

## The Influence of Discipline and Work Motivation on Employee Productivity Improvement

<sup>1</sup>Sahrudin Malik, <sup>2</sup>Aras Solong, <sup>3</sup>Subhan Djaya, <sup>4</sup>Khaerunnisa Sucipto

<sup>1,2,3</sup>Universitas Islam Makassar, Indonesia

<sup>4</sup>Student, Universitas Islam Makassar, Indonesia

### Abstract

This study aims to analyze the influence of discipline and work motivation on employee productivity at the Panakkukang District Office, Makassar City. Employee productivity is a crucial factor in achieving institutional goals, and both discipline and motivation play significant roles in enhancing work performance. This research employs a quantitative approach, using primary data collected through questionnaires and observations of employees. The analysis includes validity and reliability tests, as well as hypothesis testing using the F-test, T-test, multiple linear regression, and the coefficient of determination ( $R^2$ ). A total of 60 respondents were selected using the Slovin sampling technique. The findings reveal that the discipline variable has a significant positive effect on work productivity, as indicated by the t-test results ( $t\text{-calculated} = 7.132 > t\text{-table} = 2.002$ ). Similarly, work motivation also significantly influences work productivity ( $t\text{-calculated} = 19.614 > t\text{-table} = 2.002$ ). The F-test results show that discipline and work motivation simultaneously impact work productivity ( $F\text{-calculated} = 824.481 > F\text{-table} = 3.16$ ). The multiple linear regression analysis further confirms the positive impact, with a coefficient of determination ( $R^2$ ) of 96.5%, meaning that the independent variables account for 96.5% of the variation in work productivity, while the remaining 3.5% is influenced by other factors not examined in this study.

**Keywords:** discipline, motivation, productivity, performance, efficiency

### 1. Introduction

Every organization aspires to achieve significant progress and ensure high levels of productivity among its employees (Debby et al., 2021; Syahrir et al., 2021). Productivity plays a crucial role in determining the success and sustainability of an organization. In order to optimize productivity, several factors must be considered, including natural resources, labor, capital, and expertise. Among these, human resources are the most critical, as employees are the driving force behind all institutional activities (Umar et al., 2019). Their skills, creativity, discipline, and motivation contribute significantly to the overall efficiency and success of an organization. Employees do not merely function as workers; they are key stakeholders who determine the effectiveness of an institution's operations (Zacharias et al., 2021).

Work motivation is a fundamental factor that influences employee performance. Motivation refers to the internal and external forces that drive individuals to achieve their goals and contribute effectively to their organizations. Motivated employees tend to be more engaged, committed, and willing to put in extra effort to achieve optimal results. On the other hand, a lack of motivation can lead to decreased enthusiasm, poor work quality, and reduced efficiency. Employees who feel undervalued or dissatisfied with their work conditions often experience low productivity. Factors such as inadequate compensation, lack of recognition, and an unstructured work environment can further contribute to demotivation. Therefore, organizations must implement effective strategies to boost employee motivation, ensuring a positive and productive workplace culture (Jufri et al., 2021).

Discipline is another critical factor that plays a vital role in maintaining work efficiency and effectiveness. Discipline refers to an employee's adherence to organizational rules, regulations, and ethical standards. It encompasses punctuality, responsibility, accountability, and a commitment to completing assigned tasks in a timely and efficient manner. Employees with strong discipline exhibit professionalism, work ethic, and dedication to their roles (Arifuddin et al., 2021). Conversely, a lack of

discipline can lead to inefficiency, errors, and delays in work processes, ultimately hindering the achievement of organizational goals. Common signs of poor discipline include frequent absenteeism, tardiness, non-compliance with workplace policies, and a general lack of accountability. When such issues persist, they can create a negative work environment, decrease morale, and lead to declining productivity.

In the context of organizational culture, productivity should not only be measured in terms of physical output but also in terms of attitudes, values, and work ethics. Productive employees continuously strive for improvement, seeking to enhance their skills and performance over time. A workplace that fosters a culture of productivity encourages employees to take initiative, work efficiently, and uphold high professional standards without constant supervision. Employees who embrace productivity as a mindset are more likely to contribute positively to the organization's growth and long-term success (Nellyanti, Gunawan, Azis, et al., 2021; Nellyanti, Gunawan, Aziz, et al., 2021).

Despite the importance of discipline and motivation, many organizations continue to face challenges related to employee performance. At the Panakkukang District Office in Makassar City, employee productivity has not yet reached optimal levels. Observations indicate that some employees struggle with discipline-related issues, such as frequent tardiness, leaving work early, and failure to adhere to office regulations. These behaviors not only disrupt daily operations but also affect the overall performance and efficiency of the organization. Additionally, insufficient motivation among employees may contribute to a lack of enthusiasm and engagement in their work, further impacting productivity. Without adequate motivation and discipline, achieving high levels of performance becomes increasingly difficult (Nengsih et al., 2021).

Given these concerns, this study seeks to analyze the impact of discipline and work motivation on employee productivity at the Panakkukang District Office. Specifically, this research aims to determine whether discipline and motivation significantly influence productivity both individually and collectively. Furthermore, the study will assess the extent to which these factors contribute to improving employee performance. Understanding the relationship between discipline, motivation, and productivity is essential for developing effective policies and management strategies that can enhance work performance. By identifying key drivers of productivity, organizations can implement targeted interventions to create a more structured, motivated, and efficient workforce.

This study will provide valuable insights for government institutions and other organizations looking to improve employee performance. By examining the correlation between discipline, motivation, and productivity, the findings of this research can serve as a foundation for policy recommendations and management practices that promote a more productive work environment. The results will not only benefit the Panakkukang District Office but also offer guidance for similar organizations seeking to enhance workforce efficiency and organizational effectiveness.

## 2. Method

This study employs a quantitative research approach to examine the influence of discipline and work motivation on employee productivity at the Panakkukang District Office, Makassar City. Quantitative research is used to systematically analyze numerical data and establish relationships between variables. This approach allows for objective measurements and statistical analysis to draw valid conclusions. The population in this study consists of all employees working at the Panakkukang District Office. Given that it is not feasible to survey the entire population, the sample was selected using the Slovin formula, which helps determine an appropriate sample size while maintaining statistical accuracy. Based on this method, a total of 60 respondents were selected to participate in the study. The sampling technique used was random sampling, ensuring that each employee had an equal chance of being selected, thus minimizing bias in the research findings.

### Data Collection

The research utilized primary data collected through questionnaires and observations of employees. The primary instrument used in this study was a structured questionnaire, which consisted of multiple-choice and Likert-scale questions designed to measure the variables of discipline, work motivation, and work

productivity. The questionnaire was distributed directly to employees, allowing them to provide their responses based on their perceptions and experiences in the workplace. The Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree) to quantify employee attitudes and behaviors effectively. In addition to questionnaire responses, the researcher conducted direct observations of employees at the Panakkukang District Office. This method was used to verify whether employees' behaviors aligned with their responses in the questionnaire and to gain additional insights into workplace discipline and motivation. Observations allowed the researcher to assess work habits, punctuality, compliance with office regulations, and overall engagement in daily tasks. By combining questionnaire data with direct observations, the study aimed to achieve a more comprehensive understanding of employee productivity and the factors influencing it.

### **Data Analysis**

The collected data were analyzed using statistical methods to assess the relationship between the independent variables (discipline and work motivation) and the dependent variable (work productivity). Several tests were conducted to ensure the validity and reliability of the research findings.

### **Validity and Reliability Tests**

The validity test was conducted using the Pearson correlation coefficient to ensure that each question in the questionnaire accurately measured the intended variable. A question was considered valid if the correlation coefficient ( $r$ ) was greater than the critical value in the correlation table. The reliability test was performed using Cronbach's Alpha coefficient to assess the internal consistency of the questionnaire. A variable was considered reliable if Cronbach's Alpha was greater than 0.60, indicating that the questionnaire produced consistent results when applied to different respondents.

### **Hypothesis Testing**

The research tested the hypotheses using the following statistical methods:

- a. T-Test: Used to determine whether discipline and work motivation have a significant individual (partial) effect on work productivity. The test compares the calculated t-value against the critical t-table value at a significance level of 5% (0.05). If  $t_{\text{calculated}} > t_{\text{table}}$ , the variable is considered to have a significant effect.
- b. F-Test: Used to assess the simultaneous (combined) effect of discipline and work motivation on work productivity. If the F-calculated value is greater than the F-table value, it indicates that both independent variables significantly influence work productivity together.
- c. Multiple Linear Regression Analysis: Employed to examine the direction and strength of the relationship between discipline, work motivation, and work productivity. The regression equation takes the form:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where:

Y represents work productivity (dependent variable)

$X_1$  represents discipline (independent variable)

$X_2$  represents work motivation (independent variable)

a is the regression constant

$b_1, b_2$  are regression coefficients

### **Coefficient of Determination ( $R^2$ )**

The coefficient of determination ( $R^2$ ) was used to measure the proportion of variance in the dependent variable (work productivity) that could be explained by the independent variables (discipline and work motivation). A high  $R^2$  value indicates that the model effectively explains the changes in employee productivity.

### **Ethical Considerations**

To maintain research integrity, ethical guidelines were followed throughout the study. Informed consent was obtained from all participants before completing the questionnaire, ensuring that they were fully aware of the study's purpose and their rights as respondents. Confidentiality was strictly maintained by anonymizing responses and using the collected data solely for academic purposes, preventing any potential misuse or exposure of personal information. Objectivity and neutrality were upheld throughout

the data collection and analysis process to avoid research bias, ensuring that the findings accurately represented the actual conditions without external influence or subjective interpretation.

### 3. Results

The findings of this study reveal significant relationships between discipline, work motivation, and employee productivity at the Panakkukang District Office, Makassar City. The results are based on statistical analyses, including validity and reliability tests, hypothesis testing using the T-test and F-test, multiple linear regression analysis, and the coefficient of determination ( $R^2$ ). These analyses were conducted to measure the individual and simultaneous effects of discipline and work motivation on work productivity.

The validity test confirmed that all questionnaire items were valid, as the correlation coefficients exceeded the critical value in the correlation table. Similarly, the reliability test using Cronbach's Alpha demonstrated that the variables were internally consistent, with values exceeding the acceptable threshold of 0.60. These results indicate that the research instrument was both reliable and valid for measuring the intended variables.

The T-test results showed that discipline had a significant partial effect on work productivity, with a t-calculated value of 7.132, which was greater than the t-table value of 2.002 at a significance level of 0.05. This confirms that discipline plays a crucial role in improving employee productivity. Likewise, work motivation had a significant positive impact on work productivity, as indicated by a t-calculated value of 19.614, which was also greater than the t-table value of 2.002. These findings suggest that employees who demonstrate higher levels of discipline and motivation tend to exhibit greater productivity in their work.

The F-test results indicated that discipline and work motivation simultaneously influenced work productivity. The F-calculated value was 824.481, which was significantly higher than the F-table value of 3.16, with a significance level of 0.000. This demonstrates that both variables collectively contribute to enhancing employee performance and efficiency.

The multiple linear regression analysis confirmed the positive effect of discipline and motivation on work productivity. The regression equation obtained was:

$$Y=11.527+0.269X_1+0.692X_2$$

where Y represents work productivity,  $X_1$  represents discipline, and  $X_2$  represents work motivation. The positive coefficients indicate that increases in discipline and motivation lead to higher work productivity.

The coefficient of determination ( $R^2$ ) was found to be 0.965, meaning that 96.5% of the variations in work productivity can be explained by discipline and work motivation. The remaining 3.5% is attributed to other factors not included in this study. This high  $R^2$  value suggests that discipline and motivation are strong predictors of employee productivity.

Overall, the results support the hypothesis that discipline and work motivation significantly impact employee productivity. Employees with higher discipline and motivation levels tend to perform better, meet organizational expectations, and contribute effectively to workplace efficiency. These findings highlight the importance of implementing policies that encourage discipline and motivation among employees to enhance overall organizational performance.

### 4. Discussion

The findings of this study highlight the significant influence of discipline and work motivation on employee productivity at the Panakkukang District Office, Makassar City. The results indicate that both variables positively contribute to work productivity, both individually and simultaneously. These findings align with previous studies that emphasize the importance of employee discipline and motivation in fostering an efficient and productive workforce (Ramli & Sarda, 2021; Wijaya et al., 2023). The positive impact of discipline on work productivity is evident from the statistical analysis.

The results of the T-test confirm that discipline significantly affects employee performance, as indicated by a t-calculated value of 7.132, which is higher than the t-table value of 2.002 at a significance level of 0.05. This suggests that employees who adhere to workplace regulations, maintain punctuality, and exhibit responsibility in their tasks tend to be more productive. Discipline plays a crucial role in shaping work ethics, ensuring that employees remain committed to their responsibilities and complete their tasks efficiently. Employees with a strong sense of discipline contribute to a structured work environment, reducing inefficiencies and enhancing overall productivity. The findings also emphasize the role of work motivation in boosting employee productivity. The T-test results show that work motivation has a statistically significant impact on productivity, with a t-calculated value of 19.614, which is greater than the t-table value of 2.002. This indicates that motivated employees are more likely to engage actively in their work, put forth extra effort, and contribute positively to their organization. Motivation enhances job satisfaction, increases enthusiasm, and fosters a sense of commitment, all of which lead to improved work outcomes (Wijayati et al., 2022; Zacharias et al., 2021). Factors such as recognition, career growth opportunities, fair compensation, and a positive work environment can further enhance employee motivation, leading to sustained productivity improvements.

The simultaneous effect of discipline and work motivation on productivity is supported by the F-test results, which show that both variables collectively influence employee performance. The F-calculated value of 824.481 is significantly higher than the F-table value of 3.16, confirming that discipline and motivation together create an environment conducive to high productivity. Organizations that enforce workplace discipline while simultaneously fostering employee motivation are more likely to achieve operational efficiency and long-term success. The multiple linear regression analysis provides further insights into the strength and direction of the relationship between these variables. The regression equation,  $Y = 11.527 + 0.269X_1 + 0.692X_2$ , indicates that both discipline and work motivation contribute positively to work productivity. Notably, the coefficient for motivation (0.692) is higher than that of discipline (0.269), suggesting that while both factors are important, motivation has a stronger influence on employee productivity. This finding is consistent with previous research, which highlights motivation as a key driver of performance. Employees who are highly motivated are more likely to exhibit higher engagement, creativity, and persistence in completing their work (Nurfaisah et al., 2023; Wibowo et al., 2021).

The coefficient of determination ( $R^2$ ) further supports the conclusion that discipline and motivation are strong predictors of productivity. The  $R^2$  value of 0.965 means that 96.5% of the variations in work productivity can be explained by these two variables. This indicates that other external factors, which were not included in this study, account for only 3.5% of the remaining variation. Such external factors could include workplace culture, leadership style, organizational structure, and individual employee characteristics, which future studies may explore further. These findings have important implications for organizational management and policy-making. Institutions seeking to improve employee productivity should focus on strengthening workplace discipline by enforcing clear rules, monitoring employee behavior, and promoting accountability. At the same time, organizations should invest in motivational strategies, such as performance-based incentives, career development programs, and a supportive work environment. A balance between discipline and motivation can lead to an optimal work culture where employees feel both accountable and inspired to perform at their best (Kasmiaty et al., 2021; Theroval & McKay, 2024).

In the context of the Panakkukang District Office, the results suggest that improvements in employee discipline and motivation can significantly enhance work productivity. Addressing issues such as absenteeism, tardiness, and lack of engagement through structured policies and leadership initiatives can contribute to a more efficient work environment. Management should consider implementing training programs to improve employee discipline and adopting motivational strategies to increase job satisfaction and commitment. Overall, this study reinforces the idea that a productive workforce is built on the foundation of discipline and motivation. Organizations that successfully integrate these elements into their management practices are more likely to achieve high efficiency, employee satisfaction, and long-term growth (Berkes, 2009; Edwards & Hulme, 1996).



## 5. Conclusion

This study examines the influence of discipline and work motivation on employee productivity at the Panakkukang District Office, Makassar City. The findings confirm that both discipline and motivation significantly impact work productivity, both individually and simultaneously. Employees who demonstrate strong discipline tend to complete their tasks efficiently, adhere to workplace regulations, and contribute to a structured and organized work environment. Similarly, employees with high motivation exhibit enthusiasm, commitment, and dedication to their work, leading to increased performance and productivity (Carroll et al., 2011; Çiçek & Bilal, 2011; Harrison & Bazzy, 2017). The results of the T-test reveal that both discipline and work motivation have a significant partial effect on work productivity. The F-test further confirms that these two factors together exert a significant influence on employee performance. The multiple linear regression analysis demonstrates that both discipline and motivation contribute positively to productivity, with motivation having a slightly stronger impact than discipline. The coefficient of determination ( $R^2$ ) of 96.5% indicates that the variations in work productivity are largely explained by these two factors, while the remaining 3.5% may be attributed to other influences not explored in this study.

These findings emphasize the importance of fostering both discipline and motivation in the workplace. Organizations should implement clear policies to enforce discipline while simultaneously adopting strategies to enhance employee motivation. Ensuring a structured work environment, recognizing employee contributions, providing career development opportunities, and maintaining fair compensation can significantly improve employee performance and efficiency. For the Panakkukang District Office, this study suggests that improving employee discipline and motivation can lead to higher productivity levels. Addressing issues such as tardiness, absenteeism, and lack of engagement through proper managerial interventions can help create a more efficient and goal-oriented workforce. Leadership should focus on reinforcing accountability and fostering a work culture that balances discipline with motivation.

In conclusion, employee productivity is strongly influenced by both discipline and motivation. Organizations that successfully integrate these two elements into their management practices are more likely to achieve long-term success and operational efficiency. Future research could further explore other factors that contribute to employee productivity, such as leadership style, workplace culture, and job satisfaction, to develop a more comprehensive understanding of workforce dynamics.

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