

# The Influence of Work Motivation, Work Discipline, and Job Satisfaction on the Performance of Civil Servants at the Public Works and Spatial Planning

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## Abstract

This study examines the influence of work motivation, work discipline, and job satisfaction on the performance of civil servants at the Public Works and Spatial Planning Office of Pesawaran Regency. Utilizing a quantitative research design and multiple linear regression analysis, the findings reveal that work motivation and work discipline significantly and positively impact civil servant performance. Additionally, job satisfaction not only directly enhances performance but also mediates the effects of work motivation and work discipline on performance. These results underscore the importance of fostering a supportive work environment that enhances job satisfaction to amplify the positive effects of motivation and discipline on employee performance. The study provides valuable insights for government agencies aiming to improve civil servant performance through targeted interventions.

**Keywords:** Work Motivation, Work Discipline, Job Satisfaction, Civil Servant Performance

## 1. Introduction

The performance of civil servants, known in Indonesia as Aparatur Sipil Negara (ASN), plays a vital role in ensuring the efficient and effective functioning of government institutions (Chen et al., 2023; Erlina, 2023). Civil servants are responsible for implementing policies, delivering public services, and maintaining the overall administrative functions that keep government operations running smoothly (Sanjaya & Indrawati, 2023; Turmudhi & Ristianawati, 2023). Therefore, their performance is not only a reflection of individual competency but also a critical determinant of the success of government programs and the trust the public places in these institutions (Barusman, 2019 Jainah et al., 2024; Smith et al., 2024).

In the context of local government offices, where the proximity to the community often translates into direct accountability, the performance of civil servants becomes even more significant. These offices, such as the Public Works and Spatial Planning Office of Pesawaran Regency, are tasked with crucial responsibilities including infrastructure development, urban planning, and the maintenance of public spaces (Barusman & Habiburrahman, 2022; Raras et al., 2024; Hakim et al., 2020). The effectiveness with which civil servants in these offices perform their duties has a direct impact on the quality of life in the community and the overall development of the region (Barusman & Hidayat, 2017).

While numerous studies have explored the factors that influence employee

performance, including those focused on civil servants, there remains a significant gap in the understanding of how work motivation, work discipline, and job satisfaction interact to affect the performance of civil servants, particularly in local government settings (Abdul Rahman & Muhammad Yusuf, 2021; Dewi et al., 2023; Seregig et al., 2021). Work motivation is generally understood as the internal and external factors that drive an individual to achieve goals, while work discipline refers to the adherence to organizational rules and standards. Job satisfaction, on the other hand, is a measure of how content employees are with their job roles, which can significantly influence their commitment and productivity (Jaafar et al., 2017; Magem, 2017; Tuffaha, 2020; Jainah et al., 2024). This study aims to fill this gap by investigating the combined effects of work motivation, work discipline, and job satisfaction on the performance of civil servants at the Public Works and Spatial Planning Office of Pesawaran Regency. Specifically, the study seeks to achieve the following objectives:

1. To determine the influence of work motivation on the performance of civil servants: Understanding how motivation drives civil servants to perform their duties effectively is crucial for developing strategies that enhance their productivity and commitment to public service.
2. To assess the impact of work discipline on the performance of civil servants: Examining the role of discipline in ensuring that civil servants adhere to organizational standards and regulations, which is essential for maintaining order and achieving organizational goals.
3. To evaluate the role of job satisfaction in mediating the effects of work motivation and work discipline on the performance of civil servants: Investigating whether job satisfaction serves as a critical mediator that amplifies or diminishes the impact of motivation and discipline on performance, thereby providing insights into how job satisfaction can be leveraged to improve overall performance.

By addressing these objectives, this study aims to contribute to the broader understanding of civil servant performance in local government contexts and offer practical recommendations for enhancing the effectiveness of government institutions through targeted interventions in motivation, discipline, and job satisfaction.

## 2. Research Method

This study employs a quantitative research design to examine the relationships between work motivation, work discipline, job satisfaction, and the performance of civil servants (Prabawatii, 2019; Jainah & Sulaiman, 2024). The use of multiple linear regression analysis enables the identification and quantification of the direct effects of work motivation and work discipline on performance. Additionally, mediation analysis is conducted to assess the extent to which job satisfaction mediates these relationships, offering a more comprehensive understanding of the factors influencing civil servant performance (Khavis et al., 2020; Krishnan & Loon, 2018; Ryan Pratama & Defrizal, 2024; Zhong & Deng, 2023; Jainah, 2023; Enakesda & Jainah, 2024).

The collected data were analyzed using multiple linear regression to determine the direct effects of work motivation and work discipline on employee performance. This analysis provided insights into how much of the variance in

performance can be explained by these two factors independently.

In addition to the direct effects, a mediation analysis was performed to evaluate the mediating role of job satisfaction in the relationship between work motivation, work discipline, and employee performance. The mediation analysis followed the Baron and Kenny approach, which involves testing for the direct effects of the independent variables (work motivation and work discipline) on the dependent variable (employee performance), as well as the indirect effects through the mediator (job satisfaction). The Sobel test was used to determine the significance of the mediation effects (Rusdiyanto et al., 2024; Rusli & Jainah, 2024).

All statistical analyses were conducted using SPSS software, ensuring robust and accurate interpretation of the data. The results from these analyses provide a comprehensive understanding of how work motivation, work discipline, and job satisfaction interact to influence the performance of civil servants at the Public Works and Spatial Planning Office of Pesawaran Regency.

The descriptive statistics provide an overview of the key variables under study, offering insights into the general perceptions of civil servants at the Public Works and Spatial Planning Office of Pesawaran Regency. The analysis revealed that most respondents reported moderate to high levels of work motivation, work discipline, and job satisfaction. Specifically, the average scores for work motivation and work discipline were relatively high, indicating that employees generally feel motivated and disciplined in their roles. Additionally, the high levels of job satisfaction reported by the respondents suggest that the work environment and conditions are favorable, contributing positively to their overall well-being. Employee performance scores were also found to be generally high, reflecting a workforce that is performing effectively and meeting organizational expectations. These descriptive findings set the foundation for a more detailed examination of how work motivation, work discipline, and job satisfaction collectively influence employee performance.

### Regression Analysis

The multiple linear regression analysis was conducted to explore the relationships between work motivation, work discipline, job satisfaction, and performance. The results are as follows:

**Work Motivation:** The analysis revealed that work motivation positively and significantly influences the performance of civil servants, with a regression coefficient of  $\beta = 0.35$  and a p-value less than 0.01. This indicates that higher levels of work motivation are associated with better employee performance. Motivated employees tend to be more engaged, committed, and willing to go the extra mile, which directly enhances their productivity and overall job performance. This finding is consistent with existing research that highlights the critical role of motivation in driving employee performance across various organizational contexts.

**Work Discipline:** Similarly, work discipline was found to have a positive and significant impact on performance, with a regression coefficient of  $\beta = 0.30$  and a p-value less than 0.01. This underscores the importance of maintaining high standards of discipline within the workplace. Employees who adhere to

organizational rules, exhibit punctuality, and demonstrate a strong commitment to their duties are more likely to perform effectively. The findings suggest that disciplined behavior not only ensures compliance with organizational procedures but also fosters an environment conducive to high performance.

**Job Satisfaction:** Job satisfaction emerged as a significant predictor of performance, with a regression coefficient of  $\beta = 0.40$  and a p-value less than 0.01. Furthermore, the mediation analysis indicated that job satisfaction plays a crucial role in mediating the effects of both work motivation and work discipline on performance. Specifically, job satisfaction was found to partially mediate the relationship between work motivation and performance (indirect effect = 0.14,  $p < 0.05$ ) and fully mediate the relationship between work discipline and performance (indirect effect = 0.12,  $p < 0.05$ ). This implies that while work motivation and discipline directly influence performance, their effects are significantly enhanced when employees are satisfied with their jobs. Satisfied employees are more likely to be engaged, productive, and committed to their work, leading to improved performance outcomes.

### 3. Discussion

The findings of this study underscore the importance of work motivation, work discipline, and job satisfaction in enhancing the performance of civil servants. The significant positive impact of work motivation on performance suggests that fostering a motivating work environment is essential for driving employee engagement and productivity. Similarly, the positive relationship between work discipline and performance highlights the need for maintaining a disciplined workforce to ensure that employees meet organizational standards and expectations.

Job satisfaction was found to be a critical mediating factor in the relationship between work motivation, work discipline, and performance. This suggests that efforts to enhance job satisfaction can significantly amplify the positive effects of motivation and discipline on performance. A conducive work environment that fosters job satisfaction—through factors such as supportive leadership, fair compensation, and opportunities for career development—can lead to better performance outcomes.

The study contributes to the literature by providing empirical evidence on the interplay between work motivation, work discipline, and job satisfaction in the context of civil servants. The findings have important implications for government agencies, particularly those looking to improve employee performance. By implementing targeted interventions that enhance motivation, discipline, and job satisfaction, organizations can create a more productive and effective workforce.

### 4. Conclusion

This study provides valuable insights into the factors that influence the performance of civil servants at the Public Works and Spatial Planning Office of Pesawaran Regency. The findings demonstrate that work motivation, work discipline, and job satisfaction are significant predictors of employee performance. Notably, job satisfaction plays a crucial mediating role, indicating that efforts to improve employee satisfaction can enhance the positive effects of

motivation and discipline on performance.

For government agencies, these findings highlight the importance of focusing on employee well-being and job satisfaction as a means of driving performance. Future research should explore additional factors that may influence performance, such as organizational support, work-life balance, and the availability of professional development opportunities. By deepening our understanding of these dynamics, government institutions can develop more effective strategies for managing and motivating their workforce, ultimately leading to higher levels of organizational performance and service quality.

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