The Influence of Motivation and Work Discipline on Employee Performance at the Department of Manpower and Transmigration Karawang Regency

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Abstract: Investigating and evaluating the effects of work discipline and motivation on employee performance at Karawang Regency's Department of Manpower and Transmigration is the aim of this study. The study was prompted by the urgent need to address the issue of low staff productivity. The methodology used is a descriptive research with a quantitative experimental approach. The saturation sampling technique, which uses the entire population as the sample, was used to select the 100 respondents in total. Data was collected by questionnaires, and the results were analyzed using descriptive interpretation and multiple linear regression tests in SPSS version 25. Based on the validity test results, 15 items for each variable motivation, work discipline, and employee performance were declared valid, and all items were found to be reliable. The data analysis results indicated that the significance values for motivation (X1) and work discipline (X2) were both 0.000. Since these values are less than 0.05, it can be concluded that both factors have a considerable effect on employee performance. These findings support the notion that more employee motivation and discipline translate into improved performance. With the best motivation and discipline, the Department of Manpower and Transmigration at Karawang Regency will be more productive.

Keywords: Employee Performance; Motivation; Work Discipline

1. Introduction

Employees have a role as a strategic asset in every organization, because the achievement of the organization's vision, mission, and goals is highly determined by the quality of its human resources. Therefore, optimal human resource management is a very important aspect Priyono and Marnis (2020). Meanwhile, according to Rivai and Sagala (2021), an effective human resource management strategy must include employee development, training, and empowerment activities to ensure optimal contribution to the achievement of organizational goals. Thus, in the face of global challenges, organizations are required to develop HR management strategies that not only prioritize efficiency, but also focus on creating sustainable competitive advantages.

Optimally managed human resource management plays an important role in improving employee performance. According to Wibowo (2020), effective HR management will be able to create a directed work system, provide motivation, and increase employee productivity. If an organization has employees with low levels of motivation and work discipline, then the achievement of organizational performance targets will be hampered. This is in line with the

opinion of Mangkunegara (2021) who states that motivation and work discipline are the main determining factors in achieving individual and organizational performance.

Through the application of the right HR management approach, employers can create a work atmosphere that encourages professionalism and improves workers' work outcomes (Prahenratno, Pangarso, Siswanto, & Setiawan, 2023). One of the indicators in building productivity is work motivation. Work motivation provides an internal encouragement for each individual to complete their work with enthusiasm, so that the work process becomes easier and the organization can develop properly (Meinitasari, 2023). Work discipline is also a factor that is reflected in compliance with working hours, the use of appropriate work attributes, and compliance with all organizational rules (Asrianto, 2024).

However, based on direct observation of activities carried out within the Karawang Regency Manpower and Transmigration Office, disciplinary problems were found, especially in terms of the presence of employees who were not in accordance with the provisions. Some employees were found not to come to work during normal working hours. In addition, based on a literature review from the research of Andriani et al. (2024), problems related to employee performance were also found in the same agency, which was shown by low productivity, such as slow implementation of work and obligations.

The problem of motivation needs to be emphasized that this work discipline is one of the efforts to improve employee performance. These results are in line with the results of previous research conducted by Nurhalizah & Oktiani (2024) and Putra & Fernos (2023), which illustrate how work discipline and motivation have a major influence on employee outcomes. Similar results were also put forward by Tsuraya & Fernos (2023) who concluded that employee performance improvement is strongly influenced by motivation and work discipline. This is reinforced by research conducted by Gorang et al. (2022), claiming that employee performance improvement is significantly influenced by work motivation. Research by Wijaya (2021) also strengthens this argument with similar results.

Indah (2022) emphasized that motivation is one of the important elements that has a direct effect on worker performance is discipline. Employees who are highly motivated and disciplined tend to show optimal work performance. This is also supported by Rachmaniah (2022), who explains that discipline and motivation affect performance in more than one way, but also play a role through an intermediate variable, namely job satisfaction. Recent research by Putri and Marginingsih (2023) with a descriptive quantitative approach and analysis using SmartPLS also concluded that discipline and motivation in the workplace have a major impact on employee performance.

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2. Literature Review

2.1. Management

Planing, organizing, directing, and organizing resources to achieve organizational goals is an effective and efficient management process. In modern organizations, management plays a key role in strategic decision-making that includes various aspects of operations and human resources. According to (Sumardin et al., 2023), the success of management can be seen from how well the organization is able to motivate its workforce, create strong team synergy, and create a workplace that promotes worker well-being and productivity (Sumardin et al., 2023). The effectiveness of management is not only judged by the achievement of financial targets, but also by the harmonious and adaptive organizational climate to change.

2.2 Human Resource Management (HRDM)

An organization's strategic approach to managing its human resources is called human resource management (HRDM), including planning, recruitment, training, development, and evaluation and termination. MSDM aims to develop the potential of employees to make the best possible contribution to achieving business goals. Fachrurazi et al. (2021) argue in the book Theory and Concept of Human Resources that effective human resource management focuses on developing competencies, managing performance, and creating a healthy work environment. HR is not only an administrative function, but also a strategic instrument in managing change, creating a positive work culture, and strengthening the organization's competitive advantage.

2.3 Work Motivation

Motivation is the encouragement of individuals to carry out something in the form of actions that show that humans behave in certain ways that exist because needs are influenced by internal and external factors (Syamsir, 2021). According to Nurhayati (2024), work motivation is a person's motivation to carry out their work well. A number of factors that can influence employee work motivation in the organization are leadership styles such as how leaders direct and influence the performance of their employees to be able to work and achieve goals, as well as the fulfillment of compensation so that employees have increased work motivation because their work results are appreciated (Rizky et al., 2022; Ardian et al., 2019). If there is work motivation in a person, the tasks carried out will be carried out with enthusiasm and productivity to achieve their organizational goals.

2.4 Motivational Classification

According to Wujorso (2023), motivation is divided into two main types, namely intrinsic and extrinsic motivation. A person's innate motivation is associated with an intrinsic motivation to perform an action without any external coercion or reward. For example, an employee provides maximum service because he has a personal desire to improve his skills and knowledge in his field of work, as explained by Aini et al. (2021). This motivation is internal and arises from personal satisfaction or interest in the job itself.

On the other hand, extrinsic motivation comes from external circumstances that drive a person to act, such as reward, pressure, or social recognition. Ismail et al. (2022) explained that this motivation can arise when employees feel encouraged by good cooperation, effective communication between colleagues and superiors, and the pressure of the work environment that requires them to complete tasks well. Thus, both intrinsic and extrinsic motivations have a role in shaping a person's behavior and performance in the work environment.

2.5 Employee Work Discipline

Work discipline is an attitude that needs to be cultivated in every person, both within the organization and outside the organization, each individual is expected to be willing to comply with all the rules that have been set and ready to accept the consequences if they violate it (Pranitasari & Khotimah, 2021). According to Supriadi (2024), work discipline is an emphasis on individual awareness to carry out the rules imposed on an organization. Based on this understanding, work discipline is an action taken by a person while still complying with existing regulations.

2.6 Indicators of Work Discipline

Each organization has a different approach to implementing work discipline, depending on internal regulations and individual needs. Work discipline to contribute to the development of a well-organized and efficient workplace. According to Pranitasari & Khotimah (2021), there are several main indicators used to assess employee discipline in an organization. One of them is obedience to time regulations, which includes compliance with the scheduled arrival, return, and rest times that have been set. This punctuality reflects the responsibility and professionalism of an employee in carrying out his duties.

Then work discipline also includes compliance with company regulations, including dress codes, behavioral ethics, and other basic rules that must be followed by all employees. This is to create a professional image and maintain comfort in the work environment. Another indicator is compliance with other regulations related to the execution of tasks, such as completing work according to the responsibilities given. By implementing good work discipline, organizations can ensure that all elements of their work structure run effectively and efficiently.

2.7 Employee Performance

Employee performance is a person's achievement of their work results in carrying out the tasks given by involving employee achievement (Lestari, 2023) Employees in an organization can affect the performance of an organization, so employees have a duty to play an active role in achieving the organization's goals both in the context of quality and quantity.

2.8 Factors Affecting Performance

Based on the opinion of Lestari (2023), a number of factors that affect employee performance include employee capabilities, motivation, leadership, and performance

management. The first factor, employee ability, is related to how employees can carry out and complete their duties, both in terms of knowledge and potential, such as IQ. Motivation is a factor in encouraging employees to face various challenges and keep trying to achieve their goals. In addition, the quantity of work, leading to the type and amount of work an employee has, as well as the quality of work, which indicates the results of the work produced, are also factors that affect performance.

Another factor is the ability to collaborate, where employees need to work together, especially in jobs that require team collaboration. Punctuality is a determining factor in assessing employee performance. Work completed on time can improve the assessment of the performance and quality of the work. These factors are interrelated and have an influence on employee performance in an organization.

2.9 Employee Performance Measurement

According to Lestari (2023), employee performance indicators in an organization can be measured through several aspects that describe the effectiveness and efficiency of the work carried out. One of the main indicators is the quantity of work output, which refers to how many activities or activities a worker completes in a given period of time. This assessment is to find out the productivity of individuals and teams in an organization.

Then the quality of the work results is also a benchmark. This indicator reflects the extent to which the employee's work results are in accordance with the organization's standards or expectations. High-quality performance means that the work is not only completed, but also provides satisfactory results and benefits for the progress of the organization.

Punctuality is another indicator used in measuring performance. This aspect assesses whether the assigned tasks can be completed within the limits of employees who can complete the tasks within the specified time frame demonstrating discipline and effective time management, which ultimately improves the work efficiency of the organization.
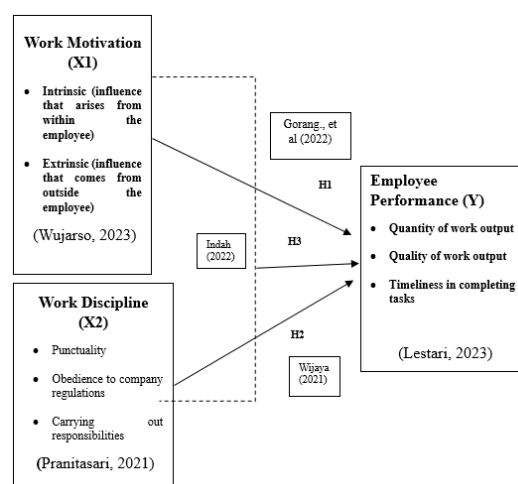
2.10 Research Model

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Figure 1. Conceptual Framework

Source: Processed by the Author (2025)

2.11 Hypotheses

H1: Variable X1 is expected to have a strong partial effect on variable Y.

H2: Variable X2 is expected to have a considerable partial effect on variable Y.

H3: Variables X1 and X2 are suspected to have a significant simultaneous influence on variable Y.

3. Proposed Method

This research is a type of experimental research and applies a descriptive and quantitative experimental approach model. The research was carried out in the first week of February 2025. The research took place at the Karawang Regency Manpower and Transmigration Office and used a population of 100 employees of the agency. Sampling was obtained through a saturated sampling technique involving all employees. The method of collecting research data through primary data is a questionnaire in the form of written questions using google forms to distribute data online. Classical assumption test, multicollinearity test, heteroscedasticity test, hypothesis F test, t hypothesis test, and multiple linear regression test are some of the quantitative techniques used in this study using SPSS ver.25. The data obtained through the questionnaire was then analyzed to find answers to the research objectives.

4. Results and Discussion

4.1 Research results

This study involved 100 employees as respondents. In order to provide a clear picture of the characteristics of the respondents, namely the employees, the researcher will present data in the form of percentages based on the majority of the answers from each respondent.

Table 1. Classification of Respondents by Gender

Yes	Gender	Sum	Percentage
1	Woman	60	60%
2	Man	40	40%
	Sum	100	100%

Source: Results of the distribution of the questionnaire"

Referring to the table above, it can be concluded that the number of female respondents is 40 people with a percentage (40%), male respondents are 60 employees with a percentage (60%). From the total results of respondents in this study, more male employees than women.

4.2 Validity Test

Table 2. Training Validity Test Results

Statement Items	r count	r table	Information
X1.1	0,611	0.195	Valid
X1.2	0,460	0.195	Valid
X1.3	0,393	0.195	Valid
X1.4	0,393	0.195	Valid
X1.5	0,446	0.195	Valid
X1.6	0,574	0.195	Valid
X1.7	0,295	0.195	Valid
X1.8	0,474	0.195	Valid
X1.9	0,395	0.195	Valid
X1.10	0,398	0.195	Valid
X1.11	0,470	0.195	Valid
X1.12	0,560	0.195	Valid
X1.13	0,437	0.195	Valid
X1.14	0,412	0.195	Valid
X1.15	0,542	0.195	Valid

Source : Processed Data Spss 25, 2025

The validity test of the motivation variable has the purpose of ensuring that the instrument used is really able to take into account the concepts being studied. Referring to table 2, the test results indicate that all items in the motivation variable have a *calculated r* value that > the *table r* value (0.196). So all items are said to be valid, which means that this instrument can beused to accurately calculate employee motivation. At a significance level of 5%, the r-value of the calculation and the r-value of the table were compared to conduct a validity test of work discipline.

Table 3. Competency Validity Test Results

Statement Items	r count	r Table	Information
X2.1	0,546	0.195	Valid
X2.2	0,365	0.195	Valid
X2.3	0,554	0.195	Valid
X2.4	0,336	0.195	Valid
X2.5	0,401	0.195	Valid
X2.6	0,451	0.195	Valid
X2.7	0,480	0.195	Valid
X2.8	0,259	0.195	Valid
X2.9	0,395	0.195	Valid
X2.10	0,496	0.195	Valid
X2.11	0,370	0.195	Valid
X2.12	0,318	0.195	Valid
X2.13	0,429	0.195	Valid
X2.14	0,449	0.195	Valid
X2.15	0,494	0.195	Valid

Source : Processed Data Spss 25, 2025

Table 3 indicates that all items in this variable produce nili r calculated higher than the table r-value of 0.195. Based on the results of the validity test of the employee performance variable, each statement item is considered valid because the calculated r value is higher than the table r value of 0.195. Thus, every indication of performance variables has been verified. Employees have complied with the validity requirements and can be used to objectively and accurately measure performance in this study.

4.3 Reliability Test

Table 4. Reliability Test Results

Variabel	Cronbach Alpha	(α)	Keterangan
Motivasi (X1)	0,805	0,7	Reliabel
Disiplin Kerja (X2)	0,806	0,7	Reliabel
Kinerja Pegawai (Y)	0,823	0,7	Reliabel

Source : SPSS Data Management Results, 2025"

Referring to the results of the reliability test, all variables in this research were considered reliable because they had a Cronbach Alpha (α) value > a standard value of 0.7. The reliability value of each variable is as follows: variable X_1 is 0.805, variable X_2 is 0.806, and variable Y is 0.823. This shows thatthe instruments used in this

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study have good internal consistency and can be trusted to account for each variable consistently.

4.4 Classical Assumption Test

4.4.1 "Normality Test"

This test is used in order to assess whether the residual value in this study is distributednormally ornot. The tests are carried out through Probability Plot and the Kolmogorov-Smirnov test. Data is considered distributedin general, data is considered to be distributed regularly if the significance probability value is higher than 0.05. On the other hand, residual data does not have a normal distribution if the significance probability value is less than 0.05. The results of the normality test are shown in Table 1 below which is obtained:

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	5.00818444
Most Extreme Differences	Absolute	.068
	Positive	.068
	Negative	-.058
Test Statistic		.068
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source : SPSS Data Management Results, 2025"

Referring to the acquisition of data processing using SPSS, the *value of Asymp. Sig. (2-tailed)* in the K-S test was 0.200 (>0.05). So, the conclusion is that the residual value in this study is distributednormally, so it can beusedfor further analysis.

4.4.2 Multicollinearity Test

Table 6. Multicollinearity Test Results

Coefficients[a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1 (Constant)	8.155	3.916		2.083	.040		
Motivasi	.262	.069	.271	3.786	.000	.736	1.359
Disiplin Kerja	.623	.071	.623	8.711	.000	.736	1.359

a. Dependent Variable: Kinerja Pegawai

Source : SPSS Data Management Results, 2025"

The acquisition of the multicollinearity test in this research is indicated through VIF and *tolerance* values. A model is judged to be free of multicollinearity if the tolerance value is > 0.1 and the VIF value is < 10. Referring to the data processing with SPSS, all variables not bound to this model had a tolerance value of 0.736 (> 0.1) and a VIF value of 1.359 (< 10). Thus, the conclusion is that there is no problem of multicollinearity in this regression model where free variables can beusedin regression analysis validly.

4.4.3 Heteroscedasticity Test

Table 7. "Heteroscedasticity Test Results"

Coefficients[a]

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	12.950	2.325	5.570	.000
	Motivasi	.036	.041	.882	.380
	Disiplin Kerja	-.198	.042	-4.668	.000

a. Dependent Variable: Abs_RES

Referring to the results of the heteroscedasticity test as shown in Table 9, the significance (Sig.) value for the **Motivation** variable is 0.380, while the **Work Discipline** variable has a significance value of 0.000. This test employed the absolute residual regression method (Abs_RES) as the dependent variable. Since the significance value of the Motivation variable is greater than 0.05, it can be concluded that there is no indication of heteroscedasticity for this variable. However, the significance value of the Work Discipline variable is less than 0.05, indicating the presence of heteroscedasticity in that variable. Therefore, this regression model still shows symptoms of partial heteroscedasticity, particularly in the Work Discipline variable.

4.4.4 Multiple Linear Regression Analysis

This analysis is applied to identify the influence of independent variables on the dependent variable. In this study, the dependent variable is **Employee Performance (Y)**, while the independent variables are **Motivation (X1)** and **Work Discipline (X2)**.

Table 8. Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.155	3.916		2.083	.040
	Motivasi	.262	.069	.271	3.786	.000
	Disiplin Kerja	.623	.071	.623	8.711	.000

a. Dependent Variable: Kinerja Pegawai

Source: SPSS Data Processing Results, 2025

The regression equation obtained is as follows:

$$Y = 8.155 + 0.262X_1 + 0.623X_2$$

Based on the regression results, the interpretation is as follows:

If there are no changes in the independent variables (i.e., $X = 0$), the estimated value of the dependent variable Y is 8.155, according to the constant (intercept) term. The regression coefficient for variable X_1 (Motivation) is 0.262, indicating a positive relationship—meaning that for every one-unit increase in Motivation, Employee Performance (Y) increases by 0.262

units. Likewise, the regression coefficient for variable X_2 (Work Discipline) is 0.623, also indicating a positive relationship. Thus, for every one-unit increase in Work Discipline, Employee Performance increases by 0.623 units.

Based on the significance (Sig.) values shown in the regression table, both independent variables (Motivation and Work Discipline) have Sig. values less than 0.05, indicating that both variables have a statistically significant effect on Employee Performance. Therefore, it can be concluded that Motivation and Work Discipline contribute positively to improving Employee Performance.

4.5 Hypothesis Testing

The purpose of this hypothesis test is to determine the extent to which independent variables influence the dependent variable. The standard criterion used is as follows: if the calculated t-value > t-table value, then **H₀ is rejected** and **Hₐ is accepted**; conversely, if the calculated t-value < t-table value, then **H₀ is accepted** and **Hₐ is rejected**.

4.5.1 T-Test (Partial Test)

Table 9. Hypothesis Testing (t-test) for X_1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.367	4.397		5.996	.000
	Motivasi	.571	.079	.591	7.254	.000

a. Dependent Variable: Kinerja Pegawai

Table 10. Hypothesis Testing (t-test) for X2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.713	3.743		3.931	.000
	Disiplin Kerja	.762	.065	.762	11.657	.000

a. Dependent Variable: Kinerja Pegawai

4.5.2 Test (Partial Test)

The t-test is conducted to assess the partial influence of each independent variable on the dependent variable. The hypotheses tested are:

- **H₀**: The independent variable X has no significant effect on the dependent variable Y.

- **Hₐ**: The independent variable X has a significant effect on the dependent variable Y.

  The t-test results indicate the following:

  a. Variable **X₁ (Motivation)** has a significance value of 0.000 (< 0.05) and a t-count of 7.254, which is greater than the t-table value of 1.9847. Therefore, **H₀ is rejected** and **Hₐ is accepted**, indicating that X₁ has a significant effect on Y.

b. Variable **X₂ (Work Discipline)** has a significance value of 0.000 (< 0.05) and a t-count of 11.657, which is also greater than the t-table value of 1.9847. Thus, **H₀ is rejected** and **Hₐ is accepted**, meaning X₂ has a significant effect on Y.

4.5.3 F-Test (Simultaneous Test)

Table 11. F-Test Hypothesis

ANOVA'

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4318.681	2	2159.340	84.352	.000ᵇ
	Residual	2483.109	97	25.599		
	Total	6801.790	99			

a. Dependent Variable: Kinerja Pegawai
b. Predictors: (Constant), Disiplin Kerja, Motivasi

The F-test is used to examine the simultaneous effect of independent variables on the dependent variable. The hypotheses tested are:

- H₀: The independent variables do not have a simultaneous and significant effect on the dependent variable.

- Hₐ: The independent variables have a simultaneous and significant effect on the dependent variable.

The results of the F-test show that the significance value is 0.000 (< 0.05) and the calculated F-value is 84.352, which is greater than the F-table value of 3.0901. Therefore, H₀ is rejected and Hₐ is accepted, indicating that the independent variables jointly have a significant effect on the dependent variable.

4.5.4 Coefficient of Determination Test

Table 12. Coefficient of Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797ᵃ	.635	.627	5.060

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

5. Results and Discussion

Referring to the findings of this study, the primary objective was to evaluate how motivation and work discipline affect employee performance at the Department of Manpower and Transmigration of Karawang Regency. The results reveal that both motivation and discipline significantly influence employee performance, as evidenced by the following analyses:

5.1 The Influence of Work Motivation (X1) on Employee Performance (Y)

Based on the t-test results, variable X1 (Motivation) yielded a t-value of 7.254, exceeding the t-table value of 1.984, and a significance value of 0.000 (< 0.05). This indicates that motivation has a positive and significant impact on employee performance. Thus, H1 and Ha are accepted, while H0 is rejected, confirming that motivation significantly affects employee performance. This finding aligns with previous studies by Aini et al. (2021) and Ismail et al.

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(2022), who stated that both intrinsic and extrinsic motivation influence an individual's work outcomes. Employees tend to perform better when their motivation increases. This study is also consistent with Gorang et al. (2022), who demonstrated that motivation significantly influences employee performance, and with Nurhayati (2024), who emphasized that motivation drives individuals to perform tasks effectively. Hence, employee motivation plays a critical role in achieving organizational goals.

5.2 The Influence of Work Discipline (X2) on Employee Performance (Y)

The results of the t-test using SPSS version 25 for variable X2 (Work Discipline) also indicate a positive influence on the dependent variable Y. The t-value obtained was 11.657, which is greater than the t-table value of 1.984, with a significance level of 0.000 (< 0.05). Thus, it is concluded that work discipline significantly influences employee performance. H2 and Ha are accepted, and H0 is rejected. This supports the idea that employee performance is highly affected by their adherence to work rules and responsibilities. As noted by Lestari (2023), discipline, understood as an individual's awareness in performing tasks according to rules, significantly contributes to performance outcomes. This finding is in line with research conducted by Wijaya (2021), Pranitasari & Khotimah (2021), and Supriadi (2024), who concluded that strong work discipline encourages individuals to comply with organizational regulations, leading to improved employee performance.

5.3 The Influence of Motivation (X1) and Work Discipline (X2) on Employee Performance (Y)

According to the F-test results, variables X1 and X2 simultaneously have a significant effect on variable Y (employee performance). The F-value was 84.352, exceeding the F-table value of 3.090, with a significance value (p-value) of 0.000 (< 0.05). This confirms that both independent variables jointly have a significant impact on the dependent variable. Therefore, H3 is accepted, proving that employee performance is strongly influenced by a combination of motivation and work discipline. This study demonstrates that these two factors motivation and punctuality (as reflected in work discipline) play a critical role in shaping employee performance, consistent with the findings of Lestari (2023).

6. Conclusions

Employee performance is significantly and positively influenced by motivation and work discipline, as evidenced by research conducted at the Department of Manpower and Tranmigration of Karawang Regency. The statistical test results indicate that both motivation and discipline contribute substantially to enhancing employee performance, whether considered individually or collectively. Motivation, whether driven by intrinsic factors such as the desire for self-development or extrinsic factors such as rewards and recognition, has been shown to encourage employees to perform at an optimal level. Additionally, work discipline reflected

through adherence to rules, punctuality, and accountability in task execution plays a critical role in fostering better performance. Overall, the combination of strong motivation and good discipline serves as a key determinant in developing high-performing government employees within the Karawang Regency work environment.

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