



**TECHNIUM**  
SOCIAL SCIENCES JOURNAL

# Technium.

52/2023

2023

A new decade for social changes

**Technium**

**Social Sciences**

Powered by

**PLUS**  
**COMMUNICATION**



International  
Communication & PR



## **The Influence of Motivation and Discipline on The Performance of Civil Servants on The Regional Education Services of North Sulawesi Province**

**Christia M. Kandow<sup>1</sup>, Abdul Rahman Dilapanga<sup>2</sup>, Itje Pangkey<sup>3</sup>**

Public Administration Magister Program, Faculty of Social Sciences and Law,  
Universitas Negeri Manado

[kandowchristia@gmail.com](mailto:kandowchristia@gmail.com)<sup>1</sup>, [abdulrahmandilapanga@unima.ac.id](mailto:abdulrahmandilapanga@unima.ac.id)<sup>2</sup>,  
[itjepangkey@unima.ac.id](mailto:itjepangkey@unima.ac.id)<sup>3</sup>

**Abstract.** The aim of this research is to test, describe and analyze: a) The relationship between motivation (X1) and performance (Y); b) The relationship between discipline (X2) and performance (Y); c) Simultaneous relationship between motivation (X1) and discipline (X2) on performance (Y); d) the influence of motivation (X1) on performance (Y); e) the influence of discipline (X2) on performance (Y), and f) the influence of motivation (X1) and discipline (X2) simultaneously on the performance (Y) of Civil Servants (PNS) of the North Sulawesi Province Regional Education Service. This research uses quantitative research methods with a sample size of 95 Civil Servants. Data was obtained through a questionnaire with a Likert scale. The results of the research show that 1) There is a significant relationship between employee motivation and discipline at the Regional Education Office of North Sulawesi Province; 2) There is a significant influence on employee motivation and discipline at the Regional Education Office of North Sulawesi Province; 3) The contribution of motivation (X1) and discipline (X2) together to performance (Y) is 34.6%; 4) The variance of the performance variable (Y) can be influenced by the variance of the motivation (X1) and discipline (X2) variables together; 5) Motivation (X1) on performance (Y) and discipline (X2) on performance (Y) separately have a significant influence; 6) The discipline variable (X2) influences the performance variable (Y) more than the motivation variable (X1).

**Keywords.** Motivation, Discipline, Performance, Civil Servants

### **A. Introduction**

Human resources play an important role in the functioning of an organization. Notoatmodjo (2003: 55) in Pratami et al. (2015) stated that humans are a determining resource for achieving the vision and mission of an organization [1]. An organization is a system, namely a series of components and relationships that work together as a single unit (Supit, 2023) [2]. If each component is a subsystem that has many systems, there is a close relationship between individual performance and organizational performance, in other words, if an employee's performance is good, it is likely that the organization's performance will also be good. Therefore, organizations must really pay attention to personal factors (Sendouw et al., 2023) [3].

The formation of an organization will not be able to achieve its targets without first paying attention to the effectiveness of individual performance, so individual achievement becomes important. The Indonesian government has three main functions in managing society, namely, "public service function", "development function", and "protection function" (Masengi et al., 2023) [4]. These three functions must be carried out by the government as well as possible, for the continuity of the government itself. In carrying out this function, a bureaucracy was formed. Bureaucracy is a system built by the government so that its functions, namely service, development and protection, can take place effectively and efficiently (Masengi et al., 2023) [5].

In order for management activities to run well, the government must have employees who are knowledgeable and highly skilled and strive to manage the organization as optimally as possible so that employee performance increases (Supit & Lumingkewas, 2023) [6]. According to Wibowo (2016: 3) in Masengi et al. (2023) performance is the implementation of plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interests. How an organization values and treats its human resources influences their attitudes and behavior in carrying out performance (Masengi et al., 2023) [7]. Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. A good organization is an organization that tries to improve the capabilities of its human resources, because this is a key factor in improving employee performance. Increasing employee performance will bring progress for government agencies to be able to survive in an unstable competitive government environment. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of a government agency depends on the quality of performance of the human resources within it. The role of employee performance in an organization becomes clearer, so it is mandatory for organizations to think about appropriate strategies to improve employee performance. Various strategies that can be implemented by organizations to manage employee performance include: providing motivation, providing work enthusiasm, implementing work discipline and career development, inadequate infrastructure, competency through education and training, providing incentives, work culture, leadership, increasing job satisfaction. and employee work experience (Santoso, 2017) [8].

Employee motivation is needed to improve their performance. Rivai (2009), said that the definition of motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals [9]. Motivation is something that creates enthusiasm or encouragement for work, so that whether an employee's motivation is strong or weak also determines performance because a person's performance depends on the strength of his or her motives. The motive referred to here is the desire and drive or movement that exists within each individual to achieve a target. Someone who has high motivation will work hard, maintain a hard work pace, and have self-controlled behavior towards important goals. Thus, the high motivation that an employee has at work will also result in high performance (Dilapanga, 2020) [10].

Apart from motivation, a factor that is no less important is work discipline. Heidjrachman and Husnan (2012:15) in Absari (2021), state that discipline is every individual and group who guarantees compliance with orders and takes the initiative to carry out necessary actions if there are no orders [11]. The higher the work discipline of each employee, which is supported by adequate skills, wages or salaries, the more influenced the activities of the agency itself. Discipline is a person's awareness and willingness to obey all company regulations and

applicable social norms (Hasibuan, 2011) [12]. High work discipline will help improve performance.

Hasibuan (2009) states that work results or achievements are a combination of three factors consisting of interest in work, acceptance of task delegation, and the level of motivation of a worker [13]. This is in accordance with Hidayat's (2012) research in Sofiyanti and Nawawi (2017) entitled "The Influence of Leadership and Work Motivation on KIA LLC Employee Performance", which concluded that leadership and work motivation influence performance [14].

Employees are one of the most important resources for government organizations (Supit, 2023) [15]. Employees are the driving force behind the progress and decline of an organization and at the same time manage the organization so that they can carry out activities to achieve the goals that have been set (Supit & Lumingkewas, 2023) [16]. In this regard, in an effort to achieve the organizational goals of the North Sulawesi Province Regional Education Service, it is influenced by organizational behavior which is a reflection of the behavior and attitudes of its employees, meaning that the higher the performance of human resources, the higher the organizational performance will be, which in turn will be able to achieve its goals (Dilapanga et al., 2023) [17].

In carrying out official duties, work enthusiasm plays a determining role in what can be done in order to achieve certain goals. Ability usually shows the potential to carry out a job in accordance with ability, skills and knowledge. High work morale in an employee will have a positive impact on improving the quality of services in the education sector. This means that the more enthusiastic an employee is in carrying out a job, the more work he can complete and maintain the quality of his work (Subarjo, 2015) [18].

In an agency, the problem that is often faced is why some employees work better than other employees, this is a question that continually arises and is always faced by work unit leaders, there are employees who have the ability, skills and work enthusiasm that are in accordance with the agency's expectations, often employees who have the ability and skills but lack high work enthusiasm, so that their performance does not match the agency's expectations. This can be understood because an agency consists of individuals who have different backgrounds and goals from each other than the agency's goals (Nurdin & Indar, 2013) [19].

Employee performance can be influenced by the level of discipline. This is in accordance with research by Wahyuningrum (2009:127) which states that there is a positive relationship between work discipline and performance [20]. Zaeni (2012) with his research entitled "The Influence of Discipline and Work Motivation on the Performance of Employees at the Karawang Regency Religious Affairs Office". Zaeni concluded that discipline and work motivation directly influence employee performance. Endang Sumarna (2007) concluded that discipline and job satisfaction make a positive contribution to employee performance. Meanwhile, Kuswanda (2006) in his research entitled "The Influence of Work Ability, Work Motivation and Work Discipline on the Performance of Deconcentrated Employees and Assistance Tasks of the Regional Secretariat of West Java Province", concluded that work ability, work motivation and work discipline influence employee performance. Ridwan (2012) in his research entitled "The Role of Leadership and Work Discipline on Teacher Performance", concluded that the role of leadership and work discipline influence teacher performance.

The author's initial survey obtained at the Regional Education Office of North Sulawesi Province, found that there were still employees who felt they lacked discipline, motivation and work enthusiasm. Lack of discipline and motivation, employees often arrive late, employee breaks sometimes exceed the limit so they work less hours and go home before time. This can

be observed in the morning roll call and afternoon roll call which all civil servants must take part in every day. Lack of work enthusiasm among civil servants in completing every job and delegating work to casual daily staff. Reluctant to be lazy in developing themselves even though the facilities have been provided by the office so that it can affect the work productivity of civil servants.

The aim of this research is to test, describe and analyze: a) The relationship between motivation (X1) and performance (Y); b) The relationship between discipline (X2) and performance (Y); c) Simultaneous relationship between motivation (X1) and discipline (X2) on performance (Y); d) the influence of motivation (X1) on performance (Y); e) the influence of discipline (X2) on performance (Y), and f) the influence of motivation (X1) and discipline (X2) simultaneously on the performance (Y) of Civil Servants at the Regional Education Service of North Sulawesi Province.

## **B. Method**

The type of research used is quantitative research using a cross sectional study research design, namely data collection and research are carried out at the same time. After the data is collected, the data is first described (exposed) for each variable, both independent and dependent variables, then after that it is analyzed to see the relationship and analyze the influence between the independent and dependent variables and then presented or presented by the researcher.

The research location was the Regional Education Office of North Sulawesi Province with a sample size of 95 Civil Servants. Data collection techniques are observation and questionnaires with the Likert scale method. Performance variable indicators (Y) are work quality, work quantity, cooperation, responsibility and initiative (Mangkunegara, 2006) [21]. The motivation variable indicator (X1) is the need for achievement, the need to expand social relationships, and the need to master the job (McClelland in Wibowo, 2011) [22]. Meanwhile, the indicators for the Discipline variable (X2) are adherence to time and responsibility (Afandi & Bahri, 2020) [23]. Before proceeding to the analysis process, the questionnaire items are tested first using validity and reliability tests in order to obtain data that is truly valid and can be measured well. The data analysis technique uses multiple linear regression tests.

## **C. Result and discussion**

### **1. Result of The Research**

#### ***Normality test***

The data normality test was carried out with the aim of finding out whether the data was normally distributed for each variable analyzed. This is intended to find out whether the symptoms investigated, namely Motivation, Discipline and Performance, have a normal distribution or not. To test the normality of the data, the SPSS program was used with the One-Sample Komogrov-Sminrnov Test method. Data normality testing uses the following hypothesis:

Hypothesis test :

Ho : The data is not normally distributed

Ha : Normally distributed data (random)

Testing Rules :

If the probability (sig) > 0.05 then Ho is rejected and Ha is accepted

If probability (sig) < 0.05 then Ho is accepted.

**Table 1.** Motivation Variable Normality Test (X1)

		Motivasi
N		95
Normal Parameters <sup>a,b</sup>	Mean	134.2526
	Std. Deviation	10.51338
Most Extreme Differences	Absolute	.150
	Positive	.130
	Negative	-.150
Test Statistic		.150
Asymp. Sig. (2-tailed)		.130
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the results of the SPSS program analysis, the Asymp value was obtained. Sig (2-tailed) = 0.130. This shows that the value of Asymp. Sig (2-tailed) = 0.130 > 0.05. Thus, Ho is rejected and Ha is accepted, which means that the motivation data is normally distributed (Table 1).

**Table 2.** Discipline Variable Normality Test (X2)

		Disiplin
N		95
Normal Parameters <sup>a,b</sup>	Mean	117.0105
	Std. Deviation	9.50867
Most Extreme Differences	Absolute	.222
	Positive	.222
	Negative	-.184
Test Statistic		.222
Asymp. Sig. (2-tailed)		.340
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the results of the SPSS program analysis, the Asymp value was obtained. Sig (2-tailed) = 0.340. This shows that the value of Asymp. Sig (2-tailed) = 0.340 > 0.05. Thus, Ho is rejected and Ha is accepted, which means the Discipline data is Normally distributed (Table 2).

**Table 3.** Performance Variable Normality Test (Y)

		Kinerja
N		95
Normal Parameters <sup>a,b</sup>	Mean	134.2947
	Std. Deviation	10.26653
Most Extreme Differences	Absolute	.101
	Positive	.076
	Negative	-.101
Test Statistic		.101
Asymp. Sig. (2-tailed)		.417
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the results of the SPSS program analysis, the Asymp value was obtained. Sig (2-tailed) = 0.417. This shows that the value of Asymp. Sig (2-tailed) = 0.417 > 0.05. Thus,  $H_0$  is rejected and  $H_a$  is accepted, which means the performance data is normally distributed (Table 3).

### Linearity Test

**Table 4.** ANOVA ANOVA Table of Variance Relationship between X1 and Y

			Sum of Squares	df	Mean Square	F	Sig.
Performance (Y) * Motivation (X1)	Between Groups	(Combined)	5213.655	26	200.525	2.905	.000
		Linearity	2521.013	1	2521.013	36.520	.000
		Deviation from Linearity	2692.641	25	107.706	1.560	.076
	Within Groups		4694.093	68	69.031		
Total		9907.747	94				

The results of the linearity test showed that the variance of the relationship between motivation (X1) and performance (Y) obtained a Sig value. of 0.076. Because the significance value is greater than 0.05),  $p=0.076>0.05$ , it can be stated that the variance of the relationship between motivation variables and performance is linear.

**Table 5.** ANOVA Table of Variance Relationship between X2 and Y

			Sum of Squares	df	Mean Square	F	Sig.
Performance (Y) * Discipline (X2)	Between Groups	(Combined)	4993.353	23	217.102	3.137	.000
		Linearity	3044.429	1	3044.429	43.984	.000
		Deviation from Linearity	1948.924	22	88.587	1.280	.216
	Within Groups		4914.394	71	69.217		
Total		9907.747	94				

From the results of the linearity test, the variance of the relationship between discipline (X2) and performance (Y) obtained a Sig value. of 0.216. Because the significance value is greater than 0.05 ( $p=0.216>0.05$ ), it can be stated that the variance of the relationship between discipline variables and performance is linear.

**Product Moment Correlation Test**

**Table 6.** Correlation of Product Moment Variable X1 with Y

		Motivasi (X1)	Kinerja (Y)
Motivation (X1)	Pearson Correlation	1	.504**
	Sig. (2-tailed)		.000
	N	95	95
Performance (Y)	Pearson Correlation	.504**	1
	Sig. (2-tailed)	.000	
	N	95	95

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

Based on the results of the product moment correlation test of the motivation variable (X1) with performance (Y), a probability value of 0.000 is obtained. Because the probability value is smaller than the 5% significance level ( $p=0.000<0.05$ ), it can be stated that the motivation variable and the performance variable are significantly related..

**Table 7.** Correlation of Product Moment Variable X2 with Y

		Disiplin (X2)	Kinerja (Y)
Discipline (X2)	Pearson Correlation	1	.554**
	Sig. (2-tailed)		.000
	N	95	95
Performance (Y)	Pearson Correlation	.554**	1
	Sig. (2-tailed)	.000	
	N	95	95

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

Based on the results of the product moment correlation test for the discipline variable (X2) with performance (Y), a probability value of 0.000 was obtained. Because the probability value is smaller than the 5% significance level ( $p=0.000<0.05$ ), it can be stated that the discipline variable and the performance variable are significantly related.

**Multiple Linear Regression Test**

**Table 8.** Model Summary Variables X1 and X2 against Y

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 <sup>a</sup>	.346	.332	8.39009

a. Predictors: (Constant), Discipline (X2), Motivation (X1)

The results of the analysis obtained a coefficient of determination (R Square=0.346(34.6%) so that it can be stated that the contribution of motivation (X1) and discipline (X2) together to performance (Y) is 34.6%.

**Table 9.** ANOVA Variables X1 and X2 against Y

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3431.532	2	1715.766	24.374	.000 <sup>b</sup>
	Residual	6476.215	92	70.394		
	Total	9907.747	94			

a. Dependent Variable: Performance (Y)  
b. Predictors: (Constant), Discipline (X2), Motivation (X1)

The results of the F test obtained a probability value smaller than the 5% significance level ( $p=0.000<0.05$ ), so it can be stated that the variance of the performance variable (Y) can be influenced by the variance of the motivation (X1) and discipline (X2) variables together.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	51.233	12.042		4.254	.000
	Motivation (X1)	.250	.106	.256	2.345	.021
	Discipline (X2)	.423	.118	.392	3.596	.001

a. Dependent Variable: Performance (Y)

**Table 10.** Multiple Linear Regression Test Results

The results of the partial t test obtained a probability value smaller than the 5% significance level ( $p=0.000<0.05$ ), so it can be stated separately that motivation (X1) on performance (Y) and discipline (X2) on performance (Y) have a significant influence significant.

Based on the results of the analysis, a regression equation was created :

$$Y=a+b_1x_1+b_2x_2$$

$$Y=51,233+0,250X_1+0,423X_2$$

51,233 : constant price, namely performance value (Y) without being influenced by motivation (X1) and performance (Y).

0,250X<sub>1</sub> : the price of the motivation regression coefficient (X1) which means that if motivation (X1) increases by one unit it will increase the performance value (Y) by 0.250, likewise if motivation (X1) decreases by one unit it will decrease the Y value by 0.250.

0,423X<sub>2</sub> : the price of the discipline regression coefficient (X2) which means that if discipline (X2) increases by one unit it will increase the performance value (Y) by 0.423, likewise if discipline (X2) decreases by one unit it will decrease the Y value by 0.423.

The beta value (b) is a value that shows which variable X (motivation or discipline) most dominantly influences the performance variable (Y). Based on the results of the analysis, the

beta value of X1 is 0.256 and X2 is 0.392. Because the beta value of discipline (X2) is greater than motivation (X1), it can be stated that the discipline variable (X2) has the most influence on the performance variable (Y) rather than the motivation variable (X1).

## **2. Discussion**

Based on the results of statistical tests, it can be clearly seen that partially all independent variables have an effect on the dependent variable. The influence given by these two independent variables is positive, meaning that the better the motivation and work discipline, the better the resulting employee performance. These results are in accordance with the proposed hypothesis. The results of this study are also in accordance with previous results. The explanation is as follows :

### ***The relationship between motivation (X1) and discipline (X2) on performance (Y)***

The results of the product moment correlation test of the motivation variable (X1) with performance (Y) obtained a probability value of 0.000. Because the probability value is smaller than the 5% significance level ( $p=0.000<0.05$ ), it can be stated that the motivation variable and the performance variable are significantly related. In other words, there is a significant influence of motivation and discipline on employee performance at the Regional Education Office of North Sulawesi Province. In line with research conducted by Erisna (2012) on employees at the Way Kanan District Education Office. The research results show that there is a significant relationship between motivation and discipline on employee performance at the Way Kanan District Education Office with a probability value of 0.000 [24]. Likewise, research conducted by Sembodo (2020) on employees at the Mojokerto Regency Education Office. The research results showed that there was a significant relationship between employee motivation and discipline at the Mojokerto Regency Education Office with a P value of 0.000 [25].

### **Influence of Motivation (X1) and Discipline (X2) on Performance (Y)**

The results of the analysis obtained a coefficient of determination (R Square = 0.346 (34.6%) so that it can be stated that the contribution of motivation (X1) and discipline (X2) together to performance (Y) is 34.6%.

The results of the F test obtained a probability value smaller than the 5% significance level ( $p=0.000<0.05$ ), so it can be stated that the variance of the performance variable (Y) can be influenced by the variance of the motivation (X1) and discipline (X1) variables together.

The results of the partial t test obtained a probability value smaller than the 5% significance level ( $p=0.000<0.05$ ), so it can be stated separately that motivation (X1) on performance (Y) and discipline (X2) on performance (Y) have a significant influence significant. Based on the results of the analysis, a regression equation was created :

$$Y=a+b_1x_1+b_2x_2$$

$$Y=51,233+0,250X_1+0,423X_2$$

51.233 is a constant price, namely the performance value (Y) without being influenced by motivation (X1) and performance (Y). Meanwhile, 0.250X1 is the price of the motivation regression coefficient (X1), which means that if motivation (X1) increases by one unit, the performance value (Y) will increase by 0.250. Likewise, if motivation (X1) decreases by one unit, the Y value will decrease by 0.250.

0.423X2 is the price of the discipline regression coefficient (X2) which means that if discipline (X2) increases by one unit it will increase the performance value (Y) by 0.423. Likewise, if discipline (X2) decreases by one unit, it will reduce the Y value by 0.423. The beta

value is a value that shows which variable X (motivation or discipline) most dominantly influences the performance variable (Y). Based on the results of the analysis, the beta value of X1 is 0.256 and X2 is 0.392. Because the beta value of discipline (X2) is greater than motivation (X1), it can be stated that the discipline variable (X2) has the most influence on the performance variable (Y) rather than the motivation variable (X1).

In line with research conducted by Arsyenda (2013) on Civil Servant Bapeda Malang City. The research results show that there is a significant influence on the motivation and discipline of civil servants as seen from the results of the calculated F test analysis which is 14.168 with a significance of 0.000 and the motivation t test (X1) is 2.097 with a significance of 0.044, discipline (X2) is 3.662 with a significance of 0.001. Likewise, research conducted by Sutrisno (2020) on Civil Servants at the Central Java Provincial Social Service Office. The research results showed that there was a significant influence of motivation and discipline on the performance of civil servants. With the F test results, a probability value of 0.000 is obtained.

Research conducted by Suparno (2019) on State Civil Apparatus at the Subulusallam Regional Secretariat. The research results showed that there was a significant influence on the motivation and discipline of State Civil Apparatus at the Regional Secretariat of Subuluhsallam City with the value of the F test results where the calculated f was greater than the F table. According to Wahjosumidjo (2012) in Fauzi (2018) motivation is something basic that drives a person to work [26]. Basically, organizations not only expect employees who are capable, capable and skilled, but most importantly they are willing to work hard and have the desire to achieve optimal work results. Employees' abilities, abilities and skills are meaningless to the organization, if they do not work hard with the abilities, skills and skills they have.

To encourage and mobilize subordinates to be willing to work as optimally as possible, it is necessary to ensure communication and participation from all parties. Motivation requires that managers know how to motivate their employees, how they spend time trying to get input from subordinates, about the problems they face.

Work discipline can be an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten, and being able to carry them out and not evade accepting sanctions if he violates the duties and authority given to him. So discipline can be created if employees can adjust their attitudes, behavior and actions to the rules or regulations of the organization, both verbal and/or written. The purpose of establishing regulations or rules is not merely to punish employees, but rather as a starting point for carrying out daily activities which, if followed and obeyed properly, will provide great benefits, namely achieving the work productivity expected by the organization (Sastrohasiwoyo, 2010) [27].

Discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms." From this definition, there are two words that need to be understood, namely awareness and willingness. Awareness is the attitude of a person who voluntarily obeys all regulations or is aware of his duties and responsibilities. Willingness is a person's behavioral attitude and regulations that are in accordance with the organization's regulations, whether written or unwritten, so it can be stated that employee discipline is an employee's compliance and obedience to all regulations made by the organization. Even though discipline is a form of punishment, the implementer of the discipline does not always view the discipline as something that is undesirable, because sometimes the discipline makes someone appreciate their work more than others. The existence of sanctions or punishments for employees who violate organizational regulations is not an organizational goal, but the regulations made are an effort to enforce work discipline towards increasing work performance

which will ultimately increase work productivity. However, organizations need to design employee discipline programs through several actions, both positive and negative (Hasibuan, 2002) [28].

Based on the research results, the author assumes that good motivation and high discipline can improve the performance of Civil Servants in the North Sulawesi Provincial Education Office. Moreover, as an State Civil Apparatus, there are provisions that must be obeyed in accordance with Government Regulation Number 94 concerning State Civil Apparatus Discipline which regulates, among other things, obligations, prohibitions and disciplinary penalties that can be imposed on civil servants who have been proven to have committed violations, with light, medium and heavy levels of disciplinary punishment.

#### **D. Conclusion**

Based on the results of the research and discussion described above, it can be concluded that:

- 1) There is a significant relationship between employee motivation and discipline at the Regional Education Office of North Sulawesi Province.
- 2) There is a significant influence on employee motivation and discipline at the Regional Education Office of North Sulawesi Province.
- 3) The contribution of motivation (X1) and discipline (X2) together to performance (Y) is 34.6%.
- 4) The variance of the performance variable (Y) can be influenced by the variance of the motivation (X1) and discipline (X2) variables together.
- 5) Motivation (X1) on performance (Y) and discipline (X2) on performance (Y) separately have a significant influence.
- 6) The discipline variable (X2) influences the performance variable (Y) more than the motivation variable (X1).

#### **References**

- [1] W. Pratami, H. S. Nugraha, and S. Nurseto, "Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. Bakrie Sumatera Plantations," *J. Ilmu Adm. Bisnis*, vol. 4, no. 4, pp. 335–352, 2015.
- [2] B. F. Supit, "Konsep Dasar Komunikasi Organisasi," *Penerbit Tahta Media*, 2023.
- [3] R. H. E. Sendouw, E. M. C. Lumingkewas, B. F. Supit, and P. M. M. Kapojos, "Analysis of Performance Appraisal of State Civil Apparatus in the Regional Office of Education of North Sulawesi Province," *Tech. Soc. Sci. J.*, vol. 49, pp. 90–96, 2023.
- [4] E. E. Masengi, E. M. C. Lumingkewas, and B. F. Supit, *Reformasi Administrasi Publik*. Purbalingga: Eureka Media Aksara, 2023.
- [5] E. E. Masengi, E. M. C. Lumingkewas, and B. F. Supit, "Implementation of Government Regulation No. 53 of 2010 concerning Civil Servant Discipline in the Finance, Asset, and Revenue Management Office of Minahasa Regency," *Tech. Soc. Sci. J.*, vol. 40, pp. 11–22, 2023, doi: <https://doi.org/10.47577/tssj.v40i1.8404>.
- [6] B. F. Supit and E. Lumingkewas, "Implementasi Kebijakan Bantuan Sosial Tunai Di Kelurahan Talikuran Utara Kecamatan Kawangkoan Utara Minahasa," *Acad. Educ. J.*, vol. 14, no. 2, pp. 1059–1068, 2023, doi: <https://doi.org/10.47200/aoej.v14i2.1981>.
- [7] E. E. Masengi, E. Lumingkewas, and B. F. Supit, "Implementasi Kebijakan Sertifikasi Guru Dalam Meningkatkan Kinerja Guru Di SMA Negeri 2 Tondano," *Acad. Educ. J.*, vol. 14, no. 2, pp. 1084–1095, 2023, [Online]. Available: [41](https://www.atlantis-</a></li></ol></div><div data-bbox=)

- press.com/proceedings/unicssh-22/125984016
- [8] A. B. Santoso, “Pengaruh Disiplin Kerja, Motivasi, dan Komitmen Organisasi Terhadap Kinerja Karyawan (Pada PT. Bank Negara Indonesia (Persero) Cabang Pamulang),” *J. Mandiri Ilmu Pengetahuan, Seni, Dan Teknol.*, vol. 1, no. 2, pp. 247–272, 2017.
- [9] V. Rivai, *Manajemen sumber daya manusia untuk perusahaan: Dari teori ke praktik*. Jakarta: Jakarta: Rajawali Pers, 2009.
- [10] A. R. Dilapanga, “Iklim Kerja Organisasi (Studi pada Dinas Sosial Kabupaten Minahasa),” *J. Kaji. Kebijak. dan Ilmu Adm. Negara (JURNAL Adm.)*, vol. 1, no. 2, 2020.
- [11] A. Absari, “Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Negeri Sipil Di Kantor Sekretariat DPRD Kabupaten Lampung Tengah.” Universitas Muhammadiyah Metro, 2021.
- [12] M. S. P. Hasibuan, “Manajemen Sumber Daya Manusia,” *Ed. Revisi Jakarta Bumi Aksara*, 2011.
- [13] M. S. P. Hasibuan, *Manajemen Dasar, Pengertian, Dan Masalah*. Jakarta: PT Bumi Aksara., 2009.
- [14] N. Sofiyanti and A. Nawawi, “Pengaruh Disiplin dan Motivasi Kerja Terhadap Kinerja Pegawai Satuan Polisi Pamong Praja (Satpol PP) Kabupaten Karawang,” *Buana Ilmu*, vol. 1, no. 2, 2017.
- [15] B. F. Supit, *Buku Ajar Kepemimpinan: Teori Dasar Kepemimpinan dalam Organisasi*. Purbalingga: Eureka Media Aksara, 2023.
- [16] B. F. Supit and E. M. C. Lumingkewas, “Analisis Pengaruh Akuntabilitas dan Kompetensi Pegawai terhadap Pengelolaan Dana Kelurahan di Kecamatan Kawangkoan Utara Kabupaten Minahasa,” *J. Adm. J. Kaji. Kebijak. Dan Ilmu Adm. Negara*, vol. 5, no. 1, pp. 12–20, 2023.
- [17] A. R. Dilapanga, T. Pangalila, and B. F. Supit, “Analysis Of Village Direct Cash Assistance Policy Implementation In East Bolaang District Bolaang Mongondow Regency,” *Tech. Soc. Sci. J.*, vol. 39, pp. 89–97, 2023, doi: <https://doi.org/10.47577/tssj.v39i1.8260>.
- [18] S. Subarjo, “Mediasi Motivasi Kerja Terhadap Hubungan Antara Kompensasi Dan Kinerja Pada Perusahaan Garmen Di Wilayah Sleman,” *J. Anal. Bisnis Ekon.*, vol. 13, no. 2, pp. 150–161, 2015.
- [19] R. Nurdin and D. Indar, “Pengaruh Gaya Kepemimpinan Dan Kepuasan Kerja Terhadap Kinerja Pegawai Di RSUD Namlea Kabupaten Buru Provinsi Maluku,” *Jurnal*, 2013.
- [20] Y. Wahyuningrum, “Audit Operasional Sebagai Dasar Penilaian Efisiensi dan Efektivitas Kinerja Fungsi Pemasaran Pada Bank.” Universitas Brawijaya, 2009.
- [21] A. A. A. P. Mangkunegara, *Evaluasi kinerja SDM*. Bandung: Refika Aditama, 2006.
- [22] W. Wibowo, *Cara cerdas menulis*. Penerbit Buku Kompas, 2011.
- [23] A. Afandi and S. Bahri, “Pengaruh Kepemimpinan Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan,” *Maneggio J. Ilm. Magister Manaj.*, vol. 3, no. 2, pp. 235–246, 2020.
- [24] N. Erisna, “Hubungan Disiplin Dan Motivasi Kerja Dengan Kinerja Pegawai Pada Dinas Pendidikan Kabupaten Way Kanan,” *J. Manaj. dan Bisnis Univ. Bandar Lampung*, vol. 2, no. 2, p. 111632, 2012.
- [25] Y. A. Sembodo, “Pengaruh disiplin kerja, beban kerja, dan lingkungan kerja terhadap kinerja karyawan: Studi kasus pada Dinas Komunikasi dan Informatika Kabupaten Magetan.” Universitas Islam Negeri Maulana Malik Ibrahim, 2020.
- [26] F. Fauzi, “Pengaruh Gaya Kepemimpinan Transformasional Dan Motivasi Terhadap Kinerja Pegawai Di Lingkungan Universitas Islam Negeri Sunan Gunung Djati Bandung

- (UIN).” STIE Ekuitas, 2018.
- [27] S. B. Sastrohasiwoyo, “Manajemen Tenaga Kerja,” *Jakarta Sinar Baru*, 2010.
- [28] M. S. P. Hasibuan, *Organisasi Dan Manajemen*. Jakarta: Rajawali Press, 2002.