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The Influence of Work Discipline, Workload, and Work Motivation on Employee Performance at the Manggala District Office, Makassar City

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Abstract
This study examines the effects of work discipline, workload, and work motivation on employee performance at the Manggala Subdistrict Office, Makassar City. The study employed a quantitative explanatory approach with a cross-sectional design. Data were collected through structured questionnaires using a five-point Likert scale and supported by observation and documentary analysis. The population consisted of 35 civil servants, all of whom were included as respondents using a census sampling technique. Data were analyzed using multiple linear regression with IBM SPSS Statistics after conducting validity, reliability, normality, multicollinearity, and heteroscedasticity tests. The results indicate that work discipline has a positive but statistically insignificant effect on employee performance ($B = 0.159$; $\beta = 0.145$; $p = 0.094$). In contrast, workload has a positive and statistically significant effect on employee performance ($B = 0.344$; $\beta = 0.200$; $p = 0.044$), indicating that appropriately managed workload may stimulate employee effort and task achievement. Work motivation demonstrates the strongest positive and statistically significant effect ($B = 0.651$; $\beta = 0.682$; $p < 0.001$). Simultaneously, work discipline, workload, and work motivation significantly explain employee performance ($F = 109.906$; $p < 0.001$), with an R^2 of 0.914. The findings imply that public-sector performance improvement should prioritize motivational mechanisms and balanced workload management while maintaining discipline as a foundational organizational requirement. The study contributes context-specific evidence to public-sector human resource management and provides practical implications for strengthening employee performance and service delivery.

INTRODUCTION

Human resource performance is one of the fundamental determinants of organizational success, particularly in the public sector, where organizations face increasing demands for effectiveness, efficiency, accountability, and service quality. Changes in the organizational environment, technological development, rising public expectations, and increasing demands for transparent and accountable governance require public organizations to possess not only adequate financial resources and infrastructure but also competent, disciplined, productive, and performance-oriented employees. In this context, effective human resource management becomes increasingly important because the quality of employees directly influences an organization's ability to translate policies and programs into tangible public services (Saputra et al., 2025).

Human resources occupy a strategic position because they serve as the primary drivers of organizational activities. Employees' ability to perform their duties, adapt to organizational changes, comply with work standards, and maintain productivity constitutes an important determinant of organizational achievement. In the public sector, this importance is even greater because employee performance has implications not only for internal organizational targets but also for the quality of services received by the community. Public employees are required to administer government affairs, implement public policies, provide services, and ensure accountability in the use of public resources. Therefore, improving employee performance is an integral component of efforts to establish an effective, responsive, and community-oriented bureaucracy.

The strategic position of civil servants is also supported by Law No. 20 of 2023 concerning the State Civil Apparatus, which establishes civil servants as public policy implementers, public service providers, and agents of national unity. The regulation emphasizes professionalism, integrity, competence, and accountability in carrying out governmental responsibilities. Consequently, government organizations require employees who are not merely administratively present but are capable of producing performance consistent with organizational targets and standards. Employee performance should therefore be regarded as an important indicator of government effectiveness and as an instrument for ensuring that public services are delivered optimally.

Conceptually, employee performance refers to the outcomes achieved by individuals in carrying out the duties and responsibilities assigned by an organization. Performance is not limited to the quantity of output but also encompasses work quality, timeliness, effectiveness, and the ability of employees to meet established organizational standards. This perspective indicates that performance is a multidimensional construct influenced by both individual characteristics and organizational conditions. Kasmir (2019) identifies work ability, work motivation, work discipline, leadership, work environment, organizational culture, and workload as among the factors that may influence employee performance. Accordingly, improving performance cannot be separated from an organization's ability to manage these factors in an integrated manner.

From an Islamic perspective, performance has a broader dimension because work is regarded not merely as an economic activity but also as a form of trust (*amanah*) and responsibility. This principle is reflected in QS. An-Najm verse 39, which emphasizes that human beings obtain the results of what they strive for. This value provides a normative foundation that achievement is closely associated with individual effort and commitment. In an organizational context, the principle can be interpreted as emphasizing responsibility, professionalism, perseverance, and result orientation in performing work. This perspective is particularly relevant to public organizations because government employees essentially carry a trust to provide services and perform governmental duties for the benefit of society.

The urgency of improving employee performance can be observed at the Manggala Subdistrict Office in Makassar City. As one of the local government administrative units at the subdistrict level, the Manggala Subdistrict Office plays a strategic role in government administration, development, community empowerment, and public service delivery. Subdistrict governments represent one of the levels of government with relatively intensive interaction with citizens, particularly in administrative services and the implementation of government programs. Therefore, the quality of services at the subdistrict level is strongly influenced by employees' ability to perform their duties effectively, promptly, and responsibly.

However, empirical conditions indicate that the performance of Manggala Subdistrict remains subject to several challenges. Based on the 2024 Government Agency Performance Accountability Report (*Laporan Kinerja Instansi Pemerintah*—LKjIP) of Manggala Subdistrict, the average achievement of all strategic objectives was 77.09%. This achievement indicates that several organizational objectives had not been realized optimally. Furthermore, the Community Satisfaction Index for government and environmental cleanliness services at the subdistrict level reached only 78.29%, compared with a target of 90%. The gap between actual achievement and the predetermined target indicates that service quality and program implementation effectiveness still require improvement.

The issue is also reflected in several other performance indicators. General public services at the subdistrict level and indicators related to the reduction of security vulnerability zones showed suboptimal performance. The Community Empowerment Service Index also reached only 10.75% of the established target. Furthermore, the 2026 Work Plan of Manggala Subdistrict indicates that several performance indicators remained below target, including the realization of community empowerment activities, which reached only 35.91% of the target number of training participants, and the average achievement of community empowerment at the village level, which reached 72.13% compared with a target of 95%. Revenue from waste management and environmental cleanliness services also demonstrated relatively low achievement, amounting to 77.56% in 2024 and 23.46% in 2025. These figures demonstrate the existence of a gap between organizational targets and actual performance that warrants further investigation.

Suboptimal organizational performance cannot be explained solely by external factors. The LKjIP of Manggala Subdistrict identifies several constraints, including delays in technical guidelines, limited supporting facilities, low realization of community empowerment activities, budget reductions, and activity refocusing. Nevertheless, internal employee factors may also play an important role in determining the organization's ability to achieve its targets. Employees are the actors responsible for translating policies, procedures, and organizational programs into concrete actions. Therefore, when organizational achievements fall below established targets, employee behavior and working conditions need to be examined systematically.

This study focuses on three internal factors that are considered relevant in explaining variations in employee performance: work discipline, workload, and work motivation. These variables represent different but interconnected dimensions of employee behavior. Work discipline concerns employees' compliance with organizational rules and standards, workload refers to the demands and amount of work that employees must complete within a particular period, while work motivation represents the internal forces that direct employees' intensity and persistence in performing their duties. Examining these three factors simultaneously may provide a more comprehensive understanding of the determinants of employee performance in subdistrict-level public organizations.

Work discipline is an important mechanism for ensuring that employees perform their duties in accordance with organizational rules, procedures, and standards. Hasibuan (2019) defines work discipline as an individual's awareness and willingness to comply with organizational regulations and applicable social norms. In government organizations, discipline is particularly important because employees' responsibilities are directly related to public service and policy implementation. Employees with high levels of discipline tend to demonstrate greater consistency in complying with working hours, completing assignments, following procedures, and taking responsibility for their work. Conversely, weak discipline may result in delays, irregular task implementation, and reduced achievement of organizational targets.

The concept of discipline is closely associated with the Islamic principle of *amanah*. QS. An-Nisa verse 58 commands believers to deliver trusts to those entitled to receive them. Within an organizational context, duties assigned to employees can be understood as a trust that must be fulfilled responsibly. Therefore, work discipline should not only be interpreted as formal compliance with organizational rules but also as a manifestation of moral responsibility in carrying out one's duties. Based on this argument, work discipline is theoretically expected to have a positive relationship with employee performance.

In addition to discipline, workload represents another important factor in explaining employee performance. Workload reflects the quantity and characteristics of work demands that employees must complete within a specific period. Koesomowidjojo (2017) defines workload as the amount of work that an individual is required to complete within a given period. A workload that is proportional to employee capacity can encourage effectiveness and productivity. Conversely, excessive, complex, or disproportionate work demands may lead to fatigue, work pressure, errors, and deterioration in work quality.

The Islamic perspective also provides a principle concerning the proportionality of burdens assigned to individuals. QS. Al-Baqarah verse 286 states that Allah does not burden a person beyond his or her capacity. This principle provides a normative perspective that the implementation of duties should take individual capacity into account. In the context of public organizations, employees at the Manggala Subdistrict Office face diverse demands, including administrative services, interaction with citizens, report preparation, program implementation, coordination with villages, and other governmental responsibilities. When these demands are not balanced by adequate capacity and resources, workload may become a factor that constrains employee performance.

The third factor examined in this study is work motivation. Motivation represents a force that directs the intensity, direction, and persistence of individuals toward the achievement of particular goals. In organizational contexts, motivation determines the amount of energy employees invest in completing their tasks and their willingness to maintain effort when facing difficulties. Employees with high levels of motivation tend to demonstrate stronger engagement, persistence, and achievement orientation. Conversely, low motivation may reduce work enthusiasm, productivity, and service quality.

Work motivation also has particular relevance within Islamic values. QS. At-Taubah verse 105 commands individuals to work and emphasizes that their work will be observed and evaluated. From this perspective, working diligently has not only organizational consequences but also moral and spiritual dimensions. Accordingly, work motivation within an Islamic value system is not necessarily derived solely from material rewards but may also originate from awareness of responsibility, trust, and the broader social benefits generated by one's work.

Although the relationships between work discipline, workload, work motivation, and employee performance have been extensively examined, previous empirical evidence remains inconsistent. Regarding work discipline, Pristiani and Rizda (2022) found that work discipline had a positive and significant effect on employee performance. In contrast, Rusydi et al. (2024) reported that work discipline did not have a significant effect on employee performance. These contradictory findings indicate that the effect of discipline on performance may depend on organizational characteristics, working environments, employee management systems, and respondent characteristics.

Inconsistencies are also evident in the relationship between workload and employee performance. Kurnia et al. (2022) found that workload significantly affected employee performance, whereas Purnomo (2025) reported that workload did not have a direct effect on performance. These differences are important because workload does not necessarily produce negative consequences. Under appropriate conditions, reasonable work demands may encourage productivity and performance, whereas excessive workload may reduce employees' capacity to perform effectively. Therefore, the relationship between workload and performance may be context-dependent and requires further examination within specific organizational settings.

A similar pattern is observed in relation to work motivation. Kurniawan and Aji (2022) and Saputra et al. (2025) found that work motivation significantly affected employee performance. However, Jayasaputra et al. (2022) reported that work motivation did not have a significant effect on employee performance. These inconsistent findings indicate that motivation does not necessarily produce identical performance outcomes across different organizational environments. The effectiveness of motivation may depend on the organization's work environment, reward system, task allocation, leadership practices, and opportunities provided to employees to achieve organizational objectives.

The contradictory empirical evidence creates an important empirical gap. Existing studies have not provided a consistent conclusion regarding the effects of work discipline, workload, and work motivation on employee performance. Moreover, previous research has frequently been conducted in private companies, educational institutions, village administrations, or government organizations with different structural and operational characteristics. Consequently, findings obtained from one organizational context cannot automatically be generalized to subdistrict-level public organizations. The characteristics of public service work, intensity of citizen interaction, bureaucratic structures, administrative demands, and resource constraints may generate different relationships among the variables.

In addition to the empirical gap, this study addresses a contextual gap. Research specifically examining the determinants of employee performance at the Manggala Subdistrict Office in Makassar City remains limited, particularly studies that integrate work discipline, workload, and work motivation within a single empirical model. Saputra et al. (2025), for example, examined work discipline and work motivation in the context of Manggala Subdistrict but did not incorporate workload as an explanatory variable. The present study extends this line of inquiry by incorporating workload and simultaneously examining the three independent variables as determinants of employee performance.

The study also offers an empirical-contextual contribution by using organizational performance data documented in the 2024 LKjIP and the Manggala Subdistrict Work Plan as the empirical basis for identifying the research problem. This approach establishes a clearer connection between organizational phenomena and empirical testing. Rather than merely assuming that discipline, workload, and motivation influence performance, the study begins with observable gaps between organizational targets and actual achievements. This strengthens the practical relevance of the investigation and enables the findings to be interpreted within the actual conditions of a subdistrict-level public organization.

The novelty of this study lies in the integrated examination of work discipline, workload, and work motivation as determinants of employee performance within a subdistrict-level public organization, specifically the Manggala Subdistrict Office in Makassar City. The study seeks to provide empirical evidence regarding internal employee factors that may explain suboptimal organizational achievement. Examining the three variables simultaneously also enables the study to identify the relative contribution of each factor to employee performance. Such evidence may enrich the literature on public-sector human resource management, particularly in the context of local government organizations in Indonesia.

From a practical perspective, the study is highly relevant because improving employee performance at the subdistrict level is directly associated with the quality of public services. Higher employee performance can contribute to more timely administrative services, more effective implementation of government programs, higher citizen satisfaction, and improved achievement of organizational strategic objectives. Conversely, failure to appropriately manage factors affecting employee performance may perpetuate the gap between organizational targets and actual achievements. Identifying the factors that most strongly influence employee performance can therefore provide a basis for the Manggala Subdistrict leadership to formulate more effective human resource management policies.

Conceptually, this study is based on the proposition that employee performance is influenced by employees' ability to comply with organizational rules and work standards, the balance between work demands and individual capacity, and the internal drive to achieve organizational objectives. Work discipline provides behavioral direction through compliance with rules, workload determines the level of demands employees must manage, while work motivation provides the energy and persistence required to perform tasks. The interaction of these three dimensions is particularly important in public organizations because employees must simultaneously comply with bureaucratic standards and respond effectively to citizens' needs.

Based on the foregoing discussion, the central problem addressed by this study is the suboptimal performance of employees and organizational service outcomes at the Manggala Subdistrict Office, accompanied by indications that internal employee factors may contribute to these conditions. At the same time, previous studies have produced inconsistent findings concerning the effects of work discipline, workload, and work motivation on employee performance. These circumstances establish the need for context-specific empirical evidence from a subdistrict-level public organization.

Therefore, this study aims to analyze the effects of work discipline, workload, and work motivation on employee performance at the Manggala Subdistrict Office, Makassar City. Specifically, the study examines the partial effects of each independent variable and their simultaneous effect on employee performance. The findings are expected to contribute theoretically to the development of public-sector human resource management literature and practically to the improvement of employee management policies and public service quality at the Manggala Subdistrict Office.

METHODS

2.1 Research Approach and Design

This study employed a quantitative explanatory research approach to empirically examine the effects of work discipline, workload, and work motivation on employee performance at the Manggala Subdistrict Office, Makassar City. An explanatory design was selected because the study aims to test theoretically derived causal relationships among the research variables through the formulation and statistical testing of hypotheses. The quantitative approach enables the constructs under investigation to be operationalized into measurable indicators and represented numerically through respondents' questionnaire responses. The resulting data were statistically analyzed to determine the direction, magnitude, and significance of the relationships between work discipline, workload, work motivation, and employee performance. The study used a cross-sectional design, whereby data were collected from respondents at a single period of observation. This design was considered appropriate because the research seeks to capture the prevailing conditions of employee discipline, workload, motivation, and performance at the time of the study rather than examine changes in these variables longitudinally.
The analytical model was formulated as follows:

$$\mathbf{Y=\beta 0+\beta 1X1+\beta 2X2+\beta 3X3+\varepsilon}$$

where:

- (Y) = Employee Performance
- (X_1) = Work Discipline
- (X_2) = Workload
- (X_3) = Work Motivation
- (\beta_0) = Constant
- (\beta_1, \beta_2, \beta_3) = Regression coefficients
- (\varepsilon) = Error term

The model was designed to assess both the individual and simultaneous effects of the three independent variables on employee performance.

2.2 Research Setting and Period

The study was conducted at the Manggala Subdistrict Office, Makassar City, located at Jl. Bitowa Raya No. 3, Manggala Subdistrict, Makassar City, Indonesia. The research setting was purposively selected because the institution plays an important role in government administration, community development, and public service delivery at the subdistrict level. The selection of this research setting was also supported by the empirical conditions identified in the 2024 Government Agency Performance Accountability Report (LKjIP) of Manggala Subdistrict, which indicates that several organizational performance indicators had not yet reached their predetermined targets. This condition provides an appropriate empirical context for examining whether internal employee factors, particularly work discipline, workload, and work motivation, contribute to employee performance. The research was conducted over a two-month period covering research preparation, instrument development, questionnaire distribution, data collection, data processing, statistical analysis, and preparation of the research report.

2.3 Population and Sampling

2.3.1 Population

The target population consisted of all active civil servants (*Pegawai Negeri Sipil*—PNS) employed at the Manggala Subdistrict Office, Makassar City, and accessible during the research period. The population comprised 35 employees.

2.3.2 Sampling Technique and Sample Size

Because the population was relatively small and all population members could be accessed by the researcher, the study employed a census or saturated sampling technique. Under this approach, every member of the accessible population was included as a research respondent. Accordingly, the final sample consisted of 35 respondents, representing the entire population of PNS employees at the Manggala Subdistrict Office. The use of a census approach eliminates sampling selection within the defined population and enables the study to describe the conditions of the entire accessible employee population. However, because the sample represents a single subdistrict government institution and consists of only 35 respondents, statistical generalization beyond the research setting should be interpreted cautiously. The primary value of the sample is therefore its ability to provide a comprehensive representation of the defined population rather than broad statistical generalization to all public-sector employees.

2.4 Data Type and Sources

2.4.1 Data Type

The study used quantitative data derived primarily from respondents' responses to structured questionnaires. The questionnaire generated numerical scores representing the measured dimensions of work discipline, workload, work motivation, and employee performance.

2.4.2 Data Sources

Two categories of data sources were used. Primary data were obtained directly from employees of the Manggala Subdistrict Office through structured questionnaires. These data constituted the principal empirical basis for testing the proposed hypotheses. Secondary data were obtained from institutional documents, including organizational profiles, employee information, attendance records, performance reports, work plans, and other relevant administrative documents. In addition, relevant books and scientific publications were used to establish the theoretical and empirical foundations of the study. The use of secondary institutional data also served to contextualize the questionnaire findings within the actual organizational performance conditions of the Manggala Subdistrict Office.

2.5 Data Collection Procedures

Data were collected through direct observation, structured questionnaires, and documentary analysis.

2.5.1 Observation

Direct observation was conducted to obtain contextual information regarding employee activities, work processes, workplace conditions, and the implementation of assigned duties. Observation was used primarily as a contextual data collection technique to support the interpretation of findings related to work discipline, workload, work motivation, and employee performance.

2.5.2 Questionnaire

The primary data collection instrument was a structured questionnaire containing statements representing the indicators of each research construct. The questionnaire was distributed directly to the 35 respondents. A five-point Likert scale was employed to measure respondents' perceptions of each statement, ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). The use of a standardized response scale enables respondents' perceptions to be quantified and subsequently analyzed using inferential statistical procedures.

2.5.3 Documentary Analysis

Documentary analysis was conducted to obtain supporting information concerning the research setting, including organizational structure, employee composition, attendance records, performance reports, work plans, and other relevant institutional documents. Documentary evidence was used to strengthen the empirical context of the study and complement the primary questionnaire data.

2.6 Operationalization and Measurement of Variables

The research model consists of three independent variables—work discipline (X_1), workload (X_2), and work motivation (X_3)—and one dependent variable, employee performance (Y). The operational definitions and measurement dimensions are presented below.

3.6.1 Work Discipline (X_1)Work discipline refers to employees' awareness and willingness to comply with organizational regulations, work standards, procedures, and applicable norms when performing their duties and responsibilities. In this study, work discipline reflects the extent to which employees consistently demonstrate behavioral compliance with established organizational requirements. The construct was measured using five dimensions adapted from Afandi (2018):

1. Attendance – employees' compliance with established working hours and attendance requirements.
2. Compliance with Work Regulations – employees' adherence to organizational policies, regulations, and workplace rules.
3. Compliance with Work Standards – employees' ability to perform tasks according to established procedures, operational standards, and performance targets.
4. Level of Alertness – employees' carefulness, accuracy, and attentiveness in performing their responsibilities to minimize errors.
5. Work Ethics – employees' professionalism, responsibility, integrity, courtesy, and appropriate workplace behavior.

2.6.2 Workload (X_2)

Workload refers to the amount and intensity of tasks that employees are required to complete within a particular period according to the responsibilities assigned by the organization. Workload reflects the demands imposed on employees and may affect their physical and psychological capacity to perform their duties. The construct was measured using three dimensions adapted from Koesomowidjojo (2017):

1. Work Conditions – the complexity, difficulty, and demands associated with employees' daily tasks.
2. Use of Working Time – the adequacy and effectiveness of available working time for completing assigned tasks.
3. Work Targets – the level of performance and output that employees are expected to achieve within a specified period.

2.6.3 Work Motivation (X_3)

Work motivation refers to the internal and work-related forces that encourage employees to exert effort, maintain persistence, and achieve organizational objectives. The construct was operationalized based on the motivational dimensions associated with Herzberg's Two-Factor Theory, particularly intrinsic and job-related motivational factors.

Five dimensions were used:

1. Achievement – employees' desire to attain high-quality work results and meet established targets.
2. Recognition – employees' perception of appreciation or acknowledgment for their work and contributions.
3. Responsibility – employees' willingness to accept and perform assigned duties seriously and accountably.
4. Advancement – opportunities for employees to develop competencies, skills, and career-related capabilities through training and work experience.

5. The Work Itself – the extent to which employees perceive their work as meaningful, interesting, and satisfying.

2.6.4 Employee Performance (Y)

Employee performance refers to the quality and quantity of work achieved by employees in carrying out duties and responsibilities assigned by the organization. Performance reflects the extent to which individual employees contribute to organizational objectives through effective task completion. Employee performance was measured using five dimensions adapted from Mangkunegara (2017):

1. Work Quality – accuracy, neatness, precision, and conformity of work outcomes with established standards.
2. Work Quantity – the amount of work completed within a specified period.
3. Timeliness – the ability to complete tasks within established deadlines.
4. Responsibility – employees' commitment to performing assigned duties and accepting accountability for work outcomes.
5. Teamwork – employees' ability to collaborate effectively with colleagues and supervisors.

2.7 Measurement Scale

All questionnaire items were measured using a five-point Likert scale. The scale was selected because it allows respondents to express the degree to which they agree or disagree with each statement and facilitates quantitative analysis of latent behavioral constructs.

Score	Response Category
5	Strongly Agree
4	Agree
3	Moderately Agree
2	Disagree
1	Strongly Disagree

The use of a five-point scale provides sufficient response variation while maintaining a relatively simple format for respondents.

2.8 Instrument Quality Assessment

2.8.1 Validity Testing

Instrument validity was assessed to determine whether the questionnaire items adequately represented and measured the intended constructs. The initial study design proposed the use of Pearson Product-Moment correlation to examine item validity. An item was considered valid when its correlation coefficient with the corresponding construct score exceeded the critical value at the 5% significance level. Validity assessment was performed separately for work discipline, workload, work motivation, and employee performance. For a Scopus-oriented manuscript, item validity should preferably be reported using the actual correlation coefficients, significance values, and decision criteria obtained from the statistical analysis rather than merely reporting whether items were valid or invalid.

2.8.2 Reliability Testing

Internal consistency reliability was assessed using Cronbach's alpha. Cronbach's alpha evaluates the extent to which items measuring the same construct produce consistent responses.
A Cronbach's alpha coefficient of ≥ 0.70 is generally regarded as indicating acceptable internal consistency for established constructs, although slightly lower values may be acceptable in exploratory research depending on the research context. The actual alpha coefficients for each construct should therefore be reported in the results section.

2.9 Classical Assumption Tests

Because the hypotheses were examined using multiple linear regression, several diagnostic tests were conducted to assess whether the regression model satisfied the relevant assumptions.

2.9.1 Normality Test

Normality testing was conducted to determine whether the residuals of the regression model approximately followed a normal distribution. The assessment was performed using graphical diagnostics, particularly the Normal P–P Plot and histogram of standardized residuals. The residuals were considered approximately normally distributed when the plotted observations followed the diagonal reference line without substantial systematic deviations. Normality was assessed based on the distribution of regression residuals rather than the normality of each independent variable individually.

2.9.2 Multicollinearity Test

Multicollinearity testing was conducted to determine whether excessive correlations existed among the independent variables. The assessment employed Tolerance and Variance Inflation Factor (VIF) values. As a general diagnostic criterion, multicollinearity is considered problematic when tolerance values are very low and VIF values are high. In this study, VIF values below 10 and tolerance values above 0.10 were used as the operational criteria for indicating that no severe multicollinearity was present.

2.9.3 Heteroscedasticity Test

A heteroscedasticity test was conducted to determine whether the variance of regression residuals remained constant across the predicted values. The study employed a standardized residual-versus-predicted-value scatterplot as a diagnostic procedure. The regression model was considered to satisfy the homoscedasticity assumption when the residual points were distributed randomly around zero without forming a systematic pattern, funnel shape, or other identifiable structure.

2.10 Multiple Linear Regression Analysis

Multiple linear regression was employed to estimate the effects of work discipline, workload, and work motivation on employee performance. The analysis enables the independent contribution of each explanatory variable to be evaluated while statistically controlling for the other variables included in the model. The regression equation was specified as:

$$\mathbf{Y=\beta 0+\beta 1X1+\beta 2X2+\beta 3X3+\varepsilon}$$

where (Y) represents employee performance, (X_1) represents work discipline, (X_2) represents workload, (X_3) represents work motivation, (β_0) represents the intercept, $(\beta_1-\beta_3)$ represent partial regression coefficients, and (ε) represents the error term. A positive coefficient indicates that an increase in the corresponding independent variable is associated with an increase in employee performance, holding the other variables constant. Conversely, a negative coefficient indicates an inverse relationship.
Statistical analysis was conducted using IBM SPSS Statistics.

2.11 Hypothesis Testing

2.11.1 Partial Significance Test (t-Test)

The partial t-test was used to determine whether each independent variable had a statistically significant effect on employee performance after controlling for the other independent variables. The statistical hypotheses were evaluated at a 5% significance level $((\alpha = 0.05))$.
The decision rule was:

- If ($p > 0.05$), the null hypothesis is not rejected, indicating that the corresponding independent variable does not have a statistically significant partial effect on employee performance.
- If ($p \leq 0.05$), the null hypothesis is rejected, indicating that the corresponding independent variable has a statistically significant partial effect on employee performance.

The interpretation of the direction of the relationship was based on the sign and magnitude of the estimated regression coefficient.

2.11.2 Simultaneous Significance Test (F-Test)

The F-test was employed to assess whether work discipline, workload, and work motivation jointly explained a statistically significant proportion of variance in employee performance.

The decision rule was:

- If ($p \leq 0.05$), the regression model is statistically significant, indicating that the independent variables jointly contribute to explaining employee performance.
- If ($p > 0.05$), the regression model is not statistically significant.

The F-test was interpreted as a test of the overall statistical significance of the regression model rather than as evidence that the model can automatically be generalized beyond the study population.

2.12 Coefficient of Determination

The coefficient of determination ((R^2)) was used to assess the proportion of variance in employee performance explained jointly by work discipline, workload, and work motivation. Because multiple predictors were included in the model, Adjusted (R^2) was emphasized because it accounts for the number of predictors relative to the sample size. An (R^2) value closer to 1 indicates that a larger proportion of variation in employee performance is statistically explained by the predictors included in the model, whereas a value closer to 0 indicates that a smaller proportion is explained by the model. The magnitude of (R^2) was interpreted cautiously because it reflects explanatory power within the observed sample and does not, by itself, establish causal validity or external generalizability.

2.13 Research Ethics and Data Quality

Because the study collected primary data directly from government employees, data collection was conducted with attention to voluntary participation, confidentiality, and responsible handling of respondents' information. Respondents were informed about the purpose of the research and the use of the collected data for academic purposes. Individual responses were treated confidentially and analyzed in aggregate to prevent the identification of individual respondents. To minimize potential response bias, respondents were encouraged to provide answers based on their actual perceptions and experiences rather than responses they considered socially desirable. The questionnaire was administered consistently to all respondents using the same measurement scale and instrument. Overall, the methodological design integrates a census-based sampling strategy, structured quantitative measurement, instrument quality assessment, regression diagnostics, and inferential statistical testing to examine the proposed relationships between work discipline, workload, work motivation, and employee performance in the Manggala Subdistrict Office, Makassar City.

RESULTS AND DISCUSSION

3.1 Instrument Validity and Reliability

3.1.1 Validity Test

Instrument validity was assessed to determine whether each questionnaire item adequately represented the construct it was intended to measure. The validity test employed the Pearson Product-Moment correlation between each item score and the corresponding total construct score. With a sample size of 35 respondents, the degrees of freedom were calculated as (df = N-2 = 33). At a 5% significance level, the critical correlation value ((r_{table})) was 0.334. An item was considered valid when its correlation coefficient exceeded 0.334 and its associated significance value was below 0.05. The results of the validity assessment are presented in Table 1.

Table 1. Results of the Instrument Validity Test

Construct	Item	Pearson Correlation	r-table	Sig.	Decision
Work Discipline (X1)	X1.1	0.562	0.334	0.000	Valid
	X1.2	0.682	0.334	0.000	Valid
	X1.3	0.659	0.334	0.000	Valid
	X1.4	0.830	0.334	0.000	Valid
	X1.5	0.830	0.334	0.000	Valid
	X1.6	0.705	0.334	0.000	Valid
	X1.7	0.852	0.334	0.000	Valid
	X1.8	0.775	0.334	0.000	Valid
	X1.9	0.662	0.334	0.000	Valid
	X1.10	0.693	0.334	0.000	Valid
	X1.11	0.690	0.334	0.000	Valid
	X1.12	0.617	0.334	0.000	Valid
	X1.13	0.766	0.334	0.000	Valid
	X1.14	0.831	0.334	0.000	Valid
	X1.15	0.616	0.334	0.000	Valid
Workload (X2)	X2.1	0.848	0.334	0.000	Valid
	X2.2	0.798	0.334	0.000	Valid
	X2.3	0.693	0.334	0.000	Valid
	X2.4	0.840	0.334	0.000	Valid
	X2.5	0.526	0.334	0.001	Valid
	X2.6	0.587	0.334	0.000	Valid
	X2.7	0.800	0.334	0.000	Valid
	X2.8	0.836	0.334	0.000	Valid
	X2.9	0.626	0.334	0.000	Valid
Work Motivation (X3)	X3.1	0.841	0.334	0.000	Valid
	X3.2	0.799	0.334	0.000	Valid
	X3.3	0.604	0.334	0.000	Valid
	X3.4	0.726	0.334	0.000	Valid
	X3.5	0.820	0.334	0.000	Valid
	X3.6	0.528	0.334	0.001	Valid
	X3.7	0.744	0.334	0.000	Valid
	X3.8	0.712	0.334	0.000	Valid
	X3.9	0.602	0.334	0.000	Valid
	X3.10	0.683	0.334	0.000	Valid
	X3.11	0.769	0.334	0.000	Valid
	X3.12	0.585	0.334	0.000	Valid
	X3.13	0.872	0.334	0.000	Valid
	X3.14	0.832	0.334	0.000	Valid
	X3.15	0.744	0.334	0.000	Valid
Employee Performance (Y)	Y.1	0.828	0.334	0.000	Valid

	Y.2	0.748	0.334	0.000	Valid
	Y.3	0.571	0.334	0.000	Valid
	Y.4	0.722	0.334	0.000	Valid
	Y.5	0.805	0.334	0.000	Valid
	Y.6	0.611	0.334	0.000	Valid
	Y.7	0.838	0.334	0.000	Valid
	Y.8	0.771	0.334	0.000	Valid
	Y.9	0.713	0.334	0.000	Valid
	Y.10	0.779	0.334	0.000	Valid
	Y.11	0.742	0.334	0.000	Valid
	Y.12	0.575	0.334	0.000	Valid
	Y.13	0.831	0.334	0.000	Valid
	Y.14	0.834	0.334	0.000	Valid
	Y.15	0.742	0.334	0.000	Valid

The results demonstrate that all questionnaire items across the four constructs exceeded the critical correlation value of 0.334. The item-level correlation coefficients ranged from 0.562 to 0.852 for work discipline, 0.526 to 0.848 for workload, 0.528 to 0.872 for work motivation, and 0.571 to 0.838 for employee performance. All significance values were below 0.05. These findings provide evidence that all 54 questionnaire items demonstrated statistically significant item-total associations and were therefore retained for subsequent analysis. The results indicate that the measurement items adequately captured the constructs of work discipline, workload, work motivation, and employee performance within the study sample.

3.1.2 Reliability Test

Reliability analysis was performed to assess the internal consistency of the measurement instruments. Cronbach's alpha was used to determine whether the items within each construct consistently measured the same underlying concept. A coefficient of 0.70 or higher is generally considered indicative of acceptable internal consistency for established constructs.

Table 2. Results of the Reliability Test

No.	Construct	Cronbach's Alpha	Threshold	Decision
1	Work Discipline (X1)	0.929	0.70	Reliable
2	Workload (X2)	0.880	0.70	Reliable
3	Work Motivation (X3)	0.929	0.70	Reliable
4	Employee Performance (Y)	0.939	0.70	Reliable

The results indicate high internal consistency across all constructs. Cronbach's alpha coefficients were 0.929 for work discipline, 0.880 for workload, 0.929 for work motivation, and 0.939 for employee performance. All coefficients substantially exceeded the recommended threshold of 0.70. The highest reliability coefficient was observed for employee performance ((\alpha = 0.939)), followed by work discipline and work motivation (both (\alpha = 0.929)), while workload also demonstrated strong internal consistency ((\alpha = 0.880)). These results indicate that the items within each construct were sufficiently consistent to support subsequent inferential analysis. Overall, the validity and reliability findings demonstrate that the questionnaire provided an adequate measurement foundation for examining the relationships between work discipline, workload, work motivation, and employee performance.

3.2 Classical Assumption Tests

Before estimating the multiple linear regression model, diagnostic tests were conducted to assess whether the data satisfied the principal assumptions underlying ordinary least squares regression. The assessment included multicollinearity, normality, and heteroscedasticity tests.

3.2.1 Multicollinearity Test

Multicollinearity was examined using the Tolerance and Variance Inflation Factor (VIF) statistics. A regression model is generally considered free from problematic multicollinearity when tolerance values exceed 0.10 and VIF values remain below 10.

Table 3. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Decision
Work Discipline (X1)	0.396	2.526	No multicollinearity
Workload (X2)	0.305	3.275	No multicollinearity
Work Motivation (X3)	0.392	2.553	No multicollinearity

As shown in Table 3, tolerance values ranged from 0.305 to 0.396, while VIF values ranged from 2.526 to 3.275. All tolerance values exceeded 0.10 and all VIF values were below 10. Therefore, the regression model did not exhibit evidence of problematic multicollinearity. This finding indicates that work discipline, workload, and work motivation provided sufficiently distinct information for inclusion as simultaneous predictors in the regression model. Although the predictors were related, their correlations were not sufficiently strong to compromise the stability of the estimated regression coefficients.

3.2.2 Normality Test

The normality of the regression residuals was examined using three complementary approaches: a histogram, a Normal P–P Plot, and the One-Sample Kolmogorov–Smirnov test. The histogram indicated a distribution that approximated a bell-shaped pattern and was relatively symmetrical. The Normal P–P Plot further showed that the standardized residual observations were distributed around and generally followed the diagonal reference line. These graphical findings suggest that the residuals approximately satisfied the normality assumption.

Table 4. One-Sample Kolmogorov–Smirnov Normality Test

Statistic	Unstandardized Residual
N	35
Mean	0.0000000
Std. Deviation	1.73065843
Absolute Difference	0.072
Positive Difference	0.067
Negative Difference	-0.072
Test Statistic	0.072
Asymp. Sig. (2-tailed)	0.200

The Kolmogorov–Smirnov test produced a test statistic of 0.072 with an asymptotic significance value of 0.200. Because ($p = 0.200 > 0.05$), there is insufficient evidence to reject the null hypothesis of normally distributed residuals. Taken together, the graphical and statistical evidence indicates that the residuals approximately followed a normal distribution. Therefore, the normality assumption required for the subsequent regression analysis was considered satisfied.

3.2.3 Heteroscedasticity Test

Heteroscedasticity was assessed using both a standardized residual scatterplot and the Glejser test. The scatterplot showed that the residual observations were distributed above and below zero without a systematic pattern or discernible funnel-shaped distribution. This visual pattern provides preliminary evidence of homoscedasticity.

Table 5. Glejser Heteroscedasticity Test

Independent Variable	Sig.	Decision
Work Discipline (X1)	0.575	No heteroscedasticity
Workload (X2)	0.212	No heteroscedasticity
Work Motivation (X3)	0.555	No heteroscedasticity

The Glejser test results show significance values of 0.575 for work discipline, 0.212 for workload, and 0.555 for work motivation. All values were greater than 0.05. Accordingly, there was no statistical evidence that the absolute residuals were systematically associated with the independent variables. The combined graphical and statistical results indicate that the regression model did not exhibit a significant heteroscedasticity problem. Therefore, the model was considered appropriate for subsequent multiple linear regression analysis.

3.3 Multiple Linear Regression Analysis

Multiple linear regression was conducted to estimate the individual and combined effects of work discipline, workload, and work motivation on employee performance. The estimated regression equation was:

$$\mathbf{Y = -1.255 + 0.159X1 + 0.344X2 + 0.651X3 + \varepsilon}$$

where (Y) represents employee performance, (X_1) represents work discipline, (X_2) represents workload, and (X_3) represents work motivation. The constant of -1.255 represents the estimated value of employee performance when all predictor variables are theoretically equal to zero. Although this intercept is mathematically necessary for the regression equation, its substantive interpretation should be treated cautiously because a zero value for the Likert-based predictor constructs falls outside the observed measurement range. The regression coefficient for work discipline was 0.159, indicating a positive association with employee performance. Holding workload and work motivation constant, a one-unit increase in work discipline was associated with an estimated 0.159-unit increase in employee performance. However, the statistical significance of this coefficient must be considered when evaluating the corresponding hypothesis.

The coefficient for workload was 0.344, indicating a positive relationship between workload and employee performance. Holding work discipline and work motivation constant, a one-unit increase in workload was associated with an estimated 0.344-unit increase in employee performance. The coefficient for work motivation was 0.651, representing the largest unstandardized coefficient among the three predictors. Holding the other variables constant, a one-unit increase in work motivation was associated with an estimated 0.651-unit increase in employee performance. The positive signs of all three coefficients indicate that the estimated relationships in the sample were positive. Nevertheless, the significance tests demonstrate that these relationships differ substantially in statistical strength, with work motivation exhibiting the strongest statistically supported association with employee performance.

3.4 Hypothesis Testing

Table 6. Multiple Regression and Hypothesis Testing Results

Hypothesis	Predictor	Dependent Variable	B	Beta	t	Sig.	Decision

H1	Work Discipline (X1)	Employee Performance	0.159	0.145	1.729	0.094	Not supported
H2	Workload (X2)	Employee Performance	0.344	0.200	2.101	0.044	Supported
H3	Work Motivation (X3)	Employee Performance	0.651	0.682	8.109	<0.001	Supported

Model statistics: ($R = 0.956$); ($R^2 = 0.914$); ($F = 109.906$); ($p < 0.001$).

3.4.1 Effect of Work Discipline on Employee Performance

The first hypothesis proposed that work discipline has a positive and significant effect on employee performance. The regression results show a positive coefficient of 0.159, with a standardized coefficient ((β)) of 0.145. However, the corresponding t-statistic was 1.729, with a significance value of 0.094. Because ($p = 0.094 > 0.05$), the relationship does not reach the conventional 5% significance threshold. Therefore, H1 is not supported. Although the direction of the estimated coefficient is positive, the evidence is insufficient to conclude that work discipline has a statistically significant effect on employee performance within the observed sample. This finding suggests that employee discipline alone may not be sufficient to generate meaningful differences in performance at the Manggala Subdistrict Office. The formal compliance of employees with attendance requirements, organizational rules, work standards, and workplace ethics may already operate at a relatively established level, thereby providing limited variation capable of explaining differences in performance. Alternatively, performance may be more strongly determined by other factors, particularly workload conditions and motivational characteristics.

3.4.2 Effect of Workload on Employee Performance

The second hypothesis proposed that workload has a significant effect on employee performance. The regression coefficient for workload was 0.344, with a standardized coefficient of 0.200. The corresponding t-statistic was 2.101, and the significance value was 0.044. Because ($p = 0.044 < 0.05$), the effect is statistically significant. Therefore, H2 is supported. The positive coefficient indicates that higher workload, within the conditions represented by the observed sample, was associated with higher employee performance. This finding should not automatically be interpreted to mean that excessive workload improves performance. Rather, the positive association may indicate that workload in the research setting represents meaningful work demands that encourage employees to mobilize greater effort, utilize their working time effectively, and pursue organizational targets. In other words, workload may function as a performance-enhancing demand when the volume and complexity of work remain manageable and employees possess sufficient capacity and resources to respond to those demands. The finding also highlights the importance of distinguishing between productive workload and excessive workload. A reasonable level of task demand may stimulate employees to work more actively, whereas excessive workload beyond employee capacity may produce fatigue and ultimately undermine performance. Consequently, workload management should focus not simply on reducing the quantity of work but on achieving an appropriate alignment between task demands, available time, employee capability, and organizational resources.

3.4.3 Effect of Work Motivation on Employee Performance

The third hypothesis proposed that work motivation significantly affects employee performance. The results reveal a regression coefficient of 0.651, with a standardized coefficient of 0.682. The t-statistic was 8.109, with a significance value of <0.001. Because ($p < 0.001 < 0.05$), H3 is strongly supported. Work motivation has a positive and statistically significant association with employee performance. Furthermore, the standardized coefficient of 0.682 is substantially larger than the standardized coefficients of work discipline (0.145) and workload (0.200). Among the three predictors, therefore, work motivation demonstrates the strongest relative statistical association with employee performance. The finding indicates that employees who possess stronger achievement orientation, perceive greater recognition, demonstrate a stronger sense of responsibility, perceive opportunities for development, and find their work meaningful tend to report higher levels of performance. This result reinforces the importance of motivational mechanisms in public-sector human resource management. From a managerial perspective, the finding implies that improving employee performance cannot rely exclusively on administrative control and compliance mechanisms. Public organizations also need to create conditions that strengthen employees' intrinsic and work-related motivation. Recognition of achievements, meaningful responsibilities, opportunities for professional development, and supportive working conditions may therefore constitute important mechanisms for enhancing employee performance.

3.5 Simultaneous Model Significance

The overall significance of the regression model was examined using the F-test. The results produced an F-statistic of 109.906 with a significance value of <0.001.

Table 7. Overall Regression Model

Statistic	Value
R	0.956
R^2	0.914
F-statistic	109.906
Sig.	<0.001
N	35

The significance value below 0.05 indicates that the regression model is statistically significant. Thus, work discipline, workload, and work motivation jointly provide statistically significant explanatory information regarding employee performance in the observed sample. Importantly, the significance of the F-test should not be interpreted as proof that the model can be generalized to all government employees or all subdistrict offices. Given that the study employed a census of only 35 employees within a single institution, the result primarily demonstrates the statistical significance of the model within the defined research population.

3.6 Coefficient of Correlation

The regression output produced an R value of 0.956. This indicates a very strong positive association between the combined set of predictors—work discipline, workload, and work motivation—and employee performance in the observed sample. The magnitude of the correlation suggests that employees who reported stronger work discipline, appropriate workload conditions, and higher work motivation also tended to report higher levels of employee performance. However, the R coefficient should be interpreted as a measure of association generated by the regression model rather than as evidence of causality.

3.7 Coefficient of Determination

The coefficient of determination produced an (R^2) value of 0.914. This indicates that approximately 91.4% of the observed variance in employee performance is statistically accounted for by work discipline, workload, and work motivation included in the regression model, while the remaining 8.6% is associated with factors outside the model and unexplained residual variation.
The relatively high explanatory value indicates that the three predictors collectively provide substantial explanatory information regarding employee performance within the research setting. Nevertheless, the high (R^2) should be interpreted cautiously given the small sample size and the fact that all variables were measured using self-reported questionnaire data collected from the same

respondents. A high coefficient of determination does not, by itself, establish causal relationships or guarantee external validity.

The standardized coefficients provide additional insight into the relative contribution of the predictors. Work motivation had the largest standardized coefficient ((\beta = 0.682)), followed by workload ((\beta = 0.200)) and work discipline ((\beta = 0.145)). This pattern indicates that work motivation was the dominant predictor of employee performance in the estimated model, while work discipline demonstrated the weakest relative contribution and did not reach statistical significance at the 5% level.

3.8 Summary of Empirical Findings

The empirical findings can be summarized into four principal conclusions. First, all questionnaire items demonstrated adequate item validity, with Pearson correlation coefficients exceeding the critical value of 0.334 and significance levels below 0.05. Second, all four constructs demonstrated strong internal consistency, with Cronbach's alpha coefficients ranging from 0.880 to 0.939. Third, the regression diagnostics indicated no substantial violations of multicollinearity, normality, or heteroscedasticity assumptions. Fourth, the hypothesis testing produced differentiated results. Work discipline had a positive but statistically insignificant relationship with employee performance ((B = 0.159; \beta = 0.145; p = 0.094)), resulting in the rejection of H1. Workload had a positive and statistically significant relationship with employee performance ((B = 0.344; \beta = 0.200; p = 0.044)), supporting H2. Work motivation had a positive and highly significant relationship with employee performance ((B = 0.651; \beta = 0.682; p < 0.001)), supporting H3. The overall regression model was statistically significant ((F = 109.906; p < 0.001)) and explained 91.4% of the observed variance in employee performance ((R^2 = 0.914)). The results therefore indicate that the three factors collectively constitute an important explanatory framework for understanding employee performance at the Manggala Subdistrict Office, while work motivation emerges as the most influential predictor among the variables examined. These findings provide the empirical basis for the subsequent discussion, particularly in relation to the theoretical explanations of why work discipline fails to reach statistical significance while workload and work motivation demonstrate significant positive relationships with employee performance.

DISCUSSION

The discussion section interprets the empirical findings regarding the effects of work discipline, workload, and work motivation on employee performance at the Manggala District Office, Makassar City. The interpretation integrates the statistical results, field observations, interview evidence, theoretical perspectives, and findings from previous studies.

1. The Effect of Work Discipline on Employee Performance

The descriptive analysis indicates that work discipline among employees at the Manggala District Office was generally perceived as very good, with an overall mean score of 4.61. This score falls within the very-good category based on the predetermined interpretation criteria. Among the measured dimensions, attendance recorded the highest mean score of 4.66, indicating that employees generally demonstrate a high level of compliance with working hours, organizational rules, assigned procedures, and workplace responsibilities. However, the regression analysis presents a more nuanced finding. Work discipline generated a positive regression coefficient of 0.159, with a t-value of 1.729 and a significance level of 0.094. Since the significance level exceeds the 5% threshold ($p > 0.05$), H1 is not supported. Thus, although work discipline exhibits a positive association with employee performance, its partial effect is not statistically significant. This finding suggests that high levels of formal discipline do not necessarily translate directly into substantially higher employee performance in this organizational context. One possible explanation is the relatively homogeneous level of discipline among respondents. When most employees already demonstrate high levels of attendance, compliance, and adherence to organizational procedures, variations in discipline may become insufficient to explain differences in performance. In other words, discipline may function as a basic organizational requirement rather than a differentiating factor capable of producing substantial variation in employee performance.

The interview findings provide additional contextual support. According to the Head of the General and Personnel Subdivision, employee attendance was generally satisfactory, although some employees occasionally obtained permission to leave or were absent from their workspaces during official working hours. This indicates that formal compliance with attendance requirements does not necessarily guarantee optimal task engagement and accountability. The distinction between being present at work and being fully productive while at work is therefore important in interpreting the insignificant statistical relationship. From a human resource management perspective, discipline establishes behavioral boundaries and ensures organizational compliance. However, performance is multidimensional and may depend on additional factors such as motivation, workload, leadership, resources, competencies, and work engagement. Consequently, disciplinary mechanisms alone may not be sufficient to improve performance when employees already operate within an acceptable level of compliance. The finding is consistent with Riani et al. (2025), who reported that work discipline had a positive but statistically insignificant relationship with employee performance. However, the result differs from Kurnia et al. (2022), Agussalim et al. (2020), and Akhmad et al. (2025), who found a positive and significant effect of work discipline on employee performance. These inconsistencies reinforce the contextual nature of the discipline–performance relationship. Differences in organizational culture, supervisory practices, employee characteristics, institutional regulations, and the intensity of disciplinary enforcement may explain why discipline produces different outcomes across organizations.

The finding also has an important managerial implication. The Manggala District Office should not interpret the insignificant effect as evidence that discipline is unimportant. Rather, discipline should be maintained as a foundational condition while managerial interventions increasingly focus on factors that have greater explanatory power, particularly work motivation and workload management. Supervisory mechanisms should also emphasize task accountability, work quality, and achievement of organizational targets rather than merely attendance and compliance. Overall, work discipline at the Manggala District Office is already at a very good level, but its positive effect on employee performance is statistically insufficient to support H1. This indicates that improving performance requires a broader human resource management strategy that extends beyond disciplinary compliance.

2. The Effect of Workload on Employee Performance

The descriptive results indicate that employees perceived their workload as being at a very good and manageable level, with an overall mean score of 4.51. The highest mean was recorded for the target achievement dimension at 4.62, while working-time utilization had the lowest mean of 4.45. Both dimensions nevertheless remained within the very-good category. The relatively high score for target achievement indicates that organizational performance demands are clearly perceived by employees. At the same time, the high score for working-time utilization suggests that employees generally perceive themselves as capable of managing the time required to complete assigned responsibilities. Therefore, workload in this context appears to represent manageable job demands rather than excessive workload. The regression results support this interpretation. Workload produced a positive regression coefficient of 0.344, with a significance value of 0.044, which is below the 5% significance threshold. Consequently, H2 is supported, indicating that workload has a positive and statistically significant effect on employee performance.

The positive direction of the relationship is particularly important. Workload does not always have a negative effect on performance. Its effect may depend on whether the demands imposed by the organization remain within employees' capabilities and are accompanied by appropriate allocation of tasks and resources. In the present study, the workload appears to function as a form of performance stimulus. Clearly defined targets and sufficient task demands may encourage employees to mobilize their abilities, manage their time, and increase their effort to complete assigned responsibilities. The interview evidence further reinforces this interpretation. The General and Personnel Subdivision reported that task allocation had been distributed according to the responsibilities of each organizational unit. When an employee experienced difficulties in completing an assignment, workload redistribution could be coordinated with supervisors or the relevant government organizational unit. Such flexibility may prevent workload from becoming excessive and allow employees to perform tasks according to their respective capacities.

The finding can therefore be interpreted through the distinction between challenging workload and hindrance workload. A manageable level of demand can encourage effort, focus, and achievement, whereas excessive or poorly structured demands can generate fatigue, stress, and performance deterioration. In the Manggala District Office, the evidence suggests that workload remains within a manageable range, allowing employees to respond positively to organizational demands. This finding is consistent with Kurnia et al. (2022) and Muhani et al. (2024), who found that workload had a significant positive effect on employee performance. However, it contrasts with Atinga et al. (2026) and Badawi et al. (2024), who reported a negative and significant relationship between workload and performance. Furthermore, Purnomo (2025) found that workload did not directly influence employee performance but affected it through job satisfaction as a mediating mechanism.

These contrasting findings demonstrate that the workload–performance relationship is highly dependent on contextual conditions. Differences in job complexity, workload intensity, organizational support, employee competencies, staffing levels, and task allocation mechanisms may alter the direction and magnitude of the relationship. A workload that stimulates performance in one organization may become a source of stress in another. The practical implication is that management should not simply attempt to minimize workload. Instead, workload should be calibrated to employee capacity, organizational priorities, and available resources. Task distribution, realistic targets, time allocation, and workload monitoring should be continuously evaluated to ensure that workload remains challenging but manageable. Thus, the findings demonstrate that workload at the Manggala District Office is perceived positively and has a significant positive effect on employee performance. The result indicates that appropriately structured workload can function as a mechanism for stimulating employee effort and supporting organizational performance.

3. The Effect of Work Motivation on Employee Performance

Work motivation obtained an overall mean score of 4.52, indicating that employees generally possess a very high level of work motivation. Among the measured dimensions, achievement recorded the highest mean score of 4.55, whereas the work itself recorded the lowest mean score of 4.49. Nevertheless, both values remain within the very-good category. The high score for achievement suggests that employees have a strong desire to accomplish tasks successfully and meet organizational expectations. This finding is particularly relevant in a public-sector context because employee performance is closely associated with the achievement of public service targets and administrative responsibilities. The regression results provide strong empirical evidence supporting this interpretation. Work motivation generated a regression coefficient of 0.651, with a *t*-value of 8.109 and a significance value of 0.000 ($p < 0.001$). Therefore, H3 is supported, indicating that work motivation has a positive and statistically significant effect on employee performance.

Among the three independent variables examined, work motivation demonstrates the largest standardized regression coefficient ($\beta = 0.682$). This suggests that, within the estimated regression model, motivation represents the strongest statistical predictor of employee performance compared with work discipline and workload. The result indicates that motivated employees are more likely to invest effort, persist in completing assignments, assume responsibility, and pursue higher-quality outcomes. Motivation can therefore transform employees' capabilities and available organizational resources into actual work behavior. In a public-sector environment, where financial and material incentives may be relatively constrained by institutional regulations, intrinsic factors such as achievement, responsibility, recognition, and meaningful work can become particularly important.

The field evidence supports the statistical finding. Personnel staff indicated that employees generally demonstrated adequate work motivation. Employees who showed lower levels of motivation were encouraged to participate in technical guidance activities and reflective sessions designed to strengthen their enthusiasm and commitment to work. Such interventions demonstrate that motivation is not entirely fixed but can be strengthened through organizational support and developmental interventions. The finding is consistent with Agussalim et al. (2020), Kurniawan and Aji (2022), Muhani et al. (2024), Nur et al. (2023), Saputra et al. (2025), and Rizal et al. (2025), who reported positive and significant relationships between work motivation and employee performance. However, the result differs from Jayasaputra et al. (2022), who found that motivation had a positive but insignificant effect on employee performance. Such differences may be explained by variations in organizational culture, employee characteristics, leadership styles, reward systems, job characteristics, and institutional environments.

The present findings reinforce the argument that motivation is not merely an individual psychological condition but also an organizational management issue. Management can influence employee motivation through recognition, opportunities for development, meaningful responsibilities, performance feedback, career opportunities, and supportive leadership. Therefore, strengthening motivational mechanisms may produce greater performance benefits than relying exclusively on formal disciplinary measures. Theoretically, the finding is also compatible with Herzberg's Two-Factor Theory, particularly the motivational factors of achievement, recognition, responsibility, advancement, and the nature of the work itself. The high perception scores across these dimensions indicate that employees' motivation is closely connected with opportunities to achieve, receive recognition, assume responsibility, and experience meaning in their work. Overall, work motivation at the Manggala District Office is categorized as very good and has a strong positive and statistically significant effect on employee performance. The magnitude of the standardized coefficient further suggests that motivation represents the most influential predictor among the three independent variables examined in this study.

CONCLUSION

1. Conclusions

This study examined the effects of work discipline, workload, and work motivation on employee performance at the Manggala Subdistrict Office, Makassar City. Based on the empirical findings, several conclusions can be drawn. First, work discipline has a positive but statistically insignificant effect on employee performance. Although the descriptive findings indicate that employees demonstrate a relatively high level of work discipline, such discipline does not independently translate into a statistically significant improvement in performance. The regression coefficient was positive ($\beta = 0.159$), but the effect was not significant ($t = 1.729$; $p = 0.094$). Therefore, H1 is not supported. This finding suggests that compliance with attendance, organizational regulations, work standards, and workplace ethics may represent necessary conditions for effective public service delivery but are not, by themselves, sufficient to substantially improve employee performance.

Second, workload has a positive and statistically significant effect on employee performance. The regression analysis produced a positive coefficient ($\beta = 0.344$) with a significance level of 0.044 ($p < 0.05$), supporting H2. This finding indicates that workload, when appropriately aligned with employees' competencies, capacities, and available working time, can encourage employees to optimize their effort and accomplish organizational targets. Thus, workload should not merely be viewed as a potential source of pressure but also as a performance-enhancing mechanism when it is appropriately designed and managed.

Third, work motivation has a positive and statistically significant effect on employee performance. With a regression coefficient of $\beta = 0.651$ and a significance level of $p < 0.001$, H3 is supported. Among the three independent variables, work motivation demonstrates the strongest standardized effect on employee performance ($\beta = 0.682$). This finding emphasizes the strategic importance of employees' achievement orientation, recognition, responsibility, opportunities for advancement, and meaningfulness of work in strengthening performance within a public-sector organization. Fourth, work discipline, workload, and work motivation simultaneously have a statistically significant effect on employee performance. The regression model is statistically significant ($F = 109.906$; $p < 0.001$), with an R^2 of 0.914. Thus, the three predictors collectively explain approximately 91.4% of the variance in employee performance, while the remaining 8.6% is attributable to factors outside the model. The relatively high explanatory power of the model indicates that employee performance at the Manggala Subdistrict Office is closely associated with the combined dynamics of discipline, workload, and motivation, although motivation emerges as the most influential predictor.

2. Theoretical Implications

The findings provide several theoretical implications for human resource management in the public sector. First, the insignificant effect of work discipline demonstrates that discipline should not automatically be assumed to be a direct determinant of performance. High compliance with organizational rules may become less consequential when employees already demonstrate relatively high levels of discipline, creating limited variation in the construct and consequently reducing its explanatory power. Second, the positive effect of workload contributes to the understanding that workload-performance relationships are not necessarily linear in a negative direction. When workload is aligned with employee capacity, competencies, resources, and organizational targets, it may function as a stimulus that encourages employees to utilize their skills and working time more effectively. This finding therefore highlights the importance of distinguishing between manageable workload and excessive workload when interpreting workload-performance relationships.

Third, the strong effect of work motivation reinforces the central role of motivational mechanisms in explaining employee performance. In the context of public organizations, motivation is particularly important because employees' performance is not solely determined by formal regulations and administrative structures but also by their willingness to exert effort, achieve targets, assume responsibility, and contribute to organizational objectives. More broadly, the findings suggest that employee performance should be understood as a multidimensional outcome resulting from the interaction between behavioral compliance, job demands, and motivational resources rather than from a single organizational factor.

3. Managerial and Practical Implications

The findings provide important implications for the management of the Manggala Subdistrict Office and other public-sector organizations with similar characteristics. Although work discipline was not statistically significant, it should remain an important component of organizational governance. Management should strengthen disciplinary practices through consistent supervision, periodic performance evaluation, transparent enforcement of regulations, and constructive corrective measures. The objective should not merely be to increase attendance or compliance but to connect disciplinary practices with measurable performance outcomes and service quality. Regarding workload, organizational leaders should implement a more systematic workload-allocation mechanism. Tasks should be distributed according to employees' competencies, responsibilities, available time, and workload capacity. Periodic workload assessments can be used to identify employees experiencing excessive demands as well as employees whose capacity remains underutilized. Such an approach can facilitate more balanced task allocation and reduce the risk of fatigue while maintaining productivity.

The strongest managerial implication concerns work motivation. Since motivation is the most influential predictor of employee performance in this study, organizational leaders should prioritize motivational strategies. These may include recognition of employee achievements, opportunities for training and professional development, transparent career advancement, meaningful task assignments, constructive feedback, and a supportive organizational climate. Motivation-enhancing policies should be implemented consistently rather than relying solely on financial incentives. Furthermore, the high explanatory power of the regression model indicates that integrated human resource management is more appropriate than isolated interventions. Discipline, workload management, and motivation should therefore be incorporated into a coordinated employee-performance management system aimed at improving the quality, efficiency, and responsiveness of public services.

4. Research Limitations and Future Research Directions

This study has several limitations that should be considered when interpreting its findings. First, the study involved only 35 civil servants at the Manggala Subdistrict Office, Makassar City. Although the use of saturated sampling enabled the study to include the entire accessible population, the relatively small and organization-specific sample limits the statistical generalizability of the findings to other government institutions. Second, the study employed a cross-sectional design, meaning that the data were collected at a single point in time. Consequently, the observed relationships should be interpreted as statistical associations within the research context rather than definitive evidence of long-term causal relationships. Future research could employ longitudinal designs to examine whether changes in discipline, workload, and motivation produce corresponding changes in employee performance over time.

Third, the research model included only three independent variables. Although these variables explain a substantial proportion of the variance in employee performance, the remaining unexplained variance indicates the existence of other relevant determinants. Future studies should consider incorporating variables such as leadership style, organizational culture, work environment, competence, job satisfaction, organizational commitment, psychological well-being, perceived organizational support, and public-service motivation. Future research should also consider expanding the research setting to multiple subdistrict offices or other government agencies in Makassar and other regions. Comparative studies involving larger samples would improve external validity and enable researchers to examine whether institutional characteristics, organizational culture, and administrative structures moderate the relationships identified in this study.

5. Research Contribution and Policy Implications

The principal contribution of this study lies in providing empirical evidence concerning the determinants of employee performance within a subdistrict-level public-sector organization, a context that remains relatively underrepresented in empirical human resource management research. By simultaneously examining work discipline, workload, and work motivation, this study provides a more integrated perspective on the factors associated with employee performance in local government administration. The findings also contribute to the practical discourse on public-sector performance management by demonstrating that high work discipline does not necessarily guarantee significantly higher employee performance. Instead, effective workload management and, particularly, employee motivation appear to have greater practical relevance in the research context. This finding suggests that public-sector performance policies should move beyond a narrow emphasis on administrative compliance toward a more comprehensive approach that combines accountability, appropriate job demands, employee development, and motivational support.

For policymakers and public-sector managers, the findings imply that performance improvement strategies should prioritize employee motivation and balanced workload allocation while maintaining effective disciplinary governance. Such an approach can support not only individual employee performance but also the achievement of institutional targets and the improvement of public-service quality. Ultimately, strengthening employee performance at the subdistrict level requires an integrated human resource management framework that recognizes employees not merely as administrative actors but as strategic resources whose motivation, capacity, workload, and behavioral commitment collectively determine the effectiveness of public service delivery.

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