



The Impact of Discipline and Motivation on Employee Performance at the Environmental Agency Office of West Jakarta

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ABSTRACT

This study aims to analyze the effect of work discipline and work motivation on employee performance at the Office of the Environmental Service of West Jakarta City Administration. This study uses a descriptive quantitative approach with an analysis method that includes instrument testing, classical assumption testing, descriptive analysis, simple linear regression testing, multiple linear regression testing, and various other statistical tests. The research sample consisted of 69 respondents with a saturated sample technique. The results showed that work discipline (X1) has a positive and significant effect on employee performance with a calculated t value of $8.169 > t \text{ table } 1.996008$ and a sig value of $0.000 < 0.05$. Work motivation (X2) also has a positive and significant effect with a calculated t value of $7.481 > t \text{ table } 1.996008$ and a sig value of $0.000 < 0.05$. Simultaneously, work discipline and motivation affect employee performance with a calculated F of $59.148 > F \text{ table } 3.136$.

Keywords: Discipline, Motivation, Employee Performance.**INTRODUCTION**

According to Law Number 8 of 1974 concerning the Principles of Personnel which was later amended to Law Number 43 of 1999. Government agencies are organizations that are groups of people who are specifically selected to carry out state duties as a form of service to the public. The objectives of government agencies can be achieved if they are able to manage, mobilize and use human resources effectively and efficiently. In today's era, human resources are very important in determining success in achieving the mission and objectives of the organization, so these human resources should be managed as well as possible. The success of an agency does not only depend on technological excellence and the availability of funds, but the human factor is increasingly developing along with technological developments. The performance of an agency will be influenced by the discipline and motivation of its employees. Thus, employees are the most important resource for the agency.

This human resource factor is an element that must be considered by every agency, especially considering that government agencies are related to public services. This forces every agency to be able to work more efficiently, efficiently and productively. In providing public services, of course, this will spur government agencies to be able to maintain their survival. This government agency must pay attention to the human resource aspect. So humans can be seen as a determining factor, because it is in the hands of humans that all innovations will be realized in an effort to realize the goals of government agencies.

Employees are people who work by selling their energy (physical and mental) to

the company and receive compensation in accordance with the agreement. So with this, employees are said to be a coordination of activities of a number of people to achieve some general goals through the division of work and functions through the hierarchy of authority and responsibility of human resources. So what is needed is human resource management to organize the workforce in the organization so that the goals of the organization and employee job satisfaction are realized.

According to Arif Yusuf Hamali (2018:2). "Human Resource Management is a strategic approach to skills, motivation, development and management of resource organization". Government Human Resource Management aims to optimize the work of employees in the public sector from the aspect of management functions such as planning, implementing, organizing, controlling or supervising. To obtain human resources that are expected by the organization to provide positive justice to all company activities in achieving its goals, each employee is expected to have high work motivation which is expected to increase discipline.

According to Mangkunegara (2027:67) "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." And the performance of government agencies and the performance of private employees can be distinguished, the performance of government agencies is a description of the achievement of targets or goals of government agencies as a description of the vision, mission and strategy of the agency that educates the level of success and failure of implementing activities in accordance with the programs and policies set. While the performance of private employees is an individual who works in a company or organization that is not part of the government or government agency. They can work in various types of industries, such as trade, manufacturing, services and others.

The success or failure of an organization or agency will be determined by the human factor or its employees in achieving its goals. Employees can produce good performance too, with high performance owned by employees it is expected that organizational goals can be achieved. It is better if organizational goals are difficult or even impossible to achieve if employees do not work with good performance so that they cannot produce good work either. High employee performance is a motivation embedded in employees, to what extent the workforce will feel that the energy that has been given in the effort to be carried out can require performance that is in accordance with that expected by a government agency.

The following are the Employee Value Standards at the West Jakarta City Environmental Sub-agency Office:

Table 1. Employee Performance Data of the Environmental Sub-Department Office of West Jakarta Administrative City

Performance assessment	Year 2021		Year 2022		Year 2023	
	Amount Employee	%	Amount Employee	%	Amount Employee	%
Very good	22	21%	24	22%	25	23%
Good	37	35%	39	36%	41	38%
Enough	31	29%	29	27%	31	29%
Not enough	17	16%	15	14%	10	9%
Very less	-	-	-	-	-	-
Amount	107	100%	107	100%	107	100%

Source: Admin of the West Jakarta City Environmental Service Office

Based on table 1, it can be seen that the performance assessment at the West Jakarta City Environmental Sub-agency Office targets 100% each year and it can also be seen that from 2021-2023 there has been a decline, every year the number of employees who get less scores continues to increase, and is at the target applied by the agency. Likewise, the work results of employees who have quality for the performance assessment category are divided into 5, namely: 85-100 (very good), 75-80 (good), 70-65 (quite good), 55-60 (not good), 50-10 (bad). And it can be seen that the level of performance in carrying out work still needs to be improved because there are still many targets in the performance indicators that have not been completed.

With that, it is necessary to conduct an evaluation to find out the cause of the less than optimal employee performance, with that, improvements can be made in increasing employee performance. Employee performance in an agency will certainly not increase by itself, without any efforts from motivational and discipline factors, there is employee performance that is expected to influence and improve employee performance. In addition to employee performance, providing motivation to employees is a key factor in achieving the vision and mission in the activities of an agency, each employee is expected to have very high work motivation which can later increase discipline.

According to McClelland (2020:161) Motivation is "A set of forces both from within and from outside a person that encourages them to start behaving at work according to a certain format, direction, intensity and time period. Without motivation, an employee cannot fulfill their duties according to standards or even exceed standards because what is their motive and motivation in working is not fulfilled. Even if an employee has good operational skills, if they do not have motivation in working, the final result of their work will not be satisfactory.

Good motivation can support the success of a government agency in achieving its goals, because with these factors it will create high quality and level of employee work so as to support the success of the government agency. To achieve this motivation, the leader needs to make efforts to maintain, maintain, improve the quality of work and to move people to be in accordance with what the organization wants, then it must be understood the motivation of people who work in the organization, because this motivation determines the behavior of people to work, or in other words behavior is the simplest reflection of employee motivation and loyalty for government agencies.

Given the importance of motivation, the form of management's attention to the problem of employee motivation in working is to make efforts to provide employee and company motivation through a series of specific efforts in accordance with company policies, so that employee motivation, company leaders must know the motives and motivations desired by employees. Every organization certainly wants to achieve its goals. To achieve these goals, the role of humans seen in it is very important. To move humans to be in accordance with what the organization wants. It can be seen that the provision of motivation is built at the West Jakarta Environmental Sub-agency Office.

Table 2. Motivation Data for the Office of the Environmental Sub-agency of West Jakarta Administrative City 2021-2023

Indicator	Target	Amount			
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Study	Service	Employee	Units Achieved (2021)		Units Achieved (2022)		Unit Achieved (2023)	
Need Physiology	100	69	80	B	75	B	70	CB
Taste Safe Need	100	69	80	B	80	B	70	CB
Social Need	100	69	80	B	75	B	70	CB
Award Need	100	69	80	B	75	B	70	CB
Self-Actualization Need	100	69	80	B	75	B	70	CB
Amount			400		380		350	
Criteria: 85-100 = very good, 75-80 = good, 65-70 = quite good, 55-60 = not good, 50-10=bad								

Source: Admin of the West Jakarta City Environmental Service Office

With many factors that affect employee performance, companies should pay more attention to these factors in order to obtain maximum employee performance. With strong motivation and discipline, it is expected that the performance produced by employees can increase so that goals and expectations can be achieved. Although motivation and discipline can improve employee performance, in reality there are still those who experience problems with lack of work motivation.

According to Singodimedjo in Sutrisno (2017:86) "Discipline is an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him". Good employee discipline will accelerate the company's goals, while declining discipline will be an obstacle and slow down the achievement of the company's goals. Likewise, employees who have discipline will obey the regulations in the work environment with high awareness without any sense of coercion. In the end, employees who are lazy because time is used as well as possible to carry out work according to the set targets. Discipline is a starting point for all success in achieving organizational goals, aiming for all employees in the company to be orderly and willing to voluntarily obey and comply with every applicable regulation, a great sense of responsibility for their respective duties

Likewise, what happened to employees at the West Jakarta Environmental Sub-agency Office, the motivation and discipline possessed by employees have not been realized properly so that it is suspected that the delivery of performance affects discipline problems, so it is stated that it is not optimal. Therefore, discipline is very much needed in government agencies, because with good discipline, employee performance can be optimal. The results show that supervision in discipline is always used especially as a response to work behavior and support in a job. In addition, the use of discipline has a small effect on performance but is significant on employee work performance.

How is it known that with regional autonomy the regional government has obtained the authority to manage the region for the interests of the region and its people so that the consequence is that the regional government must be able to fulfill the interests of the community through good development and service. Based on the

phenomenon that occurred at the West Jakarta Environmental Sub-agency Office, there are still some employees who are less disciplined due to complex problems in terms of human resources, especially regarding the problem of government agencies because there are still employees who are late during working hours so that the performance of employees in carrying out their duties and responsibilities at the West Jakarta Environmental Sub-agency Office

The low level of employee discipline from the initial observation results in the field shows the low level of employee discipline seen from employees who come to work in the afternoon (07.30 WIB) and go home early (before 17.00 WIB) from the provisions of coming to work at 07.30 WIB and going home at 17.00 WIB. The implementation of disciplinary rules does not run according to the wishes of the agency management, this is influenced by the lack of employee motivation which has an impact on decreasing work productivity so that the achievement of agency targets is delayed. The following is the average level of employee absence at the West Jakarta Environmental Sub-agency Office.

Table 3. Discipline Data at the West Jakarta Environmental Sub-agency Office 2021-2023

Year	Number of Employees	Number of Effective Days	Absence Data			Results	%
			Alpha	Late	Fast Go home		
2021	69	250	10	37	4	51	20.4%
2022	69	249	7	38	2	47	18.9%
2023	69	249	4	35	1	40	16.1%

Source: Admin of the West Jakarta City Environmental Service Office

In addition to employee discipline is a key factor of success in achieving the vision and mission and strategy to improve employee discipline and performance. Motivators are still considered less than optimal, this is based on the ineffectiveness of award providers, and social needs. Employee discipline can be improved if accompanied by a motivation system carried out by the company through existing components in the company.

METHOD

This study uses a quantitative method with a descriptive approach. According to Sugiyono (2019:14), quantitative research aims to determine the relationship and influence between two or more variables. The descriptive approach, as explained by Sugiyono (2019:29), functions to provide an overview of the object being studied through data or samples that have been collected as they are. The research method used is a survey with sampling from the population using a questionnaire as a tool. This study was conducted to analyze the effect of work discipline and work motivation on employee performance at the West Jakarta City Environmental Service Office. To ensure the accuracy of the data and research models used, several statistical tests were applied, including validity and reliability tests to test the reliability of the questionnaire, classical assumption tests including normality tests, multicollinearity tests, and heteroscedasticity tests to ensure that the regression model meets the

requirements of statistical analysis. In addition, this study also applies simple linear regression analysis and multiple linear regression to measure the effect of independent variables on dependent variables, as well as correlation coefficient tests to see the extent of the relationship between the variables in the study. Determination test (Adjusted R^2) is used to determine how much work discipline and work motivation affect employee performance. Hypothesis testing is carried out through the t-test (partial test) to determine the effect of each independent variable individually on the dependent variable, and the F-test (simultaneous test) to determine the effect of the independent variables together on the dependent variable. This research was conducted at the Office of the Environmental Sub-agency of the West Jakarta City Administration located at Jl. Perdana No.2, RT.1/RW.4, Wijaya Kusuma Village, Grogol Petamburan District, West Jakarta City, Special Capital Region of Jakarta. This office is responsible for the preparation and implementation of regional policies in the field of environmental management and control in order to support environmentally friendly sustainable development.

RESEARCH RESULT

Linear Regression Analysis

a. Simple Linear Regression of Discipline (X1) on Employee Performance (Y)

Table 4. Simple Regression Results of Discipline (X1) Against Employee Performance (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	12.070	2.519		4.791
	Disiplin Kerja	.663	.081	.706	8.169

a. Dependent Variable: Kinerja Karyawan

Source: SPSS V.26 Output (2024)

The regression equation from the calculation results above is $Y = 12.070 + 0.663 X_1$

b. Simple Linear Regression of Motivation (X2) on Employee Performance (Y)

Table 5. Simple Regression Results of Motivation (X2) on Employee Performance (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	9.328	3.111		2.998
	Motivasi Kerja	.733	.098	.675	7.481

a. Dependent Variable: Kinerja Karyawan

Source: SPSS V.26 Output (2024)

The regression equation from the calculation results above is $Y = 9.328 + 0.733 X_2$

c. Multiple Linear Regression Analysis

Table 6. Multiple Regression Results of Discipline (X1) and Motivation (X2) on Employee Performance (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.339	2.739		.227
	Disiplin Kerja	.465	.079	.495	.000
	Motivasi Kerja	.470	.092	.433	.000

a. Dependent Variable: Kinerja Karyawan

Source: SPSS V.26 Output (2024)

The regression equation from the calculation results is $Y = 3.339 + 0.465 X_1 + 0.470 X_2$

2. Correlation Coefficient Test

Table 7. Correlation Coefficient Interpretation Guidelines

Interval Koefisien	Tingkat Hubungan
0,00 – 0,199	Sangat Lemah
0,20 – 0,399	Lemah
0,40 – 0,599	Sedang
0,60 – 0,799	Kuat
0,80 – 1,000	Sangat Kuat

Source: Sugiyono (2017: 185)

a. Correlation Coefficient of Discipline (X1) to Performance (Y)

Table 8. Results of Discipline Correlation Coefficient (X1) Against Correlations

		Disiplin Kerja	Kinerja Karyawan
Disiplin Kerja	Pearson Correlation	1	.706**
	Sig. (2-tailed)		.000
	N	69	69
Kinerja Karyawan	Pearson Correlation	.706**	1
	Sig. (2-tailed)	.000	
	N	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

Employee Performance (Y)

Source: SPSS V.26 Output (2024)

Based on table 8 above, it can be seen that the correlation value of Discipline is 0.706 in the range of 0.60 - 0.799 with a strong relationship level and sig. (2-tailed) = 0.000. This means that there is a significant strong relationship between Discipline

(X1) and Performance (Y).

b. Correlation Coefficient of Motivation (X2) to Performance (Y)

Table 9. Results of the Correlation Coefficient of Motivation (X2) on Employee Performance (Y)

		Correlations	
		Motivasi Kerja	Kinerja Karyawan
Motivasi Kerja	Pearson Correlation	1	.675**
	Sig. (2-tailed)		.000
	N	69	69
Kinerja Karyawan	Pearson Correlation	.675**	1
	Sig. (2-tailed)	.000	
	N	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS V.26 Output (2024)

Based on table 9 above, it can be seen that the correlation value of Motivation is 0.675 in the range of 0.60 - 0.799 with a strong relationship level and sig. (2-tailed) = 0.000. This means that there is a significant strong relationship between Motivation (X2) and Performance (Y).

c. Correlation Coefficient of Discipline (X1) and Motivation (X2) on Performance (Y)

Table 10. Results of the Correlation Coefficient of Discipline (X1) and Motivation (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.642	.631	2.743

a. Predictors: (Constant), Motivasi Kerja, Disiplin Kerja

Source: SPSS V.26 Output (2024)

Based on table 10 above, it can be seen that the correlation value of Discipline (X1) and Motivation (X2) is 0.801, which is in the range of 0.80 - 1,000 with a Very Strong relationship level.

3. Test the Coefficient of Determination (R^2)

a. Discipline Determination Coefficient (X1) Against Performance (Y)

Table 11. Results of the Discipline Determination Coefficient (X1) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.499	.492	3.220

a. Predictors: (Constant), Disiplin Kerja

Source: SPSS V.26 Output (2024)

Based on table 11 above, it can be seen that the Adjusted R Square value = 0.492 or 49.2%. This means that the contribution of the influence of Discipline (X1) on Performance (Y) is 49.2% and the remaining 50.8% is influenced by other factors.

b. Motivation Determination Coefficient (X1) on Performance (Y)

Table 12. Results of the Discipline Determination Coefficient (X1) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 ^a	.455	.447	3.358

a. Predictors: (Constant), Motivasi Kerja

Source: SPSS V.26 Output (2024)

Based on table 12 above, it can be seen that the Adjusted R Square value = 0.447 or 47.7%. This means that the contribution of the influence of Motivation (X1) on Performance (Y) is 47.7% and the remaining 52.3% is influenced by other factors.

4. Hypothesis Testing

a. T-Test (Partial)

Partial Hypothesis Test of Discipline (X1) Against Performance (Y)

Table 13. Results of the T-Test of Discipline (X1) Against

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.070	2.519		4.791	.000
	Disiplin Kerja	.663	.081	.706	8.169	.000

a. Dependent Variable: Kinerja Karyawan

Performance (Y)

Source: SPSS V.26 Output (2024)

Based on table 13 above, it is known that the calculated t value is 8.169 > t table 1.996008 and/or sig value 0.000 < 0.05, so Ho is rejected and Ha is accepted, so it can be concluded that there is a partial positive and significant influence between Discipline and Employee Performance at the Environmental Sub-agency Office of West

Jakarta City Administration.

Partial Hypothesis Test of Motivation (X2) Against Performance (Y)

Table 14. Results of the T-Test of Motivation (X2) on Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.328	3.111		2.998	.004
	Motivasi Kerja	.733	.098	.675	7.481	.000

a. Dependent Variable: Kinerja Karyawan

(Y)

Source: SPSS V.26 Output (2024)

Based on table 4.24, it can be seen that the calculated t value is $7.481 > t$ table 1.996008 and/or the sig value is $0.000 < 0.05$, so H_0 is rejected and H_a is accepted, so it can be concluded that partially there is a positive and significant influence between Motivation and Employee Performance at the Environmental Sub-agency Office of West Jakarta Administrative City.

b. F Test (Simultaneous)

Table 15. F Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	890.056	2	445.028	59.148	.000 ^b
	Residual	496.582	66	7.524		
	Total	1386.638	68			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Motivasi Kerja, Disiplin Kerja

Source: SPSS V.26 Output (2024)

Based on table 4.25, it is known that the calculated F value is $59.148 > F$ table 3.136 and/or the sig value is $0.000 < 0.05$, so H_0 is rejected and H_a is accepted, so it can be concluded that simultaneously there is an influence between Work Discipline and Motivation on Employee Performance at the Environmental Sub-agency Office of West Jakarta Administrative City.

DISCUSSION

1. The Influence of Discipline (X1) on Employee Performance (Y) at the Environmental Sub-Department Office of West Jakarta City Administration

Based on the analysis results, the regression equation value $Y = 12.070 + 0.663 X_1$ is obtained. The correlation coefficient of Work Discipline (X1) is 0.706 in the range of 0.60 - 0.799 with a strong relationship level and sig. (2-tailed) = 0.000. This means that there is a significant strong relationship between Work Discipline

(X1) and Performance (Y). The determination value can be seen that Adjusted R Square = 0.492 or 49.2%. This means that the contribution of the influence of Work Discipline (X1) on Performance (Y) is 49.2% and the remaining 50.8% is influenced by other factors. Hypothesis testing obtained a calculated t value of $8.169 > t_{table} 1.996008$ and or a sig value of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted, it can be concluded that there is a partial positive and significant influence between Work Discipline on Employee Performance at the West Jakarta City Environmental Sub-agency Office. In this study, work discipline has a partial positive and significant effect on Employee Performance, this study is in line with previous research by Angga Pratama (2020). This study explains that work discipline has a partial positive and significant effect on employee performance.

2. The Influence of Motivation (X2) on Employee Performance (Y) at the Environmental Sub-Department Office of West Jakarta City Administration

Based on the analysis results obtained the value of the regression equation $Y = 9.328 + 0.733 X_2$. The correlation coefficient of Motivation (X2) is 0.675 in the range of 0.60 - 0.799 with a strong relationship level and sig. (2-tailed) = 0.000. This means that there is a significant strong relationship between Motivation (X2) and Performance (Y). The determination value can be seen that Adjusted R Square = 0.447 or 47.7%. This means that the contribution of the influence of Motivation (X1) on Performance (Y) is 47.7% and the remaining 52.3% is influenced by other factors. Hypothesis testing obtained a calculated t value of $7.481 > t_{table} 1.996008$ and or a sig value of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted, it can be concluded that partially there is a positive influence between Motivation and Employee Performance at the Office of the Environmental Sub-Department of West Jakarta City Administration. In this study, partially, Work Motivation has a positive and significant effect on Employee Performance, this study is in line with previous research by Sri Mardiyana et al. (2020) explaining that the research results obtained were that the Motivation variable had a positive and significant effect on employee performance variables.

3. The Influence of Discipline (X1) Motivation (X2) on Employee Performance (Y) at the Environmental Sub-Department Office of West Jakarta City Administration

Based on the analysis results obtained the value of the regression equation $Y = 3.339 + 0.465 X_1 + 0.470 X_2$. The correlation coefficient between the independent variable and the dependent variable is obtained at 0.801 in the range of 0.80 - 1.000 meaning that the three variables have a very strong relationship. The determination value can be seen that Adjusted R Square = 0.631 or 63.1%. This means that the contribution of the influence of Discipline (X1) and Motivation (X2) on Employee Performance (Y) is 63.1% and the remaining 36.9% is influenced by other factors. Hypothesis testing obtained a calculated F value of $59.148 > F_{table} 3.136$ and or a sig value of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted, it can be concluded that simultaneously there is an influence between Work Discipline and Motivation on Employee Performance at the Office of the Environmental Sub-Department of West Jakarta City Administration. In this study, simultaneously, Work Discipline and Motivation have a significant effect on Employee Performance, this study is in line with previous research by Aden Prawiro Sudarso (2020) which is proven by the results of the study explaining that

simultaneously, the variables of motivation and work discipline have a positive and significant effect on performance.

CONCLUSION

Based on the results of the study on the influence of discipline and motivation on employee performance at the West Jakarta City Environmental Service Office, it can be concluded that both work discipline and work motivation have a significant influence on improving employee performance. Work discipline (X1) shows a strong relationship with employee performance with a correlation value of 0.706 and a determination coefficient of 49.2%, which means that almost half of the variation in employee performance can be explained by their level of work discipline. This is reinforced by the results of the hypothesis test which shows a calculated t value of 8.169 which is greater than the t table of 1.996008, so that work discipline partially has a significant influence on employee performance. Meanwhile, work motivation (X2) is also proven to have a significant effect with a correlation value of 0.675 and a determination coefficient of 47.7%, which indicates a strong relationship between work motivation and employee performance. The results of the hypothesis test show a calculated t value of 7.481 which is greater than the t table of 1.996008, so that work motivation also has a significant influence partially on employee performance. Furthermore, multiple regression analysis shows that discipline and motivation simultaneously affect employee performance with a calculated F value of 59.148 greater than the F table of 3.136, and a correlation value of 0.801 indicating a very strong relationship between the two independent variables and the dependent variable with a determination coefficient of 63.1%. Thus, increasing employee discipline and work motivation can contribute significantly to increasing their productivity and performance in the work environment.

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