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The Influence of Motivation and Work Discipline on the Performance of Civil Servants at the Department of Public Housing and Residential Areas of Padang City

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Abstract

Improving the performance of the State Civil Apparatus (ASN) is essential for strengthening the effectiveness and accountability of government organizations, particularly through enhanced employee motivation and consistent work discipline. This study examined the partial and simultaneous effects of work motivation and work discipline on ASN performance at the Department of Public Housing and Residential Areas of Padang City. A quantitative approach with an associative research design was employed. The study involved all 57 ASN employees in the department, who were selected using saturated sampling. Data were collected through questionnaires and observations and analyzed using multiple linear regression. The findings demonstrated that work motivation and work discipline had positive and statistically significant effects on ASN performance, both individually and collectively. Employees with higher motivation and stronger work discipline tended to demonstrate better work quality, responsibility, and productivity. The study concludes that motivation and work discipline are important determinants of ASN performance within government institutions. These findings contribute empirical evidence to public

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human resource management and provide practical implications for government agencies seeking to improve employee performance through motivational strategies, consistent enforcement of work discipline, and systematic performance evaluation.

Keywords: Government Organizations; Public Employee Performance; State Civil Apparatus; Work Discipline; Work Motivation

INTRODUCTION

Human resources are a highly important factor in an organization because they determine the success of task implementation and the achievement of organizational objectives (Darim, 2020). In government institutions, State Civil Apparatus (ASN) play a crucial role in realizing good governance by providing optimal public services to communities at the regional level through professional and integrity-driven performance (Asapa et al., 2025). In addition, ASN have a highly strategic role as the driving force of bureaucracy and public service delivery. State Civil Apparatus not only serve as policy implementers but also represent the face of the state in the eyes of society. The quality and integrity of State Civil Apparatus greatly determine the success of governmental administration, both at the central and regional levels (Sinaga et al., 2025). Therefore, bureaucratic reform and improvements in the quality of public services are necessary through the role of professional and integrity-oriented ASN (Wulandari, 2023).

As public servants, ASN are required to possess high work standards, a strong commitment to public interests, and professionalism that is aligned with the principles of good governance (Maulana et al., 2024). Therefore, the success of a region in achieving its development targets is closely associated with the quality and consistency of ASN performance, particularly those serving at the forefront of public service delivery (Ayub & Sudarmiyanti, 2025).

Considering the importance of this role, the number of ASN in Padang City, which reaches several thousand personnel, reflects the substantial responsibilities they bear in carrying out public service functions and regional development initiatives optimally. Figure 1 presents the number of civil servants within the Padang City Government.

Education Level	Number of Civil Servants in the Padang City Government (Persons)
	2022
Elementary School (SD)	51
Junior High School (SLTP)	52
Senior High School (SLTA)	886
Diploma (D3)	104
Bachelor's Degree (S1)	1,065
Postgraduate Degree (S2) and above)	5,861
Total	**8,019**

Figure 1. Number of Employees in the Padang City Government

Based on data from the Padang City Government in 2022, the total number of State Civil Apparatus (ASN) was recorded at 8,019 personnel, with the majority holding postgraduate qualifications, amounting to 5,861 individuals (Padang, 2022). However, a high educational attainment among ASN does not necessarily correspond directly to the quality of performance and professionalism demonstrated in delivering public services (Komara, 2019). This condition has become increasingly important to address in line with the growing number of ASN within government institutions.

At the beginning of 2025, the number of State Civil Apparatus (ASN) within the Padang City Government exceeded 15,340 employees following the recruitment of Government Employees with Work Agreements (PPPK). This increase in the number of ASN has implications for personnel management, ranging from the distribution of workloads to the escalation of personnel expenditures within the Regional Revenue and Expenditure Budget (APBD). In the context of the Padang City Government, the increase in personnel expenditures must be balanced by the optimal performance of Regional Apparatus Organizations (OPD) to ensure that the utilization of public funds generates tangible impacts on the achievement of regional development objectives.

One of the OPDs that plays a strategic role in the implementation of regional development is the Department of Public Housing and Settlement Areas (Disperkim). As a technical government agency responsible for the provision of adequate housing and the

management of residential areas, the Padang City Disperkim continues to face various development challenges, particularly those related to the existence of uninhabitable housing and slum settlement areas throughout the city.

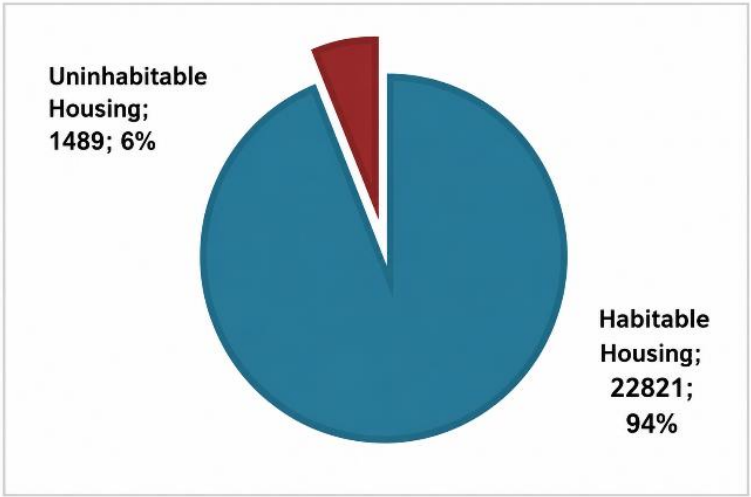

Figure 2. Habitable Housing Distribution in Padang City

Based on Figure 2, the housing conditions in Padang City in 2023 indicate that disparities in the availability of adequate housing still persist. Data from the Padang City Central Statistics Agency (BPS) show that out of a total of 24,310 housing units, 22,821 units (93.9%) were classified as habitable, while 1,489 units (6.1%) remained categorized as uninhabitable houses (*Rumah Tidak Layak Huni*—RTLH) (BPS Kota Padang, 2023). These data indicate that a portion of the community has not yet benefited from housing that meets minimum habitability standards, thereby requiring the active involvement of the local government in accelerating programs aimed at improving uninhabitable housing. Under these circumstances, State Civil Apparatus (ASN) are expected to work with greater discipline, efficiency, and productivity so that public expenditures can generate maximum benefits, particularly in programs addressing uninhabitable housing and slum settlement areas (Pranowo, 2025).

Employee performance is one of the key factors supporting the achievement of organizational objectives, particularly in the implementation of duties and the delivery of services to the public. Good performance is reflected in employees' ability to complete tasks according to established targets, within specified deadlines, with discipline, and through effective collaboration with colleagues (Marlinawati, 2025). However, in practice, employee performance continues to encounter various challenges that require serious attention.

Based on data collected through a simple questionnaire involving 20 respondents from among the State Civil Apparatus (ASN) of the Department of Housing and Settlement Areas (Perkim), several issues related to employee performance were identified. The findings revealed that 91% of respondents indicated that improvements were still needed in report preparation, suggesting that the quality of work outputs has not yet reached an optimal level. Furthermore, 83% of respondents stated that coordination and collaboration among employees require further enhancement to achieve more optimal work outcomes.

Another issue identified relates to task implementation and the achievement of work targets. As many as 80% of respondents stated that certain aspects of their work still needed improvement to align with their responsibilities, while 65% of respondents reported difficulties in achieving the work targets that had been established. These findings indicate that the effectiveness of task execution among employees has not yet been fully optimized.

In addition, timeliness and work discipline emerged as important concerns in this study. The data showed that 71% of respondents experienced delays in completing their work assignments, while 68% stated that the implementation of work discipline had not been carried out consistently. These findings suggest that employee time management and work discipline still require significant improvement to support better organizational performance.

Based on the foregoing findings, it can be concluded that employee performance continues to face various challenges, including those related to target achievement, timeliness, work discipline, and collaboration among employees. Therefore, continuous efforts to improve and enhance employee performance are necessary. These findings provide an important foundation for further investigation into the factors influencing employee performance and for formulating appropriate solutions to improve the effectiveness of task implementation within the workplace environment.

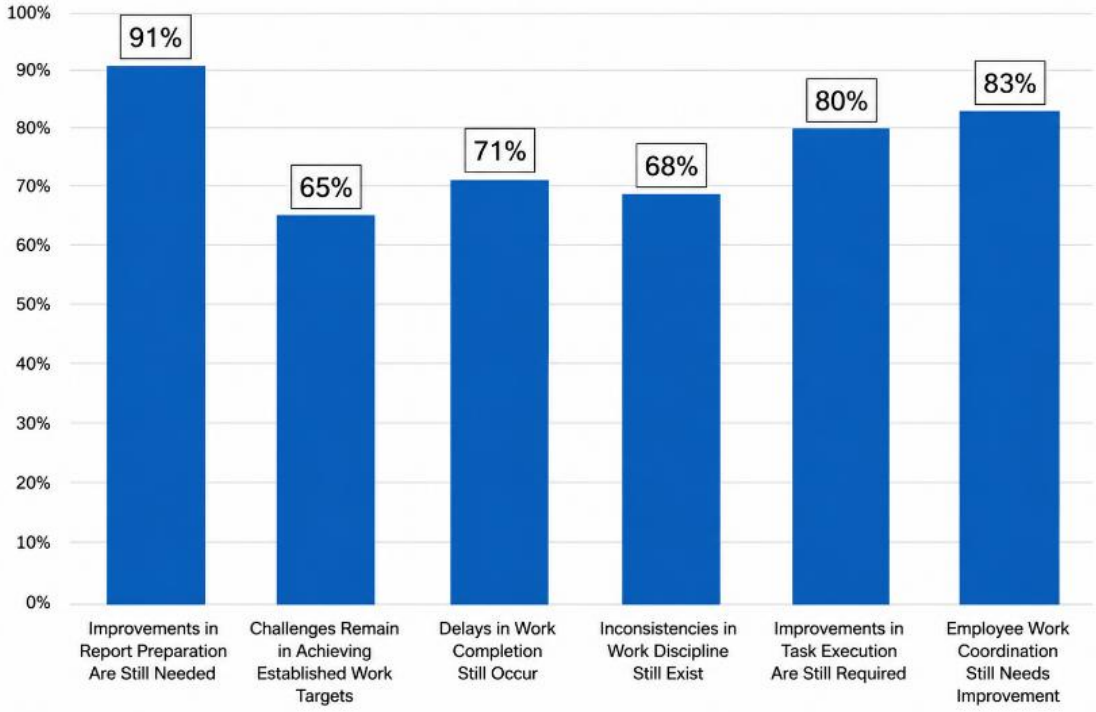

Figure 3. Factors Influencing Employee Performance

Based on the research findings, it can be concluded that employee performance continues to face various challenges that require serious attention and appropriate intervention. The data indicate the existence of obstacles in achieving work targets, meeting task completion deadlines, maintaining consistency in work discipline, ensuring the quality of report preparation, as well as fostering coordination and collaboration among employees. These conditions suggest that the implementation of duties has not yet been carried out optimally in accordance with the responsibilities assigned to employees (Patmawati et al., 2025).

Good work discipline not only establishes an orderly work pattern but also strengthens the influence of motivation on improving the performance of State Civil Apparatus (ASN), as it fosters a productive and results-oriented work culture (Djunaedi et al., 2026). Therefore, enhancing the discipline of ASN within the Department of Public Housing and Settlement Areas of Padang City is essential to support the effectiveness of housing development programs and settlement area management initiatives, including sustainable efforts to rehabilitate uninhabitable houses (Eliza et al., 2022).

Motivation and work discipline play important roles in shaping the performance of State Civil Apparatus (ASN). ASN who possess high levels of motivation are encouraged to perform their duties responsibly, demonstrate consistent enthusiasm and dedication, and

strive to achieve optimal work outcomes in accordance with organizational objectives (Bisay et al., 2025). Meanwhile, good work discipline creates orderliness, compliance with regulations, and effectiveness in task implementation, enabling every activity to be carried out systematically and within the designated timeframe. These two aspects complement one another in creating a productive and results-oriented work environment (Haryani et al., 2023).

The synergy between motivation and work discipline is a crucial factor in improving the performance of ASN, particularly within the Department of Public Housing and Settlement Areas of Padang City, which bears significant responsibility for implementing housing programs and community settlement management initiatives (Rahim et al., 2025). Optimal ASN performance not only reflects individual professionalism but also serves as an indicator of the success of government institutions in delivering high-quality public services that are oriented toward community welfare (Dalila et al., 2026).

Considering the importance of motivation and work discipline in improving the performance of public officials, this study aims to examine the influence of motivation and work discipline on the performance of State Civil Apparatus (ASN) at the Department of Public Housing and Settlement Areas of Padang City. This study is motivated by the continued existence of issues related to low work enthusiasm, inadequate discipline, and suboptimal achievement of performance targets within the institution. Therefore, the author is interested in conducting a study entitled "The Influence of Motivation and Work Discipline on the Performance of State Civil Apparatus at the Department of Public Housing and Settlement Areas of Padang City."

The objectives of this study are to measure the extent to which motivation influences the performance of State Civil Apparatus (ASN) at the Department of Public Housing and Settlement Areas of Padang City, to measure the extent to which work discipline influences the performance of State Civil Apparatus (ASN) at the Department of Public Housing and Settlement Areas of Padang City, and to measure the extent to which motivation and work discipline simultaneously influence the performance of State Civil Apparatus (ASN) at the Department of Public Housing and Settlement Areas of Padang City.

METHODS

The research method employed in this study was a quantitative approach with an associative research design aimed at examining the influence of independent variables on the dependent variable (Shabirina et al., 2025). The study was conducted at the Department of Public Housing and Settlement Areas of Padang City over a period of approximately three months, covering the stages of preparation, data collection, and data analysis. The participants in this study consisted of all State Civil Apparatus (ASN) employees totaling 57 individuals. The sampling technique applied was exhaustive sampling (saturated sampling), whereby the entire population was included as the research sample (Lestari et al., 2021). The research instrument utilized a structured closed-ended questionnaire developed based on the indicators of work motivation, work discipline, and ASN performance variables using a Likert scale. Data collection techniques were carried out through questionnaire distribution, direct observation, and documentation (Jailan, 2023). The collected data were subsequently analyzed using both descriptive and inferential statistical analyses, including validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, t-tests, F-tests, and coefficient of determination analysis. These analyses were performed with the assistance of the Statistical Package for the Social Sciences (SPSS) software to determine the influence of work motivation and work discipline on the performance of State Civil Apparatus (ASN) employees (Irfan, 2019).

RESULTS

1. Descriptive Statistical Analysis

Table 1. Results of Descriptive Statistics Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Motivasi	57	80.00	110.00	96.5789	8.36008
Disiplin Kerja	57	76.00	95.00	82.7544	6.59080
Kinerja	57	95.00	125.00	109.2456	7.87691
Valid N (listwise)	57				

Based on the results of the descriptive statistical analysis presented above, the distribution of the research data can be described as follows:

a. The Motivation variable (X1) has a minimum value of 80.00 and a maximum value of 110.00, with a mean score of 96.5789 and a standard deviation of 8.36008. These findings indicate that the respondents' level of motivation is generally high, with a relatively even distribution of data.

b. The Work Discipline variable (X2) shows a minimum value of 76.00 and a maximum value of 95.00. The mean score obtained is 82.7544, with a standard deviation of 6.59080. This indicates that the respondents' work discipline is categorized as good and exhibits relatively low variability in responses.

c. The Performance variable (Y) has a minimum value of 95.00 and a maximum value of 125.00, with a mean score of 109.2456 and a standard deviation of 7.87691. The mean value indicates that the respondents' performance is generally at a high level.

2. Normality Test Results

Table 2. Results of the Data Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			57
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		.02685683
Most Extreme Differences	Absolute		.113
	Positive		.113
	Negative		-.058
Test Statistic			.113
Asymp. Sig. (2-tailed)[c]			.069
Monte Carlo Sig. (2-tailed)[d]	Sig.		.070
	99% Confidence Interval	Lower Bound	.063
		Upper Bound	.076

Based on the results of the normality test presented above, the Asymp. Sig. (2-tailed) value was found to be 0.069, which is greater than the significance threshold of 0.05. Furthermore, the Monte Carlo Sig. (2-tailed) test produced a value of 0.070, which consistently exceeds the 0.05 significance level. Therefore, it can be concluded that the normality assumption has been satisfied, indicating that the data are normally distributed and that the regression model is appropriate for further analysis.

3. Multicollinearity Test Results

Table 4. Multicollinearity Test Results

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.804	.055		33.003	.000		
	Motivasi Kerja	.001	.000	.293	2.371	.021	.905	1.105
	Disiplin Kerja	.002	.001	.327	2.646	.011	.905	1.105
a. Dependent Variable: Transfrom_LG10								

The test results indicate that the Tolerance values for the Work Motivation and Work Discipline variables are 0.905 (> 0.10), while the Variance Inflation Factor (VIF) values are 1.105 (< 10.00). These findings are consistent with the view of Hair et al. (2014:197), who stated that a VIF value close to 1 indicates the absence of significant multicollinearity issues within the regression model. Therefore, it can be concluded that the regression model is free from multicollinearity problems and is suitable for further analysis.

4. Heteroscedasticity Test Results

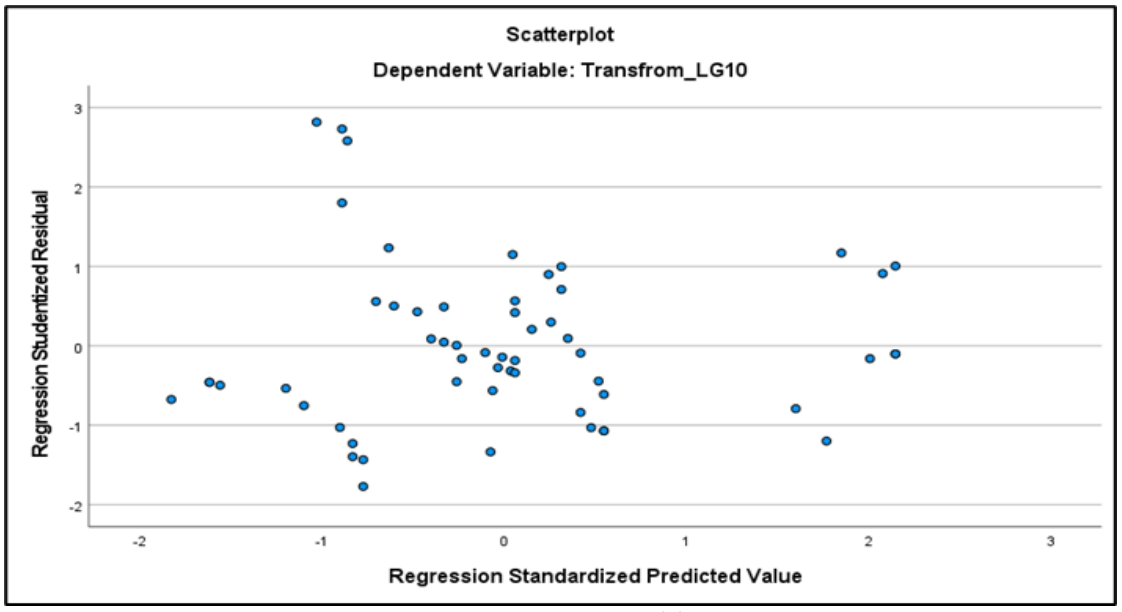

Figure 1. Heteroscedasticity Test Results

Based on the test results using the Scatterplot graph (as shown in Figure 1), the data points are randomly distributed and do not form any specific pattern. Furthermore, the points are spread both above and below the value of 0 on the Y-axis. This finding is

consistent with the opinion of Priyatno (2018:108), who stated that heteroscedasticity is not present when the points in a Scatterplot graph do not form a particular systematic pattern. Therefore, it can be concluded that the homoscedasticity assumption has been satisfied, indicating that the regression model is appropriate for use in subsequent analyses.

5. Results of the Simple Linear Regression Analysis of X1

Table 5. Results of the Simple Linear Regression Analysis of X1

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	74.554	11.385		6.548	.000
	Motivasi Kerja	.359	.117	.381	3.058	.003
a. Dependent Variable: Kinerja						

Based on the table above, the simple linear regression equation for the Work Motivation variable is:

$$Y = 74.554 + 0.359X_1$$

The constant value of 74.554 indicates that when work motivation is assumed to be zero, the performance of State Civil Apparatus (ASN) remains at 74.554. The regression coefficient of 0.359 implies that every one-unit increase in work motivation will lead to an increase of 0.359 units in ASN performance. This positive relationship is consistent with the motivation theory proposed by Mangkunegara (2017:61), which states that work motivation is a condition that drives employees to achieve their goals and fulfill their motives, thereby generating a positive impact on the performance they produce.

6. Results of the Simple Linear Regression Analysis of X2

Table 6. Results of the Simple Linear Regression Analysis of X2

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	68.101	12.165		5.598	.000
	Disiplin Kerja	.497	.147	.416	3.393	.001
a. Dependent Variable: Kinerja						

Based on the table above, the simple linear regression equation for the Work Discipline variable is:

$$Y = 68.101 + 0.497X_2$$

The constant value of 68.101 indicates that when work discipline is assumed to be zero, the performance of State Civil Apparatus (ASN) remains at 68.101. The regression coefficient of 0.497 implies that every one-unit increase in work discipline will lead to an increase of 0.497 units in ASN performance. This finding supports the statement of Hasibuan (2019:193), who argued that good work discipline enhances work enthusiasm, work morale, and the achievement of organizational objectives, thereby exhibiting a positive correlation with employee performance.

7. Results of the Multiple Linear Regression Analysis

Table 7. Results of the Multiple Linear Regression Analysis

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	51.198	13.945		3.671	.001
	Motivasi Kerja	.263	.117	.279	2.246	.029
	Disiplin Kerja	.394	.149	.330	2.651	.011
a. Dependent Variable: Kinerja						

Based on the table above, the multiple linear regression equation obtained is:

$$Y = 51.198 + 0.263X_1 + 0.394X_2$$

The interpretation of the regression equation is as follows:

a. The constant value of 51.198 indicates that when the Work Motivation (X_1) and Work Discipline (X_2) variables are assumed to be zero, the performance of State Civil Apparatus (ASN) (Y) is 51.198.

b. The regression coefficient of Work Motivation (X_1), which is 0.263, indicates that for every one-unit increase in work motivation, while work discipline remains constant, ASN performance will increase by 0.263 units.

c. The regression coefficient of Work Discipline (X_2), which is 0.394, indicates that for every one-unit increase in work discipline, while work motivation remains constant, ASN performance will increase by 0.394 units.

These findings demonstrate that both work motivation and work discipline have positive effects on ASN performance. Furthermore, the regression coefficient of work discipline is greater than that of work motivation, suggesting that work discipline exerts a relatively stronger influence on ASN performance within the regression model.

8. Results of the t-Test (Partial Test)

Table 8. Results of the t-Test (Partial Test)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	51.198	13.945		3.671	.001
	Motivasi Kerja	.263	.117	.279	2.246	.029
	Disiplin Kerja	.394	.149	.330	2.651	.011
a. Dependent Variable: Kinerja						

The results of the t-test for the Work Motivation variable (X_1) show a calculated t-value of 2.246 with a significance value of 0.029, which is lower than the significance threshold of 0.05. Therefore, it can be concluded that work motivation has a positive and significant partial effect on the performance of State Civil Apparatus (ASN). Accordingly, the first hypothesis (H_1) is accepted.

The results of the t-test for the Work Discipline variable (X_2) show a calculated t-value of 2.651 with a significance value of 0.011, which is lower than 0.05. Therefore, it can be concluded that work discipline has a positive and significant partial effect on ASN performance. Accordingly, the second hypothesis (H_2) is accepted. The higher calculated t-value for work discipline (2.651) compared to work motivation (2.246) indicates that, partially, work discipline exerts a more dominant influence on ASN performance.

9. Results of the F-Test (Simultaneous Test)

Table 9. Results of the F-Test (Simultaneous Test)

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	846.879	2	423.440	8.702	.001[b]
	Residual	2627.682	54	48.661		
	Total	3474.561	56			
a. Dependent Variable: Kinerja						
b. Predictors: (Constant), Disiplin Kerja, Motivasi Kerja						

Based on the results of the F-test, the calculated F-value was 8.702 with a significance value of 0.001, which is lower than the significance threshold of 0.05. Furthermore, the calculated F-value of 8.702 is greater than the F-table value of 3.17 (df1 = 2, df2 = 54). Therefore, it can be concluded that Work Motivation and Work Discipline simultaneously have a positive and significant effect on the performance of State Civil Apparatus (ASN). Accordingly, the third hypothesis (H_3) is accepted.

10. Results of the Coefficient of Determination Test

Table 10.Results of the Coefficient of Determination Test

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.494[a]	.244	.216	6.976
a. Predictors: (Constant), Disiplin Kerja, Motivasi Kerja				
b. Dependent Variable: Kinerja				

The correlation coefficient (R) value of 0.494 indicates a moderately strong relationship between the independent variables and ASN Performance. The coefficient of determination (R Square or R^2) value of 0.244 signifies that Work Motivation and Work Discipline jointly contribute 24.4% to the variation in ASN Performance. The remaining 75.6% is influenced by other variables not included in the model, such as the work environment, compensation, leadership style, and employee competence. This finding is consistent with the view of Robbins and Judge (2017:38), who argued that individual performance is a multidimensional construct influenced by numerous factors, both internal and external to the individual.

These results suggest that although work motivation and work discipline play significant roles in improving ASN performance, other organizational and individual factors also contribute substantially to performance outcomes. Therefore, future efforts to enhance ASN performance should not only focus on strengthening motivation and discipline but should also consider other determinants that may affect employee effectiveness and productivity within the organization.

DISCUSSION

Berikut terjemahan dalam bahasa Inggris akademik dengan gaya penulisan jurnal Scopus, tanpa meringkas isi dan tetap mempertahankan struktur pembahasan asli.

1. The Effect of Work Motivation on ASN Performance

The results of the study indicate that Work Motivation (X_1) has a positive and significant effect on ASN Performance (Y), as evidenced by the calculated t-value of 2.246 with a significance level of $0.029 < 0.05$. This finding supports the theory proposed by McClelland, as cited in Mangkunegara (2017:94), which states that the need for achievement

is a strong internal drive that encourages individuals to work harder and produce performance that exceeds established standards.

According to Herzberg, as cited in Robbins and Judge (2017:242), intrinsic motivator factors such as achievement, recognition, responsibility, and opportunities for advancement are sources of job satisfaction that directly encourage improved performance. ASN who perceive their work as meaningful and receive recognition for their contributions tend to demonstrate more optimal performance.

Furthermore, Siagian (2015:138) stated that work motivation is a driving force that causes individuals to willingly exert their abilities in the form of expertise, skills, energy, and time to carry out various activities that constitute their responsibilities and fulfill their obligations in achieving organizational goals and objectives that have been previously established. This condition explains why improvements in ASN work motivation contribute significantly to enhanced performance.

These findings are consistent with previous studies that concluded that work motivation has a positive and significant effect on civil servant performance, whereby employees with higher levels of motivation are able to complete their work more efficiently and effectively. Similarly, studies conducted within regional government institutions have confirmed that work motivation is a significant predictor of ASN performance, both in terms of the quality and quantity of work outcomes produced.

The high level of ASN work motivation reflects that the systems of recognition, career development, and employee coaching implemented by management have functioned relatively well. Nevertheless, considering that 75.6% of performance variation is still explained by other factors, management should continue to optimize motivation enhancement programs through various approaches. As suggested by Nawawi (2016:359), these approaches include fulfilling employees' basic needs, providing rewards and recognition, creating healthy competition, and establishing clear and measurable work objectives.

2. The Effect of Work Discipline on ASN Performance

The results of the study indicate that Work Discipline (X_2) has a positive and significant effect on ASN Performance (Y), as evidenced by the calculated t-value of 2.651 with a significance level of $0.011 < 0.05$. The regression coefficient for Work Discipline

(0.394), which is greater than that of Work Motivation (0.263), indicates that Work Discipline provides a more dominant partial contribution to ASN performance. This finding is consistent with the view of Hasibuan, who defined work discipline as an individual's awareness and willingness to comply with all organizational regulations and prevailing social norms, thereby exerting a direct impact on work effectiveness and performance outcomes.

According to Rivai and Sagala (2013:825), work discipline is a tool used by managers to communicate with employees in order to encourage behavioral changes and increase employees' awareness and willingness to comply with all applicable regulations. In the context of public service delivery, work discipline is particularly crucial because it affects the consistency and quality of services received by the community.

Fathoni (2006:172), as cited in Sutrisno (2019:89), argued that discipline must be enforced within an organization because, without adequate employee discipline, it is difficult for an organization to achieve its objectives. Disciplined employees consistently arrive on time, complete tasks within established deadlines, comply with standard operating procedures, and behave in accordance with organizational ethics and regulations. Ultimately, these behaviors have direct implications for achieving optimal performance.

In the context of ASN, the importance of work discipline is also emphasized in Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, which requires every ASN to fulfill their obligations and avoid actions prohibited under prevailing laws and regulations. The consistent implementation of this regulation has been proven to contribute positively to improvements in ASN performance.

These findings are also supported by the research of Setiani and Fathoni, which found that work discipline is the most dominant variable influencing employee performance in government institutions when compared to motivation. Similarly, the study conducted by Sari and Wahyuni confirmed that improvements in ASN work discipline through direct supervision and consistent enforcement of regulations significantly enhance both the quality and quantity of work outputs.

3. The Simultaneous Effect of Work Motivation and Work Discipline on ASN Performance

The results of the study indicate that Work Motivation (X_1) and Work Discipline (X_2) simultaneously have a positive and significant effect on ASN Performance (Y), as

evidenced by the calculated F-value of 8.702 with a significance level of 0.001 < 0.05. The R Square value of 0.244 indicates that these two variables collectively explain 24.4% of the variation in ASN Performance. The resulting multiple regression equation is:

$$Y = 51.198 + 0.263X_1 + 0.394X_2$$

From a theoretical perspective, the combination of motivation and work discipline constitutes a fundamental foundation for achieving optimal organizational performance. Mangkunegara stated that performance is influenced by ability and motivation factors. Motivation provides the internal drive for ASN to work hard and achieve high performance, while discipline ensures that work is carried out in accordance with established rules, timelines, and standards. These two factors are complementary in producing optimal performance outcomes.

This perspective is reinforced by Wirawan, who emphasized that employee performance is the result of multiple factors, whereby motivation provides energy and direction for work behavior, while discipline provides the framework and control necessary to ensure that such energy is utilized effectively. Motivation without discipline may generate enthusiasm that lacks direction, whereas discipline without motivation may result only in passive compliance that does not fully optimize productivity.

The R Square value of 0.244, which can be categorized as moderate, indicates that there remain other factors accounting for 75.6% of the variation in ASN performance that were not examined in this study. Wibowo argued that performance is influenced by various factors, including competence, work environment, organizational culture, leadership, and compensation and reward systems. Therefore, future research incorporating these additional variables is strongly recommended to provide a more comprehensive understanding of ASN performance determinants.

These simultaneous findings are consistent with the study conducted by Kusuma and Nugraha, which concluded that work motivation and work discipline jointly exert a significant influence on ASN performance within local government institutions. Similarly, Hidayat and Taufiq found that simultaneous improvements in motivation and work discipline can enhance employee performance in public service institutions more effectively than relying on only one of these factors.

Based on the overall results of the analysis, the management of the Department of Public Housing and Settlement Areas of Padang City should pay equal attention to both aspects. Improvements in motivation can be achieved through performance-based recognition, opportunities for competency development, and the creation of a conducive work environment, as recommended by Nawawi. Meanwhile, strengthening work discipline can be realized through consistent supervision, fair enforcement of regulations, and continuous development of ASN character and integrity, in accordance with the mandate of Government Regulation Number 94 of 2021 concerning Civil Servant Discipline.

CONCLUSION

This study aimed to examine the effects of work motivation and work discipline on the performance of State Civil Apparatus (ASN) at the Department of Public Housing and Settlement Areas of Padang City. The study was conducted among ASN working within the Department of Public Housing and Settlement Areas of Padang City. The research findings were obtained through the distribution of questionnaires to 57 respondents who met the research criteria and were subsequently analyzed using simple linear regression and multiple linear regression methods. Based on the results of the data analysis, several conclusions can be drawn as follows: 1) Work motivation has a significant effect on the performance of ASN at the Department of Public Housing and Settlement Areas of Padang City. This finding indicates that the higher the level of work motivation possessed by ASN, the greater the improvement in their performance. 2) Work discipline has a significant effect on the performance of ASN at the Department of Public Housing and Settlement Areas of Padang City. This means that a good level of work discipline encourages improvements in ASN performance in carrying out their duties and responsibilities. 3) Work motivation and work discipline simultaneously have a significant effect on the performance of ASN at the Department of Public Housing and Settlement Areas of Padang City. This finding indicates that both variables play important roles in enhancing ASN performance optimally.

This study contributes to the development of knowledge, particularly in the field of public sector human resource management, by strengthening the understanding of the effects of work motivation and work discipline on the performance of State Civil Apparatus (ASN). The findings of this study are expected to serve as both a theoretical and practical reference for government institutions in improving employee performance through the

enhancement of work motivation and the consistent implementation of work discipline. Furthermore, this study may serve as a consideration in policy formulation related to ASN management in order to create more effective and professional public services.

For future research, it is recommended to include additional variables that may influence ASN performance, such as job satisfaction, work environment, leadership style, and organizational culture. Moreover, future studies should expand the scope of research to other government institutions so that the findings can be compared across different organizational contexts and generalized more broadly.

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