

**THE INFLUENCE OF DISCIPLINE AND WORK MOTIVATION ON
EMPLOYEE PERFORMANCE IN THE HUMAN RESOURCES BUREAU
AND THE SECRETARIAT APPARATUS OF THE HOUSE OF
REPRESENTATIVES GENERAL**

Khoerul Nur Rizqi, Lady Diana Warpindyastuti
Universitas Bina Sarana Informatika
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Abstract

In public sector organizations, employee performance is a crucial element determining the success of and the achievement of institutional goals. Attendance, discipline, and work enthusiasm are key indicators in assessing human resource effectiveness, particularly in government agencies. This study aims to determine the influence of discipline and work motivation on employee performance at the Bureau of Human Resources and Apparatus of the Secretariat General of the Indonesia House of Representatives. Employee performance is a crucial factor in ensuring organizational effectiveness and is influenced by the level of individual discipline and motivation in carrying out their duties. This study used a quantitative statistical approach with a survey method through the distribution of questionnaires to 80 respondents consisting of Civil Servants (PNS), Government Employees with Work Agreements (PPPK), Support System Personnel (TSP), and Pramubakti. Data analysis techniques used included validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, f-tests, and coefficient of determination tests using SPSS version 27 software. The results of the analysis indicate that discipline and work motivation have a positive and significant effect on employee performance, both partially and simultaneously.

Keywords: *Employee Performance, Discipline, Work Motivation*

Abstrak

Dalam dunia organisasi sektor publik kinerja pegawai menjadi elemen penting yang menentukan keberhasilan pelayanan dan pencapaian tujuan institusi. Tingkat kehadiran, kedisiplinan dan semangat kerja merupakan indikator utama dalam menilai efektivitas sumber daya manusia dan aparatur, khususnya di instansi pemerintahan. Penelitian ini bertujuan untuk mengetahui pengaruh kedisiplinan dan motivasi kerja terhadap kinerja pegawai pada Biro Sumber Daya Manusia dan Aparatur Sekretariat Jenderal DPR RI. Kinerja Pegawai merupakan faktor penting dalam menjamin efektivitas organisasi, dan dipengaruhi kedisiplinan individu serta motivasi dalam menjalankan tugasnya. Penelitian ini menggunakan pendekatan kuantitatif statistik dengan metode survei melalui penyebaran kuesioner kepada 80 responden yang terdiri dari Pegawai Negeri Sipil (PNS), Pegawai Pemerintah dengan Perjanjian Kerja (PPPK), Tenaga Sistem Pendukung (TSP), Pramubakti. Teknik analisis data yang digunakan meliputi uji validitas, uji reliabilitas, uji asumsi klasik, uji regresi linier berganda, uji t, uji F, dan uji koefisien determinasi dengan bantuan perangkat lunak SPSS versi 27. Hasil analisis menunjukkan bahwa kedisiplinan dan motivasi kerja

berpengaruh positif dan signifikan terhadap kinerja pegawai, baik secara parsial maupun simultan.

Kata Kunci: Kinerja Pegawai, Kedisiplinan, Motivasi Kerja

I. INTRODUCTION

As a key determinant of the success or failure of public organizations, employee performance occupies an unassailable position, including in state legislative institutions such as the Secretariat General of the House of Representatives of the Republic of Indonesia (Setjen DPR RI). Contemporary bureaucracy links the successful implementation of managerial, administrative, and public service work not solely to the system, but to the quality of the human resources that drive the organization. Beyond simply achieving targets, employee performance also serves as a reflection of bureaucratic effectiveness and an indicator of institutional accountability to the public (Sjarief, 2022). Based on this foundation, employee performance reform and strengthening are central to the ongoing government-orchestrated bureaucratic reform, particularly in strategic units such as the Bureau of Human Resources of the Secretariat General of the DPR RI.

In the practice of bureaucratic administration, idealized as efficient, open, and responsive, declining government employee performance remains a key issue. The Government Agency Performance Accountability Report (LAKIN, 2024) recorded a gap between individual targets and actual work achievements in several departments within the Human Resources and Apparatus Bureau of the Secretariat General of the Indonesian House of Representatives. This gap is articulated through slow completion of personnel documents, inconsistent attendance rates, and the presence of employees with inadequate productivity. This situation resonates with the findings of Slamet and Zahra (2023), who argued that the performance of civil servants in various public entities is often hampered by weak discipline and low work motivation, two determinants that directly shape employee work behavior.

Beyond discipline, work motivation is understood as an essential foundation that drives the behavior and work performance of civil servants. Robbins and Judge (2022) define motivation as the internal energy that drives individuals to act and persist in efforts to consistently achieve specific goals. When motivation is high, employees tend to demonstrate a vibrant work ethic, strong initiative, and a deep-rooted commitment to their tasks. While motivational deficits often lead to declining productivity and a decline in the quality of work.

Consistent with this, findings by Rachmaniah (2022) and Adinda et al. (2023) confirm that motivation contributes positively and significantly to improved performance, both in the private sector and government.

The wave of bureaucratic reform and the shift toward digital governance have placed the Bureau of Human Resources of the Indonesian House of Representatives Secretariat General at the crossroads of challenging adaptation. An internal survey (House of Representatives Secretariat General, 2024) showed that approximately 27% of employees still struggle with time management and meeting work targets, while another 18% exhibit low levels of motivation in carrying out routine tasks. This data reveals a gap between organizational expectations and the reality of civil servant work behavior. Similarly, research by Wahyuningsih (2023) emphasizes the role of discipline as a mediating variable that strengthens the relationship between motivation and work performance in efforts to improve the effectiveness of public organizations.

Based on the above series of arguments, it can be emphasized that the improvement of employee performance in the Human Resources Bureau of the Secretariat General of the Indonesian House of Representatives is significantly driven by two main axes, namely discipline and work motivation. Although previous literature has confirmed the positive relationship between these two variables on employee performance, empirical studies that specifically focus on the context of legislative institutions are still relatively limited. Based on this, this study was designed to quantitatively test the influence of discipline and work motivation on employee performance in the Human Resources Bureau of the Secretariat General of the Indonesian House of Representatives. Specifically, this study aims to answer three main questions: (1) Is there a relationship between the influence of discipline levels on employee performance achievements in the Human Resources Bureau and the Secretariat General of the Indonesian House of Representatives? (2) Does the encouragement of work motivation have an influence on the performance of employees who carry out functions in the Human Resources Bureau and the Secretariat General of the Indonesian House of Representatives? (3) Does the encouragement of work motivation have an influence on the performance of employees who carry out functions in the Human Resources Bureau and the Secretariat General of the Indonesian House of Representatives?

II. THEORETICAL STUDIES

2.1. Discipline

"Discipline is a person's willingness and willingness to comply with and adhere to the prevailing regulations" (Afqiah & Diana, 2022). Work discipline is an attitude of respecting, adhering to, and complying with all regulations established by the company. Work discipline is crucial because it will result in high-quality, quantity, and efficient work hours, which can influence improved employee performance" (Lestari Siregar et al., 2023). Work discipline can be defined as an attitude, behavior, and action that conforms to the norms established by the company, both stated in official and unwritten documents. These regulations are established with the aim of establishing an orderly and efficient work environment (Oktaviansyah et al., 2022).

2.2. Work Motivation

"Motivation" comes from the Latin word "movere," meaning "driver" or "driving force." Employee work motivation is a crucial activity for an organization. Motivated employees will demonstrate certain skills with a strong sense of responsibility without coercion (Novriansya et al., 2022). Motivation can be defined as a goal or drive, where this goal acts as the primary driving force for individuals to achieve or obtain what they desire, whether through positive or negative means.

Motivation can be defined as the idea of a force within an individual that drives and inspires them to behave positively (Rofik & Mulyani, 2024).

"Motivation is a factor or something that drives someone to act or perform a certain activity. Therefore, motivation is also referred to as a driving factor for someone's behavior" (Shihab, 2022). Based on the explanation above, it can be concluded that motivation is a driving force originating from within or outside the individual, playing a crucial role in determining a person's behavior and performance. Motivation functions as a force that stimulates individuals to achieve specific goals, increases enthusiasm, and encourages positive behavior in completing tasks.

In other words, motivation is a determining factor that directs individuals to be able to work optimally and responsibly, so that they can support the achievement of organizational goals effectively.

2.3. Employee Performance

"Performance is the sum of the responsibilities an individual or group in an organization can produce by working to achieve goals consistent with the tasks assigned to them." (Nurhalizah & Oktiani, 2024)

"Performance is the work results, in terms of quality and quantity, achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them by the organization." (Ratnawati et al., 2022)

Etymologically, performance comes from the word "performance," which is derived from the word "job performance" or "actual performance," which refers to the work results, in terms of quality and quantity, achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. (Safitri & Sutjahjo, 2020a)

Based on the explanation above, it can be concluded that employee performance is the actual work result that can be measured based on the quality and quantity of the implementation of tasks according to responsibilities. Good performance requires not only competence but also high levels of discipline as the foundation for developing responsible work behavior. Therefore, work discipline is a crucial element in supporting optimal performance within an organization.

III. RESEARCH METHODS

Quantitative research is a research method that focuses on data collection and analysis of quantitative data, namely data in the form of numbers or numeric variables. This approach aims to assess the relationship between variables or to understand phenomena through statistical analysis (Farid Wajdi et al., 2024). Data collection was conducted using a survey method, where data collection tools were distributed online. After the data was collected, the next step was to conduct several analyses, including validity and reliability tests, classical assumption tests, multiple regression analysis, hypothesis testing, and coefficient of determination tests. A population is a generalized area consisting of objects or subjects with certain quantities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2023).

In this study, there were 80 employees in the Human Resources and Apparatus Bureau, Secretariat General of the Indonesian House of Representatives. This study used saturated

sampling. Saturated sampling technique is used when the number is relatively small, namely less than 100 people, or when the research wants to make generalizations with very small errors where all 80 employees of the Human Resources and Apparatus Bureau will be used as samples. (1) Civil Servants (PNS), (2) Government Employees with Work Agreements (PPPK) (3) Support System Personnel (TSP), (4) Pramubakti, Based on these criteria, the number of respondents who can be sampled is 80 employees. Operational variables refer to detailed and clear explanations of the variables in the study presented in operational form. In this study there are three variables, namely two independent Discipline (X1) and Work Motivation (X2), and one dependent variable Employee Performance (Y). Discipline indicators are described as Coming to Work, Effective use of time, Never absent/not working, Following organizational or company regulations, Company targets, Making daily work reports. Work Motivation indicators are described as Rewards, Working conditions, Work facilities, Work performance, Recognition from superiors, The work itself. Employee Performance Indicators include Error Rate, Damage, Accuracy, Amount of Work Produced, Absenteeism Rate, Lateness, Effective Working Time/Lost Working Hours, Teamwork. The data collection techniques in this study used several techniques, namely observation, questionnaire distribution, and documentation.

These techniques are used to obtain data that aims to ensure the accuracy and completeness of data in the analysis process. Observation as a data collection technique has specific characteristics when compared to other techniques, namely interviews and questionnaires. If interviews and questionnaires always communicate with people, then observation is not limited to people, but also other natural objects. Observation data collection techniques are used when the research concerns human behavior, work processes, natural phenomena and when the respondents being observed are not too large (Sugiyono, 2023). A questionnaire is a data collection technique carried out by giving a set of questions or written statements to respondents to answer. A questionnaire is an efficient data collection technique if the researcher knows the variables to be measured and knows what to expect from the respondents. In addition, questionnaires are also suitable for use when the number of respondents is quite large and spread over a wide area. The questionnaire can be in the form of closed or open questions that can be given to respondents directly or sent by post or internet. (Sugiyono, 2023)

Research questions, which are compiled based on indicators of the variables Discipline (X1), Work Motivation (X2), and Employee Performance (Y). All questions in this section use a Likert scale that has five answer options. This scale is designed to assess the extent of the respondent's attitude or view of each available indicator. (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree. Documents are records of past events. Documents can be in the form of writing, pictures, or monumental works from someone. The analysis begins with a data quality test, including a validity test to measure the accuracy of question items and a reliability test using Cronbach's Alpha to measure the consistency of respondents' answers. After the data is declared valid and reliable, a classical assumption test is carried out consisting of a normality test, a multicollinearity test, and a heteroscedasticity test to ensure the regression model meets the requirements. If all classical assumptions are met, the regression model is considered suitable for use in prediction. The final stage of analysis is hypothesis testing using multiple linear regression analysis, t-test (partial), F test (simultaneous), and calculation of the coefficient of determination (R^2) to determine the magnitude of the contribution of the influence of the independent variable.

IV. RESEARCH RESULTS

This chapter will present the results of data processing obtained from 80 respondents, employees of the Human Resources and Apparatus Bureau of the Secretariat General of the Indonesian House of Representatives. Respondent demographic data shows considerable variation in terms of age, gender, and frequency of product purchases. All distributed questionnaires have been returned and declared complete, allowing for statistical analysis. The results of this analysis will answer the hypotheses proposed in the previous chapter. The following presentation covers instrument testing, classical assumption testing, and testing of the main hypothesis.

4.1. Data Quality Test

Table 1. Results of the Discipline Quality Validity Test (X1)

Tabel Hasil Uji Validitas Kedisiplinan X1			
Pernyataan	r hitung	r tabel	Keterangan
X1.1	0,723	0,219	Valid
X1.2	0,677	0,219	Valid
X1.3	0,657	0,219	Valid
X1.4	0,720	0,219	Valid

X1.5	0,727	0,219	Valid
X1.6	0,773	0,219	Valid
X1.7	0,703	0,219	Valid
X1.8	0,593	0,219	Valid
X1.9	0,558	0,219	Valid
X1.10	0,466	0,219	Valid

Source: Processed data, 2025

The validity test results above indicate that each statement item related to Discipline (X1) is valid. Based on the formula used, if the calculated r value is greater than the table r value, then each questionnaire item in Discipline (X1) is valid, as evidenced by the calculated r value being greater than the table r value of 0.219.

Table 2. Work Motivation Validity Test Results (X2)

Tabel Hasil Uji Validitas Motivasi Kerja X2			
Pernyataan	r hitung	r tabel	Keterangan
X2.1	0,722	0,219	Valid
X2.2	0,740	0,219	Valid
X2.3	0,767	0,219	Valid
X2.4	0,796	0,219	Valid
X2.5	0,691	0,219	Valid
X2.6	0,670	0,219	Valid
X2.7	0,820	0,219	Valid
X2.8	0,824	0,219	Valid
X2.9	0,768	0,219	Valid
X2.10	0,693	0,219	Valid

Source: Processed data, 2025

The validity test results above indicate that each statement item related to Work Motivation (X2) is valid. Based on the formula used, if the calculated r value is greater than the table r value, then each questionnaire item in Work Motivation (X2) is valid, as evidenced by the calculated r value being greater than the table r value of 0.219.

Table 3: Employee Performance Validity Test Results (Y)

Tabel Hasil Uji Validitas Kinerja Pegawai Y			
Pernyataan	r hitung	r tabel	Keterangan
Y.1	0,578	0,219	Valid
Y.2	0,697	0,219	Valid
Y.3	0,503	0,219	Valid
Y.4	0,541	0,219	Valid
Y.5	0,570	0,219	Valid
Y.6	0,693	0,219	Valid

Y.7	0,689	0,219	Valid
Y.8	0,713	0,219	Valid
Y.9	0,633	0,219	Valid
Y.10	0,631	0,219	Valid

Source: Processed data, 2025

The validity test results above indicate that each statement item related to Employee Performance (Y) is valid. Based on the formula used, if the calculated r value is greater than the table r value, then each statement item in the Employee Performance (Y) questionnaire is valid, as evidenced by the calculated r value being greater than the table r value of 0.219.

Table 4: Reliability Results

Variabel	Cronbach's Alpha	N for Items	Standard Nilai	Keterangan
X1	0,853	10	0,60	Reliabel
X2	0,911	10	0,60	Reliabel
Y	0,824	10	0,60	Reliabel

Source: Processed data, 2025

The table above shows that the overall values of the variables Discipline (X1), Work Motivation (X2), and Employee Performance (Y) are declared reliable, as the Cronbach's Alpha value is greater than 0.60. The Cronbach's Alpha for the Discipline (X1) variable is 0.853, the Work Motivation (X2) variable is 0.911, and the Employee Performance variable is 0.824. The reliability test proves that the variables Discipline (X1), Work Motivation (X2), and Employee Performance (Y) are reliable.

4.2. Classical Assumption Test

Table 5 Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardiz ed Residual
N		80
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,88893290
Most Extreme Differences	Absolute	,077
	Positive	,049
	Negative	-,077
Test Statistic		,077
Asymp. Sig. (2-tailed) ^c		,200 ^d

Source: Processed data, 2025

Based on the table above, the Asymp. Sig. (2-tailed) value is 0.200. Since the normality test results show a significance value of $0.200 > 0.05$, it can be concluded that the residual values are normally distributed.

Table 6 Multicollinearity Test Results

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	21,495	3,211		6,694	<,001		
	Kedisiplinan	,238	,129	,283	1,850	,068	,354	2,824
	Motivasi Kerja	,240	,105	,349	2,283	,025	,354	2,824

Source: Processed data, 2025

Based on the results of the multicollinearity test, the Tolerance value for the variables Discipline and Work Motivation is 0.354, and the VIF is 2.824. Because the Tolerance value is greater than 0.10 and the VIF value is less than 10, it can be concluded that there is no multicollinearity in the regression model, so the independent variables can be used together without linearly influencing each other.

Table 7: Heteroscedasticity Test Results (Glejser Test)

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4,806	2,078		2,312	,023
	Kedisiplinan	,052	,083	,117	,623	,535
	Motivasi Kerja	-,103	,068	-,283	-1,507	,136

Source: Processed data, 2025

Based on the results of the Glejser test, the significance value for the Discipline (X1) variable is 0.535 and Work Motivation (X2) is 0.136, both of which are greater than 0.05. This indicates that there is no heteroscedasticity in the regression model, thus meeting the classical assumptions and is suitable for further analysis.

4.3. Hypothesis Testing

Table 8 t-Test (Coefficients)

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	21,495	3,211		6,694
	Kedisiplinan	,238	,129	,283	1,850
	Motivasi Kerja	,240	,105	,349	2,283

a. Dependent Variable: Kinerja Pegawai

Source: Processed data, 2025

Based on the table above, using SPSS version 27, the Multiple Linear Regression Analysis test shows similarities, as seen from the constant value of 21.495, the coefficient for Discipline (X1) of 0.238, and Work Motivation (X2) of 0.240. Therefore, the regression equation formulated is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

$$Y = 21,495 + 0,238 X_1 + 0,240 X_2 + e$$

The explanatory description of the results of the regression equation above is as follows:

1. The constant value of 0.238 indicates that if Discipline (X1) and Work Motivation (X2) = 0, then Employee Performance (Y) will be 21.495.
2. The regression coefficient for Discipline (X1) is 0.238, indicating that every one-unit increase in Discipline (X1) will increase Employee Performance (Y) by 0.238, assuming Work Motivation (X2) remains constant.
3. The regression coefficient for Work Motivation (X2) is 0.240, indicating that every one-unit increase in Work Motivation (X2) will increase Employee Performance (Y) by 0.240, assuming Discipline (X1) remains constant.

Table 9 F-Test Results (ANOVA)

ANOVA^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	675,970	2	337,985	21,782
	Residual	1194,780	77	15,517	
	Total	1870,750	79		

Source: Processed data, 2025

Based on the f-test results, the calculated f-value was 21.782 and the table f-value was 3.12, with a significance value of $0.001 < 0.05$. Therefore, H3 is accepted. This indicates a positive and significant influence between motivation and employee performance.

4.4. Coefficient of Determination Test

Table 10: Coefficient of Determination Results (Model Summary)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,601 ^a	,361	,345	3,939

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

Source: Processed data, 2025

The results of the simultaneous coefficient of determination test in Table 10 indicate that the constructed model fits the observed data, with an R-square value of 0.361, or 36.1%. Discipline (X1) and Work Motivation (X2) variables have a significant influence on predicting Employee Performance (Y), at 36.1%.

4.5. Discussion of Research Findings

4.5.1. The Effect of Discipline on Employee Performance at the Bureau of Human Resources and Apparatus of the Secretariat General of the Indonesian House of Representatives

Based on the research results, the discipline variable has a positive and significant effect on employee performance. Discipline reflects the extent to which employees comply with regulations, arrive on time, use work hours effectively, and complete work according to set targets. Discipline also demonstrates employees' moral and professional responsibility in carrying out their daily tasks. Employees with the highest level of discipline are more productive, efficient, and able to maintain consistent work quality, which ultimately has a positive impact on overall organizational performance. The t-test results show that the Discipline variable (X1) has a significance of $0.025 < 0.05$, and a calculated t-value of $2.283 > t\text{-table of } 1.665$. Therefore, it can be concluded that Discipline (X1) has a positive and significant effect on Employee Performance (Y).

This aligns with previous research conducted by Oktaviansyah et al., 2022, which stated that discipline can also motivate employees to carry out all activities according to established norms or rules. Discipline can help companies achieve production and sales goals according to company targets. Research conducted by Tania (2023) stated that discipline has a dominant influence on employee performance (Y). This explains that if an employee is disciplined in their work, it means they understand their responsibilities within the company.

4.5.2. The Influence of Work Motivation on Employee Performance at the Bureau of Human Resources and Apparatus of the Secretariat General of the Indonesian House of Representatives

Based on research results, work motivation has a positive and significant effect on employee performance. High work motivation can encourage employees to be more enthusiastic in completing tasks, demonstrate greater responsibility, and contribute maximally to achieving organizational goals. Factors such as remuneration, supportive working conditions, and recognition from superiors can increase employee satisfaction and internal drive at work. Positively motivated employees tend to produce better performance, both in terms of quantity and quality. The t-test results show that the Work Motivation variable (X2) has a significance value of $0.025 < 0.005$, and a calculated t-value of $1.850 > t\text{-table of } 1.665$. Therefore, it can be concluded that Work Motivation (X2) has a positive and significant effect on Employee Performance (Y).

This is in line with previous research conducted by (Shihab, 2022), with the results of the multiple regression coefficient of Work Motivation (X2) on Employee Performance (Y) of 0.282, meaning that if work motivation (X2) is increased by 1 times from its previous condition, then the employee performance value (Y) will increase by 0.282 times from the previous condition. In research conducted by (Idris & Hardi, 2021), it states that motivation is an employee need and helps to achieve it in a smooth process. Motivating employees aims to expand their skills in meeting organizational demands. Every current manager has the responsibility to work with employees, knowing their individual needs and placing them side by side with the needs of the organization.

4.5.3. The Effect of Discipline and Work Motivation on Employee Performance at the Human Resources and Apparatus Bureau of the Secretariat General of the Indonesian House of Representatives

Based on simultaneous research results, Discipline and Work Motivation jointly have a positive and significant effect on employee performance variables. The combination of compliance with work regulations (discipline) creates a conducive, directed, and productive work environment, and fosters internal employee motivation (motivation). Disciplined employees ensure that tasks are carried out according to procedures and within specified timelines, while highly motivated employees are driven to achieve. The synergy between these factors enables employees to work effectively and efficiently to support the smooth running of organizational tasks. The f-test results obtained a significance value of $0.001 < 0.05$, and a calculated f-value of $21.782 > f\text{-table of } 3.12$. Therefore, it can be concluded that Discipline (X1) and Work Motivation (X2) simultaneously have a significant effect on Employee Performance (Y).

This is in line with previous research (Ratnawati W & Setiawan R, 2022) with test results showing that Discipline and Work Motivation simultaneously influence employee performance. Company stakeholders need to improve discipline and motivation to improve employee performance. In research conducted by (Amri Setiawan et al., 2023) with the results of the F test, it was found that the calculated F value was 21.782 while the F table value was 3.12 ($21.782 > 3.12$) with a significance of $0.001 < 0.005$. This means that discipline and work motivation together (simultaneously) influence employee performance.

V. CONCLUSION

Based on the results of research on the influence of Discipline and Work Motivation on Employee Performance at the Bureau of Human Resources and Apparatus of the Secretariat General of the DPR RI, it can be concluded. Then the test results on the Discipline Variable (X1) and Work Motivation (X2), obtained the value of the calculated f-value of $21.782 > f\text{-table } 3.12$ and the significance value is $0.001 < 0.05$, so simultaneously it can be stated that Discipline (X1) and Work Motivation (X2) have a significant influence on Employee

Performance. The coefficient of determination (R Square) is 0.361. This shows that partially the variables of Discipline (X1) and Work Motivation (X2) have an effect on Employee Performance (Y) of (36.1%) and the remaining 63.9% is influenced by other variables.

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