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The Effect of Work Discipline and Work Motivation on the Performance of Civil Servants (A Study at the UPT PSDA WS Welang Pekalen in Pasuruan Office)

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A R T I C L E I N F O

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A B S T R A C T

This study aims to analyze the effect of work discipline and work motivation on employee performance at the UPT PSDA WS Welang Pekalen in Pasuruan as a technical public organization in the field of water resource management. The contribution of this study lies in the integration of structural and psychological aspects in explaining the performance of public sector employees. The variables tested include work discipline and work motivation on employee performance. The research uses a quantitative approach with a survey method through the distribution of questionnaires to employees who carry out operational and administrative functions. Data collection was carried out in accordance with the predetermined research period. The results of the study indicate that work discipline and work motivation have a positive effect on employee performance, both partially and simultaneously, with implications for integrated human resource management in public organizations

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INTRODUCTION

The performance of the State Civil Apparatus (ASN) remains an important concern in the administration of government in Indonesia. Various government reports indicate that the performance of ASN, particularly in technical work units at the regional level, is not yet fully optimal. This problem is reflected in low work productivity, inconsistent task implementation, and an uneven focus on achieving results. This condition is even more important in the water resource management (SDA) sector, given its strategic role in supporting regional development, environmental sustainability, and public services. Water resource management requires ASN who not only have technical competence but are also able to carry out their duties in an orderly and responsible manner, both in field work and office administration.

The Water Resources Management Technical Implementation Unit UPT PSDA WS Welang Pekalen in Pasuruan for River Basins is a technical work unit that carries out some of the operational tasks of the UPT PSDA WS Welang Pekalen in Pasuruan Office in its working area. The functions of UPT PSDA WS Welang Pekalen in Pasuruan include the management and utilization of water resources such as rivers, reservoirs, and irrigation networks, the supervision and maintenance of water resource infrastructure, and services to the community related to water management. The implementation of these tasks involves employees working in the field and in the office simultaneously. Field work requires punctuality, compliance with procedures, and physical readiness, while office work requires administrative accuracy, planning, and accurate reporting. These conditions make the performance of ASN in the UPT PSDA WS Welang Pekalen in Pasuruan highly dependent on the work behavior of employees in carrying out their duties in accordance with the rules and responsibilities assigned to them.

One factor that affects the performance of ASN is work discipline. Work discipline is defined as the willingness and awareness of employees to obey the rules, procedures, and work norms that apply in the organization (Hasibuan, 2017).anism that helps maintain order and consistency in the implementation of tasks (Hirschi, 1969). At UPT PSDA WS Welang Pekalen in Pasuruan, work discipline is reflected in compliance with working hours, the implementation of field activities according to schedule, and orderliness in the preparation of administration and reports. Previous studies have shown that work discipline has a positive relationship with the performance of civil servants. (Dinda Tiara Eka Martaya et al., 2024) found that compliance with work rules has a significant effect on improving the performance of local government employees. (Indrastuti & Suryani, 2016) also emphasized that work discipline is an important factor in maintaining performance stability in technical work units, although its influence may vary depending on organizational characteristics and job types.

In addition to work discipline, work motivation also plays an important role in encouraging civil servants to achieve optimal performance. Work motivation is an internal and external drive that influences the intensity, direction, and persistence of employee work behavior (Robbins & Judge, 2024). Based on Self- Determination Theory, work motivation is not only influenced by

material factors, but also by the need for competence, autonomy, and recognition of work results (Bouffard, 2017). In the context of UPT PSDA WS Welang Pekalen in Pasuruan, work motivation is needed both by field employees who face technical challenges and dynamic working conditions, as well as office employees who are responsible for planning and administration. Research by (Dinda Sayyida Nafisa, 2023) shows that work motivation has a significant effect on the performance of civil servants in local government agencies. Similar findings were reported by (Firdaus, 2018), who stated that work motivation has a strong influence on the performance of employees in work units with technical and operational demands.

Although work discipline and work motivation have been extensively studied in the context of civil servants, the results of the study show that the influence of these two variables can vary depending on organizational characteristics and job type. Technical work units such as UPT PSDA WS Welang Pekalen in Pasuruan, which combine field and office work, have different characteristics from administrative agencies. Therefore, understanding the role of work discipline and work motivation in influencing the performance of civil servants at UPT PSDA WS Welang Pekalen in Pasuruan is important to examine empirically. This study is expected to provide a clearer picture of how work discipline and work motivation contribute to the performance of civil servants in supporting the effective and sustainable implementation of water resource management tasks.

LITERATURE REVIEW

Work Discipline

Work discipline is a form of employee awareness and compliance in following the rules, procedures, and work standards that apply in an organization. (Hasibuan, 2017) states that discipline shows a person's readiness to work in an orderly and consistent manner. In public organizations, discipline is very important because it relates to punctuality, compliance with policies, and responsibility in carrying out tasks. In general, discipline aims to ensure that work can proceed in an orderly manner so that organizational efficiency and effectiveness can be achieved.

Several empirical studies indicate that work discipline has a positive effect on employee performance. (Adelia Putri Ferdinand, 2025) found that employees with high levels of discipline tend to produce better work. Similar results were also shown by (Nopta Manda Sari, 2025), who emphasized that discipline is one of the important factors in improving work quality in government agencies. Therefore, work discipline can be understood as a basic aspect that helps employees perform their duties optimally in public organizations.

H1: Work discipline affects employee performance.

Work Motivations

Work motivation is an internal or external drive that influences a person's enthusiasm and commitment to completing their tasks. (Robbins & Judge, 2024)) state that motivation influences how hard a person works, the direction of their efforts, and the consistency with which they pursue organizational goals.

Motivation can come from intrinsic factors, such as the desire to achieve and personal satisfaction, as well as extrinsic factors such as rewards, supportive working conditions, and the role of superiors. In general, motivation is intended to encourage employees to perform at their best in line with their responsibilities. Several studies have shown that motivation plays a significant role in enhancing employee performance in the public sector. (Dinda Sayyida Nafisa, 2023b) found that employees with high levels of motivation were able to demonstrate more consistent and effective work performance. Similarly, (Satria Yudha et al., 2022) argued that motivation can enhance productivity, particularly in government agencies that rely on employee dedication and persistence to deliver public services. Therefore, work motivation can be viewed as a fundamental factor in supporting the achievement of organizational goals.

H2: Work motivation affects employee performance.

Employee Performance

Employee performance refers to the work results achieved by an individual in line with the standards and responsibilities set by the organization. According to (Mathis et al., 2016), performance is measured not only by the quality and quantity of output, but also by timeliness, effectiveness, and the extent to which employees can meet task requirements. In the public sector, performance serves as an indicator of the success of service delivery and program implementation. Therefore, measuring employee performance is essential to ensure alignment with organizational objectives and to enhance accountability and service quality.

Several studies have shown that employee performance is influenced by both internal individual factors and external work environment conditions. (Heru Dwi Fitrianto et al., 2023) found that discipline and motivation were significant determinants of performance levels in public service units. Similarly, (Bhaskara et al., 2024) emphasized that performance results from a combination of individual abilities, workplace conditions, and organizational support. Based on these findings, employee performance can be viewed as a key indicator of how effectively an organization fulfills its duties and delivers services to the public.

H3: Work discipline and work motivation simultaneously affect employee performance.

Research Model and Hypothesis

Based on the theoretical review and previous empirical findings, a conceptual framework can be developed that illustrates the relationships among the variables in this study, which then serves as the basis for formulating the research hypotheses.

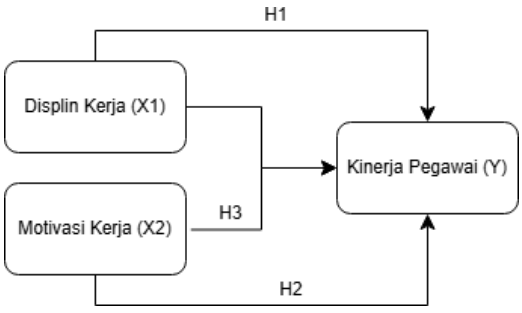


Figure 1. Theoretical Framework

METHODOLOGY

A quantitative approach is applied in this study, using an explanatory design to examine associative relationships among variables Work Discipline and Work Motivation on Employee Performance in the Civil Service. This research was conducted at the UPT PSDA WS Welang Pekalen in Pasuruan, involving the entire population of 72 civil servants as samples through saturated sampling techniques. The research instrument was a questionnaire adopted from a journal instrument (DIMAS RARI HIDAYAT, 2019) which had previously been proven to be valid and reliable. Each statement item was translated and adapted to the context of the UPT PSDA WS Welang Pekalen in Pasuruan without changing the theoretical indicators, and measured using a five-point Likert scale as described by Sugiyono (2010). The data were analyzed using multiple linear regression through the SPSS 25 application, supplemented with a classical assumption test to ensure the feasibility of the research model.

RESULTS

Respondent Characteristics

The profile of respondents in this research is summarized in Table 1, which outlines the percentage distribution of each research variable—work discipline, work motivation, and employee performance—based on respondent characteristics. This presentation aims to provide a descriptive overview of differences in the percentage achievement of the research variables based on employment status (civil servants and PPPK) and work location (office and field). This study involved 72 respondents who were civil servants (ASN).

Table 1. Respondent Characteristics

Respondent characteristics	*variable*		
	Work discipline	Work motivation	Employee performance
Office Civil Servants	55.59%	56.70%	58.05%
Field Civil Servants	61.18%	49.76%	48.00%
Office PPPK	58.33%	55.25%	60.75%
Field PPPK	48.79%	51.45%	55.09%

Source: Primary Data Processed (2025)

Based on the table above, it is known that the characteristics of respondents in this study were analyzed based on the percentage of achievement of work discipline, work motivation, and employee performance variables according to employment status and work location. For the work discipline variable, civil servant respondents working in the field had the highest achievement percentage of 61.18%, followed by PPPK Office at 58.33% and Civil Servant Office at 55.59%, while the lowest percentage was found in PPPK Field at 48.79%. Furthermore, in the work motivation variable, the highest percentage was shown by Office Civil Servants at 56.70%, followed by Office PPPK at 55.25% and Field PPPK at 51.45%, while Field Civil Servants had the lowest percentage at 49.76%. As for the employee performance variable, PPPK Office respondents

showed the highest achievement percentage of 60.75%, followed by PNS Office at 58.05% and PPPK Field at 55.09%, while the lowest percentage was found in PNS Field at 48.00%. In general, these results show differences in percentage achievement for each research variable based on respondent characteristics, which illustrate variations in working conditions according to employment status and work location, and are presented as descriptive analysis without the intention of drawing inferential conclusions.

Validity Test

Validity testing is conducted to assess whether the questionnaire items accurately measure the intended constructs. The validity of each statement is evaluated by comparing the calculated correlation coefficient (r-count) with the critical value of r-table at a 5% significance level (0.05) using a two-tailed test, in which the r-table value is 0.113. A summary of the validity test outcomes is presented in Table 2 below.

Table 2. Validity Test Results

Variable	Statement	Correct Item – Total Core	R Table	Description
Work discipline (X1)	X1_1	0.852	0.230	Valid
	X1_2	0.804	0.230	Valid
	X1_3	0.811	0.230	Valid
	X1_4	0.763	0.230	Valid
	X1_5	0.838	0.230	Valid
	X1_6	0.815	0.230	Valid
Work motivation (X2)	X2_1	0.849	0.230	Valid
	X2_2	0.841	0.230	Valid
	X2_3	0.814	0.230	Valid
	X2_4	0.807	0.230	Valid
	X2_5	0.838	0.230	Valid
	X2_6	0.863	0.230	Valid
	X2_7	0.81	0.230	Valid
	X2_8	0.841	0.230	Valid
	X2_9	0.872	0.230	Valid
	X2_10	0.812	0.230	Valid
Employee performance (Y)	Y_1	0.804	0.230	Valid
	Y_2	0.858	0.230	Valid
	Y_3	0.786	0.230	Valid
	Y_4	0.802	0.230	Valid
	Y_5	0.85	0.230	Valid
	Y_6	0.861	0.230	Valid
	Y_7	0.82	0.230	Valid
	Y_8	0.83	0.230	Valid
	Y_9	0.809	0.230	Valid
	Y_10	0.81	0.230	Valid

Source: Primary Data Processed (2025)

As shown in the table, all indicators associated with both the independent and dependent variables exhibit calculated correlation coefficients that exceed the critical r value at the predetermined significance level. These results confirm that each questionnaire item effectively represents the construct it is intended to measure. Consequently, all research variables are considered valid and appropriate for subsequent analyses, such as reliability assessment and regression testing.

Reliability Test

Reliability analysis is conducted to evaluate the consistency of the questionnaire items and to determine whether the instrument produces stable and dependable results. In this study, reliability is assessed using Cronbach's alpha, a statistical technique commonly applied to examine the internal consistency of measurement scales. Questionnaire items are considered reliable when the Cronbach's alpha coefficient exceeds 0.60. The statistical outcomes of the reliability test are presented in Table 2 below.

Table 3. Reliability Test Results

Variable	Cronbach's alpha value	Reliability Score	Description
Work discipline	0,898	0,6	Reliabel
Work motivation	0,951	0,6	Reliabel
Employee	0,947	0,6	Reliabel

Source: Primary Data Processed (2025)

Based on the table above, it can be concluded that all statement instruments in this study are reliable, because each variable has a Cronbach's Alpha value greater than 0.6. This indicates that the instruments used have a good level of internal consistency, so they are able to produce stable and reliable data for use in further analysis.

Classical Assumption Test

1. **Normality Test**

The Normality Test is used to determine whether the collected data is normally distributed or not.

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			73
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		7.40728933
Most Extreme Differences	Absolute		.071
	Positive		.063
	Negative		-.071
Test Statistic			.071
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.482
	99% Confidence Interval	Lower Bound	.469
		Upper Bound	.495

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Source: Primary Data Processed (2025)

In this study, the normality test uses the P-P Plot of Regression Standardized Residual test. If the data is spread around the normal line and follows the diagonal line of the graph, this indicates that the data line s normally distributed, so that the regression equation model meets the normality assumption. Then, the statistical test used for normality testing in this study is the Kolmogorov-Smirnov sample with the SPSS program.

Based on the results in Table 4, it is known that the Asymp. Sig. (2-tailed) value is 0.085, which is greater than 0.05. Thus, it can be concluded that the tested data is normally distributed and meets the assumption of normality. In addition, the results of the normality test are also shown visually in the figure 2, which presents a data distribution pattern that supports this conclusion. Kolmogorov-Smirnov sample with the SPSS program.

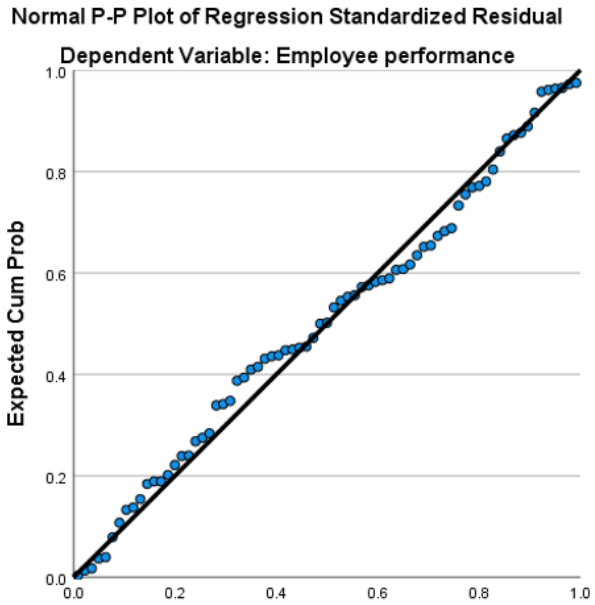


Figure 2. Diagram P-Plot of Normality Test Results

Based on Figure 2, it can be seen that the data points are scattered around the diagonal line and follow the direction of the diagonal line. This indicates that the data in this study is normally distributed, thus fulfilling the assumption of normality.

2. Multicollinearity Test

Multicollinearity testing is used to test whether multicollinearity occurs between independent variables. Variance Inflation Factor (VIF), with the assumption that Tolerance > 0.10 or VIF < 10.0, can be said that there is no multicollinearity in Table 5 below:

Table 5. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.501	2.635		.190	.850	.929	1.076
	Work Discipline	766	.126	.455	6.077	<.0001	.929	1.076
	Work motivation	.531	.073	.545	7.291	<.0001	.929	1.076

a. Dependent Variable: Employee performance

Based on Table 5 above, it is known that the tolerance value for each independent variable is above 0.10 and the Variance Inflation Factor (VIF) value for each variable is below 10. Thus, it can be concluded that there is no

multicollinearity between the independent variables in this study, so that the regression model meets the multicollinearity assumption.

3. Heteroscedasticity Test

The purpose of the heteroscedasticity test is to examine whether the residual variance in a regression model remains consistent across different observations. A model is considered free from heteroscedasticity when the significance value exceeds 0.05. Conversely, a significance value below 0.05 indicates the presence of heteroscedasticity.

Table 6. Heteroscedasticity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.507	1.664		2.708	.008
	Work Discipline	.141	.080	.215	1.776	.080
	Work motivation	-.047	.046	-.125	-1.029	.307

a. Dependent Variable: Employee Performance

Referring to Table 6, the results indicate that all variables do not exhibit heteroscedasticity, as their significance values exceed the threshold of 0.05. The presence of heteroscedasticity in this study was examined using the Glesjer test. A significance value above 0.05 suggests that heteroscedasticity is absent. The heteroscedasticity test is conducted to determine whether the variance of the residuals differs across observations within the regression model. An appropriate regression model is characterized by constant residual variance, a condition commonly referred to as homoscedasticity. The Heteroscedasticity Test is observed by the formation or absence of a certain pattern in the scatterplot graph in Figure 3.

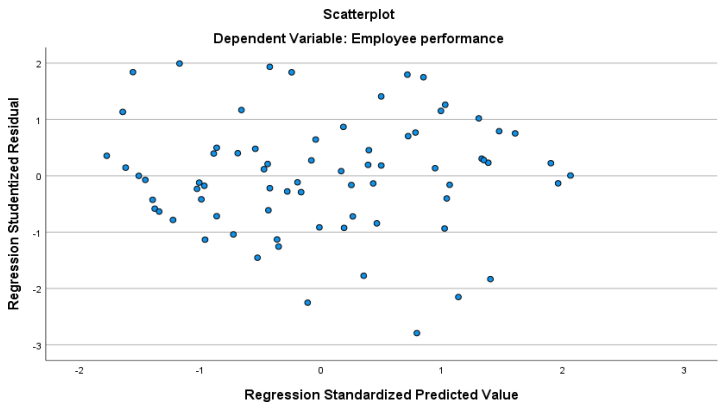


Figure 3. Heteroscedasticity Test Results

Based on the scatterplot graph, it can be seen that the data points do not form a specific pattern and are scattered randomly both above and below the number 0 on the Y axis. This indicates that there is no heteroscedasticity, so the regression model meets the assumption of homoscedasticity.

Multiple Linear Regression Analysis

1. Regression analysis

Regression analysis is utilized to examine how independent variables influence dependent variables, aiming to identify the nature and strength of the relationship between variables in a research study.

Table 7. Multiple Linear Regression Analysis Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.501	2.635		.190	.850
	Work Discipline	.766	.126	.455	6.077	<.0001
	Work motivation	.531	.073	.545	7.291	<.0001

a. Dependent Variable: Employee performance

According to Table 7, a multiple linear regression analysis was conducted to evaluate the impact of Work Discipline (X1) and Work Motivation (X2) on Employee Performance (Y). The outcome of the analysis presented in the Coefficients table yielded the regression equation below:

$$Y = 0{,}501 + 0{,}766X_1 + 0{,}531X_2 \quad (1)$$

Based on this equation, the constant of 0.501 indicates that if Work Discipline and Work Motivation are zero, then Employee Performance is 0.501. The regression coefficient for Work Discipline (X1) of 0.766 and Work Motivation (X2) of 0.531 indicates that every one-unit increase in each independent variable will increase Employee Performance, assuming other variables remain constant. Positive regression coefficient values indicate that Work Discipline and Work Motivation have a positive effect on Employee Performance.

2. Coefficient of Determination

The coefficient of determination is employed to assess the proportion of variation in the dependent variable that can be explained by the independent variables. This value reflects the extent to which Work Discipline and Work Motivation account for changes in Employee Performance, while the remaining variation is attributable to factors not included in the research model. As shown in Table 8 below.

Table 8. Coefficient of Determination Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798[a]	.636	.626	7.51236

Table 8 shows that 62.6% of the variation in employee performance can be explained by work discipline and work motivation, while the remaining 37.4% is influenced by other variables outside the research model, such as leadership, work environment, compensation, and other factors not analyzed in this study.

Hypothesis Test

1. Partial Test (t-test)

The t-test is used to determine whether each independent variable has a partial and significant effect on the dependent variable. The hypothesis testing criteria in this study are that the hypothesis is accepted if the significance value is < 0.05, while the hypothesis is rejected if the significance value is > 0.05.

Table 9. Partial Test (t-test) Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Description
		B	Std. Error	Beta			
1	(Constant)	.501	2.635		.190	.850	
	Work Discipline	766	.126	.455	6.077	<.0001	Significant
	Work motivation	.531	.073	.545	7.291	<.0001	Significant

Based on the results of the Partial Test (t-test) in Table 9 above, the following results were obtained:

a. The Effect of Work Discipline (X1) on Employee Performance (Y)

The Work Discipline variable has a regression coefficient of 0.766, with a t-value of 6.077 and a significance level of < 0.001, which is below the significance threshold of 0.05. These results indicate that Work Discipline has a positive and significant effect on Employee Performance. These findings indicate that an increase in employee work discipline contributes significantly to improved performance.

b. The Effect of Work Motivation (X2) on Employee Performance (Y)

The regression analysis shows that the Work Motivation variable has a coefficient of 0.531, accompanied by a t-statistic of 7.291 and a significance value below 0.001, which is well under the 0.05 threshold. These findings demonstrate that Work Motivation exerts a positive and statistically significant influence on Employee Performance, indicating that higher levels of employee motivation are associated with improved performance outcomes.

2. Simultaneous Test (F Test)

The F test is used to see how independent variables collectively affect the dependent variable. The criteria for the F test are that if the calculated F > table F, then the independent variables affect the dependent variable, and if the calculated F < table F, then the independent variables do not affect the dependent variable. As shown in Table 10 below:

Table 10. Simultaneous Test (F Test) Result

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6904.002	2	3452.001	61.167	.001[b]
	Residual	3950.491	70	56.436		
	Total	10854.493	72			

Based on the results of the 1. Simultaneous Test (F Test) presented in Table 10, a calculated F value of 61.167 was obtained with a significance level of < 0.001, which is smaller than the significance limit of 0.05. These results indicate that Work Discipline and Work Motivation simultaneously have a significant effect on Employee Performance. Thus, the regression model used in this study is considered appropriate to explain the relationship between the independent and dependent variables.

DISCUSSION

The results of the study indicate that work discipline and work motivation have a positive effect on the performance of UPT PSDA WS Welang Pekalen in Pasuruan employees in carrying out their technical operational functions and authorities in water resource management. These functions include the operation and maintenance of water infrastructure, supervision and control of water resource activities, handling of emergency conditions, management of hydrological data, and administrative and licensing services related to water. The complexity and interrelationship of these functions require structured work behavior that is oriented towards the quality of task implementation, so that performance effectiveness cannot be separated from the configuration of human resource practices in accordance with the characteristics of technical public

organization tasks, as described in contingency theory (Lawrence & Lorsch, 1967).

The influence of work discipline on performance reflects the importance of compliance with technical work standards, administrative order, and consistency in coordination and reporting. Work discipline functions as a control mechanism that maintains order in the work process throughout the water resource management chain, both in operational and administrative functions. This is in line with (Hasibuan, 2017) view, which places work discipline as a fundamental instrument in ensuring the smooth implementation of organizational tasks.

From a behavioral perspective, the formation of work discipline is not only influenced by formal supervision systems, but also by internal social control. Commitment to public service responsibilities, collective performance expectations, and work norms that develop within organizations form relatively stable behavioral compliance, as explained in social control theory (Hirschi, 1969). In addition, institutional theory shows that work discipline is influenced by regulatory and normative pressures that shape operational behavior standards that are institutionally considered legitimate and appropriate in the implementation of organizational functions and authorities (Dimaggio & Powell, 1983).

However, work discipline that is oriented solely towards procedural compliance has the potential to result in formalistic task execution if it is not balanced with psychological encouragement to contribute substantively. In the context of water resource management, this condition can arise when procedures are carried out without analytical involvement, cross-functional coordination, and a focus on quality results. These findings confirm that work discipline is an important prerequisite, but it is not sufficient to explain performance variations as a whole.

Work motivation complements the disciplinary function by providing energy and direction for work behavior. Goal-setting theory explains that clarity of work goals encourages employees to focus and strive to achieve organizational performance(Latham & Locke, 1990). while expectancy theory emphasizes the importance of employees' perceptions of the relationship between effort, performance, and valuable results(Vroom, 1964). In the implementation of the functions and authorities of the UPT PSDA WS Welang Pekalen in Pasuruan, clarity of objectives and perceptions of work value contribute to the quality of technical and administrative task implementation.

Self-determination theory provides further insight by emphasizing that fulfilling the need for autonomy in task execution, mastery of work competencies, and inter-employee work connections encourages more meaningful work engagement(Bouffard, 2017). These needs are relevant in water resource management organizations that require cross-unit coordination, information accuracy, and public accountability. This view is reinforced by organizational behavior studies that place motivation as the main determinant of the direction, intensity, and persistence of work behavior(Robbins & Judge, 2024) Simultaneous analysis shows that work discipline and work motivation operate

complementarily in shaping employee performance. Discipline provides the structure and procedural certainty necessary to maintain consistency and accountability, while motivation enables engagement and quality of task execution across various organizational functions. The synergy between the two strengthens the effectiveness of technical public organizations in dealing with task complexity and work environment dynamics, as emphasized in contingency theory and modern behavioral approaches to organizational performance (Perry & Hondeghem, 2008)

The results show that work discipline and work motivation together shape the attitudes and work behaviors of employees in carrying out their technical and operational functions and authorities in water resource management. Work discipline provides a procedural framework that guides the implementation of tasks, while work motivation acts as a psychological mechanism that links formal compliance with performance quality. When work discipline is internalized and supported by adequate work motivation, employees not only carry out their duties according to standards, but also show greater involvement in maintaining the accuracy of work processes, the effectiveness of coordination, and the reliability of organizational services. Thus, work motivation functions as a reinforcer that transforms work discipline into results-oriented work behavior and supports the overall performance of the UPT PSDA WS Welang Pekalen in Pasuruan.

CONCLUSIONS AND RECOMMENDATIONS

From the results of the study, it can be concluded that work discipline and work motivation are important factors that determine the performance of UPT PSDA WS Welang Pekalen in Pasuruan employees in carrying out their technical and operational functions and authorities in water resource management. Work discipline plays a role in maintaining order in the implementation of tasks, compliance with technical and administrative work standards, and consistency in coordination between work units. On the other hand, work motivation provides internal encouragement that strengthens the quality of task implementation, so that employees not only work according to procedures, but also show greater involvement and responsibility for the results of their work. The synergy between work discipline and work motivation creates more effective performance in supporting organizational operations and public services in the field of water resources.

Based on these conclusions, it is recommended that the UPT PSDA WS Welang Pekalen in Pasuruan implement human resource management policies that balance strengthening work discipline and increasing employee motivation. Strengthening work discipline needs to be directed at clarifying work standards and ensuring consistency in their application, while increasing work motivation can be done by setting clear work objectives, providing support for competency development, and recognizing employee contributions. This integrated policy approach is expected to improve employee performance in a sustainable manner and support the effectiveness of the organization in carrying out its functions and authority in water resource management.

ADVANCED RESEARCH

This study has several limitations that need to be considered when interpreting the results. The scope of the study focused on the influence of work discipline and work motivation on employee performance, so it did not cover other factors that theoretically have the potential to influence performance in technical public organizations, such as leadership style, organizational culture, reward systems, and workload. Furthermore, this study was conducted in a single organizational unit, namely the UPT PSDA WS Welang Pekalen in Pasuruan, so that generalizing the results to other public organizations must be done with caution. Therefore, further research is recommended to develop a research model that includes other relevant variables, expands the research object to different units or work areas, and uses more diverse methodological approaches, such as longitudinal methods or qualitative approaches, to obtain a more comprehensive understanding of the factors that influence employee performance in water resource management.

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