

The Influence of Work Discipline and Work Motivation on Employee Performance at The Agency for Personnel and Human Resource Development (BKPSDM) of Malang City

Ludovikus Budiman^{1*}, Cakti Indra Gunawan², and Moh. Askiyanto³

*Correspondence Author: ludovikusbudiman23@gmail.com

^{1,2,3} Management, Faculty of Economics, University of Tribhuwana Tungadewi, Malang, Indonesia

INDEXING

Keywords:

Keyword 1; Work Discipline
Keyword 2; Work Motivation
Keyword 3; Employee Performance
Keyword 4; Development Agency
Keyword 5; Human Resource Development

ABSTRACT

The purpose of this study was to determine the effect of work discipline and work motivation on employee performance at the Malang City Human Resources Development and Personnel Agency (BKPSDM), both partially and simultaneously. This study used a quantitative method. The population consisted of all 44 employees at the BKPSDM office in Malang City. The sampling technique used total sampling. The instrument used a questionnaire. Data analysis in this study used multiple linear regression analysis. Hypothesis testing was conducted using the t-test (partial) and the F-test (simultaneous). The results of the multiple linear regression showed that both independent variables had positive regression coefficient values. In addition, the R Square (R^2) value obtained was 0.768, indicating that the contribution of the independent variables to the dependent variable was 76.8%. The results of the partial hypothesis test (t-test) show that both independent variables have a t-value greater than the t-table value, with a significance level of less than 0.05. Meanwhile, the results of the simultaneous hypothesis test (F-test) also indicate that the F-value is greater than the F-table value, with a significance level below 0.05. Therefore, it can be concluded that work discipline and work motivation have a significant effect on employee performance at the Malang City Human Resources Development and Personnel Agency (BKPSDM), both partially and simultaneously. The leadership of BKPSDM Malang City is advised to integrate policies to improve discipline and motivation simultaneously, so that both aspects can complement each other in improving the quality of employee performance in a sustainable manner.

Article History

Received: 19 March 2026; Revised: 10 April 2026; Accepted: 13 April 2026

Publish: 15 April 2026

INTRODUCTION

Human Resources (HR) are a key asset in any organization, whether for-profit or non-profit, such as government agencies. In the context of government, the successful implementation of bureaucratic duties and functions depends heavily on the quality and performance of its employees (Gunawan et al., 2024). Human resources, as workers or employees, are the most important asset of a company because they possess the talent, energy, and creativity required to achieve organizational goals (Asriyanti, et al., 2024). As public demand for fast, accurate, and transparent public services increases, government agencies are required to continuously improve their performance and efficiency in service delivery. One regional government agency with a strategic role in managing the state civil service is the Human Resources Development and Personnel Agency (BKPSDM). According to Refra (2021), discipline refers to an individual's awareness and willingness to comply with all company regulations and applicable social norms. Good discipline reflects a strong sense of responsibility for assigned tasks. In addition, work motivation also has a significant influence on employee performance.

Work motivation reflects the internal and external drives that drive a person to behave, act, and perform according to organizational expectations. This shows that work motivation not only directly impacts performance but also increases employee satisfaction with their work (Askiyanto et al., 2023).

Several previous studies on the same topic, namely by Dewi and Trihudiyatmanto (2020), Nurasia (2022), Farhan and Indriyaningrum (2023), Agustriani et al. (2022), Farras (2022), as well as research Rahmawan and Masruroh (2020).

Based on the issues outlined above, the researcher has strong reasons for selecting the title “The Influence of Work Discipline and Work Motivation on Employee Performance at the Malang City Human Resources and Development Agency (BKPSDM).” By choosing this title, the researcher aims to understand the extent to which work discipline and work motivation affect employee performance at the Malang City Human Resources and Development Agency (BKPSDM).

LITERATURE REVIEW

1. Work Discipline

According to Maryani (2021), work discipline is defined as an attitude or behavior of an employee in an organization to always obey, appreciate, and respect the various regulations and norms that have been established by the organization in order to achieve organizational goals.

2. Work motivation

Work motivation is the drive that drives someone to work to achieve a predetermined goal. Motivation is a driving force that generates enthusiasm for work, encouraging individuals to collaborate, work effectively, and utilize all their abilities and efforts to achieve satisfaction.

3. Employee Performance

The amount and quality of work that a person produces while carrying out their obligations in line with their allocated duties.

RESEARCH METHOD

1. Types of research

This study employs a quantitative approach with an investigative method, in which the population and sample are examined using questionnaires as the primary data collection tool. In terms of the relationships studied, this research analyzes the influence of work discipline and work motivation on employee performance at the Malang City Human Resources Development and Personnel Agency (BKPSDM).

2. Location and Time of Research

his study was conducted at Jl. Tugu No. 1, Kiduldalem, Klojen District, Malang City, East Java 65119. The research is scheduled to be carried out for one full month in November 2025.

3. Population and sample

A population is a generalization area consisting of objects or individuals with specific characteristics selected by the researcher to be studied and used as a basis for drawing conclusions. Based on this view, the population in this study consists of all 44 employees at the Office of the Human Resources Development and Personnel Agency (BKPSDM). The research data were obtained from a survey conducted in May 2025 involving employees of the Malang City Human Resources Development and Personnel Agency (BKPSDM).

A sample is a part of the population along with its characteristics. As a representative of the population, the sample must reflect the traits or characteristics found in the population. In this study, the sample was taken from the target population, namely 44 employees at the Malang City Human Resources Development and Personnel Agency (BKPSDM).

4. Data collection steps

1) Data primer

Primary data is data that comes from a primary source, either from an individual or a private person, such as through filling out questionnaires and interviews conducted by researchers.

2) Data seconds

Secondary data refers to research data sources obtained indirectly through intermediaries or third parties who have previously collected and recorded the data. This data may include information such as company history, organizational structure, company location, and other references such as journals.

5. Data collection techniques

1. Questionnaire

A questionnaire as a technique for gathering data that involves providing respondents with a list of written questions or statements to complete.

2. Interview

Interviews are used as a data collection technique if researchers want to conduct preliminary studies to find problems that need to be researched, and also if researchers want to know things from respondents in more depth.

3. Observation

Observation is a method of gathering data that differs from other methods in certain ways. People are not the only natural items that can be observed.

4. Documentation

Documentation is a data collection technique that involves gathering information from various written and visual sources, such as books, archives, documents, written figures, photos, and reports that can support the research process.

6. Data analysis

1. Multiple linear regression analysis

One of the most commonly used statistical techniques for analyzing the relationship between the dependent variable (Y) and independent variables (X) is multiple linear regression. According to Researchers utilize multiple linear regression analysis to forecast the condition (rise and fall) of independent variables (criteria) when two or more independent variables are altered as predictors (their values are increased or decreased).

2. Regression coefficient analysis (R²)

The coefficient of determination is a measure of how closely the regression line or estimated values fit the real sample data. When the correlation coefficient is known, squaring it yields the coefficient of determination.

The following formula can be used to determine the coefficient of determination's magnitude:

$$Kd = R^2 \times 100\%.$$

Information:

Kd = Coefficient of Determination

R² = Correlation Coefficient

3. Partial test (t-test)

The partial test, or t-test, is used to examine the effectiveness of the partial regression coefficient. Assuming other independent variables remain constant, the t-test essentially shows how much each independent variable influences the dependent variable.

- a. An independent variable is considered to have a significant partial effect on the dependent variable if the probability value is lower than the significance level (sig. < 0.05).
- b. An independent variable is considered to have no significant partial effect on the dependent variable if the probability value is higher than the significance level (sig. > 0.05).

4. Simultaneous test (f test)

F-test seeks to ascertain whether the dependent variable is affected by the combined independent factors. It is also used to measure the extent of changes in value caused by the simultaneous effect of all independent variables. To conduct the experiment, the intrinsic value of the determined f is evaluated. If the significance value dips below 0.05, the hypothesis will be rejected as this would imply that the independent variable greatly affects the dependent variable. Conversely, the hypothesis will be accepted should the significance value surpass 0.05, meaning the independent variable has little influence on the dependent variable.

RESULT AND DISCUSSION

1. Multiple Linear Regression Test

To ascertain how much independent variables affect dependent variables, multiple linear regression analysis is utilized.

Table 1 Multiple Linear Regression Test

| Variables | Unstandardized Coefficients | | Standardized Coefficients Beta | Is. |
|-----------------------------------|-----------------------------|------------|--------------------------------|----------|
| | B | Std. Error | Beta | |
| Permanent | 3,905 | 1,817 | | |
| Work discipline (X ₁) | 0,780 | 0,118 | .657 | Positive |
| Work motivation (X ₂) | 0,453 | 0,155 | .291 | Positive |

Source: Processed data, 2025

Based on Table 1. above, the following multiple regression equation model was created:

$$Y = a + b_1X_1 + b_2X_2 + \text{and}$$

$$Y = 3,905a + 0,780X_1 + 0,453X_2$$

Based on the regression equation above, it can be explained as follows:

- a. The constant of 3.905 means that if the value of the work discipline variable (X₁) and work motivation (X₂) the value is 0, then the value of the employee performance variable (Y) is 3.905,
- b. The regression coefficient of the work discipline variable (X₁) of 0.780 indicates that a 1-unit increase in work discipline will increase employee performance (Y) by 0.780. Conversely, if work discipline (X₁) decreases by 1 unit, employee performance (Y) will also decrease by 0.780. The results of this regression analysis indicate that work discipline has a positive effect on employee performance.
- c. Regression coefficient of work motivation variable (X₂) of 0.453 means that if the work motivation variable (X₂) increases by 1, then the employee performance variable (Y) will increase by 0.453. On the other hand, if work motivation (X₁)

experiences a decrease of 1, then the employee performance variable (Y) will experience a decrease of 0.453. The results of this regression analysis indicate that work motivation has a positive effect on employee performance.

2. Coefficient of Determination Test (R²)

The coefficient of determination (R²) basically evaluates the degree to which the independent variables explain the variance in the dependent variable using the model. The results of the coefficient of determination analysis (R²) are shown in the table below:

Table 2 Test of the Coefficient of Determination (R²)

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------|----------|-------------------|----------------------------|
| 0,876a | 0,768 | 0,756 | 0,85876 |

Source: Processed data, 2025

The results of the simple regression analysis show an R Square (R²) value of 0.768, meaning that the contribution of work discipline and work motivation to employee performance is 76.8%. The remaining 0.232 (23.2%) is influenced by other factors or variables not included in this study.

3. Partial t-test

A t-test was conducted to determine the partial effect of work discipline and work motivation on employee performance at the Malang City Human Resources Development and Personnel Agency (BKPSDM). The magnitude of the influence of the independent variables on the dependent variable can be seen in the following table.

Table 3 t-test (partial)

| Variables | t _{count} | t _{table} | Sig t |
|-----------------------------------|--------------------|--------------------|-------|
| Work discipline (X ₁) | 6,600 | 2,020 | 0,000 |
| Work motivation (X ₂) | 2,924 | 2,020 | 0,006 |

Source: Processed data, 2025

Based on Table 3 Above, the results of hypothesis testing using the t-test are known as follows:

1. The work discipline variable (X₁) has a t-value greater than the t-table value (6.600 > 2.020) with a significance value of 0.000 (p < 0.05). This indicates that hypothesis H₁ is accepted, meaning that work discipline partially has a significant effect on employee performance at the Malang City Human Resources Development and Personnel Agency (BKPSDM).
2. The work motivation variable (X₂) has a t-value greater than the t-table value (2.924 > 2.020) with a significance value of 0.006 (p < 0.05). This indicates that hypothesis H₂ is accepted, meaning that work motivation partially has a significant effect on employee performance at the Malang City Human Resources Development and Personnel Agency (BKPSDM).

4. F Test (Simultaneous)

The F-test was conducted to examine the simultaneous (joint) effect of work discipline and work motivation variables on employee performance at the Malang City Human Resources Development and Personnel Agency (BKPSDM) by comparing the F_{count} and F_{table} values as follows.

Table 4 f-test (Simultaneous)

| Variables | F _{count} | F _{table} | Mr. F |
|-----------------------------------|--------------------|--------------------|-------|
| Work discipline (X ₁) | 67,762 | 3,226 | 0,000 |
| Work motivation (X ₂) | | | |

Source: Processed data, 2025

Based on Table 4 above, it is known that the work discipline variable (X1) and work motivation (X2) have an F-value greater than the F-table value ($67.762 > 3.226$) with a significance value of 0.000 ($p < 0.05$). It can be concluded that hypothesis H3 is accepted, meaning that work discipline and work motivation simultaneously (together) have a significant influence on employee performance at the Malang City Human Resources Development and Personnel Agency (BKPSDM).

CONCLUSION

Based on the results of the research and discussion in the previous chapter, it can be concluded that: 1) Work discipline has a positive and significant effect on employee performance at the Malang City Human Resources Development and Personnel Agency (BKPSDM). 2) Work motivation also has a positive and significant effect on employee performance at BKPSDM Malang City. 3) Work discipline and work motivation simultaneously (together) have a significant effect on employee performance at BKPSDM Malang City.

REFERENCES

Authored Book

Gunawan, C. I. (2024). Strategi manajemen sumber daya manusia. CV IRDH.

Journal Article

- Agustriani, R., Ratnasari, S. L., & Zamora, R. (2022). Pengaruh disiplin kerja, komunikasi, motivasi kerja, dan lingkungan kerja terhadap kinerja karyawan. *Jurnal Trias Politika*, 4(1), 104–122.
- Askiyanto, M., Lestari, E., & Mukid, M. (2023). The influence of work motivation and work discipline on employee performance through job satisfaction on employees at CV Kurnia Fitri Ayu Farm. *PENANOMICS: International Journal of Economics*, 2(2), 1–13.
- Asriyanti, S., Febrianti, A. A., Wulansari, F. N., Mubarak, S., & Anshori, M. I. (2024). Peran strategi manajemen sumber daya manusia dalam meningkatkan produktivitas kerja karyawan. *PPIMAN: Pusat Publikasi Ilmu Manajemen*, 2(3), 8–21.
- Dewi, S. A., & Trihudiyatmanto, M. (2020). Analisis pengaruh disiplin kerja, motivasi kerja dan lingkungan kerja terhadap kinerja pegawai (Studi pada perangkat desa di Kecamatan Punggelan Kabupaten Banjarnegara). *Journal of Economic, Business and Engineering (JEBE)*, 2(1), 113-122.
- Farhan, R. M., & Indriyaningrum, K. (2023). PENGARUH DISIPLIN KERJA, MOTIVASI KERJA DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN. *Jurnal Visionida*, 9(1).
- Farras, A. M. (2022). Pengaruh motivasi kerja, disiplin kerja dan lingkungan kerja terhadap kinerja karyawan pondok pesantren. *Jurnal Tafidu*, 1(4), 286–301.
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2), 1-16.
- Nurasia, J. (2022). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja pegawai pada masa Pandemi Covid 19 (Studi Kasus Dinas Kesehatan Provinsi Jambi). *Jurnal Manajemen Terapan Dan Keuangan*, 11(01), 77-90.

- Rahmawan, A., & Masruroh, S. (2020). Pengaruh motivasi, pengawasan dan disiplin kerja terhadap kinerja pegawai. *Journal Management and Business Applied*, 1(1), 35–45.
- Refra, M. S. (2021). Peranan Kepemimpinan Dalam Meningkatkan Disiplin Kerja Pegawai Di Kantor Distrik Malaimsimsa Kota Sorong. *Gema Kampus IISIP YAPIS Biak*, 16(2), 24-30.