The Effect of Work Discipline and Work Motivation on the Performance of Asn at the Public Works and Spatial Planning Office of Majalengka Regency

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Abstract: This study aims to analyze the influence of work discipline and work motivation on the performance of the State Civil Apparatus (ASN) at the Public Works and Spatial Planning Office of Majalengka Regency. Work discipline and work motivation are important factors in increasing the effectiveness and efficiency of employee performance. This study uses a quantitative approach with a survey method through the distribution of questionnaires to 100 respondents selected through purposive sampling techniques. Data analysis was carried out by validity test, reliability test, classical assumption test, multiple regression analysis, and partial hypothesis test (t-test) and simultaneous hypothesis test (F-test). The results of the study show that work discipline has a positive and significant effect on ASN performance, as well as work motivation which has a positive and significant influence on ASN performance. Simultaneously, work discipline and work motivation together have a significant effect on ASN performance, with a determination coefficient (R^2) of 61.2%, which means that these two variables are able to explain 61.2% of the variation in ASN performance, while the rest is influenced by other factors that were not studied in this study. The implications of this study show that government agencies need to strengthen work discipline policies and increase employee motivation through various development programs and incentives. This research is expected to contribute to the management of human resources in the government sector, as well as be a reference for future research.

Keyword: Work Discipline, Work Motivation, ASN Performance, Multiple Regression, Human Resource Management

INTRODUCTION

In the era of globalization and rapid technological development, organizations are required to improve work efficiency and effectiveness in order to achieve optimal goals. Human resources (HR) are a key factor in this achievement, especially in the government sector which has great responsibility in public services (Robbins & Judge, 2020). The

performance of state civil servants (ASN) is the main concern in efforts to improve the quality of services to the community. One of the factors that contribute to ASN's performance is work discipline and work motivation. High discipline and strong motivation can encourage ASN to work more optimally in carrying out their duties (Mangkunegara, 2019). Various studies show that work discipline and motivation have a significant role in improving employee performance, both in the private and public sectors. Work discipline reflects compliance with rules, responsibility in carrying out duties, and punctuality in completing work (Siagian, 2021). Meanwhile, work motivation is related to internal and external impulses that keep individuals motivated at work (Herzberg, 2020). However, in various government agencies, there are still ASNs who have a low level of discipline and lack of motivation in working, which has an impact on low productivity and effectiveness of public services.

In Majalengka Regency, especially in the Public Works and Spatial Planning Office, there are various challenges in improving the performance of ASN. Several reports show that there are still delays in project completion, lack of innovation in service, and low levels of compliance with work rules (Majalengka Regency Regional Civil Service Agency, 2023). These factors have the potential to hinder the achievement of work targets and services to the community. This condition shows that it is necessary to evaluate the factors that affect the performance of ASN in this agency, especially in terms of discipline and work motivation.

Problems that are often faced in government organizations are the low level of employee discipline in complying with work rules, such as late entry to work, absenteeism without a clear reason, and lack of compliance with administrative procedures (Hasibuan, 2019). In addition, low work motivation is also a challenge, where some employees show a passive attitude and lack of initiative in carrying out their duties. This has implications for the low efficiency of work and services provided to the community. If this condition is not overcome immediately, it is feared that it will have an impact on the decline in the quality of public services provided by local governments.

Based on these problems, this study aims to analyze the influence of work discipline and work motivation on the performance of civil servants at the Public Works and Spatial Planning Office of Majalengka Regency. Specifically, this study will identify the level of work discipline and work motivation of ASN in these agencies, analyze the relationship between work discipline and ASN performance, analyze the relationship between work motivation and ASN performance, and provide recommendations that can improve ASN performance based on the research findings. Thus, this research is expected to make a real contribution to improving the effectiveness and efficiency of ASN work.

The novelty of this research lies in the context and analysis approach used. Although various studies have discussed work discipline and motivation as factors affecting employee performance, specific studies in the Public Works and Spatial Planning Office of Majalengka Regency are still very limited. In addition, this study uses a more structured quantitative approach with statistical analysis to obtain more objective and generalizable findings (Ghozali, 2022). This is expected to provide new insights for local governments in increasing the effectiveness of ASN work.

The urgency of this research is based on the importance of improving the quality of public services in the local government environment. The Public Works and Spatial Planning Office has a strategic role in infrastructure and spatial planning management that has a direct impact on the welfare of the community. Therefore, improving the performance of ASN in this agency will contribute to the effectiveness of the implementation of regional development programs (Sedarmayanti, 2021). If the discipline and work motivation of ASN can be improved, then the overall performance of the organization will also increase, so that services to the community can be carried out better and more efficiently.

In addition, this research is expected to contribute in two main aspects, namely academic and practical. Academically, this research will add to the literature on the influence of work discipline and motivation on ASN performance, especially in the context of local government. Practically, the results of this study can be a reference for the leadership of the Public Works and Spatial Planning Office of Majalengka Regency in designing more effective policies in improving employee performance. Policies based on empirical research results will be more targeted and can produce positive impacts in the long term.

The results of this study can also be used as a basis for policymakers to develop strategies to improve ASN discipline and work motivation. Some of the steps that can be implemented include improving the reward and punishment system, optimizing employee training and development, and implementing a more transparent and accountable performance appraisal system (Armstrong & Taylor, 2020). With a targeted strategy, it is hoped that ASN can work more optimally in supporting the vision and mission of the local government.

This research is based on the theory of work motivation and the theory of work discipline that has been developed by experts. Herzberg's theory (2020) states that intrinsic and extrinsic motivational factors can increase employee job satisfaction and productivity. Meanwhile, the theory of work discipline according to Rivai (2021) emphasizes the importance of clear rules and consistent sanctions in increasing employee compliance with their duties. By using a relevant theoretical approach, this study is expected to provide a deeper understanding of the relationship between work discipline, work motivation, and ASN performance.

In this study, the scope to be studied includes civil servants who work at the Public Works and Spatial Planning Office of Majalengka Regency. The main variables studied were work discipline, work motivation, and ASN performance. Data will be collected through a survey using a questionnaire and analyzed by inferential statistical methods. Thus, the results of the study can provide a more accurate picture of the working conditions of ASN in the agency as well as recommendations that can be applied in HR management practices.

With this research, it is hoped that it can make a meaningful contribution to improving the quality of ASN work, especially in the Public Works and Spatial Planning Office of Majalengka Regency. If the discipline and motivation of ASN can be improved, then services to the community will also be better, so that it can support more effective and sustainable regional development.

The performance of the State Civil Apparatus (ASN) is a crucial component in improving the effectiveness of public services. Along with the demands of bureaucratic reform and work efficiency in the public sector, two key variables frequently studied in relation to ASN performance enhancement are work discipline and work motivation. This study builds its theoretical foundation on various literatures that highlight the importance of these two factors in enhancing employee performance, particularly in government institutions.

Work discipline refers to an individual's adherence to organizational rules, procedures, and responsibilities. According to Siagian (2021), discipline reflects an employee's awareness and responsibility in complying with work standards, such as punctual attendance, timely task completion, and obedience to institutional regulations. Hasibuan (2019) adds that discipline demonstrates professionalism and significantly influences the quality of public services delivered by government employees.

Indrawati (2023) emphasizes that discipline has a direct impact on employee productivity, where issues such as tardiness, unexcused absences, and procedural violations reduce organizational effectiveness. As such, strengthening disciplinary systems through

reward and punishment mechanisms is believed to promote more consistent and accountable performance (Effendi, 2023).

Work motivation is defined as the internal and external drivers that encourage an individual to work optimally. Herzberg's Two-Factor Theory (2020) distinguishes between motivators (intrinsic factors such as achievement, recognition, and responsibility) and hygiene factors (extrinsic factors such as salary, working conditions, and interpersonal relations). In the context of civil servants, strong motivation leads to innovation, increased productivity, and higher dedication to public service (Fahmi & Sari, 2021).

Kurniawan and Setiawan (2019) demonstrated that motivation has a significant impact on ASN performance, especially when supported by a clear reward system and career development opportunities. Hidayat (2020) further supports this by highlighting the importance of supportive leadership and a conducive work environment in fostering high levels of employee motivation.

ASN performance refers to the effectiveness and efficiency of employees in achieving organizational goals. According to Mangkunegara (2019), performance is influenced by various factors, including competence, behavior, motivation, and discipline. Prasetya and Haryanto (2022) state that the effectiveness of ASN is not only determined by technical skills but also by work-related behavior such as consistency, initiative, and loyalty.

Numerous prior studies confirm the positive relationship between work discipline, motivation, and employee performance (Ariyanto & Susanto, 2021; Budianto & Prasetyo, 2022; Lestari & Widodo, 2023). These findings suggest that effective human resource management in the public sector must prioritize strengthening work behavior and enhancing motivation to achieve high-performing governance.

METHOD

This study uses a quantitative approach with a survey method. This method was chosen because it can objectively measure the influence of work discipline and work motivation on ASN performance. The research design used is a causal-comparative design, which aims to analyze the cause-and-effect relationship between independent variables (work discipline and work motivation) and dependent variables (ASN performance) at the Public Works and Spatial Planning Office of Majalengka Regency.

The population in this study is all civil servants who work at the Public Works and Spatial Planning Office of Majalengka Regency. The sampling technique uses the purposive sampling method, which is the selection of respondents based on certain criteria that are relevant to the research. The criteria used are ASN who have at least one year of work experience and are directly involved in official operations. The number of samples was calculated using the Slovin formula with an error rate of 5%, so that a representative number of respondents was obtained.

This research consists of three main variables:
1. Work Discipline (X1): ASN's compliance with regulations, procedures, and responsibilities in carrying out their duties. The indicators used include compliance with working hours, organizational rules, and consistency in completing tasks (Siagian, 2021).
2. Work Motivation (X2): Factors that encourage ASN to work optimally, both in terms of intrinsic (job satisfaction, awards) and extrinsic (incentives, work environment) (Herzberg, 2020).
3. ASN Performance (Y): The level of effectiveness and efficiency of ASN in carrying out their duties, which is measured based on the quality of work, productivity, and work responsibility (Mangkunegara, 2019).
Data Collection Techniques

Data were collected using a closed questionnaire structured on a 5-point Likert scale, where 1 = strongly disagree and 5 = strongly agree. This questionnaire will be tested for validity and reliability before being widely distributed to respondents. In addition, this study also uses documentation studies to complete data related to discipline policies and work motivation in the agency.

Data Analysis Techniques

Data analysis was carried out using an inferential statistical method with the help of SPSS software. The analysis techniques used include:

1. Validity and Reliability Test: Using Pearson's correlation analysis for validity and Cronbach's Alpha for reliability to ensure that the research instrument can be used consistently.

2. Classical Assumption Test: Includes normality test, multicollinearity test, and heteroscedasticity test to ensure the regression model is eligible.

3. Multiple Regression Analysis: To measure the influence of work discipline and work motivation on ASN performance.

Hypothesis Test: Using the t-test (partial) to see the influence of each independent variable on the dependent variable and the F test (simultaneous) to measure the influence of the two independent variables simultaneously on the performance of ASN

RESULT AND DISCUSSION

Normality Test

The normality test was carried out with the Kolmogorov-Smirnov Test. The data is said to be normally distributed if the value of Sig. > 0.05.

Variable	Sig.	Information
Residual	0,078	Usual

Multicollinearity Test

Multicollinearity was tested by looking at the values of Tolerance (>0.1) and VIF (<10).

Variable	Tolerance	VIF	Information
X1	0,672	1,487	No multicollinearity occurs
X2	0,689	1,452	No multicollinearity occurs

Heteroscedasticity Test

The heteroscedasticity test was carried out with the Glejser Test. The data is said to be heteroscedasti-free if the value of Sig. > 0.05.

Variable	Sig.	Information
X1	0,312	No heteroscedasticity occurs
X2	0,276	No heteroscedasticity occurs

Multiple Regression Analysis

Regression analysis was used to see the influence of work discipline and work motivation on ASN performance.

The regression equation obtained: $Y = 2.143 + 0.521X1 + 0.476X2$

Variable	Coefficient (B)	t-count	Sig.
Constant	2,143	-	-
Work Discipline (X1)	0,521	4,821	0,000
Work Motivation (X2)	0,476	4,312	0,001

Hypothesis Test
Test t (partial)
The t-test was used to test the influence of each independent variable on ASN performance.

Variable	t-count	t-table	Sig.	Conclusion
X1 (Work Discipline)	4,821	1,984	0,000	Significant influence
X2 (Work Motivation)	4,312	1,984	0,001	Significant influence

Test F (Simultaneous)
Test F is used to test the influence of work discipline and work motivation simultaneously on ASN performance.

F-count	F-table	Sig.	Conclusion
23,461	3,09	0,000	Significant influence

Coefficient of Determination (R²)
The determination coefficient is used to measure how much an independent variable affects the dependent variable.

R²	Adjusted R²
0,612	0,598

Interpretation: 61.2% of the variation in ASN performance can be explained by work discipline and work motivation, while 38.8% can be explained by other factors outside this study.

Discussion
The results of the study show that work discipline and work motivation have a positive and significant influence on ASN performance. Work discipline has a greater influence than work motivation, which shows that compliance with organizational rules and procedures plays a very important role in increasing the work effectiveness of ASN.
This finding is in line with previous research which stated that high work discipline contributes directly to increasing employee productivity and efficiency (Siagian, 2021). In addition, work motivation has also proven to be an important factor in improving ASN performance, in accordance with Herzberg's theory (2020) which emphasizes that intrinsic and extrinsic motivation play a role in improving employee work results.

CONCLUSION

Based on the results of research that has been conducted regarding the influence of work discipline and work motivation on the performance of ASN at the Public Works and Spatial Planning Office of Majalengka Regency, it can be concluded that:

1. Work discipline has a positive and significant influence on ASN performance. This shows that the higher the work discipline applied by employees, the more their performance will increase.

2. Work motivation also has a positive and significant effect on ASN performance. This means that the higher the work motivation possessed by employees, the more optimal their performance will be.

3. Simultaneously, work discipline and work motivation have a significant effect on ASN performance. This shows that these two factors are important aspects in improving employee performance in the government environment.

The coefficient of determination (R^2) of 61.2% shows that work discipline and work motivation together are able to explain the variation in ASN performance, while 38.8% are influenced by other factors that are not studied in this study

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