The Influence of Work Motivation and Work Discipline on Performance of Regional Revenue Agency (Bapenda) Employees North Toraja District

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ABSTRACT

The aim of Work Motivation and Work Discipline on the Performance of Regency Regional Revenue Agency (BAPENDA) Employees North Toraja. The data collection procedures for this research are: observation and questionnaire. The method used in this research is the Quantitative method using the Multiple Linear Regression method and processed using SPSS 26. The technique used by researchers in sampling is the Cecsus sampling method (saturated sample). Namely the sampling method using all members of the sample population used is 35. The results of calculations using t test on the Work Motivation variable tcount>ttable with a value of (3.075) > (2.03693) and on the Work Discipline variable tcount >ttable with a value of (4.930) > (2.03693). The conclusion of this research is that Work Motivation and Work Discipline have a positive and significant effect on the performance of North Toraja Regency Regional Revenue Agency (BAPENDA) employees.

1. INTRODUCTION

Work motivation is very much needed in an agency without motivation, an employee will not feel enthusiastic about completing his work and will also feel hopeless if he experiences failure. The higher the motivation a person has, the better their performance, and the easier it will be for them to face any existing obstacles (Caissar et al, 2022). Work motivation is also the encouragement or enthusiasm that arises within a person to do a job, because of external stimulation, both from superiors and the work environment, as well as the existence of a basis for meeting needs and feeling satisfied, as well as fulfilling responsibility for the tasks given. .

To achieve good performance, discipline is needed to educate employees and comply with all regulations set by the agency. Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This will encourage work enthusiasm, work enthusiasm, and the realization of agency and employee goals. Therefore, every manager always tries to ensure that his subordinates have good discipline. A manager is said to be effective in his leadership if his subordinates are well disciplined.

Employee performance is one of the most important things in an agency or organization, this is because an agency's goals or targets will be achieved if the employees are able to have good performance in achieving this. Basically, employee performance has an important factor, namely achieving goals, which means it can be a measure of the success of employee performance. Employees are said to have good performance if they succeed in meeting deadlines, succeed in building the agency's image and work effectively.

The North Toraja Regency Regional Revenue Agency (BAPENDA) is one of the implementing elements of the regional government which is led by an agency head who is under and responsible to the regional head through the regional secretary, and is tasked with collecting, billing and supervising taxes and levies on the Regency government. North Toraja. The North Toraja Regency Regional Revenue Agency is expected to strive to optimize the performance of its employees by using existing human resources with high quality discipline and motivation. Based on initial pre-observations carried out at the Regional Revenue Agency of North Toraja Regency, common problems were still found, namely a lack of motivation between leaders and employees and employees between employees, as

well as a lack of giving rewards to employees. Apart from motivation, another factor that influences performance is work discipline. Agencies need to make efforts to improve discipline and create a more productive and efficient work environment. An employee's discipline is not only seen from attendance, but can also be assessed from the employee's attitude in carrying out work. According to (Zega, 2015), the better the employee's discipline, the better the employee's performance will be.

Based on the background above, the author is interested in raising the title The Influence of Work Motivation and Work Discipline on the Performance of North Toraja Regency Regional Revenue Agency (BAPENDA) Employees.

2. LITERATURE REVIEW

a. Work motivation

The term work motivation comes from the Latin word movere which means encouragement or movement. Work motivation is everything that arises from a person's desires, by generating passion and desires within a person that can influence, direct and maintain behavior to achieve goals or desires that are in accordance with the scope of work (Maruli, 2020).

Motivation drives employees to take internal action to help them achieve certain goals or tasks. Employee work efficiency can motivate them to work and can bring more work motivation and more intention to work.

Work motivation is everything that must be built with a good personality or character, because encouraging work motivation that is based on wrong principles and reasons will result in personal and organizational losses (Ferdinatus, 2020).

From the opinions above, it can be concluded that work motivation is an urge that arises both from within and outside an employee to carry out certain work or activities. Agency management must be able to manage this work motivation well so that it has an important role in achieving organizational goals. The right work motivation will be able to advance and develop the organization because employees will carry out their duties based on awareness.

b. Work Discipline

Work discipline is the behavior of employees who always try to do all their work well and obey all existing regulations in the agency and employees are willing to accept all forms of punishment if they have violated the obligations that have been given to them. Work discipline is a person's ability to work regularly, diligently, continuously, and in accordance with applicable regulations without violating established rules (Mangkunegara, 2017).

Work discipline is a condition that is created and formed through the process of a series of behaviors that show the values of strictness and order because he has become one with himself, so his attitude or actions are no longer considered a burden, on the contrary it will burden him if he does not act as usual. . The values of obedience have been ingrained in human behavior (Pridjominto, 2019).

Work discipline is a mental attitude that is reflected in the actions or behavior of a person, community group in the form of compliance with regulations and norms that apply within the agency (Tamba, Rj & SAP 2018).

Based on the definition above, work discipline can be concluded as a standard of behavior that must be adhered to in relation to work and a person's willingness to comply with and comply with the regulations that apply in the work environment at their own will and be subject to sanctions if they violate the applicable regulations in accordance with agency procedures. Discipline is very important for the optimal growth of an institution and is mainly used to motivate employees to be able to discipline themselves in carrying out work both individually and in groups.

c. Employee Performance
The term performance comes from the words job performance or actual performance, which means work performance or accomplishments achieved by someone. Performance is defined as the

result of the work function or activities of a person or group in an organization, which is influenced by various factors to achieve organizational goals within a certain time frame. Employee performance is a fundamental behavior displayed by each person as a result of work produced by employees in accordance with their role in the agency (Asmini & Haerani, 2022). Performance has a broader meaning, not only stating the results of work but also how the work process takes place.

Performance is the work result that can be achieved by a person or group within an organization in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with the morals and ethics of Darmadi (2018).

Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been given to him (Sutrisno, 2017).

Based on the description above, it can be concluded that performance is the result of work in quality and quantity achieved by an employee in carrying out the tasks that have been given to him to help the agency achieve its goals.
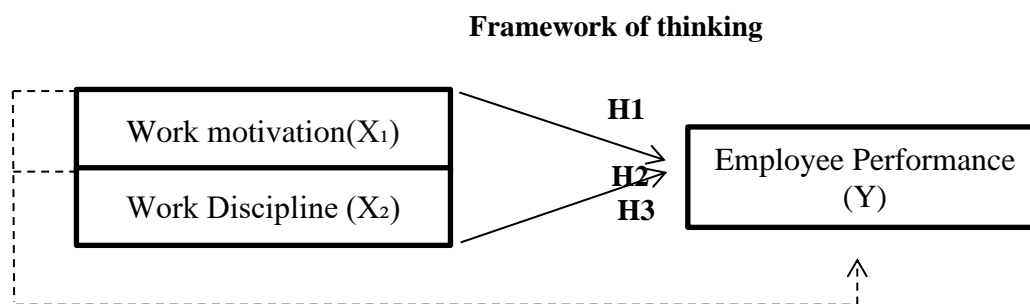
Framework of thinking

Figure 1. framework of thinking

Based on the description above, the hypothesis proposed in this research is:

H1: Work Motivation Influences Employee Performance at the Regional Revenue Agency of North Toraja Regency.

H2: Work Discipline Influences Employee Performance at the North Toraja Regency Regional Revenue Agency.

H3: Work Motivation and Work Discipline Influence Employee Performance at the North Toraja Regency Regional Revenue Agency

3. RESEARCH METHODS

The research method used by the author is quantitative research. The method used in this research is path analysis with multiple linear regression techniques where data collection is carried out by distributing questionnaires to employees at the North Toraja Regency Regional Revenue Agency.

a. Population and Sample

Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2016). The population used in this research is all employees of the North Toraja Regency Regional Revenue Agency, totaling 35 employees. The sampling technique uses the census sampling method (saturated sample). Census sampling is a sampling technique when all members of the population are used as samples (Sugiyono, 2018).

b. Data Collection Procedures

The data collection procedure in this research used 2 methods, namely, observation and questionnaires. Observation is a data collection technique that has specific characteristics when compared with other techniques (Sugiono, 2018). Observation is a direct observation technique on the research object with the aim of being able to see directly the performance activities of the North

Toraja Regency Regional Revenue Agency employees. The questionnaire method is a method of collecting data by using a list of questions/statements that are asked to respondents to be answered by providing a questionnaire (Wahab, 2020). Here the author asked directly to the employees of the Regional Revenue Agency of North Toraja Regency, then the author created a questionnaire in the form of a statement in written form. The form of the statement is a combination of multiple choices guided by a Likert scale.

4. RESEARCH RESULT

Respondent Characteristics

Table 1. Respondents Based on Gender

No	Gender	Amount	Percentage (%)
1	Man	20	57.1
2	Woman	15	42.9
	Total	**35**	**100.0**

Based on the table above, it can be seen that there were 20 male employees at the Regional Revenue Agency office, with a percentage of 57.1%, while there were 15 female employees at the Regional Revenue Agency office with a percentage of 42.9% who were involved in this research.

Table 2. Respondents Based on Age

No	Age	Frequency	Percentage (%)
1	25-30	1	2.9
2	31-35	13	37.1
3	36-40	13	37.1
4	>50	8	22.9
	Total	**35**	**100.0**

Based on the table above, it can be seen that there are 1 Regional Revenue Agency office employees aged 25-30 years with a percentage of 2.9%, aged 31-35 years as many as 13 people with a percentage of 37.1%, aged 36-40 years as many as 13 people with a percentage of 37.1%, and 8 people aged >50 years with a percentage of 22.9%.

Table 3. Respondents based on education

No	Education	Frequency	Percentage (%)
1	SMA/SMK	4	11.4
2	D3	2	5.7
3	S1	21	60.1
4	S2	7	20.0
5	S3	1	2.9
	Total	**35**	**100.0**

Based on the table above, it can be seen that there are 4 Regional Revenue Agency employees with SMA/SMK status with a percentage of 11.4%, 2 people with D3 with a percentage of 5.7%, 21 people with S1 with a percentage of 60.1%, There are 7 people in S2 with a percentage of 20.0%, and 1 person in S3 with a percentage of 2.9%.

Table 4. Respondents based on length of work

No	Length of Work (Years)	Frequency	Percentage(%)
1	4-5 Years	4	11.4
2	>5 Years	31	88.6
	Total	**35**	**100.0**

Based on the table above, it can be seen that there are 4 Regional Revenue Agency employees who have worked for 4-5 years with a percentage of 11.4%, and 31 people for >5 years with a percentage of 88.6%.

Validity Test

Table 5. Validity Testing Results

Based on the table above, it is known that all statements in the variables are valid. It can be seen that the calculated r value for each statement item is greater than the r table.

Variable	Statement	R Count	R Table	Information
Work motivation (X1)	X1.1	0.581	0.334	Valid
	X1.2	0.581	0.334	Valid
	X1.3	0.607	0.334	Valid
	X1.4	0.657	0.334	Valid
	X1.5	0.581	0.334	Valid
	X1.6	0.554	0.334	Valid
	X1.7	0.534	0.334	Valid
	X1.8	0.550	0.334	Valid
	X1.9	0.532	0.334	Valid
	X1.10	0.523	0.334	Valid
	X1.11	0.538	0.334	Valid
	X1.12	0.596	0.334	Valid
Work Discipline (X2)	X1.1	0.553	0.334	Valid
	X1.2	0.616	0.334	Valid
	X1.3	0.525	0.334	Valid
	X1.4	0.506	0.334	Valid
	X1.5	0.518	0.334	Valid
	X1.6	0.612	0.334	Valid
	X1.7	0.522	0.334	Valid
	X1.8	0.591	0.334	Valid
	X1.9	0.597	0.334	Valid
	X1.10	0.550	0.334	Valid
	X1.11	0.614	0.334	Valid
	X1.12	0.572	0.334	Valid
Employee Performance (Y)	Y1	0.575	0.334	Valid
	Y2	0.612	0.334	Valid
	Y3	0.611	0.334	Valid
	Y4	0.646	0.334	Valid
	Y5	0.662	0.334	Valid
	Y6	0.657	0.334	Valid
	Y7	0.660	0.334	Valid
	Y8	0.512	0.334	Valid
	Y9	0.559	0.334	Valid
	Y10	0.589	0.334	Valid
	Y11	0.562	0.334	Valid
	Y12	0.573	0.334	Valid

Reliability Test

Table 6. Reliability Testing Results

Variable	Cronbach's Alpha value	Information
Work Motivation (X1)	0.794	Reliable
Work Discipline (X2)	0.800	Reliable
Employee Performance (Y)	0.835	Reliable

The test results in the table above show that the three variables have a Cronbach's Alpha value of >0.60, so it can be said that all the variables in this study are reliable.

Multiple Linear Regression

Table 7. Regression Equation Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	Q	Sig.
1	(Constant)	-5,814	7,677		-.757	,454
	Work Motivation	,457	,149	,360	3,075	,004
	Work Discipline	,652	.132	,578	4,930	,000

A. Dependent Variable: Employee Performance

Based on the results of the Regression Equation Test above, it shows that

$$Y = a + b1X1 + b2X2 + e$$
$$Y = -5.814 + 0.457X1 + 0.652X2 + e$$

Based on the regression model above, the results of multiple linear regression can be explained as follows:

A constant value of -5.814 states that if there is no work motivation and work discipline then the performance of employees at the North Toraja Regency Regional Revenue Agency (BAPENDA) will be -5.814.

The regression coefficient for the work motivation variable is 0.457, meaning that if the Work Motivation value increases one unit, employee performance will increase by 0.457. On the other hand, if work motivation decreases by one unit, employee performance will also decrease by 0.475.

The regression coefficient for the work discipline variable is 0.652, meaning that if the work discipline value increases one unit, employee performance will increase by 0.652. conversely, if Work Discipline decreases by one unit, employee performance will also decrease by 0.652.

t Test (Partial)

Table 8. t Test Results (Partially)

Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	Q	Sig.
1	(Constant)	-5,814	7,677		-.757	,454
	Work Motivation	,457	,149	,360	3,075	,004
	Work Discipline	,652	.132	,578	4,930	,000

a. Dependent Variable: Employee Performance

Marksignificant 0.001<0.05. Tcount > ttable = 3.075>2.03693

Based on the research results, a conclusion was drawn that the tcount value was 3.075> ttable 2.03693, so H0 was rejected and H1 was accepted. So it can be concluded that work motivation (H1) or the first hypothesis is accepted and H0 is rejected. The sig value is 0.04 <0.05, then H1 or

the first hypothesis is accepted and H0 is rejected. So, it can be concluded that Work Motivation (H1) has a partial effect on Employee Performance.

Based on the research results, a conclusion was drawn that the value of tcount was 4.930>ttable 2.03693, so H0 was rejected and H2 was accepted. So it can be concluded that Work Discipline (H2) or the second hypothesis is accepted and H0 is rejected. The sig value is 0.000 <0.05, then H2 or the second hypothesis is accepted and H0 is rejected. So it can be concluded that Work Discipline (H2) is accepted or has a partial effect on Employee Performance.

Simultaneous Test (f test)

Table 9. f Test Results (Simultaneous)

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	401.142	2	200,571	27,382	,000b
	Residual	234,401	32	7,325		
	Total	635,543	34			

A. Dependent Variable: Employee Performance

B. Predictors: (Constant), Work Discipline, Work Motivation

Based on the output results obtained above, it is known that Fcount is 27.382>Ftable 3.29 and sig 0.00<0.05, so H1 and H2 are accepted and it can be concluded that Work Motivation (X1) and Work Discipline (H2) simultaneously influence Employee Performance (Y). Thus it can be concluded that H0 is rejected.

Normality Test

Table 10. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		35
Normal Parameters, b	Mean	.0000000
	Std. Deviation	2.62566957
Most Extreme Differences	Absolute	.117
	Positive	.117
	Negative	-.058
Statistical Tests		.117
Asymp. Sig. (2-tailed)		,200c,d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

The normality test using the One Sample Kolmogrov-Smirnov statistic was carried out by looking at the sig value> 0.05 for normally distributed data. Based on the results of the normality test analysis using the Kolmogrov-Smirnov Test using the Asymp sig value. (2-tailed) of 0.200>Alpha 0.05, which means the data is normally distributed.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: KINERJA PEGAWAI
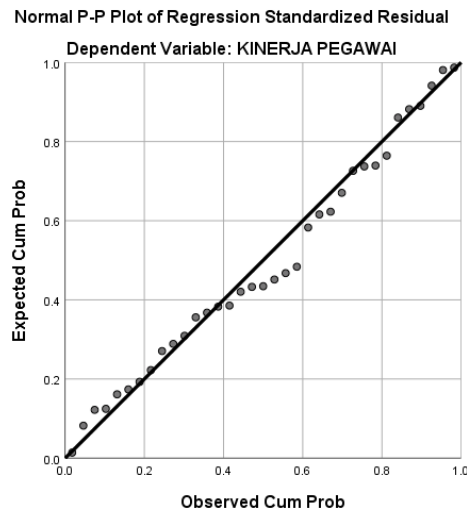
Multicollinearity Test

Table 11. Multicollinearity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	Q	Sig.	Tolerance	VIF
1	(Constant)	-5,814	7,677		-.757	,454		
	work motivation	,457	,149	,360	3,075	,004	,839	1,192
	work discipline	,652	.132	,578	4,930	,000	,839	1,192

a. Dependent Variable: employee performance

Based on the results of the multicollinearity test in the table above, it can be seen that all variables in this study show low VIF values, where all are below 10 and the tolerance value is more than 0.1. This shows that the independent variables used in this study show no symptoms of multicollinearity, which means all of these variables can be used.

Heteroschodasticity Test

Table 12. Heteroscedasticity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	Q	Sig.
1	(Constant)	-7,349	4,396		-1,672	.104
	work motivation	,082	,085	,174	,965	,342
	work discipline	.107	,076	,254	1,411	,168

a. Dependent Variable: Abs_RES

Based on the results of the Glejser test analysis, it shows that the sig value of the work motivation variable is 0.342>Alpha 0.05, which means that there are no symptoms of heteroscedasticity and the sig value of the work discipline variable is 0.168>Alpha 0.05, which means that there are no symptoms of heteroscedasticity.

Coefficient of Determination (R2)

Table 13. Coefficient of Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794a	,631	,608	2,706

a. Predictors: (Constant), Work Discipline, Work Motivation

Based on the analysis results of the coefficient of determination test in the table above, an R Square (coefficient of determination) was obtained of 0.631, which means that work motivation and work discipline influence employee performance by 63.1% while the remaining 36.9% is influenced by other variables which are not included in the other variables.

Correlation Coefficient

Table 14. Correlation Coefficient Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794a	,631	,608	2,706

a. Predictors: (Constant), Work Discipline, Work Motivation

Based on the table above, the correlation coefficient found was 0.794, which is included in the strong category. So there is a strong relationship between work motivation, work discipline and employee performance.

Discussion

Work Motivation Influences the Performance of North Toraja Regency Regional Revenue Agency (BAPENDA) Employees

Based on the results of the multiple linear regression test where b1 (work motivation regression coefficient value) is 0.457, it shows that the Work Motivation variable has an influence on Employee Performance, meaning that every decrease or increase of one unit of the Work Motivation variable will affect Employee Performance at the Regional Revenue Agency (BAPENDA) North Toraja Regency with other assumptions was not examined in this research.

Apart from that, the t test results also show that the significant value for the Work Motivation variable is 0.004<0.05. The tcount value obtained for the Work Motivation variable is 3.075 and the ttable value that has been calculated is 2.03693, meaning tcount>ttable, so it can be concluded that H1: Work Motivation influences the performance of North Toraja Regency Regional Revenue Agency (BAPENDA) employees.

From the results of the tests carried out, it can be concluded that work motivation influences employee performance. The results of this research show that every employee at the North Toraja Regency Regional Revenue Agency (BAPENDA) has inner motivation to provide the best results from the work they have achieved. Because the higher the motivation an employee has, the better their performance will be, employees will also be more likely to face any existing obstacles (Caissar et al, 2022). This shows that to support good performance results, good motivation is needed, so employees need to increase work motivation.

The results of this research are in line with research conducted by Johanes Eliezer Ayer Lyndon RJ Pangeman Yolanda PI Rori (2016) and Tangkeallo, DI (2021) because there is encouragement in employees to want to improve the quality of work, be responsible and always optimistic to achieve success so that more The high level of motivation that exists within employees will influence the level of performance produced by employees.

Work Discipline Influences the Performance of North Toraja Regency Regional Revenue Agency (BAPENDA) Employees.

Based on the results of the multiple linear regression test where b2 (work discipline regression coefficient value) is 0.652, it shows that the Work Discipline variable has an influence on the Performance of the North Toraja Regency Regional Revenue Agency (BAPENDA) employees, meaning that every one unit increase in the Work Discipline variable will affect Performance. Employees of the Regional Revenue Agency (BAPENDA) of North Toraja Regency with the assumption that other variables were not studied.

Apart from that, the t test results also show that the significance value for the Work Discipline variable is 0.000<0.05. The tcount value obtained for the Work Discipline variable is 4.930 and the calculated ttable value is 2.03693, meaning tcount>ttable. So it can be concluded that H2: Work discipline influences the performance of North Toraja Regency Regional Revenue Agency (BAPENDA) employees.

From the results of the tests carried out, it can be concluded that Work Discipline has an effect on Employee Performance. The results of this research show that every employee at the North Toraja Regency Regional Revenue Agency (BAPENDA) always complies with agency regulations and policies when carrying out the tasks assigned. Where Work Discipline is a person's awareness of obeying all agency regulations and applicable norms, discipline that reflects a person's great sense of responsibility for the tasks given (Hasibuan, 2018).

The results of this research are in line with research conducted by Johanes Eliezer Ayer Lyndon RJ Pangeman Yolanda PI Rori (2016) because discipline is one of the factors that determine employee performance. If you are disciplined at work, employee performance will also be achieved and will increase.

Work Motivation and Work Discipline Influence the Performance of North Toraja Regency Regional Revenue Agency (BAPENDA) Employees

Based on the simultaneous test, it was found that there was an influence of Work Motivation and Work Discipline simultaneously (together) on Employee Performance where Fcount was 27.382 > Ftable 3.29 with a significant value of 0.000 <0.05. Based on the research results, according to the responses of a number of employees regarding improving good performance and achieving higher output and always trying to provide quality work results. The results of this research also show that there is inner motivation to provide the best results from the work they have achieved. Work Motivation and Work Discipline are factors that play an important role in determining the level of improvement in employee performance. The higher the work motivation and work discipline, the higher the employee performance will be. On the other hand, if work motivation and work discipline are low, employee performance will also decrease (Husain, 2018)

The results of this research are in line with research conducted by Mawar Sari, Fatkhatul Masruroh (2018) because work motivation and work discipline are factors that play an important role in determining the level of improvement in employee performance. The higher the work motivation and work discipline, the higher the employee performance will be. On the other hand, if work motivation and work discipline are low, employee performance will also decrease.

5. CONCLUSION AND SUGGESTIONS

Conclusion

Based on this research, the aim is to find out whether the variables Work Motivation and Work Discipline have an influence on Employee Performance at the North Toraja Regency Regional Revenue Agency. Based on the research results and discussions described in the previous chapter, it is concluded that:

1. The work motivation variable influences employee performance at the North Toraja Regency Regional Revenue Agency.

2. Work Discipline influences Employee Performance at the North Toraja Regency Regional Revenue Agency.

3. Work Motivation and Work Discipline variables influence the performance of North Toraja Regency Regional Revenue Agency Employees.

Suggestion

In this research there are still many shortcomings, both data limitations and time limitations. In order to obtain maximum and wider results, the author suggests several things, including:

1. It is hoped that this research can be used as input to maintain and improve work motivation and work discipline in the Regional Revenue Agency of North Toraja Regency.

2. Agencies must emphasize strict discipline for employees so that they take full responsibility for the work they do so that good discipline is created within the agency.

3. It is hoped that this research can add or add new indicators in future research, in order to obtain a broader picture compared to this research.

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