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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Discipline Development and Work Motivation on the Performance: Empirical Study from Civil Servants at the Spatial Planning Office Bekasi City, Indonesia

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Abstract: The quality of Human Resources (HR) is a critical factor in enhancing the performance of an agency's workforce. Consequently, highly skilled HR is vital for boosting team member performance. At the Bekasi City Spatial Planning Office, it has been noted that employee performance has not yet met the established work standards. Employee performance is influenced by various factors, including the development of discipline and work motivation. This study aims to investigate the extent to which discipline and work motivation contribute to the performance of civil servants at the Bekasi City Spatial Planning Office, both individually and collectively. Utilizing a quantitative research methodology, this study surveyed 45 civil servants from the Bekasi City Spatial Planning Office through random sampling. Data collection was conducted using questionnaires, while data analysis was performed through descriptive and associative methods using SPSS version 26. The findings reveal that the development of discipline positively influences employee performance, whereas work motivation alone does not significantly impact performance. However, when discipline and work motivation are enhanced together, they significantly improve the performance of civil servants at the Bekasi City Spatial Planning Office.

Keywords: Discipline Development, Work Motivation, Employee Performance.

JEL Classification Code: J24, M12, M54

1. INTRODUCTION

In the realm of government, the success of an agency in achieving its objectives is heavily dependent on the behavior and attitudes of its employees. Effective management of human resources is critical for meeting government agency goals, as these resources are responsible for executing tasks and organizational functions in accordance with laws and regulations. Ideally, good performance aligns with authoritative principles and supports the attainment of hierarchical goals. Employee performance is often measured by task accomplishment. Thus, employees must adhere to the organization's work program to effectively demonstrate the agency's progress toward its goals and objectives (Wijiasih et al., 2020).

The Bekasi City Spatial Planning Office, tasked with overseeing public works, spatial planning, buildings, and the environment, faces significant challenges in enhancing employee performance. There is a pressing need to boost team performance by fostering greater discipline and work motivation among government employees, who must also be information literate and capable of leveraging innovation to deliver high-quality administration (Jufrizen & Ramdhani, 2020). Below is data from a public satisfaction survey assessing the performance of civil servants conducted by the Bekasi City Spatial Planning Office:



Table 1. Outcomes of the Bekasi City Spatial Planning Office Community Satisfaction Survey Assessment of the Performance of Civil Servants (PNS) in 2023

No	Kind Of Service	Value of SMIS	Quality of Service
1	City Plan Information Services	74.485	Not Good
2	Infrastructure, Facilities, and Utilities Delivery Services	73.935	Not Good
3	Functional Worthy Certificate Services	75.145	Not Good
4	Space Utilization Recommendation Service	73.880	Not Good
5	Site Plan Approval Services	74.650	Not Good
6	Validation Service for Single Residential Building IMB Team Minutes	76.700	Good
7	Technical Building Plan Approval Services for Non-Single Residential Buildings	77.145	Good
Total Average		75.134	Not Good

Source: Bekasi City Spatial Planning Office Archives for 2022 Reprocessed, 2023.

Information:

Community Satisfaction Index. Service Unit

Service : Value Range

Quality

A (Very Good) : 88.31 - 100.00

B (Good) : 76.61 - 88.30

C (Not Good) : 65.00 - 76.60

D (Very Less) : 25.00 - 64.99

Based on the 2023 community satisfaction survey results, several key services, including the City Plan Statement Service, the Certificate of Functioning Service, and the Space Utilization Recommendation Service, received a Community Satisfaction Index (IKM) score in the "Not Good" category. This indicates that the effectiveness of task implementation is still below expectations. The public satisfaction survey assessment of the civil servants' performance at the Bekasi City Spatial Planning Office shows an average total IKM score of 75.134, categorized as "Not Good." The Space Utilization Recommendation Service scored the lowest at 73.880, while the Building Technical Plan Approval Service for Non-Single Dwelling Buildings scored the highest at 77.145, which falls into the "Good" category. Overall, only two out of the seven types of services are rated as "Good," while the others require significant improvement.

Additionally, the attendance report of civil servants from January to October 2023 reveals a low level of discipline, with an average attendance rate of only 44.37%. The monthly attendance of permanent employees ranged from 34% to 48.6%, and there were 26 unexcused absences within the same period, further highlighting the low discipline and motivation among employees. The Head of the Sub Division of Administration, Ms. Hanna Martiyna Putri, noted that inconsistent reprimands and sanctions for disciplinary violations contribute to the low performance of team members. Against this backdrop, this research aims to investigate the impact of developing discipline and work motivation on the performance of civil servants at the Bekasi City Spatial Planning Office.

Current research on team member performance and human resource management offers valuable insights into fostering discipline and work motivation. According to Inayah and Romah (2021), employee performance is significantly influenced by discipline in adhering to organizational regulations. Good discipline is reflected in punctual attendance, timely completion of work, and adherence to superior orders. Hasibuan (2017) supports these findings, emphasizing that fostering discipline encourages compliance with regulations, ultimately enhancing performance. Work motivation is also a crucial factor in employee performance. Luthans (2011) asserts that work motivation drives individuals to work diligently and enthusiastically to achieve high performance. Firmanto and Silvianita (2022) found that low work motivation is often evidenced by employee absenteeism, with low rewards and delays in task completion contributing to reduced motivation and performance.

Conversely, research by Ong et al. (2021) highlights that organizational rules and norms agreed upon by all members can influence employee behavior and performance, underscoring the importance of compliance with rules as an indicator of good performance. However, this study gives less attention to the motivational aspects that encourage rule-compliant behavior. While these studies provide a solid understanding of the relationship between discipline, work motivation, and employee performance, they often lack practical solutions to address discipline and motivation issues in government organizations' specific context. These studies also measure performance through general indicators without considering the unique dynamics of government organizations, such as the Bekasi City Spatial Planning Office.

Despite existing research on work discipline and motivation related to employee performance, a gap remains in understanding how these factors interact within the specific context of government organizations. Previous studies, such as those by Inayah and Romah (2021) and Firmanto and Silvianita (2022), examine discipline and motivation separately, often neglecting their combined impact on performance. This gap is particularly pronounced in the Bekasi City Spatial Planning Office context. The main issue is low performance, as reflected in community satisfaction surveys and employee attendance reports. Although discipline and work motivation are recognized as critical factors, no comprehensive study has examined their simultaneous influence on employee performance in this context. Additionally, the issue of inconsistency in sanctioning and rewarding employees has not been studied in depth.

The unexplained absenteeism report reveals frequent unexcused absences, with 3 to 5 occurrences per month from January to June 2023, indicating a lack of motivation and discipline. This underscores the urgent need to explore how developing discipline and motivation coaching can simultaneously improve employee performance to identify effective improvement strategies. This study addresses this gap by focusing on how coaching in discipline and work motivation simultaneously impacts employee performance. Considering the unique aspects of the Bekasi City Spatial Planning Office, this research aims to provide new insights into more effective performance improvement strategies.

This study seeks to answer the question: "How do disciplinary guidance and work motivation affect the performance of civil servants (PNS) at the Bekasi City Spatial Planning Office, both partially and simultaneously?" By combining empirical and theoretical approaches, this research aims to identify practical steps to improve team member performance through discipline coaching and increased work motivation. The study has several specific objectives: to determine respondents' responses to discipline coaching at the Bekasi City Spatial Planning Office, identify employees' work motivation at the agency, evaluate civil servant performance based on direct supervisors' perceptions, and examine the impact of discipline coaching and work motivation on employee performance both partially and simultaneously.

The novelty of this research lies in its simultaneous examination of the effects of discipline coaching and work motivation within the specific context of the Bekasi City Spatial Planning Office. This study also considers the unique dynamics of government organizations often overlooked in previous studies. Consequently, this research contributes new knowledge to the literature on human resource management in the public sector and provides practical recommendations for performance improvement at the Bekasi City Spatial Planning Office. It is anticipated that this research will offer a comprehensive understanding of how strategies for fostering discipline and increasing work motivation can be effectively implemented to enhance employee performance. The findings of this study are expected to form the basis for developing improved policies in human resource management within the public sector, particularly in government organizations.

2. LITERATURE REVIEW

2.1. Human Resource Management

Human resource management (HRM) is a system designed to influence employees' attitudes, behaviors, and performance to ensure optimal contributions to achieving organizational goals, thereby creating efficiency, effectiveness, and productivity within the company. Hasibuan (2019) defines HRM as the study and practice of managing work relationships efficiently to help achieve the goals of

businesses, workers, and society. This definition underscores the importance of effectively managing work relationships to achieve shared objectives. Sutrisno (2019) further explains that HRM involves planning, organizing, directing, and supervising various aspects, including acquisition, training, compensation, integration, maintenance, and termination, to cohesively accomplish organizational objectives. According to Marwansyah (2019), HRM encompasses utilizing the workforce through planning, hiring, selection, career development, compensation, employee welfare, and labor relations management.

Sutrisno (2019) outlines several key functions of HRM. Firstly, planning aims to achieve organizational goals by forecasting workforce needs to meet demand. Secondly, organizing arranges employees by creating an organizational structure that delineates labor divisions, working relationships, authority delegation, coordination, and integration. Thirdly, directing and procuring involves guiding employees to work efficiently under supervision. Fourthly, controlling ensures workers adhere to company policies and work as planned. Fifthly, development focuses on enhancing employees' skills, methods, theories, concepts, and moral qualities through education and training. Sixthly, compensation involves providing direct remuneration to employees through money or goods in return for their services. Seventhly, integration aligns the needs of the workforce and the organization to foster peaceful and productive cooperation. Eighthly, maintenance ensures workers remain in good physical, mental, and loyal health, enabling continued collaboration until retirement. Ninthly, discipline is crucial as it fosters adherence to organizational rules and regulations. Lastly, dismissal refers to the end of an employee's contract, whether due to contract expiration, retirement, or other reasons, helping manage employees appropriately to achieve company goals. According to Schuler, as cited by Sutrisno and referenced by Indah (2021), HRM objectives include three main aspects. Firstly, improving productivity levels ensures employees work efficiently and effectively to achieve desired results. Secondly, enhancing work quality involves efforts to improve employee welfare at work, leading to greater satisfaction and motivation. Thirdly, ensuring legal compliance means that the organization operates in accordance with applicable laws and regulations, avoiding legal issues that could harm the organization. Key elements for enhancing employee performance include fostering discipline and work motivation, both of which significantly impact the efficient and effective achievement of organizational objectives. HRM focuses not only on achieving organizational goals but also on the welfare and development of employees, ensuring they feel valued and motivated to contribute their best efforts.

2.2. Discipline Coaching

Discipline coaching is a proactive effort by organizations to enhance employee attitudes and behaviors, ensuring compliance with both written and unwritten rules. Nitisemito (2015) defines discipline coaching as an initiative to cultivate attitudes and behaviors that align with corporate regulations. Sudrjat and Ibrahim (2021) describe discipline coaching as activities designed to develop employees' abilities to perform tasks according to established regulations. High employee discipline is crucial for organizational continuity, as it enables workers to fulfill their responsibilities effectively. Iriani et al. (2020) emphasize that discipline coaching is a comprehensive system aimed at increasing employee productivity and achieving organizational goals.

Several factors influence the development of discipline within an organization. Sutrisno (2019) highlights that adequate compensation significantly impacts employee discipline; employees who receive fair salaries and benefits are more motivated to perform well. Exemplary leadership is another critical factor, as leaders who demonstrate discipline, fairness, honesty, and responsibility set a positive example for employees. Clear and firm regulations are essential; ambiguity in rules can lead to non-compliance. Leaders must also take decisive actions against disciplinary violations, applying sanctions or punishments fairly and consistently. Effective supervision by leaders ensures that employees remain disciplined and perform well. Additionally, leaders should show appreciation for employees' efforts, providing motivation and encouragement.

Strategies for discipline development can be implemented through various approaches. Mulyasa (2007) suggests several strategies, including fostering a positive self-concept among employees. Leaders should be empathetic, accepting, warm, and open. Communication skills are crucial; leaders must

effectively communicate to foster compliance. Understanding the consequences of misbehavior, clarifying values, and employing specific communication models are also vital. Leader effectiveness training aims to eliminate repressive methods, promoting positive and responsible behavior through reality therapy.

Discipline coaching techniques involve several methods. Mangkunegara (2018) outlines effective preventive discipline techniques, starting with managers setting a positive example. Managers who discipline themselves well create conducive working conditions. Employees should understand the importance of discipline and be encouraged to accept it. Techniques for self-discipline include learning to accept difficult people, staying motivated, and believing in the value of good work. Reprimanding employees involves identifying the cause of mistakes and providing constructive solutions, making reprimands positive and motivating. Generating self-awareness can be achieved through subtle reprimands that prompt employees to recognize their mistakes. The sandwich technique, where a verbal reprimand is followed by positive reinforcement and a soft conclusion, is also effective in providing discipline coaching.

Discipline coaching is essential in human resource management, shaping employees' attitudes and behaviors to align with organizational rules. Effective discipline coaching ensures that employees perform well, comply with regulations, and contribute positively to organizational goals. Implementing the right strategies and techniques creates a productive and harmonious work environment, inspiring employees to give their best efforts.

Saydam (2015) outlines discipline development patterns, including creating rules and regulations that employees must follow. Sutrisno (2019) adds that these regulations cover entry, exit, rest hours, dress codes, behavior at work, work procedures, and interactions with other work units. Additionally, organizations must establish and enforce sanctions for disciplinary violations. Mangkunegara (2017) explains that sanctions should be applied consistently and impersonally, with immediate and clear warnings. The third pattern involves continuous disciplinary training. Saydam (2015) suggests that basic discipline training should include physical, mental, and spiritual development to foster overall discipline among employees.

2.3. Work Motivation

Work motivation is the internal energy that drives individuals to perform at their best to achieve specific goals. Afandi (2021) describes it as the inspiration, motivation, and enthusiasm that lead individuals to engage in activities with honesty, pleasure, and earnestness to produce high-quality work. According to Maruli (2020), work motivation stems from personal aspirations, inner passion, and desire, influencing, directing, and maintaining behavior aligned with the scope of work to fulfill objectives or desires.

The objectives of work motivation encompass several critical aspects of human resource management. Hasibuan (2019) asserts that work motivation increases employee productivity, boosts work enthusiasm, enhances discipline and morale, supports better decision-making, and fosters employee loyalty. Additionally, work motivation aims to instill a sense of accountability, promote positive relationships and a conducive work environment, and improve employee welfare. By achieving these objectives, work motivation is expected to drive employees to work more efficiently and effectively, contributing positively to the organization.

Work motivation can be categorized as either positive or negative. Positive motivation involves actions or encouragement from superiors, such as awards or recognition for outstanding performance, which are intended to boost morale and performance. Negative motivation, conversely, involves sanctions for poor performance, which aim to spur employees to improve their morale and performance. Hasibuan (2019) explains that work motivation can be applied through direct and indirect methods. Direct motivation involves immediate actions to meet employees' satisfaction needs through praise, awards, allowances, and bonuses. Indirect motivation is provided through supportive facilities, such as a safe and comfortable workspace and necessary work tools, which help employees perform their duties more effectively. These methods work in tandem to enhance employee motivation.

Several factors influence employee work motivation, including various individual needs and desires. Hasibuan (2019) identifies four primary factors: the need to survive, the need for status, the need for authority, and the need for approval. The need to survive reflects the basic necessity to work for sustenance. The need for status represents the aspiration to hold a specific position within the company. The need for authority involves the desire to control or influence work processes. Finally, the need for approval encompasses the aspiration to gain social status or respect, motivating individuals to work with higher morale.

Afandi (2018) outlines the dimensions and indicators of work motivation, which include peace of mind and the drive to excel in one's duties. The peace of mind dimension involves indicators such as compensation, working conditions, and work facilities, contributing to employees' feelings of pleasure, comfort, and enthusiasm when their needs are met. The drive to excel includes indicators like work achievement, recognition from superiors, and the intrinsic satisfaction derived from the job itself. These factors drive employees to achieve maximum and satisfactory work results and earn recognition from their superiors. By understanding these indicators, organizations can develop more effective strategies to motivate employees and enhance their performance.

2.4. Employee Performance

Performance is the activity of completing work tasks or team member responsibilities within a given timeframe. According to Sutrisno (2017), performance refers to the successful completion of tasks and the results produced by workers in compliance with their designated roles and responsibilities within an organization. Sedarmayanti (2017) adds that performance involves the process by which organizations evaluate or appraise worker performance to optimize staffing decisions and provide feedback on job execution. Kompri (2020) defines performance as a measure of how well programs, activities, or policies are implemented to achieve the organization's vision, mission, targets, and goals, as outlined in strategic planning. Thus, an employee's performance is the outcome or accomplishment of their efforts, planned and evaluated based on their authority and responsibilities.

Performance appraisal serves several critical objectives in human resource management. Kasmir (2019) highlights that the primary goal of performance reviews is to enhance work quality, helping companies identify system and worker errors. Performance appraisals also inform placement decisions, enabling the transfer of workers unsuitable for their current positions to other units or sections, and retaining high-performing workers to prevent a decline in their performance. Additionally, performance appraisals play a role in career planning and development, determining workers' career paths, including promotions or demotions based on performance. They also identify training and development needs, improving workers' skills and expertise. Furthermore, appraisal results are used to adjust compensation, including salaries, bonuses, or benefits. Employee competency inventories store data on each worker's competencies, skills, aptitudes, and potential, aiding in staffing planning. Performance appraisals ensure fair employment opportunities, foster effective communication between superiors and subordinates, and build a work culture that values quality work. Finally, appraisals can apply sanctions to underperforming workers, ranging from reprimands to termination, depending on performance levels.

Mangkunegara (2017) identifies three primary factors impacting performance: individual, psychological, and organizational. Individual characteristics include aptitudes, skills, backgrounds, and demographics that affect performance. Psychological factors encompass perception, attitude, personality, learning, and motivation. Perception is a person's understanding of something, while attitude reflects feelings towards it. Personality pertains to individual traits, learning involves developing knowledge and skills, and motivation is the desire to achieve certain things. Organizational factors include resources, leadership, rewards, structure, and job design. Resources are assets supporting business activities, leadership involves influence over others, rewards are given for work achievements, structure defines relationships within the company, and job design pertains to labor principles and procedures.

Marwansyah (2019) identifies causes of significant performance problems: knowledge, environment, resources, and motivation. Knowledge includes the understanding and skills required for

tasks. The work environment affects performance through conditions, processes, and ergonomics. Inadequate resources hinder performance support. Poor motivation may result from a flawed selection process, leading to employees knowing the job but not performing well. Akob in Budiasa (2021) lists performance indicators: work quantity (task volume in a specific time), work quality (work produced quality), knowledge (employee understanding of procedures), creativity (ability to adapt and cooperate), cooperation (productivity in a team), independence (ability to work without reliance), initiative (capacity to generate ideas), and reliability (ability to handle conditions and problems).

Wardahana (2023) describes performance appraisal methods based on the appraiser: evaluation by superiors, coworkers, self-evaluation, customers, and 360-degree evaluation. Supervisor evaluation involves assessment by immediate superiors. Coworker evaluation includes participation by colleagues. Self-evaluation allows employees to assess their performance against criteria. Customer evaluation involves feedback from customers. The 360-degree evaluation involves assessments from superiors, coworkers, subordinates, customers, and the employee, providing a comprehensive performance view.

Research by Nasution and Priangkara (2022) shows that work motivation and discipline significantly and directly affect employee performance. Another study by Thoin (2018) examines training, motivation, and discipline's effects on performance at Islamic Banks, demonstrating that these factors positively and significantly influence performance through partial and simultaneous testing.

3. RESEARCH METHOD AND MATERIALS

The methodology employed in this research is quantitative. This technique was chosen because it is by the research objectives, which are to test the influence between predetermined variables.

3.1. Measurement of Variable

Variable measurement is a crucial stage in research, transforming theoretical concepts into quantifiable variables. According to Silaen (2018), research variables are concepts with varying values, such as properties, characteristics, or phenomena that can be observed or measured. This study involves three primary variables: X1 (discipline coaching), X2 (work motivation), and Y (employee performance). These variables are operationalized through sub-variables, indicators, and measurement scales.

Discipline coaching (X1) is measured using an interval scale and includes indicators such as the alignment of regulations with agency needs, accuracy in issuing warnings, and the appropriateness of facilities provided during discipline training. Work motivation (X2) is also measured using an interval scale and includes indicators such as the employees' intrinsic motivation to understand their work, sense of responsibility, opportunities for advancement, and recognition. Employee performance (Y) is measured through work quality, work quantity, responsibility, cooperation, and initiative, using the same interval scale. By operationalizing these variables and using consistent measurement scales, the research aims to accurately assess the impact of discipline coaching and work motivation on employee performance. This systematic approach ensures that the theoretical concepts are effectively translated into measurable data, facilitating robust analysis and reliable conclusions.

3.2. Qualitative Descriptive Analysis

Quantitative descriptive analysis was carried out by calculating the average score for each respondent's answer adjusted to the interval. Criteria for respondents' attitudes can be created for each variable and sub-variable according to:

Table 2. Criteria for Respondents Attitudes Regarding the Elements of Discipline Coaching, Work Motivation and Employee Performance

Interval	Discipline Coaching	Work Motivation	Employee Performance
1,00-1,80	Very Bad	Very Low	Very Less
1,81-2,60	Bad	Low	Less
2,61-3,40	Simply	Simply	Simply

3,41-4,20	Good	High	Good
4,21-5,00	Very Good	Very High	Very Good

3.3. Quantitative Associative Test

Quantitative associative analysis is employed to measure the influence between independent and dependent variables, both partially and simultaneously, using multiple regression analysis and the coefficient of determination. The determination of respondents is conducted through probability sampling techniques, ensuring equal chances for each population member to be selected as a sample. Specifically, simple random sampling is used, conducted randomly while considering population strata. To determine the sample size, the Slovin formula was applied, with a confidence level of 90% and a margin of error of 10%. From a total population of 82 employees, a sample of 45 individuals was obtained. The respondents included all civil servants at the Bekasi City Spatial Planning Office for the discipline and work motivation variables, and 11 appraisal officials for the employee performance variable.

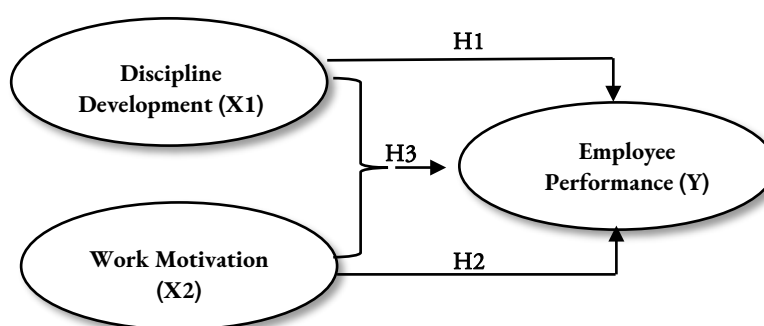


Figure 1. Conceptual Framework

3.4 Multiple Regression Analysis and Determinacy

The multiple linear regression model aims to establish a valid relationship equation or best linear unbiased estimator (BLUE). To achieve this, the model must satisfy the classical ordinary least squares (OLS) assumptions. This study conducted classical assumption tests, including multicollinearity, heteroscedasticity, and normality tests, to ensure these assumptions were met.

The normality test results for the influence of discipline coaching and work motivation on the performance of civil servants at the Bekasi City Spatial Planning Office indicate a significance value (sig.) of 0.200, which is greater than 0.05. This suggests that the data distribution is normal. The multicollinearity test results for the variables of discipline coaching and work motivation on civil servant performance show a Variance Inflation Factor (VIF) value of 1.040, which is less than 10.00, and a tolerance value of 0.962, which is greater than 0.10. These values indicate that multicollinearity is not present. The heteroscedasticity test results for the same variables show significance values greater than 0.05—0.550 for work motivation and 0.123 for discipline coaching—indicating the absence of heteroscedasticity. This means there is no variance and residuals similarity from one observation to another.

Formally, the multiple linear regression equation is adapted from Sugiyono (2018) and can be expressed as follows:

$$Y = a_1 + b_1X_1 + b_2X_2 + e$$

Information:

Y : Employee Performance

- X_1 : Discipline Coaching
 X_2 : Work Motivation
 a : Intercept Value
 b : Regression direction coefficient
 e : Error

Furthermore, according to Lind D, (2018), the coefficient of determination is formulated as follows:

$$R^2 = \frac{SSR}{SS\ Total}$$

Information:

- R^2 : Coefficient of determination
 SSR : Sum of squares regression
 SS Total : Total number of regressions

The following are guidelines for interpreting the coefficient of determination:

Table 3. Guidelines For Providing Interpretation Of The Coefficient Of Determination

Coefficient Interval	Level Of Influence
<4,99%	Very Low Influence
5% - 16,99%	Low Influence But Sure
17% - 49,99%	Significant Influence
50% - 80,99%	High or Strong Influence
>81%	Very High Influence

Source: (Fitrianingsih & Budiansyah, 2019).

4. RESULTS AND DISCUSSION

4.1. Respondents Responses to the Implementation of Discipline Development for Civil Servants (PNS) of the Bekasi City Spatial Planning Office

Table 4. Total Average of Respondents Responses to Statements Regarding Discipline Development Variables

Sub Variables	Total Average	Criteria
Creating rules and regulations that employees must implement	3,17	Suitability
Creating and Imposing Sanctions for Discipline Violators	3,09	Effective Enough
Conduct Discipline Development Through Continuous Discipline Training	3,29	Simply
Total Average Score Criteria	$(3,17+3,09+3,29)/3 = 3,18$ Simply	

Table 1 shows that the highest value sub-variable is fostering discipline through continuous training, with a total average of 3.29, indicating it falls into the "sufficient" criteria. Meanwhile, the sub-variable of creating and providing sanctions for discipline violators has the lowest value, with a total average of 3.09, which falls into the "quite effective" criteria. Overall, the total average score for each sub-variable related to fostering employee discipline at the Bekasi City Spatial Planning Office is 3.18. This average indicates that the discipline development of the 45 employees is categorized as "sufficient."

4.2. Respondents Responses to Work Motivation of Civil Servants (PNS) of the Bekasi City Spatial Planning Office

The criteria for work motivation of civil servants at the Bekasi City Spatial Planning Office are presented in Table 5.

Table 5. Total Average Respondents' Responses to Statements Regarding Work Motivation Variables

Sub Variables	Total Average	Criteria
The Work Itself	2,88	Simply
Responsibility	2,76	Simply
Opportunity to Advance	2,95	Simply
Possibility of Self-Development	2,66	Simply
Success	2,71	Simply
Recognition	3,22	Simply
Total Average Score	$(2,88+2,76+2,95+2,66+2,71+3,22)/6 = 2,86$	
Criteria	Simply	

Table 2 shows that the recognition sub-variable has the highest value, with a total average of 3.22, which falls into the "sufficient" criteria. Meanwhile, the sub-variable of self-development possibilities has the lowest value, with a total average of 2.66, also falling into the "sufficient" criteria. Overall, the total average score for each sub-variable related to employee work motivation at the Bekasi City Spatial Planning Office is 2.86. This indicates that the average work motivation of the 45 employees is categorized as "sufficient."

4.3. Respondents Responses to Performance of Civil Servants at the Bekasi City Spatial Planning Office

Perceptions of direct supervisors of civil servants at the Bekasi City Spatial Planning Office regarding employee performance are seen in table 6:

Table 6. Total Average Perception of Direct Supervisors on Statements Regarding Employee Performance Variables

Sub Variables	Total Average	Criteria
Quality of Work	3,02	Simply
Work Quantity	3,34	Simply
Responsibility	3,11	Simply
Cooperation	3,42	Able
Initiative	3,42	Able
Total Average Score	$(3,02+3,34+3,11+3,42+3,42)/5 = 3,26$	
Criteria	Simply	

According to Table 3, after the calculation, the cooperation and initiative sub-variables have the highest values, both with a total average of 3.42, which falls into the "capable" criteria. Meanwhile, the quality of work sub-variable has the lowest value, with a total average of 3.02, which falls into the "sufficient" criteria. Overall, the total average score for each sub-variable of civil servant performance at the Bekasi City Spatial Planning Office is 3.26. This indicates that the average employee performance of the 45 employees is categorized as "sufficient."

4.4. Multiple Linear Regression Test

Table 7. Multiple Regression Test Results

Variables	Unstandardized Coefficient		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
Constant	9.741	3.012		3.234	.003
Discipline Coaching	.434	.094	.590	4.611	.000
Work Motivation	-.045	.098	-.059	-.463	0.646

Dependent Variable: Performance of Employee

Source: Findings from the SPSS Data Processing, 2024

Considering the outcomes the test of multiple regression analysis calculations in table 7. The following are the multiple regression equations outcome:

$$Y = 9.741 + 0.434 X_1 - 0.045 X_2 + e$$

The multiple regression following interpretation of the equation:

- The regression coefficient for the discipline coaching variable is positive, with a value of 0.434. This indicates that for every one-unit increase in discipline coaching, employee performance increases by 0.434 units. This significant positive influence highlights the importance of evaluating and potentially redesigning discipline coaching approaches to enhance employee performance.
- The regression coefficient for the work motivation variable is negative, with a value of -0.045. This suggests that for every one-unit increase in work motivation, employee performance decreases by 0.045 units. Although this negative influence is very low, it indicates potential obstacles, such as a lack of effective motivational factors, that may inhibit civil servants' performance in Bekasi City. This finding underscores the need to strengthen motivational strategies to boost employee performance.

Table 8. Determination of the Effect of Discipline Development and Work Motivation on the Performance of Civil Servants (PNS) of the Bekasi City Spatial Planning Office

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.582a	.338	.307	3.309
a. Predictors: (Constant), Work Motivation, Discipline Coaching				

Source: SPSS Data Processing, 2024

Based on the preceding table illustrating the coefficient of determination, or (R^2), with a value of 0.338, it can be interpreted that 33.8% of the variance in employee performance is explained by discipline coaching and work motivation. This indicates a significant level of influence from these variables. Meanwhile, 66.2% of the variance is influenced by other factors that have not been examined in this study. Based on the results of partial hypothesis testing on the influence of discipline development and work motivation on employee performance, the interpretation is as follows:

- The t-calculated value for the effect of disciplinary coaching on employee performance is 4.611, which is greater than the t-estimated value of 1.682, with a significance value of 0.000, which is less than 0.05. This leads to the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_a). This indicates that disciplinary coaching positively and significantly impacts employee performance.
- The t-calculated value for the effect of work motivation on employee performance is -0.463, which is less than the t-estimated value of 1.682, with a significance value of 0.646, which is greater than 0.05. This leads to the acceptance of the null hypothesis (H_0) and the rejection of the alternative hypothesis (H_a). This indicates that work motivation does not significantly affect employee performance.

Table 10. Simultaneous Test Results of the Effect of Discipline Development and Work Motivation on Employee Performance

Variables	F _{count}	F _{table}	Sig.	Prob.	Description
Discipline Development and Work Motivation on Employee Performance.	10,731	3,245	0,000	0,05	Influential

Source: SPSS Data Processing, 2024

According to the test results, the F-test results provide a value of F_{count} greater than F_{table} , specifically $10.731 > 3.245$, with a significance value of 0.000, which is less than 0.05. These results indicate that

the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, demonstrating that both work motivation and discipline coaching significantly impact employee performance.

4.5 Discussion

a) The Effect of Discipline Development on the Performance of Civil Servants (PNS) at the Bekasi City Spatial Planning Office

The result of developing discipline on employee performance was examined in this research utilizing multiple regression. The examination findings indicate that the unstandardized coefficient (b_1) for the discipline coaching variable (X_1) is -0.094. This means that disciplinary development has a positive influence, accounting for 9.4% of the performance of the Bekasi City Spatial Planning Service Office. This positive influence demonstrates that increasing disciplinary development correlates with higher employee performance. The effectiveness of the methods or policies used, including job performance coaching and code of ethics coaching, contributes to this positive impact. However, while the influence is positive, the percentage remains relatively small, indicating that discipline development alone is not sufficient to significantly enhance performance. To achieve a more substantial increase in performance, discipline development should be combined with other factors such as work environment, leadership, and rewards. Integrating these elements can create a more holistic approach to improving employee performance.

b) The Effect of Work Motivation on the Performance of Civil Servants (PNS) at the Bekasi City Spatial Planning Office

An examination of how work motivation affects employees' performance was also conducted through multiple regression analysis. As shown in Table 7, the unstandardized coefficient b_2 for the work motivation variable (X_2) is -0.098. This indicates that work motivation has a negative influence, accounting for a 9.8% decrease in the performance of employees at the Bekasi City Spatial Planning Service Office. This negative impact suggests that the current methods or provisions for work motivation are ineffective or counterproductive in this context.

To address this issue, it is recommended that the agency enhance its approach to work motivation by implementing several strategies:

1. Provide Self-Development Programs: Offer opportunities for employees to engage in professional development and personal growth activities.
2. Improve Attitude and Service Orientation: Foster a service-oriented mindset that prioritizes the interests of the community, nation, state, and homeland.
3. Increase Technical, Managerial, and Leadership Competence: Develop programs to enhance employees' skills in these key areas.
4. Enhance Efficiency, Effectiveness, and Quality: Focus on improving these aspects in task performance, encouraging a cooperative and responsible work environment.
5. Functional and Socio-Cultural Training: Provide training that aligns with the work climate and organizational culture to equip employees for their roles better.

By adopting these recommendations, the agency can create a more effective motivational strategy that positively influences employee performance.

c) The Effect of Discipline Development and Work Motivation on Civil Servant Performance (PNS) at the Bekasi City Spatial Planning Office

The simultaneous development of discipline coaching and work motivation on employee performance was also tested in this study. The outcomes of the determination model analysis demonstrate that R Square is 0.338. This indicates that the combination of discipline coaching and work motivation variables can explain 33.8% of the variability of employee performance. This result suggests that the two variables significantly contribute to explaining employee performance. However, most of the variability (66.2%) is still impacted by additional factors not represented in this model. While discipline development and work motivation are essential, other factors such as skills, leadership, and work environment may also significantly determine employee performance. Further research must be conducted to identify and understand these other factors to enhance employee performance more comprehensively.

While the development of discipline and work motivation are essential elements that affect how well employees perform, additional elements such as skills, leadership, and work surroundings also significantly impact overall productivity. Research by Perkasa highlights the importance of discipline, work atmosphere, and leadership in improving employee performance. (Perkasa, 2023). In addition, studies at PT Trans Kalla Makassar and Medan Barat District Office emphasized the favorable and noteworthy effects on team member performance in the work environment, work motivation, and work discipline. (Nisa et al., 2022). Understanding and addressing these multifaceted factors through further research may lead to a more comprehensive approach to improving employee performance, ensuring a holistic strategy considering various aspects of the work environment and individual characteristics.

5. CONCLUSION

This study reveals the impact of discipline coaching and work motivation on the performance of civil servants (PNS) at the Bekasi City Spatial Planning Office. Data analysis shows that discipline training positively influences employee performance by 9.4%, indicating that while the implemented training discipline is effective, its impact is still relatively modest. Conversely, work motivation negatively influences employee performance by 9.8%, suggesting deficiencies in the current work motivation programs. When the variables of discipline training and work motivation are combined, their influence on employee performance reaches 33.8%, demonstrating that together they make a significant contribution, while 66.2% of the performance is influenced by other factors.

The outcomes of this research have significant implications for the development and practice of human resource management theory in the public sector. From an academic perspective, the results enrich the literature on managerial factors affecting employee performance, particularly within the context of local government administration in Indonesia. Practically, the results highlight the need to review and refine disciplinary policies to be more adaptive and supportive, as well as to enhance work motivation programs to maximize employee potential. This balanced approach between disciplinary and motivational aspects is crucial for improving employee performance effectiveness.

However, this study has several limitations. It focuses only on two independent variables and relies on direct supervisor perceptions to measure performance, which may not be entirely objective. Additionally, the study is limited to the Bekasi City Spatial Planning Office, which may limit the generalizability of the results. Therefore, future research should consider including additional variables such as the physical work environment and leadership style, and employ more diverse and objective performance measurement methods. Future studies could also adopt a longitudinal approach to observe changes in the relationship between work motivation, discipline development, and employee performance over an extended period.

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