

## The Impact of Motivation and Work Discipline on Employee Performance at the Financial Services Authority Office

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### ABSTRACT

*This study aims to examine the effect of work motivation and work discipline on employee performance at the Financial Services Authority Office. Using a quantitative associative approach, data were collected from 60 employees through questionnaires and analyzed using multiple linear regression with SPSS. The results show that work motivation has a positive and significant effect on employee performance ( $t = 9.704$ ,  $p < 0.05$ ), and work discipline also has a positive and significant effect ( $t = 6.745$ ,  $p < 0.05$ ). Furthermore, the F-test results ( $F = 95.376$ ,  $p < 0.05$ ) indicate that motivation and work discipline simultaneously have a significant effect on employee performance. These findings suggest that improving motivation and strengthening work discipline are essential to enhancing employee performance at the Financial Services Authority Office.*

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

### INTRODUCTION

The capacity of human resources to mobilize and maximize other organizational resources makes them an essential part of every company. Employees are the primary resource that determines the success and efficiency of an organization as their abilities, talents, time, and inventiveness are crucial to achieving its objectives (Mathis and Jackson, 2020). Consequently, the quality of an organization's human resources has a substantial impact on its sustainability and growth in a variety of settings (Prasetyani, 2025).

One of organizational management's main responsibilities is to maintain high standards for the quality of human resources (Mc Shane, 2024). Organizations may enhance employee performance and guarantee the best possible accomplishment of their goals by implementing effective human resource management (Luthans, 2021). This idea also holds true for the Financial Services Authority (Otoritas Jasa Keuangan/OJK), which is in charge of making sure that skilled staff support efficient organizational performance while performing regulatory and supervisory duties.

The outcomes attained by people in completing tasks allocated to them in line with their duties within the business, both in terms of quantity and quality, are referred to as employee performance. Employee performance is a reflection of how successfully they use their knowledge, expertise, and commitment to fulfill set goals. Individual and

organizational performance cannot be accurately evaluated without well-defined performance goals and assessment standards (Mardiana, 2025).

Initial observations indicate that, from 2021 to 2024, employee performance at the Financial Services Authority declined in a number of areas, including work outcomes, work conduct, and work attitudes. The average performance ratings for this time frame are still in the "less satisfactory" range, meaning that staff performance has not yet achieved its peak and that ongoing efforts to increase organizational effectiveness are necessary.

According to earlier study by Prasetyani (2025), employee performance is essential to the efficacy and efficiency of a business. A high level of performance supports the sustainability of organizational operations, boosts productivity, and improves the quality of work results. The significance of performance management as a top organizational objective is underscored by these results. Workplace motivation is one element that is strongly linked to employee performance. Employee excitement, initiative, and perseverance in carrying out their responsibilities are all fueled by work motivation. Employees who lack motivation may complete activities just to satisfy their responsibilities, which may have a detrimental impact on output and performance quality.

The significance of motivation in affecting employee performance is supported by empirical data. Higher motivation levels are linked to improved performance results, according to research by Susanti (2026), which shows that work motivation has a positive and substantial impact on employee performance. Work discipline has an impact on employee performance as well. Workers' adherence to company policies, time constraints, SOPs, and professional conduct at work is reflected in their work discipline. Ineffective discipline, such as tardiness, breaking rules, and putting off finishing tasks, may cause problems at work and lower organizational performance as a whole.

Work discipline has a favorable and considerable impact on employee performance, according to study by Wulandari (2026), which supports this association. Disciplined staff are more likely to be responsible, finish assignments on schedule, and make a greater contribution to the objectives of the company. Work motivation and work discipline are the main factors in this research, even if leadership style and competency are also recognized to have an impact on employee performance.

## RESEARCH METHODS

This study used statistical analysis and numerical measurement as part of a quantitative research strategy to investigate the correlations between variables. Because it enables researchers to verify objective ideas by methodically and quantitatively evaluating interactions between variables, the quantitative approach was chosen

(Creswell, 2023). Because it seeks to determine and examine cause-and-effect relationships between independent variables, namely Work Motivation (X1) and Work Discipline (X2), and the dependent variable, Employee Performance (Y) at the Financial Services Authority, this study is classified as associative (causal) research (Sekaran & Bougie, 2020).

Both primary and secondary data were employed in this research, with primary data acting as the major information source. The researcher was able to get precise and pertinent information on employee performance, work discipline, and motivation by physically observing the study object and distributing questionnaires to respondents (Sugiyono, 2019). A Likert scale, which may be used to measure how individuals or groups perceive social phenomena, was included in the questionnaire's design to provide respondents a systematic way to indicate how much they agree with each statement (Sugiyono, 2019). Statistical methods were used to analyze the data in order to make sure that the goals and theories of the study could be experimentally tested. Multiple linear regression analysis, instrument testing, classical assumption testing, and hypothesis testing were all conducted on the gathered data using the Statistical Package for the Social Sciences (SPSS) (Ghozali, 2021; Field, 2024).

## RESULTS AND DISCUSSION

The validity test establishes if the questionnaire questions accurately measure the research variables. if its substance value is less than 0.05 or if its correlation coefficient (r count) is greater than the r-table value. Since the r-table value with 60 respondents and 58 degrees of freedom is 0.254, items with r count values higher than 0.254 are regarded as authentic and suitable for investigation.

**Table 1 Validity Test**

Variables	Item Code	r Count	r Tabel	Information
Employee Performance (Y)	Y.1	0,824	0,254	Valid
	Y.2	0,845	0,254	
	Y.3	0,869	0,254	
	Y.4	0,862	0,254	
	Y.5	0,884	0,254	
	Y.6	0,799	0,254	
Work Motivation (X1)	X1.1	0,823	0,254	
	X1.2	0,850	0,254	
	X1.3	0,848	0,254	
	X1.4	0,878	0,254	
	X1.5	0,858	0,254	

Variables	Item Code	r Count	r Tabel	Information
Work Discipline (X2)	X1.6	0,823	0,254	
	X2.1	0,888	0,254	
	X2.2	0,834	0,254	
	X2.3	0,889	0,254	
	X2.4	0,904	0,254	
	X2.5	0,888	0,254	
	X2.6	0,828	0,254	

Source: Processed data, 2026

Every questionnaire item for every study variable is deemed legitimate based on the validity test findings. The fact that each item's r-count values are more than the r-table value of 0.254, which shows that each item can properly measure its particular construct, supports this conclusion. As a result, all metrics utilized to assess work motivation (X1), work discipline (X2), and employee performance (Y) are deemed adequate and suitable for further statistical analysis. The reliability test's objective is to assess the consistency of the research tool. If an instrument's Cronbach's Alpha value is more than 0.70 in this test, it is deemed dependable. The instrument is considered unreliable and unsuitable for more research if its Cronbach's Alpha value is less than 0.70.

**Table 2 Reliability Test**

Variables	Cronbach's Alpha	Reliability	Information
Employee Performance (Y)	0,922	$\geq 0,70$	Reliabel
Work Motivation (X1)	0,921	$\geq 0,70$	
Work Discipline (X2)	0,937	$\geq 0,70$	

Source: Processed data, 2026

All study variables satisfy the necessary dependability requirements, according to the reliability test findings. A high degree of internal consistency is shown by the Cronbach's Alpha values for Employee Performance (0.922), Work Motivation (0.921), and Work Discipline (0.937), which are all higher than the minimal reliability criterion of 0.70. These results attest to the validity and consistency of the measuring tools used in this investigation, making them suitable for use in further data analysis. The R Square ( $R^2$ ) score indicates how well a regression model can characterize the dependent variable in terms of proportion. Higher  $R^2$  values suggest that the model can explain more, even while residual variance is impacted by outside factors (Ghozali, 2021).

**Table 3 Coefficient of Determination Test**

Coefficients <sup>a</sup>			
Model		t	Sig.
1	(Constant)	4.981	<,001
	Motivation (X1)	9.704	<,001
	Work Discipline (X2)	6.745	<,001
a. Dependent Variable: Employee Performance (Y)			

Source: Processed data, 2026

According to the Model Summary's coefficient of determination test findings, Work Motivation (X1) and Work Discipline (X2) together account for 75.9% of the variance in Employee Performance (Y), with a R Square value of 0.759. This result implies that the two independent variables in the regression model account for a substantial amount of employee performance. In the meanwhile, additional variables not included in this research account for the remaining 24.1% of the difference in employee performance. Additionally, after controlling for the number of independent variables, the regression model's excellent explanatory power is confirmed by the Adjusted R Square value of 0.751, suggesting that the model is suitable and trustworthy for describing employee performance at the Financial Services Authority. Multiple linear regression analysis is used to assess the hypotheses and determine the direction and magnitude of the independent variables' impact on the dependent variable (Field, 2024).

**Table 4 Multiple Linear Regression Test**

Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	6.894	1.384	
	Motivation (X1)	.541	.056	.642
	Work Discipline (X2)	.340	.050	.446
a. Dependent Variable: Employee Performance (Y)				

Source: Processed data, 2026

$Y = 6.894 + 0.541X_1 + 0.340X_2$  is the regression equation derived from the multiple linear regression study findings. The constant value of 6.894 means that the baseline level of Employee Performance (Y) is 6.894 when Work Motivation (X1) and

Work Discipline (X2) are maintained constant. While the regression coefficient for work discipline (0.340) suggests that improved discipline also favorably affects performance, the coefficient for work motivation (0.541) demonstrates that an increase in motivation leads to a bigger improvement in employee performance. Additionally, the Financial Services Authority's standardized beta values show that work motivation ( $\beta = 0.642$ ) has a greater impact on employee performance than work discipline ( $\beta = 0.446$ ), indicating that motivation is the more important component in improving employee performance. If the t-value is more than 2.002 and the substance value is less than 0.05, the hypothesis is approved at the 0.05 statistical threshold (Field, 2024).

**Table 5 t-test**

Coefficients <sup>a</sup>			
Model		t	Sig.
1	(Constant)	4.981	<,001
	Motivation (X1)	9.704	<,001
	Work Discipline (X2)	6.745	<,001
a. Dependent Variable: Employee Performance (Y)			

Source: Processed data, 2026

A t-value of 9.704 with a statistical cutoff less than 0.001, which is higher than the critical t-table value of 2.002 at the 5% statistical cutoff, indicates that Work Motivation (X1) has a positive and numerically substantial impact on Employee Performance (Y). This result implies that increased employee motivation has a major role in better performance results. Furthermore, with a t-value of 6.745 and a statistical cutoff below 0.001, Work Discipline (X2) also shows a positive and numerically substantial impact on Employee Performance, surpassing the t-table value. These findings suggest that work discipline and motivation both have a substantial independent impact on employee performance. Thus, it is confirmed that work motivation and work discipline both have a substantial partial impact on employee performance at the Financial Services Authority. Hypotheses 1 ( $H_1$ ) and 2 ( $H_2$ ) are supported, whereas the null hypotheses are rejected. The hypothesis is approved simultaneously when the F-value is more than 3.16 and the statistical threshold is less than 0.05, indicating that all independent variables substantially affect employee performance.

**Table 6 F test**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	608.387	2	304.193	95.376	<,001 <sup>b</sup>
	Residual	181.797	57	3.189		
	Total	790.183	59			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Work Discipline (X2), Motivation (X1)						

Source: Processed data, 2026

The regression model yields an F-value of 95.376 with a statistical cutoffless than 0.001, which is substantially below the 0.05 statistical threshold, according to the F-test findings shown in the ANOVA table. Additionally, at the 5% statistical cutoff with degrees of freedom ( $df_1 = 2$ ;  $df_2 = 57$ ), this F-value is much higher than the essential F-table value of 3.16. According to these findings, employee performance (Y) is favourably and numerically substantially impacted by both work motivation (X1) and work discipline (X2) at the same time. As a result, the alternative hypothesis ( $H_a$ ) is approved and the null hypothesis ( $H_0$ ) is rejected. This result demonstrates that work discipline and incentive work together to improve employee performance at the Financial Services Authority.

## Discussion

The results of this research show that employee performance at the Financial Services Authority is favourably and substantially impacted by job motivation. Improved employee performance is linked to higher work motivation, as shown by a high t-value and a statistical cutoff below 0.05. Staff who are driven by success, good working relationships, and a readiness to take on responsibility often exhibit greater degrees of zeal, tenacity, and dedication in finishing their assignments. Employees who are highly motivated are more likely to take initiative, concentrate on their tasks, and consistently enhance the quality of their work, all of which contribute to improved performance results. These findings corroborate earlier research by Susanti, Lambe, and Gunadi (2026), Fariz, Setiadi, and Rahayu (2025), and Sitorus, Fikri, and Yasykur (2025), which all came to the conclusion that motivated staff are better able to increase the quantity and quality of their work because they have a strong internal drive toward the objectives of the company.

Furthermore, the findings show that employee performance is favourably and substantially impacted by work discipline. Staff are more likely to do tasks in an organized, reliable, and responsible way when they exhibit great discipline, such as being on time, adhering to institutional rules, and acting professionally at work. Work discipline lowers mistakes, helps build organized work procedures, and guarantees that tasks are finished by the deadline and in accordance with standards. This result demonstrates how important discipline is to promoting productive and successful job

performance. The findings are in line with earlier studies by Wulandari and Saputro (2026), Desiyani, Nuryanto, and Hasanah (2025), and Soraya and Noviantoro (2025), which highlight how disciplined staff typically exhibit greater efficacy, better time management, and enhanced overall performance.

Additionally, the simultaneous research demonstrates that employee performance is favourably and substantially impacted by both work discipline and incentive. This result implies that motivation and discipline work together to promote employee performance rather than each factor acting alone. While discipline makes sure that this desire is converted into consistent, law-abiding, and accountable work conduct, motivation acts as an internal driving force that piques interest and goal orientation. High levels of discipline combined with strong motivation provide effective work habits that promote the best possible performance results. These findings concur with those of Prasetyani (2025), Utami and Marnisah (2025), and Mardiana and Puspita (2025), who indicate that discipline and motivation work together to achieve long-term employee success. Therefore, increasing staff performance at the Financial Services Authority requires concurrently managing discipline and motivation.

## CONCLUSION AND SUGGESTION

This research comes to the conclusion that employee performance at the Financial Services Authority is favourably and substantially impacted by work motivation based on data analysis and discussion. Higher levels of motivation at work, whether from internal or external sources, inspire staff to carry out their responsibilities with more zeal, initiative, and dedication. Because of this, motivated staff often perform at greater levels and provide higher-quality work.

Additionally, employee performance is favourably and substantially impacted by work discipline, which works in tandem with work motivation to boost performance. Employees are more likely to perform efficiently and responsibly if they regularly adhere to time limits, institutional policies, and professional work conduct. According to these results, a key factor in improving employee performance over the long term is the combination of high work motivation and sound work discipline. In order to promote the accomplishment of corporate goals, the Financial Services Authority is thus urged to bolster initiatives meant to increase employee engagement and regularly enforce work discipline.

Enhancing job outcomes, work behavior, and personal qualities should be the main goals of improvement initiatives aimed at improving employee performance at the Financial Services Authority. While work quantity may be encouraged by proportionate task allocation and realistic performance objectives, work quality can be enhanced by frequent supervision, systematic performance assessments, and constructive feedback

to guarantee correctness and conformity with set standards. Additionally, work behavior may be enhanced by promoting employee initiative, creativity, and accuracy via organized work procedures. To promote long-term performance growth, it is also crucial to strengthen human qualities like integrity and leadership via exemplary leadership, ethical enforcement, and value internalization.

Additionally, increasing work discipline and motivation at the same time is necessary to improve employee performance. Offering chances for success via training and competence development, cultivating good working connections to meet affiliation needs, and giving more trust and responsibility to satisfy power-related requirements are all ways to increase employee motivation. At the same time, regular enforcement of time limits, adherence to institutional policies and SOPs, and encouragement of professional conduct compatible with company values should all be used to strengthen work discipline. It is anticipated that these initiatives will produce a productive, disciplined, and driven workforce that sustainably supports the accomplishment of corporate goals.

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