

Evaluating the Effects of Work Motivation and Discipline on Employee Performance in the PSDA Department of Water Resources Management, Lampung Province

Herwantori¹, Ahmad Sobirin², Andy Andy³, Selfia Alke Mega⁴, Agus Purnomo⁵
Agus.purnomo@ubl.ac.id

¹²³⁴⁵Universitas Bandar Lampung

Abstract

Employee performance is crucial for determining organizational productivity, especially within public sector organizations like the Lampung Province Water Resources Management (PSDA) Department. Recent observations have revealed a decline in employee performance, potentially linked to various factors, including work motivation and work discipline. This study investigates the combined effects of work motivation and discipline on employee performance at the PSDA Department. The research confirms that both factors significantly influence performance, with a combined contribution of 51.1%. Regression analysis shows that work motivation and work discipline have significant positive effects, with regression coefficients of 0.451 and 0.54, respectively. The study highlights the importance of fostering a motivated and disciplined workforce to enhance performance and organizational effectiveness. Future research should explore additional factors influencing employee performance to provide a more comprehensive understanding.

Keywords: employee performance, work motivation, work discipline, public sector, organizational effectiveness

Introduction

Employee performance plays a crucial role in determining organizational productivity, impacting both the quantity and quality of goods or services delivered. This is particularly relevant for organizations in the public sector, such as the Water Resources Management Department (PSDA) in Lampung Province, where high performance is essential for meeting critical objectives and maintaining public trust.

Recent observations from 2021 to 2023 have revealed a concerning decline in employee performance within the PSDA Department. This decline appears to be linked to various factors, including leadership quality, work environment, job responsibilities, employee motivation, and work discipline (Barusman & Hidayat, 2017). While existing literature underscores the importance of motivation and discipline in enhancing employee performance, there remains a gap in understanding their specific effects within the context of the PSDA Department. For instance, previous studies have explored the impact of transformational leadership and social support, (Lee, 2020; Ng, 2017; Park & Rainey, 2008; Vuong et al., 2023; Yuan et al., 2018) the complexities of motivation during organizational changes (Faupel & Süß, 2019; Lee, 2020) and the interplay of motivation, work environment, competence, and compensation. However, a focused analysis on how work motivation and discipline affect employee performance in the PSDA Department is lacking.

This study aims to fill this gap by examining the combined effects of work motivation and discipline on employee performance in the PSDA Department. Specifically, it will address the following research questions: How does employee work motivation influence performance at the PSDA Department? What is the effect of employee work discipline on performance within the department? How do work motivation and discipline together impact employee performance?

The objectives of this study are threefold: to assess the impact of work motivation on employee performance, to evaluate the influence of work discipline on performance, and to analyze the combined effect of these factors on performance. By addressing these objectives, the study seeks to provide a comprehensive understanding of the factors influencing employee performance and offer insights to enhance organizational effectiveness (Voronkova et al., 2019).

Understanding work motivation involves recognizing it as an internal drive that propels individuals toward achieving specific goals. This drive translates into work enthusiasm and effort, which is essential for optimal performance (Bishka, 2015; Breugh et al., 2018; Wright, 2001). Additionally, work discipline, defined as an individual's commitment to adhere to organizational rules and norms, (Breugh et al., 2018; Ryan & Deci, 2000) is a critical factor influencing performance. Effective work discipline, including adherence to time rules and company regulations, supports organizational goals (Dari, 2020; Sipahelut et al., 2021).

The study hypothesizes that work motivation and work discipline both positively and significantly influence employee performance at the PSDA Department, and that their combined effect will further enhance performance. By investigating these hypotheses, the study aims to contribute valuable insights into improving employee performance and achieving organizational success.

Methodology

To investigate the influence of work motivation and work discipline on employee performance at the Lampung Province Water Resources Management (PSDA) Service, this study will employ a survey-based research methodology. The survey method is chosen for its effectiveness in gathering data from both large and small populations, allowing for a comprehensive analysis of the research problem.

The rationale for using this approach is twofold. First, surveys are well-suited for collecting quantitative data from a broad sample of employees, which enables the examination of relationships between variables such as work motivation, work discipline, and employee performance. Second, surveys provide a structured way to obtain information from a diverse range of respondents, ensuring that the data collected is representative of the entire population within the PSDA Department (Breugh et al., 2018; Gross et al., 2019; Min et al., 2021; Wright, 2001). The research will utilize a structured questionnaire designed to measure various aspects of work motivation, work discipline, and employee performance. The questionnaire will be distributed to a representative sample of employees at the PSDA Department. Data collected through this survey will be analyzed using statistical techniques to determine the strength and significance of the relationships between the variables (Othman & Mahmood, 2020).

This methodology allows for a systematic and empirical examination of how work motivation and work discipline influence employee performance, providing a solid basis for evaluating the study's validity and reliability (Gagné et al., 2010; Lam & Gurland, 2008). By employing this survey-based approach, the research aims to deliver insights that are both accurate and applicable to the context of the Lampung Province PSDA Department (Ibrahim et al., 2021).

Results and Discussion

Based on the results of data processing with the SPSS Version 20.0 program, the Pearson's Product Moment correlation coefficient for each question item was calculated. Table 1 presents the validity test results for the employee perception questionnaire about

work motivation (X1). All items showed r-count values higher than the critical value ($r\text{-table} = 0.632$), indicating that the items are valid.

Table 1. Result of Validity Test of Employee Perception Questionnaire about Work Motivation (X1)

Question Items	r count	r table	Status
Item 1	0.6154	0.632	Valid
Item 2	0.7411	0.632	Valid
Item 3	0.6769	0.632	Valid
Item 4	0.7826	0.632	Valid
Item 5	0.784	0.632	Valid
Item 6	0.7117	0.632	Valid
Item 7	0.8056	0.632	Valid
Item 8	0.7667	0.632	Valid
Item 9	0.6322	0.632	Valid
Item 10	0.6988	0.632	Valid
Item 11	0.8236	0.632	Valid
Item 12	0.794	0.632	Valid

Similarly, Table 2 displays the validity test results for the questionnaire on work discipline (X2), and Table 3 for employee performance (Y). All items for both constructs are valid as $r\text{-count} > r\text{-table}$.

Table 2. Result of Validity Test of Employee Perception Questionnaire about Work Discipline (X2)

Question Items	r count	r table	Status
Item 1	0.7525	0.632	Valid
Item 2	0.8008	0.632	Valid
Item 3	0.8636	0.632	Valid
Item 4	0.7299	0.632	Valid
Item 5	0.8847	0.632	Valid
Item 6	0.7832	0.632	Valid
Item 7	0.7415	0.632	Valid
Item 8	0.8104	0.632	Valid
Item 9	0.7435	0.632	Valid
Item 10	0.7734	0.632	Valid

Table 3. Result of Validity Test of Employee Perception Questionnaire about Performance (Y)

Question Items	r count	r table	Status
Item 1	0.8291	0.632	Valid
Item 2	0.6888	0.632	Valid
Item 3	0.6596	0.632	Valid
Item 4	0.7366	0.632	Valid
Item 5	0.6641	0.632	Valid
Item 6	0.8808	0.632	Valid
Item 7	0.8371	0.632	Valid
Item 8	0.8652	0.632	Valid
Item 9	0.6562	0.632	Valid

Item 10	0.7101	0.632	Valid
Item 11	0.7187	0.632	Valid
Item 12	0.7743	0.632	Valid

The results demonstrate that all question items in the questionnaires used in this research are valid. This indicates that the measuring instruments effectively represent the aspects of the conceptual framework, meeting the requirements for construct and content validity.

Respondent Characteristics

The study analyzed data from 32 respondents, employees of the Lampung Province PSDA Department. The demographic distribution is shown in Tables 4.4 to 4.6. Of the respondents, 87.50% were male, and 12.50% were female. Regarding education levels, 21.88% had high school education, 6.25% had D-3 education, 65.63% held Bachelor's degrees, and 6.25% had Master's degrees. The respondents' work experience varied, with 31.25% having worked 13-16 years, 28.13% for 9-12 years, and smaller percentages in other ranges.

Table 4. Distribution of Respondents Based on Gender

No	Gender	Frequency	Percentage
1	Man	28	87.50%
2	Woman	4	12.50%
Amount		32	100%

Source: Primary Data (Processed Data), 2023

Table 5. Distribution of Respondents Based on Education Level

No	Education	Frequency	Percentage (%)
1	JUNIOR HIGH SCHOOL	0	0
2	High school/equivalent	7	21.88
3	D-1	0	0
4	D-2	0	0
5	D-3	2	6.25
6	S-1	21	65.63
7	S-2	2	6.25
Amount		32	100

Source: Primary Data (Processed Data), 2023

Table 6. Distribution of Respondents Based on Years of Work

No	Years of service	Frequency	Percentage (%)
1	1-4	2	6.25
2	5-8	5	15.63
3	9-12	9	28.13
4	13-16	10	31.25
5	17-20	6	18.75
Amount		32	100

Data Source: Processed from the results of respondents' answers.

Statistical Analysis

The statistical t-test results for variables X1 (work motivation) and X2 (work discipline) are shown in Table 4. The t-values for both variables are significant, indicating a positive and significant influence of work motivation and work discipline on employee performance.

Table 7. T-Test Results for Variables X1 and 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-5,936	7,912		-.75	,459		
	X1	,451	,176	.411	2,567	.016	,658	1.52
	X2	.54	.22	,392	2,449	.021	,658	1.52
a. Dependent Variable: y								

Data Source: Processed from the results of respondents' answers

The F-test results (Table 6) show that the combined effect of work motivation and work discipline on employee performance is significant ($F = 15.15, p < 0.05$). The coefficient of determination (R^2) indicates that 51.1% of the variation in employee performance can be explained by these two variables together.

Table 8. Statistical F-Test Results

Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	1,394,394	2	697,197	15.15	,000b
	Residual	1,334,574	29	46.02		
	Total	2,728,969	31			

The coefficients of determination for individual variables are 41% for work motivation (X1) and 40% for work discipline (X2).

The Pearson correlation coefficients (Table 8) confirm the significant positive correlations between the variables.

Table 9 Outputs Pearson Correlation Coefficient

	X1	X2	Y
X1	Pearson Correlation	1,000	,585**
	Sig.(2-tailed)	,	,000
	N	32	32

X2	Pearson Correlation	,585**	1,000	,632**
	Sig.(2-tailed)	,000	,	,000
	N	32	32	32
Y	Pearson Correlation	,640**	,632**	1,000
	Sig.(2-tailed)	,000	,000	,
	N	32	32	32
** Correlation is significant at the 0.01 level (2-tailed)				

Source: Primary Data (Processed Data), 2023

Interpretation

The study's findings demonstrate that work motivation significantly influences the performance of employees at the Lampung Province PSDA Department, accounting for 41% of the variation in performance. Similarly, work discipline has a significant impact, contributing 40% to employee performance. The combined effect of work motivation and work discipline is even more substantial, explaining 51.1% of the variation in performance.

These results align with the theoretical framework, which posits that motivated and disciplined employees are more likely to perform better, supporting the objectives set out in the introduction. The findings also correlate with previous studies that emphasize the critical role of motivation and discipline in enhancing employee performance in public sector organizations, such as the PSDA Department (Lee, 2020; Ng, 2017; Park & Rainey, 2008; Vuong et al., 2023; Yuan et al., 2018). Specifically, intrinsic motivation and structured discipline have been shown to be crucial for achieving higher levels of performance and organizational effectiveness (Bishka, 2015; Breugh et al., 2018; Dari, 2020; Howe & Johnson, 2015; Ryan & Deci, 2000; Sipahelut et al., 2021; Wright, 2001).

The significant correlations and high coefficients of determination underscore the critical role these factors play in determining employee performance, offering a clear direction for future improvements in management practices. For the PSDA Department, this highlights the importance of fostering a motivated and disciplined workforce to enhance organizational effectiveness and maintain public trust.

By integrating these results with the research questions and literature reviewed in the introduction, it becomes evident that enhancing both work motivation and discipline can lead to substantial improvements in employee performance. This connection reinforces the necessity for targeted interventions aimed at boosting motivation and instilling discipline within the workforce. Such measures are not only beneficial but essential for achieving higher levels of performance and overall organizational success.

Furthermore, the study's results provide actionable insights that can help address the observed decline in employee performance at the PSDA Department from 2021 to 2023. By focusing on the specific effects of work motivation and discipline, the department can develop strategies that directly target these areas, thereby improving both the quantity and quality of services delivered. This aligns with the study's objectives and contributes to a comprehensive understanding of the factors influencing employee performance in the public sector.

Conclusion

The conclusion answers the research problems and highlights the significance of the findings for the readers. It synthesizes key points and suggests potential areas for future research. Based on the analysis of research data presented in Chapter IV, the following conclusions can be drawn regarding the performance of employees within the Lampung Province Water Resources Management (PSDA) Department.

The research confirms that both work motivation and work discipline individually and jointly have a positive and significant influence on employee performance at the Lampung Province PSDA Department. This supports the hypothesis that motivated and disciplined employees perform better. Work motivation and work discipline together account for 51.1% of the variation in employee performance, highlighting their substantial impact. The remaining 48.9% is influenced by other factors, suggesting the need for further research to explore additional variables affecting performance.

The regression analysis shows that work motivation (X1) has a regression coefficient of 0.451, and work discipline (X2) has a regression coefficient of 0.54, both indicating a significant positive influence on performance. The simultaneous hypothesis testing results, with an F value of 15.150, further validate the significant effect of these variables on performance. The study's findings emphasize the importance of fostering a motivated and disciplined workforce to enhance employee performance and organizational effectiveness within the PSDA Department.

Future research could explore the other factors contributing to the remaining 48.9% of performance variation, providing a more comprehensive understanding of the dynamics at play. By addressing these areas, the PSDA Department can implement more targeted strategies to improve performance and maintain public trust.

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