

The Effect of Work Motivation and Work Discipline on Employee Performance at the Residential and Land Housing Office of Cirebon Regency

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Abstract: *This study aims to find out how work motivation and work discipline affect the performance of employees at the Cirebon Regency Housing, Settlement, and Land Office. The research was conducted using quantitative approaches and associative methods. A total of 75 employees were used as respondents to the saturated sample. After data collection, questionnaires were distributed using the Likert scale and then analyzed by multiple linear regression using the SPSS program version 25. The results of the study show that work motivation and work discipline have a positive and significant influence on employee performance, overall, work motivation and work discipline significantly improve the performance of employees in this office. Therefore, this research is expected to be the basis for government organizations to formulate human resource management policies, especially regarding how to increase motivation and work discipline so that they can achieve the best level of performance*

INTRODUCTION

The Cirebon Regency Housing, Settlement and Land Office is a local government agency that has a strategic role in providing housing services, arranging residential areas, and land management. As a public sector organization, the success of the implementation of regional development programs is highly determined by the quality of human resources (HR), especially employee performance. Employee performance is the main indicator in assessing the effectiveness of the organization and the level of success of public services provided to the community. In the context of public administration, optimal performance is not only influenced by technical abilities, but also by work behavior factors such as motivation and discipline Riwukore et al., (2022).

Based on the 2023 Cirebon Regency Government Agency Performance Report (LKIP) (KAB.CIREBON, 2023), there are still several performance indicators that have not been achieved optimally. In addition, employee attendance data shows fluctuations in the level of discipline, such as tardiness, work permits, and absences in certain periods. This condition indicates that there are problems in the aspect of motivation and work discipline that have the potential to affect employee performance. A similar phenomenon has also been found in various

studies that state that low discipline and work motivation are common obstacles in public sector organizations (Bahasoan & Baharuddin, 2023 : Hasanudin & Nugroho, 2023).

The results of observations in the field show that some employees have a relatively low level of initiative in completing work and are less active in official activities. Employees tend to work only to fulfill formal obligations without any encouragement to improve work performance. This condition, if not managed properly, can reduce the productivity and effectiveness of the organization. According to Maryani et al., (2021), employees with high work motivation tend to have better work morale, loyalty, and responsibility in achieving organizational goals.

Work motivation is an internal and external factor that drives individuals to act in achieving certain goals. Research (Gane Arinata & Darwin, 2024) shows that work motivation has a positive and significant effect on employee performance in government agencies. This is reinforced by (Tarae & Sundari, 2024) which states that increased work motivation will be followed by a significant improvement in employee performance. In addition, Burhanudin et al., (2023) also found that work motivation has a real contribution to increasing employee productivity.

On the other hand, work discipline is an important aspect in creating order and compliance with organizational rules. Discipline reflects the employee's responsibility in carrying out duties according to the standards that have been set. Research Kurniawan et al., (2022) shows that work discipline has a significant effect on improving employee performance. This is in line with the findings (Riwukore et al., 2022) which state that good work discipline is able to improve the efficiency and quality of public services. In fact, Budiana et al., (2023) emphasized that work discipline has a more dominant influence than other variables in improving employee performance.

Furthermore, empirical research shows that work motivation and work discipline simultaneously have a significant influence on employee performance. Setiawan, D., & Iskandar, (2021) found that a combination of motivation and discipline can significantly increase organizational effectiveness. Similar findings were also put forward by Hasnakamilah & Joko Purnomo, (2023) who stated that the two variables complement each other in determining the quality of employee performance.

However, the results of previous studies still show inconsistencies, where some studies have found that one of the variables does not have a significant effect on performance. These differences in results show that there is a research gap that needs to be studied further, especially in the context of local government agencies that have different characteristics and challenges compared to other sectors. Therefore, more specific research is needed to analyze the influence of work motivation and work discipline on employee performance at the Housing, Settlement Areas, and Land Office of Cirebon Regency.

LITERATURE REVIEW

Employee Performance

Employee performance is the result of work achieved by individuals in carrying out their duties and responsibilities in accordance with organizational standards. Performance reflects the level of success of employees in achieving goals effectively and efficiently. According to Hasibuan, Malayu, (2022), performance is the result of work achieved by a person based on skill, experience, seriousness, and time. Meanwhile, the theory of performance management put forward by Armstrong & Baron, (2005) explains that performance is influenced by Ability, Motivation, and Opportunity (AMO model). This means that the achievement of optimal

performance is not only determined by individual abilities, but also by the motivation and opportunities provided by the organization. Based on the theoretical foundation, the performance indicators of employees in this study include: effectiveness, responsibility, discipline, and initiative.

Work Motivation

Work motivation is an internal and external drive that creates work morale so that employees are encouraged to achieve organizational goals optimally. Motivation plays an important role in improving employee commitment and quality of work. This study uses *the Two Factor Theory* proposed by Frederick Herzberg (1959), which distinguishes between motivating (intrinsic) and hygiene (extrinsic) factors. Intrinsic factors such as achievement, recognition, and responsibility play a role in increasing satisfaction and performance, while extrinsic factors such as organizational policies and working conditions serve to prevent dissatisfaction.

In addition, *the Self-Determination Theory* of Ryan & Deci, (2000) emphasizes the importance of fulfilling the needs of autonomy, competence, and connectedness in building sustainable intrinsic motivation. The indicators of work motivation in this study include: *the work itself*, achievement, opportunities for *advancement*, *recognition*, and *responsibility*.

Work Discipline

Work discipline is the awareness and willingness of employees to comply with the rules and norms that apply in the organization. Discipline reflects the responsibility of individuals in carrying out tasks consistently and in an orderly manner. According to Hasibuan, Malayu, (2022), work discipline is an important function in human resource management because the better the level of employee discipline, the higher the work achievement that can be achieved. This variable is supported by Skinner, (1963) Reinforcement Theory, which states that behavior can be formed through reward and punishment systems. Positive and negative reinforcement will affect the consistency of disciplined behavior at work. Indicators of work discipline in this study include: attendance, compliance with work regulations, level of vigilance, and working ethically.

METHOD

This study uses a quantitative approach to test the influence of Work Motivation (X_1) and Work Discipline (X_2) on Employee Performance (Y). Population, according to Sugiyono, (2020), is all objects or subjects that have certain characteristics to be researched and conclusions drawn. The population in this study is all employees of the Cirebon Regency Housing, Settlement and Land Office totaling 75 people, with saturated sampling techniques so that the entire population is used as a sample. Data were obtained through a Likert scale questionnaire and analyzed using instrument tests (validity test and reliability test), classical assumption test (normality test, multicollinearity test, and heteroscedasticity test), hypothesis test (F test and t test), multiple linear regression analysis, and determination coefficient (R^2) using the help of SPSS version 25 program. The framework of toritis is described as follows:

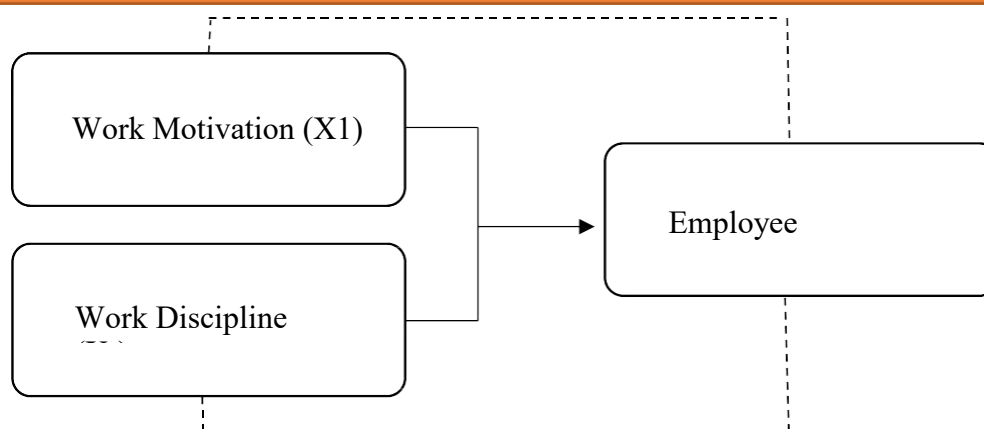


Figure 1. Frame of Mind

RESULT AND DISCUSSION

Validity Test

The validity test was carried out with *Pearson Product Moment* correlation using SPSS software version 25. An item is declared valid if *the value r counts > r of the table* ($\alpha = 0.05$). Correlation testing was performed with the Pearson correlation coefficient with one degree of freedom ($df = 75 - 2 = 73$ for a significance level of 0.05, which resulted in a table value $r = 0.228$. The results of the validity test can be seen from the table below:

Table. 1 Validity Test Results

Work Motivation (X1)			
Item	r count	r table (0.228)	Criteria
P1	0,674	0,228	Valid
P2	0,789	0,228	Valid
P3	0,768	0,228	Valid
P4	0,698	0,228	Valid
P5	0,661	0,228	Valid
P6	0,713	0,228	Valid
Work Discipline (X2)			
Item	r count	r table (0,228)	Criteria
P1	0,716	0,228	Valid
P2	0,768	0,228	Valid
P3	0,729	0,228	Valid
P4	0,704	0,228	Valid
P5	0,747	0,228	Valid
P6	0,594	0,228	Valid
P7	0,784	0,228	Valid
P8	0,741	0,228	Valid
Employee Performance (Y)			
Item	r count	r table (0,228)	Criteria
P1	0,583	0,228	Valid
P2	0,722	0,228	Valid

P3	0,693	0,228	Valid
P4	0,734	0,228	Valid

Source: Primary Data 2025, (processed)

The results of the validity test showed that statements about the variables of work motivation (X1), work discipline (X2), and employee performance (Y) had a value of r calculated $> r$ table (0.228). Therefore, each statement is considered valid and suitable for use as a research instrument.

Reliability Test

Reliability testing is carried out to ensure that the research instrument is consistent and reliable in measuring the variables being studied. It is said to be realistic if Cronbach's Alpha value > 0.70 .

Table. 2 Reliability Test Results

Variabel	Cronbach's Alpha	Criteria
Work Motivation (X1)	0,801	Reliabel
Work Discipline (X2)	0,862	Reliabel
Employee Performance (Y)	0,814	Reliabel

Source: Primary Data 2025, (processed)

Based on the test results, the Cronbach's Alpha value of all items was > 0.70 , so the data was said to be realistic.

Normality Test

The normality test is intended to ascertain whether the study variable, such as a dependent variable, an independent variable, or both, follows or approaches a normal distribution, the normality test looks at the normal distribution. Testing can be performed using the Kolmogorov-Smirnov method. The data is declared to be normally distributed if the significance value is > 0.05 .

Table. 3 Results of the Normality Test (Kolmogorov-Smirnov Test)

		Unstandardized Residual
N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Hours of deviation	2.58350258
Most Extreme Differences	Absolute	.090
	Positive	.071
	Negative	-.090
Test Statistic		.090
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Primary Data 2025, (processed)

The results show that the value of Asymp. Sig. (2-tailed) of $0.200 > 0.05$. Therefore, the

data of this study is spread normally.

Multicollinearity Test

This test was carried out by looking at *the value of Variance Inflation Factor (VIF)* and *Tolerance*. Provided that the VIF value is < 10 and *the tolerance* is > 0.10 .

Table. 4 Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work motivation	.815	1.227
	Work discipline	.815	1.227

Source: Primary Data 2025, (processed)

The test results showed that the variables of work motivation and work discipline had a tolerance value of 0.815, while the VIF for both was 1.227. This shows that the regression model does not show a multicollinearity disturbance between independent variables.

Heteroscedasticity Test

The heteroscedasticity test conducted by the researcher used the Glejser method. If the Sig value is > 0.05 , then there are no symptoms of heteroscedasticity.

Table. 5 Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	-.371	2.097		-.177	.860
	Work motivation	.059	.072	.105	.816	.417
	Work discipline	.027	.060	.059	.455	.650

Source: Primary Data 2025, (processed)

The test results showed that the variables of work motivation and work discipline had significance values of 0.417 and 0.650, of which > 0.05 . So it can be concluded that heteroscedasticity does not occur.

Multiple Linear Regression Analysis Test

Table. 6 Results of Multiple Linear Regression Analysis Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	14.241	3.542		4.020	.000
	Work motivation	.331	.122	.295	2.711	.008
	Work discipline	.331	.101	.358	3.295	.002

Source: Primary Data 2025, (processed)

Based on the results of multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 14.241 + 0.331X_1 + 0.331X_2$$

- 1) A positive value constant value of 14.241 indicates that the constant value of employee performance will remain the same even when work motivation and work discipline are 0.
- 2) The value of the regression coefficient of the work motivation variable (X_1) showed a positive value of 0.331 and a significance level of 0.008 (<0.05), indicating that work motivation has a positive and significant influence on employee performance (Y). This shows that employee performance (Y) increased by 0.331 with an increase of one unit of work motivation (X_1).
- 3) The value of the regression coefficient of the work discipline variable (X_2) of 0.331 and the significance level of 0.002 (<0.05), had a significant and positive influence on employee performance (Y). This means that employee performance (Y) increases by 0.331 every time there is a one-unit increase in work discipline (X_2).

Coefficient of Determination Test (R^2)

Table. 7 Coefficient Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553a	.306	.287	2.619

Source: Primary Data 2025, (processed)

Based on the results of the determination coefficient test, the Adjusted R Square value was obtained of 0.287. These results show that 28.7% of differences in employee performance can be caused by work motivation and work discipline. Other variables derived from the research model not examined in this study, such as leadership, work environment, and other individual factors, influenced 71.3% of the total.

Uji Hypothesis

T test (Partial)

Table. 8 Results of the t-test (partial)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	14.241	3.542		4.020	.000
	Work motivation	.331	.122	.295	2.711	.008
	Work discipline	.331	.101	.358	3.295	.002

Source: Primary Data 2025, (processed)

The results of the t-test showed that the work motivation variable, with a significance level of 0.008 (<0.05), and the work discipline variable, with a significance level of 0.002 (<0.05), had a significant influence on employee performance.

F Test (Simultaneous)

Table. 9 F Test Results (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	218.008	2	109.004	15.890	.000b

	Residual	493.912	72	6.860		
	Total	711.920	74			

Source: Primary Data 2025, (processed)

The results of the analysis F show a significance value of 0.000 (no more than 0.05). This shows that work motivation and work discipline variables have a simultaneous significant influence on employee performance variables.

Discussion

The Effect of Work Motivation (X1) on the Performance of Employees (Y) of the Cirebon Regency Housing and Land Office.

After the data were entered into the SPSS program version 25, the researchers found a t-value of 2.711 and a t-table value with a degree of freedom of one ($df = 75 - 2 = 73$), with a significance level of 0.05 at 1.993. The results showed that, because the t-value was greater than the t-table value (2.711 was greater than 1.993), employees of the Cirebon Regency Housing, Residential Area, and Land Office benefited significantly from work motivation. This shows that employee performance is influenced by work motivation in the organization; Conversely, performance will decline if the organization does not cultivate enough work motivation. The results of this study are in line with the research Gane Arinata & Darwin, (2024) and Riwukore et al., (2022) which states that work motivation has a positive and significant influence on employee performance. Thus, the results of this study are in line with Herzberg's Two-Factor Theory (1959) as described in Miner, (2015) that intrinsic factors, such as achievement and recognition, have an important role in encouraging employees to work better because they are directly related to job satisfaction itself. This study found that work motivation has a significant and positive influence on employee performance in other words, the higher the employee's work motivation, the better their performance.

The Effect of Work Discipline (X2) on the Performance of Employees (Y) of the Housing Office of Residential Areas and Land of Cirebon Regency.

The results of the study, which was conducted using the SPSS version 25 program, produced a t-value of 3.295 and a t-table value with one degree of freedom (df) of $75 - 2 = 73$, and a significance level of 0.05 of 1.993. These results show that a t-value greater than the t-table value (3.295 is greater than 1.993) has a significant and positive influence on employee performance in the Housing Office, Residential Areas This shows that work discipline improves employee performance, while lack of discipline decreases performance. The results of the above research are strengthened by the results of research conducted by Sitorus et al, (2025) With a significance level of 0.002 (< 0.05) and a regression coefficient of 0.438, it shows that work discipline has a positive and significant impact on employee performance. Thus, an increase in work discipline leads to a significant increase in performance, which shows that discipline is one of the most important determinants of performance in public sector organizations. This is in line with the statement Burhanudin et al (2023) that the company cannot achieve its goals if there is no high work discipline, therefore discipline must be upheld.

The Effect of Work Motivation (X1) and Work Discipline (X2) on the Performance of Employees (Y) of the Residential and Land Housing Office of Cirebon Regency.

The results of the simultaneous test (F test) showed that work discipline and work motivation had a significant influence on employee performance. Value f_{Count} of 15.890 at a significance level of 0.05 and a value of f_{Table} by 3.12. Degree of freedom (dkk1) numerator = number of independent variables -1 or 3-1, and degree of freedom (dkk2) denominator = number

of cases - number of variables = $75 - 3 = 72$. Since $15.890 > 3.12$ can be concluded that $f_{\text{Count}} > f_{\text{Table}}$, which shows that work motivation and work discipline have a significant impact on the performance of employees of the Cirebon Regency Housing and Land Office. The results of the third hypothesis show that work discipline and work motivation together affect 15.890 percent of overall performance. Other variables outside of the study affect the remaining portion. If discipline and work motivation are applied correctly, employee performance will improve significantly. These results are consistent with previous research conducted by Burhanudin et al., (2023) with title *The Effect of Work Motivation and Work Discipline on Employee Performance*. The results showed that work discipline and work motivation affected employee performance simultaneously, with an F value of 83.462 and a significance level of 0.000, with a significance level of 0.05. This shows that the performance of workers at the Wates Post Office, Kulon Progo District, Special Province of Yogyakarta, is influenced by their work discipline and work motivation. As a result, companies must consider various other supporting components to ensure that efforts to improve employee performance are carried out optimally and sustainably.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that work motivation and work discipline have an important role in improving employee performance at the Housing, Settlement Area, and Land Office of Cirebon Regency. The results of the analysis show that partially work motivation has a positive and significant effect on employee performance, which means that the higher the level of motivation that employees have, the better the performance produced. Similarly, work discipline has been proven to have a positive and significant influence on employee performance, so that the level of compliance with rules, punctuality, and work responsibility are important factors in supporting employee productivity improvement.

Simultaneously, work motivation and work discipline have also been shown to have a significant effect on employee performance, which shows that the two variables complement each other in encouraging improvement in organizational performance. The research model used was able to explain the variation in employee performance by 28.7%, while the remaining 71.3% was influenced by other factors outside the study such as leadership, work environment, and individual characteristics of employees. Thus, it can be emphasized that increasing work motivation and consistently enforcing work discipline is an effective strategy in improving employee performance in the public sector.

This research has several limitations that need to be considered. First, this study only uses two independent variables, namely work motivation and work discipline, so it has not been able to comprehensively explain other factors that affect employee performance. Second, the scope of research is limited to one local government agency, so the research results cannot be generalized widely to other agencies or sectors. Third, the research method used is quantitative with a questionnaire approach, so that there is subjectivity in filling in the answers by respondents.

Based on these limitations, it is recommended for the next researcher to add other relevant variables such as leadership style, work environment, organizational culture, and workload in order to provide a more comprehensive picture of the factors that affect employee performance. In addition, further research is expected to expand the research objects in various different agencies or sectors to increase the generalization of research results. The use of mixed research methods is also recommended in order to gain a deeper understanding through a combination of quantitative and qualitative data.

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