



## Unlocking Peak Performance: How Motivation and Discipline Drive Success at the Directorate General of Agricultural Infrastructure and Facilities

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### Abstract

This research aims to explore the impact of motivation and work discipline on employee performance at the Directorate General of Agricultural Infrastructure and Facilities. It examines both the individual and combined effects of motivation and work discipline on staff performance. The study employs a survey method, collecting data through questionnaires distributed to employees of the Directorate General. The analysis includes simple and multiple regression, along with hypothesis testing using T-table and F-table, with data processed through SPSS Version 26. The findings reveal that both motivation and work discipline have a significant and positive impact on employee performance. Furthermore, when considered together, these factors also show a significant effect on performance. These results underline the importance of fostering both motivation and discipline within the workforce. The managerial implications highlight the need for leadership to focus on aligning employee goals with organizational objectives, ensuring that procedures and strategies support a motivated and disciplined team. By doing so, the Directorate General can significantly enhance staff performance and achieve its broader goals effectively.

Keywords: Motivation, Discipline, Employee Performance

### Abstrak

Penelitian ini bertujuan untuk mengeksplorasi dampak motivasi dan disiplin kerja terhadap kinerja karyawan di Direktorat Jenderal Infrastruktur dan Sarana Pertanian. Penelitian ini mengkaji baik dampak individu maupun gabungan dari motivasi dan disiplin kerja terhadap kinerja staf. Metode yang digunakan adalah survei, dengan pengumpulan data melalui pembagian kuesioner kepada karyawan Direktorat Jenderal. Analisis data mencakup regresi sederhana dan berganda, serta uji hipotesis menggunakan T-table dan F-table, dengan pengolahan data menggunakan SPSS Versi 26. Hasil penelitian menunjukkan bahwa motivasi dan disiplin kerja memiliki dampak positif dan signifikan terhadap kinerja karyawan. Selain itu, ketika kedua faktor tersebut dipertimbangkan secara bersamaan, keduanya juga menunjukkan dampak signifikan terhadap kinerja. Hasil ini menekankan pentingnya membina motivasi dan disiplin dalam tenaga kerja. Implikasi manajerial menyoroti kebutuhan bagi kepemimpinan untuk fokus pada penyelarasan tujuan karyawan dengan tujuan organisasi, memastikan bahwa prosedur dan strategi mendukung tim yang termotivasi dan disiplin. Dengan demikian, Direktorat Jenderal dapat meningkatkan kinerja staf secara signifikan dan mencapai tujuan yang lebih luas secara efektif.

Kata Kunci: Motivasi, Disiplin, Kinerja Karyawan

JEL Classification: M12, O15, J24

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## 1. Introduction

Human resources are the most important capital and wealth of every human activity, meaning that Without human resources, a corporation cannot operate effectively. Workers are supervisors, planners, and implementers who are constantly actively involved in achieving the objectives of the business. Since employee performance is a critical foundation for the company's success, the company's success has a significant impact on employee performance. As planners, implementers, and controllers, employees are always actively involved in achieving the company's objectives (Wulandari et al., 2023). Employee performance has a significant impact on a company's success. Due to the performance Because an employee's performance is a crucial first step for creating the company's progress (Fahmi, 2019).

Human resources are a challenge for organizations because the caliber of an organization's human resources determines its level of success. An organization is established to accomplish shared objectives. Goal achievement is demonstrated by the organization's performance, which is inextricably linked to the outcomes of the performance of its human resources (Ainanur&Tirtayasa, 2018). Human resources are one of the company's important assets and need to be managed and developed to support the organization's survival in achieving its goals (Pratama&Pasaribu, 2020). The achievement of company goals is influenced by employees, employees are expected to have optimal performance in carrying out their tasks (Fazira& Mirani, 2019). Performance is not only assessed on what achievements or successes have been achieved, but performance is also assessed by the process when the work is in progress (Ainanur&Tirtayasa, 2018). One important aspect in an organization is employee performance (Susanto, 2019). Every organization hopes to have good quality employee performance so that it can drive the success of a company (Lutfiyah et al., 2020).

Employee self-control and consistent application of discipline demonstrate the seriousness of an organization's work team. One of the numerous elements that contribute to a company's success is work discipline, which is crucial for organizational development and is particularly used to encourage staff members to practice self-discipline when performing tasks both individually and in teams (Santoso & Fitriyanti, 2020). In order to achieve good performance, discipline is also helpful in teaching staff members to follow and appreciate current rules, processes, and policies (Pertiwi & Gorda, 2019). Work discipline will encourage passion or work enthusiasm and encourage the realization of organizational goals (Susilowati & Hanantijo, 2019).

In the According to observations, a large number of workers continue to face sanctions in the form of attendance deductions, which results in a lack of discipline at work. In the Directorate General of Agricultural Infrastructure and Facilities, the number of disciplinary infractions (indiscipline) varies between 2021 and 2023. In 2021, the total number of disciplinary actions taken against workers who committed Indiscipline for one year was 1,359 days from a total of 295 employees and the number of working days was 248 days with a percentage of employee absence of 1.9%. In 2022, there was a decrease in the percentage of employee attendance by 0.1% with a percentage of absence of 1.8% and in 2023 there was a significant decrease from 1.8% to 0.8% of the percentage of employee absence. This shows that there are still employees who are not disciplined as seen from the accumulation of disciplinary sanctions carried out by employees which can have a negative impact on employee performance, although every year there is a decrease in the percentage of employee absence.

Employees with high morale believe that their efforts are valued and acknowledged, and that they are part of the organization's objectives (Hajar & Mulyadin, 2023). Positive attitudes including loyalty, joy, cooperation, pride, and compliance to duties are displayed by employees who are in a state of high morale (Feel et al., 2018). An employee's endeavor to take

their work seriously is known as work discipline. In this situation, being punctual that is, showing up for work on time can be an example of work discipline. Then, exercise discipline in following the instructions as they must be done. Employee discipline affects performance.

Motivation is a stage of a person's stimulus to perform an action in order to accomplish an objective. The demand for motivation has been appropriately satisfied once the objective has been accomplished (Puspitasari & Dahlia, 2020). According to Ratnasari et al. (2020), organizations must use motivation as a positive necessity for employees to achieve organizational goals. Since every employee has unique demands, they all require varying levels of motivation (Widodo & Yandi, 2022). But if a business already has it, it needs to be able to satisfy the demands of employees (Hamid & Kurniawaty, 2020). Employee motivation must remain high to achieve predetermined work targets (Rosmaini & Tanjung, 2019).

A research deficit is the driving force behind this study. Results from earlier studies on how work discipline affects employee performance were not always consistent. The studies of Juliyanti & Onsardi (2021), Apsari & Syarif (2022), Siregar et al. (2022), and Zainullah (2022) yielded noteworthy good outcomes. On the other hand, several researchers did not find any noteworthy or encouraging findings. of Muna & Isnawati (2022).

Previous studies on the influence of work motivation on employee performance showed inconsistent results. Some found significant positive results in the research of Andico & Mahargiono (2022), Fauzi et al. (2022), Febriansyah & Rizqi (2022), Singon et al. (2022). But on the other hand, some found no positive and significant results in the research of (Hidayat, 2021).

The primary problem identified in this study is the inconsistency in findings regarding the influence of work discipline and motivation on employee performance. Despite the critical role of human resources in organizational success, disciplinary issues, such as fluctuating employee attendance rates and disciplinary sanctions, continue to negatively impact employee performance at the Directorate General of Agricultural Infrastructure and Facilities. Furthermore, previous studies on work discipline and motivation have yielded mixed results.

## **2. Literature Review and Hypothesis**

### **Employee performance**

Performance is the outcome of the work that an individual or team within an organization may do. Performance, according to Kasmir (2018), is the outcome of an employee's efforts in terms of the amount and quality of work completed in order to fulfill his responsibilities. Performance, according to Sinambela (2017), is the outcome of an individual's labor based on job requirements or job recruitment.

### **Work motivation**

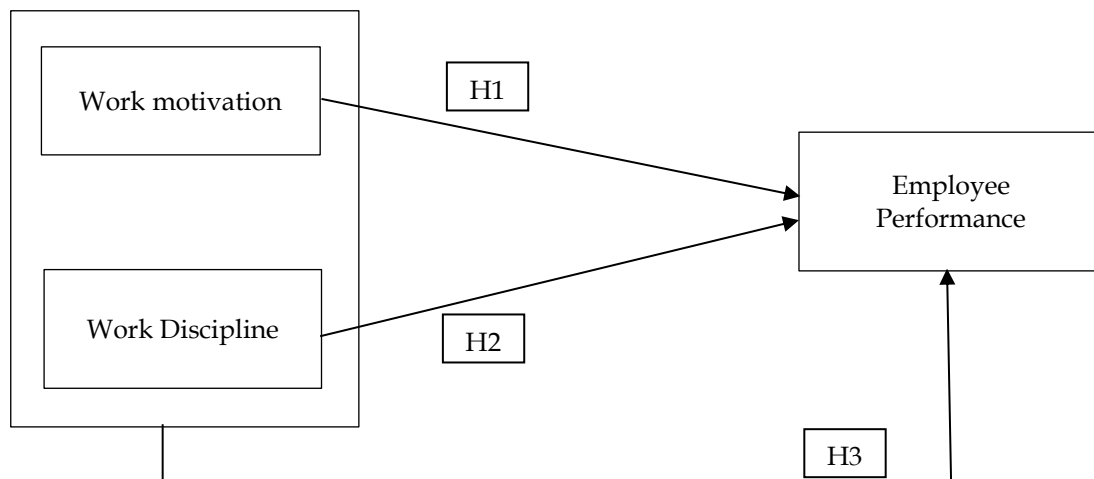
Human behavior is influenced by motivation, which makes people want to work hard and enthusiastically to get the best results. Motivation, according to Sinambela (2017), is a collection of values and attitudes that persuade people to do particular tasks in line with their own objectives. According to Kasmir (2018), motivation is what drives and encourages people to work hard and joyfully in order to attain the best possible outcomes. To sum up, motivation is the process that generates, directs, sustains, and promotes human conduct. The intensity of the desire to meet greater requirements when lower wants are not met is a sign of work motivation have been satisfied.

### **Work Discipline**

Sinambela (2017), Discipline is defined as an attitude, behavior, and actions that comply with

the stated and unwritten organizational norms. Enforcing discipline is crucial for a business because it guarantees the preservation of order and efficient task execution, both of which are necessary for achieving the best possible outcomes. Employees will benefit from a nice work environment, which will boost their motivation to complete their tasks. Workplace discipline can have a lot of positive effects. There are various types of work discipline based on (Sinambela, 2017).

### Research Concept Framework



**Figure 1. Research Concept Framework**

In order to offer empirical insights and suggestions for enhancing human resource management at the Directorate General of Agricultural Infrastructure and Facilities, these hypotheses seek to investigate the connection between performance, discipline, and motivation.

### Research Hypothesis

#### **Relationship between Work Motivation and Employee Performance of the Directorate General of Agricultural Infrastructure and Facilities**

Motivation is a stage of a person's stimulus to carry out an activity to achieve a goal. When the goal has been achieved, the need for motivation has been met properly (Puspitasari& Dahlia, 2020). If employees have high work motivation, it is certain that the employee also has high performance. If on the other hand, work motivation is low, it is certain that the employee's performance is also low, because the lack of motivation from the company environment does not support producing maximum results. The results of this study support previous studies by Raflianto& Laily (2020); Andico&Mahargiono (2022); Fauzi et al. (2022); Febriansyah&Rizqi (2022) and Singon et al. (2022). states that Motivation has a significant effect on Employee Performance.

#### **H1: Work Motivation Has a Positive Influence on the Performance of Employees of the Directorate General of Agricultural Infrastructure and Facilities**

#### **The Relationship between Work Discipline and Employee Performance at the Directorate General of Agricultural Infrastructure and Facilities**

Work discipline reflects the attitudes and behaviors that exist in the national airport office to obey all company rules, carry out wholeheartedly and consistently in order to increase their level of concentrate on finishing each assigned job program. Performance will increase with the degree of job discipline. The study's findings corroborate and bolster those of earlier

research by Gani (2018), which found that work discipline influences employee performance. research conducted by Jayanti et al. (2020) and Bangun et al. (2019). It aims to find out and analyze whether work discipline and performance are related, and it was discovered that work discipline significantly affects employee performance and also has a positive impact on enhancing employee performance. Discipline has a significant and positive impact on employee performance, according to studies (Angga, 2020), (Hidayah & Santoso, 2020), (Sudarmanto et al., 2022), (Nugroho, 2021).

## **H2: Work Discipline Affects the Performance of Employees of the Directorate General of Agricultural Infrastructure and Facilities**

### **The Relationship between Work Motivation and Work Discipline on the Performance of Employees of the Directorate General of Agricultural Infrastructure and Facilities**

Kasmir (2018) argues that motivation is something that causes, supports human behavior so that they want to work hard and enthusiastically to achieve optimal results. In conclusion, motivation is an activity that causes, channels, maintains and encourages human behavior. Work discipline can bring something that has great benefits. There are several forms of work discipline according to (Sinambela, 2017). According to Pranata & W. Cipta (2022) based on research results, work motivation and work discipline have a positive effect on employee performance

## **H3: Work Motivation and Work Discipline Have a Positive Influence on the Performance of Employees of the Directorate General of Agricultural Infrastructure and Facilities**

### **3. Data and Method**

#### **Method of collecting data**

The data sources used in this study are Primary Sources. The sampling method used is probability sampling with proportionate stratified random sampling. This method was chosen by the author because the company is heterogeneous and stratified. Employees and workers are divided into seven based on Echelon I and II work units. The data collection technique from primary sources in this study is by using a questionnaire.

#### **Research Object and Time**

The object of this research is Motivation (H1), Work Discipline (H2) and Performance (Y) of Civil Servants of the Directorate General of Agricultural Infrastructure and Facilities, Ministry of Agriculture. This research was conducted at the Directorate General of Agricultural Infrastructure and Facilities, Ministry of Agriculture of the Republic of Indonesia. was selected as the subject of the study because it is essential to the advancement of the country's agriculture. Planning, carrying out, and overseeing initiatives pertaining to the development and administration of agricultural infrastructure and facilities – which are essential to raising agricultural production and sustainability – falls within the purview of this organization. JIHarsono RM. No. 3, Ragunan Jakarta 12550, Indonesia. The research period was from November until completion.

#### **Population and Sample**

The target population in this study were employees of the Indonesian Ministry of Agriculture at the Directorate General of Agricultural Infrastructure and Facilities totaling 324 people. The sample targeted in this study was taken from employees of the Directorate General of Agricultural Infrastructure and Facilities totaling 76 people. The Directorate General of Agricultural Infrastructure and Facilities's research objectives, desired accuracy, and practical limitations usually dictate the methodology used to choose the sample of 76 employees from a population of 324 employees.

In order to gain insights that accurately reflect the broad workforce of the Directorate General of Agricultural Infrastructure and Facilities, stratified random sampling is frequently chosen for this type of research since it guarantees proportionate representation across a range of employee characteristics. But in the end, the decision is based on the particular objectives and practical aspects of the research.

#### 4. Results

##### Hypothesis Testing

**Table 1. Hypothesis Test Results**

Model	Unstandardized Coefficiencies		Standardized Coefficiencies	t	Sig
	B	Std. Error			
Work motivation	.844	.107	.675	7,877	.000
Work Discipline	1.237	.099	.823	12,476	.000

Source: Processed data (2023)

Based on the table above, the simple regression coefficient (H1) is 0.844, meaning that if Motivation (H1) increases by a unit, then Employee Performance (Y) will increase by 0.844. A positive coefficient means that if employee Motivation (X1) increases, then Employee Performance (Y) will also increase. Conversely, if employee Motivation (H1) decreases, then Employee Performance (Y) will also decrease.

Meanwhile, the simple regression coefficient (H2) is 1.237, meaning that if Work Discipline (H2) increases by a unit, then Employee Performance (Y) will increase by 1.237. The coefficient is positive, meaning that if Work Discipline (H2) increases, then Employee Performance (Y) will also increase. Conversely, if Work Discipline (H2) decreases, then Employee Performance (Y) will also decrease.

##### Multiple Linear Regression Analysis

**Table 2. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficiencies		Standardized Coefficiencies	t	Sig
	B	Std. Error			
Work motivation	.293	.105	.234	2,791	.000
Work Discipline	1.005	.126	.669	7,960	.000

Source: Processed data (2023)

Based on the table above, the H1 regression coefficient of 0.293 states that every increase (because it is positive) of 1 Motivation will increase Employee Performance by 0.293 and vice versa, assuming that employee discipline remains the same.

The H2 regression coefficient of 1.005 states that every increase (because it is positive) of 1 Employee Discipline will increase Employee Performance by 1.005 and vice versa, assuming that Work Discipline remains the same.

## Multiple Correlation Analysis

**Table 3. Multiple Correlation Analysis**

Model	R	R Square	Adjusted R Square	Std.Error the Estimate	R Square Change	F Change	Df1	Df2	Sig F Change
1	.842	.709	.701	4.628	.709	88,859	2	73	.000

Source: Processed data (2023)

Based on the given table, it may be inferred that there is a link because the multiple correlation test results indicate a sig. f change of  $0.000 < 0.05$ . A correlation or relationship between the variables of motivation (H1) and work discipline (H2) simultaneously (together) on employee performance (Y) is also indicated by the correlation value (R) of 0.858, which shows a very strong relationship level because it is in the interval 0.85 - 1,000.

## Partial Test (t-Test)

**Table 4. Partial Test Results (t-Test)**

Model	Standardized Coefficiencies	t	Sig
Work motivation	.675	7,877	.000
Work Discipline	.823	12,476	.000

Source: Processed data (2023)

Based on the table above, Motivation (H1)  $0.000 < 0.05$  and proven by  $df = n-2$  (76-2) then obtained the value of  $df = 74$  with a Ttable value of 1.993. The results of the Motivation (H1) t-test show that the Tcount value is  $7.877 > 1.993$ ). The findings of the T-test indicate that the hypothesis that Motivation (H1) influences Employee Performance (Y) is accepted.

$df = n-2$  (76-2) and sig Work Discipline (H2)  $0.000 < 0.05$ , which yielded  $df = 74$  with a T table value of 1.993. The Work Discipline (H2) t test results indicate that the T count value is  $12.476 > 1.993$ . The findings of the T test support the premise that work discipline (H2) influences employee performance (Y) is accepted.

## Simultaneous Test (F Test)

**Table 5. Partial Test Results (Test)**

Model	Sum Of Square	Df	Men Square	F	Sig
Regression	3806.034	2	1903.017	88,859	.000
Residual	12563.374	73	21,416		
Total	5369.408	75			

Source: Processed data (2023)

The significant value (Sig) of the f test indicates how it was decided, as seen in the above table. The two independent variables are found to have an impact on the dependent variable if the sig value is less than 0.05. The f test yielded a significance value in the sig column of 0.000 smaller  $< 0.05$  ( $0.000 < 0.05$ ), as seen by the above table. Furthermore, a value of 88.859 in the F

column 3.15 indicates the results of the f test ( $88.895 > 3.15$ ). This indicates that work discipline and motivation both have a favorable and substantial impact on Performance.

## 5. Discussion

### The Influence of Motivation on Employee Performance

Based on table 4, Motivation (H1) partially influences employee performance (Y) at the Directorate General of Agricultural Infrastructure and Facilities. Work discipline reflects the attitudes and behaviors that exist in the national port facility office to obey all company rules, carry out wholeheartedly and consistently in order to increase their level of concentrate on finishing each assigned job program. Performance will increase with the degree of job discipline. The study's findings corroborate and reinforce those of earlier research by Gani (2018), which found that work discipline affects employee performance. These findings were further supported by studies by Jayanti et al. (2020) and Bangun et al. (2019). It seeks to determine and examine whether work discipline and employee performance are related. It was discovered that work discipline and employee performance are significantly influenced, and that discipline has a positive and significant impact on employee performance as well as improving it performance, according to studies (Angga, 2020), (Hidayah & Santoso, 2020), (Sudarmanto et al., 2022), (Nugroho, 2021).

### The Influence of Motivation on Employee Performance

Based on table 4, Discipline (H2) partially influences employee performance (Y) in the Directorate General of Agricultural Infrastructure and Facilities. If employees have high work motivation, then it is certain that the employees also have high performance. If on the contrary, work motivation is low, it is certain that the employee's performance is also low, because the lack of motivation from the company environment does not support producing maximum results. Previous research by Raflianto & Laily (2020), Andico & Mahargiono (2022), Fauzi et al. (2022), Febriansyah & Rizqi (2022), and Singon et al. (2022) is supported by the findings of this study. said that employee motivation had a big impact. performance.

### The Influence of Motivation and Discipline on Employee Performance

Based on table 4, motivation and discipline have a favorable impact on workers' performance. Due to their complementary roles in promoting goal achievement, discipline and motivation work well together. The regular and constant framework that discipline offers guarantees that tasks are completed in accordance with predetermined goals and timelines. However, motivation supplies the emotional vigor and drive required to perform these tasks with enthusiasm, especially when facing challenges or obstacles. The combination of the two creates a synergy where motivation keeps individuals enthusiastic, while discipline ensures consistency and sustainability. According to Pranata & W. Cipta (2022) based on research results, work motivation and Employee performance is positively impacted by work discipline.

## 6. Conclusion

The following conclusion can be drawn from the research's findings and the analysis's previously described findings: In addition to work discipline having a positive and significant impact on the performance of employees of the Directorate General of Agricultural Infrastructure and Facilities, motivation also has a positive and significant impact on employee performance. The study's findings show that both work discipline and motivation have a significant impact on employee performance. Employee performance will rise in response to increased motivation and work discipline, indicating a positive relationship between the two variables on Employee Performance.



The managerial implications of the influence of motivation and work discipline on employee performance at the Directorate General of Agricultural Infrastructure and Facilities are the need for management to integrate approaches that encourage motivation while strengthening work discipline to improve employee productivity and effectiveness. Motivation can be increased through providing incentives, recognizing achievements, and creating a work environment that supports individual development.

### Recommendation

It is advised that a performance-based reward system be put in place at the Directorate General of Agricultural Infrastructure and Facilities in order to increase employee motivation and work discipline. This program should include incentives and recognition for both individual and team accomplishments. To improve staff abilities, regular, pertinent training is also required, as is the setting of specific, quantifiable goals for work. Workplace discipline can be strengthened by consistent supervision, providing constructive feedback, and implementing fair rules. The combination of these strategies, coupled with creating a conducive work environment and adequate work facilities, will encourage continuous performance improvement.

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