, employees understand the rules and sanctions that have been established by the organization. Understanding regulations provides a strong foundation in developing disciplined behavior because employees know the limits, obligations, and consequences that will be received if the rules are violated. Third, employees demonstrate an effort to always respect the time and privacy of others in communication. The attitude of respecting time is an important aspect of work discipline because it is related to punctuality in work, adherence to schedules, and efficiency in carrying out tasks. Thus, the success of employees in demonstrating disciplined attitudes in these indicators is evidence that the work environment at the West Bandung Regency Youth and Sports Agency is relatively conducive to building a culture of discipline.

Furthermore, employee work motivation at the West Bandung Regency Youth and Sports Agency is also categorized as good. This result is evident from respondents' perceptions, who gave the highest score for the inter-employee cooperation indicator. Solid cooperation indicates that employees feel comfortable working in teams, helping each other, and collaborating to achieve common goals. This is crucial because government agencies often require cross-disciplinary work and good coordination to complete various program activities. Employees who are motivated to work in teams also tend to have a sense of belonging to the organization, are more enthusiastic about completing tasks, and feel involved in achieving the agency's performance. Furthermore, good work motivation is usually influenced by several factors such as a sense of job security, harmonious interpersonal relationships, and recognition or appreciation from superiors. Although the pre-survey results indicated several employee complaints, the research data shows that overall employee work motivation remains categorized as good, indicating an improvement in perception or the presence of other positive factors that can boost employee morale.

Employee performance at the West Bandung Regency Youth and Sports Agency is also considered good. Respondents' perceptions indicate that the indicator with the highest score is the ability to work as a team. This is in line with high work motivation in the aspect of cooperation, which allows team performance to run more effectively. Employees also have a high work commitment and demonstrate responsibility in carrying out organizational tasks. Commitment is a crucial factor in employee performance because committed employees typically demonstrate dedication, loyalty, and sincerity in completing their work. Furthermore, employees are also seen as striving to actively participate in completing their work. Employee activeness is an indicator that they have the initiative and awareness to contribute, not just waiting for orders, but also participating in various tasks that support the achievement of organizational goals.

Based on the results of the analysis and hypothesis testing, it is known that work discipline and work motivation have a significant effect on employee performance at the Youth and Sports Agency of West Bandung Regency. This means that the better the level of employee discipline and work motivation, the better the resulting performance. This significant influence confirms various

previous theories and studies that state that discipline is the foundation for achieving organizational goals, while motivation is the main driver of employee work behavior and productivity. This finding also has important implications for agencies, namely that efforts to improve performance cannot be done partially, but must be built through strengthening discipline and work motivation continuously. Thus, agencies need to continue to create a disciplined, safe, and comfortable work environment, and provide space for employee development to support overall organizational performance improvement.

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