

Influence of Discipline, Motivation, and Facilities on Employee Performance at Parepare Trade Office

Employee
Performance at
Parepare Trade Office

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ABSTRACT

Employee performance in public institutions is shaped by organizational and behavioral factors, with work discipline, motivation, and work facilities being critical in determining productivity and service quality. This study examines the individual and collective impacts of these factors on employee performance at the Trade Office of Parepare City. Using a quantitative approach, the research involved all 45 employees as respondents through a saturated sampling technique. Data were analyzed using multiple linear regression to evaluate the significance of each variable. The findings indicate that work discipline significantly enhances performance, with a t -value of 2.997 exceeding the critical threshold of 2.018. Motivation also has a significant positive effect, evidenced by a t -value of 2.899. However, work facilities show no significant impact, with a t -value of -0.199. Collectively, these variables significantly influence performance, as demonstrated by an F -value of 3.189 surpassing the critical value of 2.82. The study concludes that fostering work discipline and motivation is essential for improving employee performance in public sector organizations, while the role of work facilities appears less impactful when already adequate.

Keywords: Employee Performance, Motivation, Work Discipline, Work Facilities.

ABSTRAK

Kinerja pegawai di instansi publik dibentuk oleh faktor-faktor organisasi dan perilaku, dengan disiplin kerja, motivasi, dan fasilitas kerja menjadi faktor-faktor yang krusial dalam menentukan produktivitas dan mutu pelayanan. Penelitian ini mengkaji dampak individual dan kolektif dari faktor-faktor tersebut terhadap kinerja pegawai di Dinas Perdagangan Kota Parepare. Dengan menggunakan pendekatan kuantitatif, penelitian ini melibatkan seluruh 45 pegawai sebagai responden melalui teknik pengambilan sampel jenuh. Data dianalisis menggunakan regresi linier berganda untuk mengevaluasi signifikansi masing-masing variabel. Hasil penelitian menunjukkan bahwa disiplin kerja berpengaruh signifikan terhadap kinerja, dengan nilai t sebesar 2,997 yang melampaui ambang batas kritis 2,018. Motivasi juga berpengaruh positif signifikan, dibuktikan dengan nilai t sebesar 2,899. Namun, fasilitas kerja tidak menunjukkan pengaruh signifikan, dengan nilai t sebesar -0,199. Secara kolektif, variabel-variabel tersebut berpengaruh signifikan

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terhadap kinerja, dibuktikan dengan nilai F sebesar 3,189 yang melampaui nilai kritis 2,82. Penelitian ini menyimpulkan bahwa pembinaan disiplin dan motivasi kerja sangat penting untuk meningkatkan kinerja pegawai di organisasi sektor publik, sedangkan peran fasilitas kerja tampak kurang berdampak apabila sudah memadai.

Kata kunci: Kinerja Karyawan, Motivasi, Disiplin Kerja, Fasilitas Kerja.

INTRODUCTION

To implement development reforms through decentralization at the district and city levels, local governments face significant new challenges. One of the main challenges is the growing public demand, which stems from the inadequate quality of services the community has received over time (Amin, 2020). To meet these increasing demands, regional governments must have the capacity to effectively fulfill their roles and responsibilities. This capacity can only be achieved if every agency within each region demonstrates strong performance (Nasution & Priangkatara, 2022). In this context, human resources serve as the key driver in delivering quality public services. There are three primary factors that influence the creation of competent human resources (Tupti & Arif, 2020). Within government institutions, this process is guided by agreed-upon regulations and provisions that shape how performance and service quality are developed and maintained.

Based on Government Regulation No. 53 of 2010 concerning Civil Servant Discipline, every civil servant is obliged to uphold work discipline. Common disciplinary issues often stem from problematic employee behavior, such as arriving late, leaving work early, being absent without valid reasons, and disregarding rules. Effective discipline should target the behavior rather than the individual, as its main goal is to enhance performance. Contrary to the common belief that discipline may have a negative impact, it can actually be positively linked to improved performance when applied appropriately (Syihabuddin, 2021; Tahir & Hajjad, 2023).

Besides work discipline, motivation is another important factor influencing performance. Motivation is shaped by psychological aspects within an individual that guide their behavior in an organizational setting, which in turn affects how well they perform (Umesi, 2024). Alongside these two factors, work facilities also play a role in supporting the efficiency of employees in completing their tasks. When adequate work facilities are available, employees are expected to utilize them effectively to enhance their performance (Natsir & Kornelius, 2023; Gandung, 2024). Therefore, these three elements serve as key indicators for researchers in assessing their impact on employee performance at the Parepare City Trade Office.

However, in practice, various government agencies, including the Parepare City Trade Office, still face performance-related challenges (Wiryawan et al., 2020; Santoso, 2020). Instances such as employee tardiness, low motivation, and inefficient use of available facilities continue to hinder optimal service delivery. These issues suggest that the implementation of internal performance drivers has not been fully effective. Without proper enforcement of discipline, strong motivation, and adequate support facilities, the goal of improving employee performance remains difficult to achieve (Sutrisno & Sunarsi, 2019; Alfisyahri et al., 2023). Therefore, it is essential to identify which of these internal factors significantly influence employee performance, so that targeted improvements can be made to enhance service quality and organizational efficiency (Rahmatullah, 2003; Priansa, 2014; Humairah, 2023).

Although numerous studies have examined the influence of work discipline, motivation, and work facilities on employee performance, most of them focus on private organizations or national institutions, with limited attention to local government settings (Top et al., 2020; Syamsuddin et al., 2021). Furthermore, the unique organizational dynamics and service demands at the regional level, such as those in the Parepare City Trade Office, may produce different outcomes. There is still a lack of empirical evidence

that directly explores how these three factors interact and contribute to performance within a local government context. This gap highlights the need for further investigation into the specific determinants of employee performance in regional government offices.

This study aims to examine the influence of work discipline, motivation, and work facilities on employee performance at the Parepare City Trade Office. By assessing the individual and collective impact of these three variables, the research seeks to provide empirical evidence that can guide strategic efforts to improve employee performance in local government institutions. The findings are expected to help organizational leaders prioritize performance-enhancing factors and implement targeted interventions, thereby strengthening service delivery and institutional capacity in response to rising public expectations under decentralization policies.

LITERATURE REVIEW & HYPOTHESES DEVELOPMENT

Work Discipline, Motivation, and Employee Performance

Work discipline is a crucial factor in creating order and effectiveness in an organizational environment. Etymologically, the term “discipline” comes from the Latin word *dispellere*, meaning to follow. In an organizational context, work discipline refers to a conscious adherence to applicable regulations without coercion (Anggrainy et al., 2018; Sitopu et al., 2021). Opong and Wooton (2020). adds that discipline is the behavior of an individual or group that consistently adheres to rules. Costinot and Bahmani-Oskooee (2023) emphasize that discipline is reflected in punctuality, neat appearance, and adherence to work procedures. According to Sutrisno and Sunarsi (2019) and Alfisyahri et al (2023), discipline must be continuously cultivated to support work efficiency.

Meanwhile, motivation is an internal or external driving force that drives an individual to achieve a specific goal. Abnisa (2020), Amini et al. (2022), and Adji (2022) stated that motivation is an extrinsic factor that plays a major role in shaping individual behavior. Anwar Abrar (2023) defines work motivation as an individual's willingness to exert effort to achieve organizational goals, influenced by their personal needs. Simatupang and Saroyeni, (2018). view motivation as a psychological force that directs work behavior.

Work facilities also play a significant role in supporting productivity. According to Satoyo (2018), facilities are tools to facilitate task execution. Top et al. (2020) and Syamsuddin et al. (2021) define work facilities as the infrastructure provided by a company to support operations. Nasution and Priangkatara (2022) emphasize that adequate facilities can transform inputs into desired outputs. Ultimately, employee performance reflects the work results achieved by individuals in accordance with established standards (Sulila, 2019). Wowiling and Turang (2023) explain that performance encompasses results and the competencies needed to achieve them. Rivai and Basri (2005) define performance as the willingness to improve work results in line with responsibilities. According to Prasetyo et al. (2021), performance must ethically and legally support organizational goals.

Work Discipline, Motivation and Employee Performance

Employee performance in an organization, particularly in the public sector such as the Parepare City Trade Office, is heavily influenced by internal factors such as work discipline, motivation, and work facilities. Work discipline is a fundamental aspect that reflects an individual's compliance with established rules, procedures, and work hours. When work discipline is consistently implemented, it creates efficiency, punctuality, and accountability in task execution, which directly drives improved employee performance (Pratiwi et al., 2019; Wijayanto & Riani, 2021). Therefore, work discipline has a significant influence on employee performance.

In addition to discipline, motivation is also a key determinant of employee work quality. Motivation stems from the psychological aspects of individuals that guide their behavior within the organizational environment (Ardianto, 2020). When employees are highly motivated, both intrinsically and extrinsically, they tend to demonstrate loyalty, enthusiasm, and a willingness to exceed work expectations. This condition positively

impacts target achievement and the quality of public services. Therefore, motivation has a significant influence on employee performance (Putri et al., 2019; Rivaldo & Nabella, 2023). Another factor that determines employee performance is work facilities. Adequate facilities, such as administrative support, digital infrastructure, and comfortable workspaces, enable employees to complete tasks efficiently. The availability and optimal utilization of facilities are important indicators of work productivity. Conversely, limited or non-functioning facilities can hinder work processes and reduce employee output. It can be concluded that work facilities have a significant influence on employee performance (Pratiwi et al., 2019; Putri, 2020).

By referring to these three hypotheses, this study aims to identify the factors that most dominantly influence employee performance, thereby formulating more targeted performance improvement strategies in local government environments.

H1: Work discipline has a significant effect on employee performance

H2: Motivation has a significant effect on employee performance

H3: Work facilities have a significant effect on employee performance

The Simultaneous Effect on Employee Performance

This study states that work discipline, work motivation, and work facilities simultaneously have a significant influence on employee performance (Manda et al., 2022). These three variables are interrelated internal organizational factors that collectively determine the effectiveness and efficiency of employee task performance, particularly in the context of a local government agency such as the Parepare City Trade Office.

Work discipline is the foundation for orderly, punctual work behavior that aligns with operational standards (Tupti & Arif, 2020). When discipline is enforced, a productive and reliable work pattern is established. Motivation, on the other hand, serves as a psychological driver that drives employees to achieve organizational goals. Without motivation, even when discipline is enforced, performance still risks stagnation due to a lack of internal drive to achieve. Meanwhile, work facilities provide physical and technical resources that support employee work processes. Good facilities enable employees to perform their tasks more efficiently and reduce technical obstacles in carrying out their work (Rusmana et al., 2023).

When these three factors are present and functioning optimally, a synergy will occur that strengthens employee performance. For example, motivated and highly disciplined employees are better able to utilize work facilities optimally to increase productivity. Conversely, the absence of any one of these three elements can weaken the entire work system and reduce the quality of public services (Kurniawan et al., 2022). Therefore, a simultaneous approach to strengthening discipline, motivation, and providing work facilities is crucial to achieving comprehensive improvements in the performance of government organizations.

The situation at the Parepare City Trade Office, which still faces challenges such as employee tardiness, low morale, and suboptimal facility utilization, indicates that the synergy of these three factors has not yet been fully realized (Adelliani et al., 2023). Therefore, this study seeks to examine the simultaneous influence of all three to gain a more comprehensive understanding of the determinants of employee performance in the local government sector.

H4: Work discipline, motivation, and work facilities simultaneously have significant effects on employee performance.

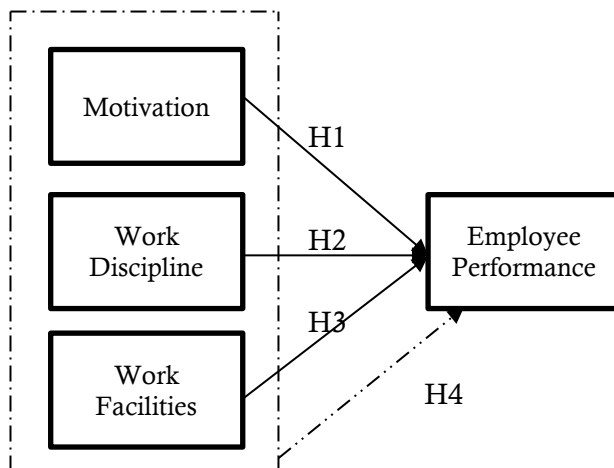


Figure 1. Conceptual Framework

Figure 1 depicts a conceptual framework that demonstrates the simultaneous relationship between three independent variables, Motivation, Work Discipline, and Work Facilities, and the dependent variable, Employee Performance. These three independent variables are shown as separate boxes on the left side, each with an arrow pointing to the box on the right side representing employee performance. These arrows indicate that motivation, work discipline, and work facilities are assumed to directly and simultaneously influence employee performance. This model illustrates that improvements in one or more of these internal organizational factors have the potential to improve individual performance in the workplace, particularly in the context of public organizations such as government agencies. This framework also serves as a basis for hypothesis testing in research to determine the significance and strength of the relationship between each variable and performance.

RESEARCH METHOD

This study explores the influence of work discipline, motivation, and work facilities on employee performance at the Parepare City Trade Office, encompassing all 45 employees through a total population sampling technique to ensure comprehensive representation. By including every employee, the research captures a complete picture of the workforce dynamics. Both quantitative and qualitative data were gathered to provide a robust analysis. Quantitative data, derived from institutional records, offer measurable insights into performance metrics, while qualitative data, collected via questionnaires, reflect employees' perceptions and experiences, adding depth to the understanding of behavioral and organizational factors.

Data collection was conducted using multiple methods to strengthen the study's validity. Direct observations of the work environment and employee behavior provided contextual insights into daily operations at the Trade Office. Questionnaires, structured with a Likert scale ranging from "strongly disagree" to "strongly agree," were used to measure attitudes toward work discipline, motivation, and facilities, ensuring standardized and comparable responses. Additionally, secondary data from institutional documents, reports, books, and journals were reviewed to complement primary data, grounding the findings in a broader informational context and enhancing the study's credibility.

For analysis, descriptive techniques were employed to organize questionnaire responses into frequency tables, presenting findings clearly and logically. Multiple linear regression analysis is used to predict the relationship of related variables; therefore, the formula for simple linear regression analysis is as follows (Sugiyono 2001).

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

Where:

- Y = Employee Performance
- x1 = Work discipline
- x2 = Motivation
- x3 = Organizational Culture
- a = Konstanta
- b1, b2, b3 = Regression coefficient
- e = Standard error (*random error*)

The validity test is employed to assess whether a questionnaire effectively measures what it intends to measure. According to Ghozali (2011), a questionnaire is considered valid if its items accurately reflect the intended concepts. This is determined by comparing the calculated r-value to the r-table value, where a higher r-count than r-table indicates validity. Reliability testing evaluates the consistency of measurement tools, ensuring they produce stable results over time. This is done using Cronbach's Alpha, where a value exceeding the r-table threshold signifies that the instrument is reliable and consistent.

Hypothesis testing was conducted to evaluate statistical significance. The t-test examined the partial effect of each independent variable, with a t-count exceeding the t-table value at a 5% significance level indicating a significant influence. The F-test assessed the collective impact of all variables, where an F-count greater than the F-table value confirmed simultaneous significance. The coefficient of determination (R^2) measured how much the independent variables explained performance variations, providing insight into the model's explanatory power. This integrated methodology ensures a thorough and reliable analysis of the factors shaping employee performance.

RESULTS

Based on the data collected from the questionnaire on Table 1, the gender distribution of employees was identified. The results show that 23 employees, or 51.1%, are male, while 22 employees, or 48.9%, are female. This suggests that the number of male employees is slightly greater than that of female employees. A more detailed presentation of the respondents' gender distribution is provided in the table below for better clarity.

Table 1. Descriptive Respondents

Characteristic	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	23	51.1	51.1
	Female	22	48.9	48.9
	Total	45	100.0	100.0
Age	25 - 35	6	13.3	13.3
	35-45	15	33.3	46.7
	45-55	24	53.3	100.0
	Total	45	100.0	100.0
Education	Higher School	5	11.1	11.1
	Undergraduate	10	22.2	33.3
	Bachelor	21	46.7	80.0
	Master Degree	6	13.3	93.3
	Doctoral Degree	3	6.7	100.0
	Total	45	100.0	100.0

Based on Table 1, questionnaire data from 45 employee respondents provided insights into age and education demographics. The age distribution revealed three groups: 25–35 years, 35–45 years, and 45–55 years. Most respondents (53.3%) were in the 45–55 age group (24 individuals), while the smallest group was aged 25–35 years, comprising six respondents (13.3%). The remaining 15 individuals (33.3%) were in the 35–45 age group.

Regarding education levels, respondents were categorized into five groups: SMA/SMK, D3, S1, S2, and S3. The majority held an S1 degree, accounting for 46.7% or 21 individuals. Conversely, the fewest respondents (6.7% or three people) held an S3 qualification. These findings illustrate that the employee population is predominantly composed of older individuals with undergraduate-level education. The detailed breakdown of both age and education level distributions is available in the respective tables, which support the interpretation of workforce characteristics within the study.

Table 2. Reliability Test

Variable	Cronbach's Alpha	N of Items
Work Discipline	0.562	6
Motivational	0.644	6
Work Facilities	0.720	6
Employee Performance	0.719	6

The reliability test for each variable statement is intended to evaluate the consistency of the measurement tool, ensuring that it is reliable and appropriate for further use. This assessment is carried out by comparing the Cronbach's Alpha value with the r-table value. The conclusion of the reliability test is drawn based on the outcome of this comparison. Referring to Table 2 showing the results of the reliability test for variable X10, it is found that the Cronbach's Alpha value is 0.562. Since this value is greater than the r-table value of 0.24290. It meets the criteria stated earlier. Therefore, the X1 variable in this study is considered reliable or consistent. Based on Table 3 of the results of the X2 reality test above, the X2 variable has a Cronbach's alpha value of 0.6440 which means that Cronbach's alpha value is 0.644 > of the R-value of the table 0.2429 based on the above provisions. Then the X2 variable in this study is said to be reliable or consistent. X3 reality test above, the X3 variable has a Cronbach's alpha value of 0.72000.720, greater than r-value of the table 0.2429 based on the above conditions. The X3 variable in this study is said to be reliable or consistent. The Y variable has a value of Cronbach's alpha 0.719, mean value of Cronbach's alpha 0.719 > from R-table values 0.2429 based on the above provisions. The Y variable in this study is said to be reliable or consistent.

Table 3. Multiple Linear Regression

Model	Unstd. Coef. B	Std. Error	Std. Coef. Beta	t	Sig.
(Constant)	170.246	50.808		20.969	0.005
Work Discipline	0.892	0.206	0.442	20.997	0.000
Motivation	0.582	0.209	0.274	20.899	0.004
Work Facilities	-0.034	0.171	-0.029	-0.199	0.843

In the multiple regression formula $Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$ and the above output values are then included in the equation of the multiple regression function. namely:

$$Y = 17.246 + 0.892 X_1 + 0.582 X_2 + -0.034 X_3$$

In Table 3, it can be explained as follows: The constant value of 17.246 indicates that if work discipline, motivation, and work facilities are zero, the employee performance score would be 17.246. The work discipline variable has a positive regression coefficient of 0.892, meaning that for every 1-unit increase in work discipline, employee performance increases by 0.892. Motivation also shows a positive regression coefficient of 0.582, indicating a similar positive effect. However, work facilities have a negative regression coefficient of -0.034, suggesting an insignificant or negative effect. The t-values and probabilities confirm that work discipline and motivation significantly affect performance, while work facilities do not.

To determine whether the independent variables (X1, X2, and X3) significantly affect the dependent variable (Y), a partial regression coefficient test (t-test) is used. The t-test compares the t-count value with the t-table value. The hypotheses are as follows: H_0 states

that there is no significant partial effect of the independent variables on the dependent variable, while H_a states that there is a significant partial effect. Based on the data, the t-count values are 2.997 for work discipline, 2.899 for motivation, and -0.199 for work facilities. With a significance level of 0.05 and degrees of freedom ($n - k - 1 = 42$), the t-table value is 2.018. Since the t-count values for work discipline and motivation exceed the t-table value and their significance values are below 0.05, H_0 is rejected and H_a is accepted, indicating a significant partial effect on performance. In contrast, the work facilities variable has a t-count lower than the t-table and a significance value above 0.05, showing no significant partial effect on performance.

Table 4. F Test

Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	210.038	3	70.013	30.189	0.034b
Residual	900.162	41	20.199		
Total	1110.200	44			

Based on Table 4, the F test, also known as the Simultaneous Test or ANOVA Test, is used to examine whether all independent variables collectively influence the dependent variable. This test evaluates whether the regression model is statistically significant. In this case, ANOVA is applied to assess the simultaneous effect of work discipline, motivation, and work facilities on employee performance. The hypotheses formulated are: H_0 , which states that there is no simultaneous influence of the independent variables on the dependent variable, and H_a , which states that there is a simultaneous influence. Based on the analysis, the calculated F value is 3.189. Referring to the F distribution table at a significance level of 0.05, with degrees of freedom (3; 43), the F table value is 2.82. Since the calculated F value (3.189) is greater than the F table value (2.82), and the significance value is $0.034 < 0.05$, H_0 is rejected and H_a is accepted. This indicates that work discipline, motivation, and work facilities together have a significant impact on employee performance, confirming that the regression model is valid and meaningful.

Table 5. Determination Coefficient

Model	Value
R	0.435a
R Square	0.189
Adjusted R Square	0.130
Std. Error of the Estimate	10.48293

The coefficient of determination (R^2) in Table 5 is used to measure the extent to which the model explains the dependent variable. An R^2 value close to 1 indicates a strong influence of the independent variables, while a value close to 0 suggests a weak influence. In this study, the R value of 0.435 indicates a positive and moderate correlation between work discipline, motivation, and work facilities on employee performance. Meanwhile, the R^2 value of 0.189 means that 18.9% of performance variation is explained by these three factors.

DISCUSSION

The findings reveal that among the three variables studied, work discipline and motivation have a significant and positive impact on employee performance, both partially and simultaneously, while work facilities do not exhibit a significant influence (Pratiwi et al., 2019; Putri, 2020). This suggests that improving employee performance in the public sector context of Parepare City is more effectively driven by behavioral and psychological factors rather than merely physical or infrastructural improvements.

The statistical analysis showed that the work discipline variable (X_1) had a t-count value of 2.997, which is greater than the t-table value of 2.018. This means the null hypothesis (H_0) was rejected and the alternative hypothesis (H_a) accepted, indicating that work discipline significantly influences employee performance. This supports the idea

that discipline is a fundamental aspect of organizational effectiveness. As emphasized by Natsir and Kornelius (2023) and Gandung (2024), discipline reflects an employee's mental attitude and commitment to follow organizational rules, procedures, and standards. Employees who are consistent in meeting attendance requirements, adhering to operational protocols, and working systematically are more likely to achieve higher productivity levels, which in turn contribute to the achievement of organizational goals.

Motivation also plays a vital role in enhancing performance, as evidenced by the statistical result where the motivation variable (X2) yielded a t-count value of 20.899, far exceeding the critical value of 2.018. This finding supports Herzberg's two-factor theory, as cited in Costinot and Bahmani-Oskooee (2023), which posits that both intrinsic and extrinsic motivations are key drivers of employee performance. Employees who are motivated, whether by recognition, achievement, career advancement, or fair compensation, are more inclined to invest energy and initiative in their work. At the Parepare Trade Office, the presence of clear job provisions and the motivational support provided appear to significantly boost employee engagement and output.

On the contrary, the variable representing work facilities (X3) resulted in a t-count of -0.199, which is less than the t-table value, indicating that this variable does not have a significant partial effect on employee performance. While work facilities are generally important, their insignificant effect in this case might stem from the fact that the infrastructure and resources at the Parepare City Trade Office are already at a sufficient level. Once a baseline of adequacy is met, further improvements in facilities may no longer translate directly into performance gains unless complemented by cultural or behavioral enablers within the organization. This aligns with contemporary perspectives that recognize the diminishing marginal returns of physical resources on productivity when behavioral conditions are not concurrently enhanced.

Further, the simultaneous testing of all three variables, work discipline, motivation, and work facilities, demonstrated a collective significant effect on employee performance (Wiryanawan et al., 2020; Santoso, 2020). The F-test result showed an F-count value of 3.189, which is greater than the F-table value of 2.82, confirming that the independent variables together have a meaningful impact on the dependent variable. This suggests that although some variables may not exert strong individual effects, they can still contribute to performance improvements when considered as part of a larger system. It highlights the interdependent nature of human resource elements in public organizations (Rusmana et al., 2023).

This study contributes to the growing literature in public sector human resource management by underscoring the importance of behavioral factors such as discipline and motivation in enhancing employee performance (Amini et al., 2022). When physical resources reach an adequate level, further improvements in performance are more effectively achieved through psychological and cultural investments. Future research should consider the inclusion of additional moderating variables such as organizational culture, leadership style, and digital work environments to further enrich understanding of performance determinants in public institutions.

CONCLUSION

Based on the analytical results, this study found that work discipline and motivation significantly affect employee performance at the Parepare City Trade Office. This is evidenced by the t-values for work discipline (2.997) and motivation (2.899), both of which exceeded the t-table value (2.018), indicating the rejection of the null hypothesis and confirming their significant influence. In contrast, the work facilities variable yielded a t-value of -0.199, which is below the threshold, suggesting that facilities do not significantly influence performance. However, when examined collectively, the variables of work discipline, motivation, and work facilities exert a significant simultaneous influence on performance, as shown by the F calculated value (3.189) exceeding the F table value (2.82).

Theoretically, these findings reinforce the importance of behavioral factors, especially discipline and motivation, as central drivers of performance in public sector organizations. This aligns with prior theories emphasizing the critical role of intrinsic and extrinsic motivators and structured discipline in influencing outcomes. Practically, the results suggest that organizations, especially public institutions, should focus on fostering strong work discipline and providing motivational incentives to enhance employee performance, particularly when physical infrastructure is already sufficient. However, the study is limited in scope, focusing solely on a single public institution, which may constrain the generalizability of its findings. Additionally, the role of organizational culture and leadership was not directly assessed, even though these may moderate the relationship between the examined variables and performance. Future research should broaden the scope to include multiple agencies and introduce moderating variables such as leadership style, organizational culture, or digital transformation to provide a more holistic view of performance determinants in the public sector.

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