

Analysis Of Work Motivation and Work Discipline on Employee Performance at the Manyaran Subdistrict Office

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ABSTRACT

This study aims to examine the factors that motivate employees to work and how their work discipline relates to their work performance at the Manyaran Subdistrict Office, Wonogiri Regency. This study uses a qualitative descriptive approach, with data collection through interviews, direct observation, and document collection from employees. The data were then analyzed thematically using NVivo 14 software to find patterns and relationships between concepts. The results show that employee work motivation is influenced by how they perceive their work as a responsibility and a form of service, leadership style, the existence of rewards, a comfortable work environment, and the availability of adequate facilities. Work discipline is evident in adherence to rules and work schedules, supervisory actions, and the application of sanctions as a form of supervision and training. The findings indicate that work motivation and work discipline complement each other in shaping employee performance. Good performance is demonstrated by good teamwork, timeliness, quality of work, and improved public services. Therefore, consistently improving work motivation and strengthening work discipline are important factors in improving employee performance in the sub-district government environment.

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1. INTRODUCTION

The performance of government employees is very important in supporting effective, efficient, and community-focused governance. In the regional government system, sub-district offices play an important role as the front line of public services because they interact directly with the community. Therefore, the performance of employees in sub-district offices is one of the indicators of the success of regional governments in providing good services. (Syarif et al., 2022).

The Manyaran Subdistrict Office is part of the Wonogiri Regency government, tasked with handling some of the regency's administrative affairs, in accordance with Wonogiri Regency Regulation No. 13 of 2016, which has been updated to Regency Regulation No. 5 of 2023 and Wonogiri Regent Regulation No. 75 of 2023. This regulation explains that the duties of the subdistrict are not limited to administration, but also involve the implementation of regional policies and improving the quality of services to the community.

Based on initial observations at the Manyaran Subdistrict Office, there are still several issues related to employee performance. For example, many employees arrive late and do not complete their tasks on time. In addition, their work ethic is not high enough. This situation can hinder effective work and reduce the quality of public services provided to the community.

Contextually, employee performance is the work results achieved by an individual or group within an organization in accordance with the tasks and responsibilities assigned to them, and carried out based on applicable rules and standards (Madyoningrum et al., 2022). Performance is also often referred to as job performance, which is the level of work achievement measured based on quality and quantity in accordance with predetermined standards (Silaen et al., 2021). Employee performance greatly affects the success of an organization, both individually and as a group, so that improving employee performance will have a direct impact on improving the overall performance of the organization (Raja Ali Haji et al., 2023).

Employee performance in an organization shows how well they are able to carry out all the tasks and responsibilities assigned to them. These tasks are usually measured using certain indicators to determine the extent of their success at work. With these indicators, employee performance can be grouped into several categories. In general, a person's performance is a combination of their abilities and the efforts they make to achieve predetermined goals (Lotu et al., 2022).

Performance is the result of a person's work that can be seen from the quality and quantity of work that has been done in accordance with the tasks and responsibilities assigned (Ningrum et al., 2023). To understand the concept of employee performance, we need to distinguish between behavioral aspects and outcome aspects. Behavioral aspects include the actions taken by an individual at work and the achievement of desired goals. Meanwhile, the outcome or result aspect refers to the results or impact of those actions, which can be influenced by working conditions. In addition, performance can also be divided into task performance and contextual performance. Task performance is a person's ability to perform activities that directly or indirectly help carry out the technical functions of the organization (Widodo et al., 2022).

Work motivation is one of the important things that influence how an employee works. Motivation can be defined as the enthusiasm within a person that drives them to move, work hard, and remain persistent in achieving certain goals (Seto et al., 2023). In addition, work motivation can also be considered a psychological force that keeps a person enthusiastic and striving despite facing challenges (Syarif et al., 2022). Work motivation can be influenced by internal factors, such as the desire to grow and achieve, as well as external factors, such as the work environment, salary, rewards, supervision, and company rules (Silaen et al., 2021).

Motivation can be defined as the ability to direct employees and organizations to work well and effectively, so that personal and organizational goals can be achieved. Based on this definition, work motivation can be considered as a process that encourages and drives employees to act in order to achieve desired goals (Ningrum et al., 2023).

In addition to work motivation, work discipline is also very important for improving employee performance. Work discipline refers to an individual's attitude and work style that follows the rules and norms of the company, both written and unwritten (Syarif et al., 2022). The higher the work discipline, the more effectively an organization can achieve its goals, whereas low work discipline can hinder the achievement of maximum work results (Seto et al., 2023).

Work discipline can be applied in two ways, namely preventive discipline and corrective discipline. Preventive discipline aims to prevent violations by establishing clear work rules and procedures, while corrective discipline is applied by imposing sanctions as a form of training so that employees continue to comply with applicable rules (Lie et al., 2022). Various factors such as clarity of work objectives, alignment between employee capabilities and job levels, incentive systems, fairness, supervision, assertiveness from leaders, and harmonious human relations in the work environment also influence the level of work discipline.

In the workplace, organizations want their employees to perform well, produce useful work, and follow established plans. Therefore, companies continue to monitor their employees' behavior, both in terms of punctuality and task execution. In some companies, work experience is also an important factor when recruiting employees because it can help them complete their work better. Currently, companies need workers who are truly experts in their fields. If there are still employees who are undisciplined and inexperienced, it can cause problems and reduce work output (Widodo et al., 2023).

Based on this explanation, it can be concluded that motivation and discipline at work are important factors that can improve employee performance. Therefore, conducting research on the

The results of data analysis from interviews using the Word Frequency Query feature in NVivo 14 software show that the word “discipline” is the term that appears most frequently in the informants' statements, with an appearance rate of 1.89%. This finding shows that work discipline is a major topic in carrying out tasks and complying with work rules at the Manyaran Subdistrict Office. Furthermore, the word “motivation” appeared with a frequency of 1.16%, which indicates that it is likely a factor that drives employee morale. The word “time” appeared with a percentage of 1.02%, indicating the importance of time management at work, while the word “performance” with a percentage of 0.99% described work results that were influenced by the level of employee motivation and discipline. Overall, these findings indicate a strong relationship between discipline, motivation, and time management in shaping employee performance at the Manyaran Subdistrict Office.

Work Motivation

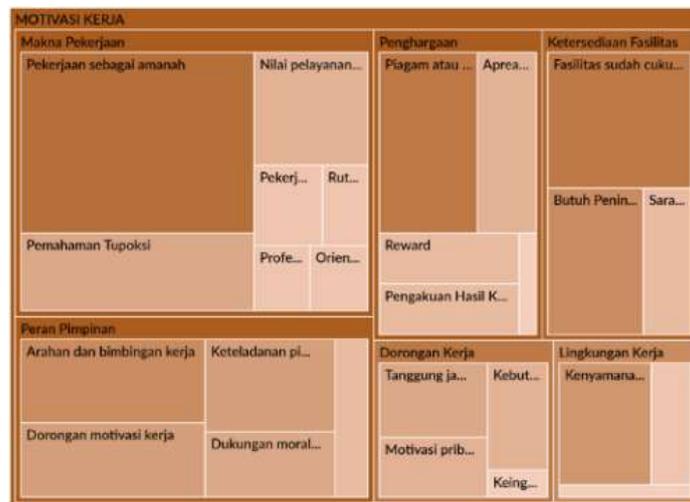


Image 2. Work Motivation Hierarchy Chart

Based on Image 2, it can be seen that the results of the study show that the work ethic of employees at the Manyaran Subdistrict Office is influenced by several main factors, namely the meaning of work, the role of superiors, rewards, the availability of facilities, motivation to work, and workplace conditions. The different colors in the figure indicate the frequency of each theme in the informants' statements, with darker colors indicating the most frequently mentioned themes that have the greatest influence on shaping employee work motivation. These findings show that employee work motivation is formed from a combination of internal and external factors, which have a direct positive impact on employee performance at the Manyaran Subdistrict Office.

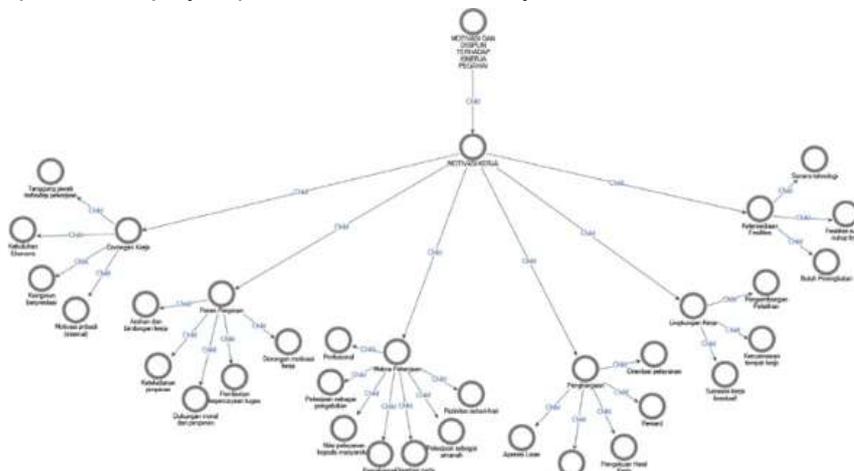


Image 3. Work Motivation Project Map

Based on image 3, the results of data analysis and code mapping using NVivo 14 software show that employee work motivation at the Manyaran Subdistrict Office is influenced by several main factors, namely work drive, leadership role, rewards, work environment, job meaning, and availability of facilities. These findings show that work motivation is influenced by both internal and external factors.

Work Discipline

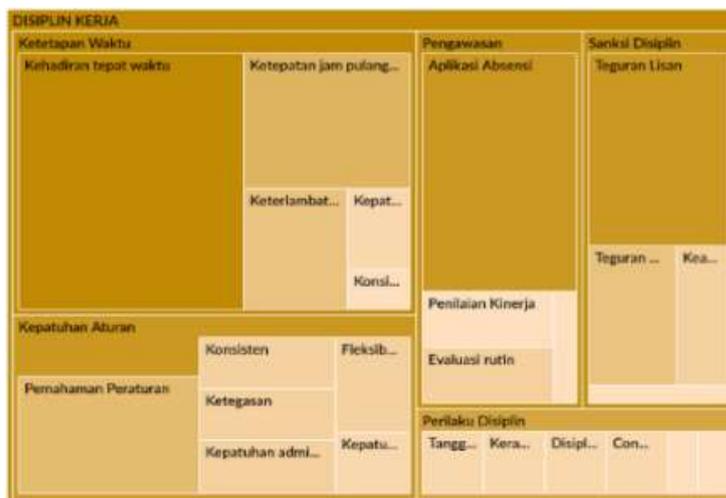


Image 4. Work Discipline Hierarchy Chart

Based on image 4, the results of the study show that the work discipline of employees at the Manyaran Subdistrict Office is formed from a combination of several factors, namely punctuality, compliance with rules, supervision, application of sanctions, and daily work attitudes and practices. Punctuality is the main indicator of work discipline, reflecting the importance of following work schedules and taking responsibility for completing tasks. Work discipline is strengthened by the existence of a performance monitoring and evaluation system, while the application of sanctions is considered a form of training to make employees more aware and accustomed to working regularly. These findings indicate that work discipline does not only depend on established rules, but also on the way each individual is controlled and their awareness, which directly affects the improvement of employee performance and the quality of service to the community.

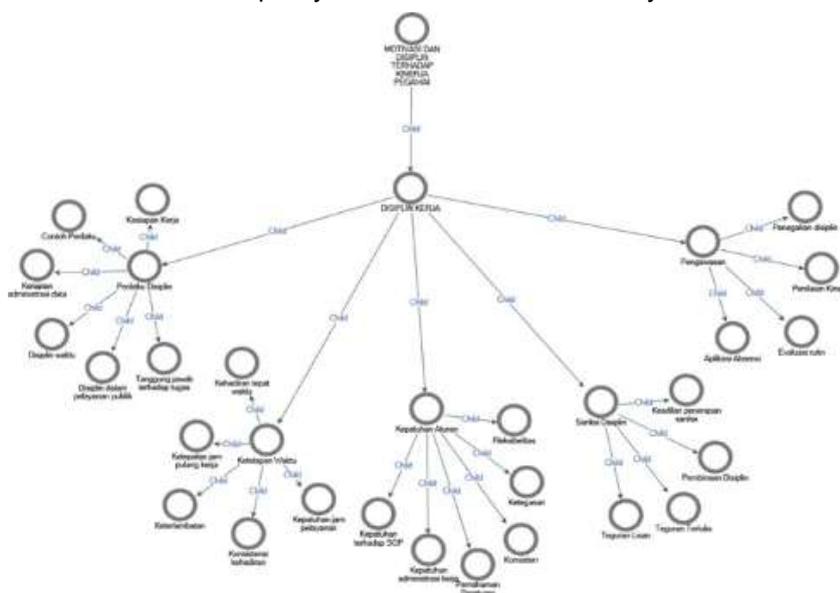


Image 5. Work Discipline Project Map

Based on image 5, it shows that work discipline is the main theme formed from the interrelationship of several sub-themes, namely punctuality, compliance with rules, supervision, sanctions, and disciplined behavior. The interrelationship between these sub-themes confirms that employee work discipline does not stand alone, but is the result of a structured work system and mutually supportive individual behavior. Punctuality and compliance with rules are the main indicators of discipline, which are reinforced through supervision and sanctions as a form of guidance. All these aspects are reflected in the disciplined behavior of employees in carrying out their daily tasks, so that the work discipline that is formed plays an important role in supporting the smooth implementation of tasks and improving employee performance at the Manyaran Subdistrict Office.

Employee Performance

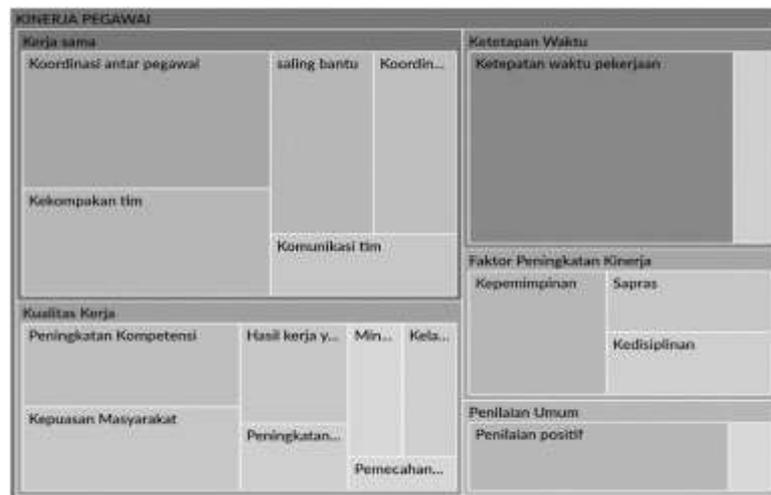


Image 6. Employee Performance Hierarchy Chart

Based on image 6, the results of the study show that the work performance of employees at the Manyaran Subdistrict Office is influenced by several factors, such as teamwork, punctuality, quality of work, and several supporting factors such as good leadership, self-discipline, and the availability of adequate facilities. Of these factors, teamwork and punctuality are the main factors that influence employee performance. This can be seen from the ability of employees to coordinate and communicate with each other to complete work on time. The quality of work can also be seen from the improvement in employee capabilities, carefulness in performing work, ability to solve problems, and commitment to serving the community well. These findings confirm that employee performance will reach an optimal level if teamwork runs smoothly, tasks can be completed on time, and the organizational system supports good public service.

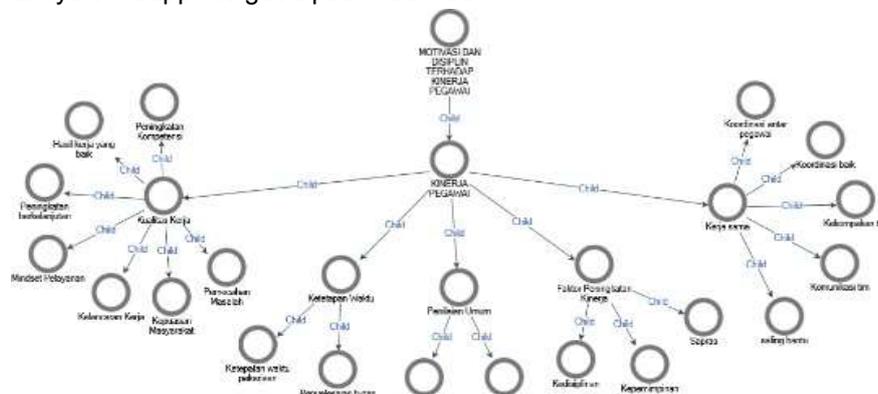


Image 7. Employee Performance Project Map

Based on image 7 illustrates that performance is influenced by the interaction of several important components, particularly punctuality, work quality, cooperation, performance improvement factors, and overall assessment. The interrelationship between these themes shows that performance is not only influenced by individual abilities, but also by the level of motivation and work discipline possessed by employees. Time management and work quality are tangible manifestations of work discipline, while cooperation and performance improvement efforts are influenced by high work motivation. Thus, this diagram shows that motivation and work discipline are the main foundations for shaping optimal employee performance at the Manyaran Subdistrict Office.

The Relationship between Motivation, Discipline, and Employee Performance

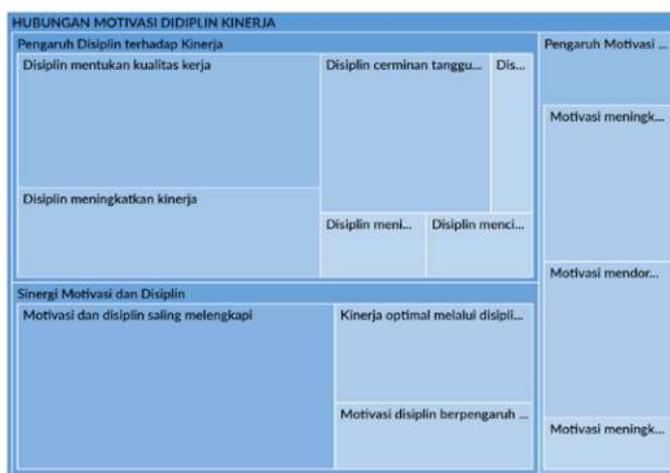


Image 8. Hierarchy Chart of Employee Motivation, Discipline, and Performance

The results show that there are three main patterns that describe the relationship between work motivation, work discipline, and employee performance. First, work discipline affects performance. Second, work motivation also affects performance. Third, there is a correlation between motivation and work discipline. Work discipline is the main factor, as it creates an orderly atmosphere, improves work quality, and demonstrates employee responsibility. Work motivation plays a role in increasing work enthusiasm and results. These findings show that employee performance can reach its highest level when work motivation is supported by consistently applied work discipline, especially in the field of public service.

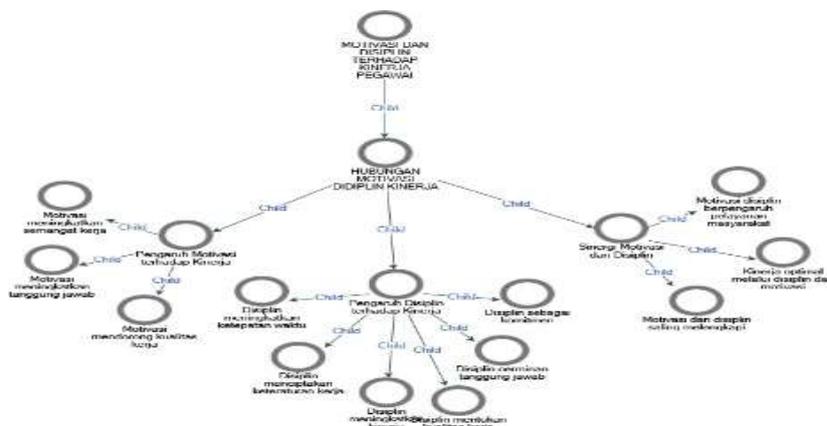


Image 9. Map Project on Employee Motivation, Discipline, and Performance

Based on image 9 explains that employee performance is essentially built on the synergistic interaction between work motivation and work discipline, both separately and in relation to each other. Work motivation serves as an intrinsic drive that encourages employees to engage with

enthusiasm and purpose in achieving goals, in accordance with Maslow's hierarchy of needs and Herzberg's motivation theory, which emphasizes the importance of fulfilling needs and motivational factors in improving performance. Conversely, work discipline operates as a framework for regulating work behavior through compliance with established norms, punctuality, and accountability, as explained in Hasibuan's conceptualization of work discipline. The convergence of motivation and work discipline produces more optimal performance results, given that increased motivational drive is far more effective when combined with disciplined work behavior and consistent accountability.

4. CONCLUSION

Research shows that the motivation and work discipline of employees at the Manyaran Subdistrict Office are in the good category and are very important in supporting their performance. Employee work motivation is shaped by internal factors such as a sense of responsibility, enthusiasm for work, and the meaning of work as a form of dedication to serving the community. This motivation is also reinforced by external factors such as good leadership, a comfortable working environment, adequate facilities, and recognition for their work. With good motivation, employees find it easier to focus, improve the quality of their work, and be more committed to providing services to the community. Work discipline shows that a person is in good condition and has a real impact on employee performance. Discipline can be seen from obedience to rules and procedures, punctuality, readiness to work, and responsibility in completing assigned tasks. Supervision, attendance systems, and appropriate sanctions play an important role in maintaining consistent levels of work discipline, thereby creating an orderly work atmosphere and increasing efficiency in carrying out tasks. Overall, the results of this study indicate that employee performance will reach its highest level if work motivation as a driver of work quality can work in harmony with work discipline as a controller of work behavior in accordance with organizational rules and objectives.

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