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Work Motivation and Work Discipline as Predictors of Employee Productivity at the West Nusa Tenggara Provincial Health Office

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Abstract

This study examines whether work motivation and work discipline predict employee productivity at the West Nusa Tenggara Provincial Health Office, both individually and jointly. A quantitative associative survey design was employed. The population comprised 129 permanent employees, and 56 respondents were selected using the Slovin formula and proportionate stratified random sampling. Data were collected through a five-point Likert questionnaire and analyzed with SPSS version 25 using validity and reliability testing, classical assumption testing, multiple linear regression, t tests, an F test, and the coefficient of determination. All retained items were valid, and construct reliability coefficients ranged from 0.759 to 0.766. Work motivation positively and significantly predicted productivity (B = 0.262, beta = 0.338, t = 2.497, p = 0.016), while work discipline showed a stronger positive prediction (B = 0.411, beta = 0.455, t = 3.362, p = 0.001). The overall model was significant, F(2, 53) = 31.748, p < 0.001, with R-squared = 0.545 and adjusted R-squared = 0.528. Descriptively, work motivation was high (M = 3.93), work discipline was very high (M = 4.23), and employee productivity was high (M = 4.08). Social needs were the strongest motivational dimension, whereas effective use of working time was the strongest discipline dimension. The findings indicate that public-sector productivity is supported by both psychological encouragement and consistent rule-oriented behavior. Managers should strengthen career security, recognition, development opportunities, and punctuality while maintaining compliance with procedures and effective time use.

Keywords: Work Motivation, Work Discipline, Employee Productivity, Public Sector, Health Office

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INTRODUCTION

Employee productivity is a central concern in public organizations because the quality, timeliness, and efficiency of employees' work influence the implementation of government programs and the delivery of services to citizens. Productivity does not refer only to the quantity of completed work; it also reflects work ability, results achieved, work enthusiasm, self-development, work quality, and efficient use of organizational resources. This broader view is consistent with human-resource perspectives that treat productivity as the effective and efficient conversion of employee capability and organizational resources into work outcomes (Sutrisno, 2017; Hasibuan, 2019; Sedarmayanti, 2017). In a provincial health office, these requirements are especially important because administrative accuracy and timely program execution support broader public-health responsibilities.

Work motivation is one factor that can shape this productivity. Motivation represents psychological energy and a positive work attitude that direct employees toward organizational goals (Mangkunegara, 2017). Maslow's hierarchy of needs explains that physiological, safety, social, esteem, and self-actualization needs can become progressive sources of work effort when they are sufficiently fulfilled (Maslow, 1954; Robbins & Judge, 2013). Herzberg et al. (1959) further distinguished motivational conditions associated with achievement, recognition, responsibility, and growth from contextual conditions that prevent dissatisfaction. Employees who feel secure, accepted, appreciated, and able to develop their potential are therefore more likely to demonstrate persistence, initiative, and willingness to improve work quality.

Work discipline provides a complementary behavioral mechanism. It reflects employees' awareness and willingness to comply with organizational rules, working hours, standard operating procedures, and assigned responsibilities (Hasibuan, 2019; Mangkunegara, 2017; Sutrisno, 2017). Motivation may generate the willingness to perform, but discipline helps translate that willingness into regular, timely, and accountable behavior. In public institutions, punctuality, procedural compliance, responsibility, and effective use of working time are essential for preventing delays and maintaining consistent service standards.

Prior empirical studies generally indicate that motivation and discipline are associated with productivity, although the strength and significance of each predictor vary across organizational settings. Maduningtias (2020), Faslah and Savitri (2013), Kurniawan (2018), Kuswibowo (2020), Salami (2021), and Wati (2024) reported positive relationships between motivation, discipline, and employee productivity in their respective settings. Mindari (2021) found that motivation was significant while discipline was positive but not significant individually, whereas Nainggolan and Sudjiman (2022) reported the opposite

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pattern. Jadi et al. (2025) also found a significant joint relationship even though work discipline was not significant as an individual predictor, while Musytari (2026) reported discipline as the more dominant predictor. These differences suggest that organizational context may influence how motivational and disciplinary mechanisms operate. Evidence from a provincial public-health agency in West Nusa Tenggara remains limited, even though the agency depends on employees who can work accurately, efficiently, and in accordance with government procedures.

Accordingly, this study investigates whether work motivation and work discipline predict employee productivity at the West Nusa Tenggara Provincial Health Office. It contributes by testing both psychological and behavioral predictors within a regional public-sector health organization, comparing their relative effects, and identifying the strongest and weakest dimensions of each construct. The findings are expected to provide an empirical basis for human-resource policies concerning recognition, career development, procedural compliance, punctuality, and work-time management.

THEORETICAL REVIEW

Employee Productivity

Employee productivity is the capacity to produce work outputs effectively and efficiently by using organizational resources in an optimal manner. Sutrisno (2017) conceptualizes productivity as a continuous orientation toward improvement, in which present performance should be better than previous performance. Hasibuan (2019) similarly emphasizes the relationship between outputs achieved and resources used, while Sedarmayanti (2017) places employee productivity within the broader management of public-sector human resources. The construct used in this study comprises six dimensions: work ability, results achieved, work enthusiasm, self-development, work quality, and work efficiency. Together, these dimensions capture not only output volume but also competence, quality, initiative, and resource efficiency.

Work Motivation and Employee Productivity

Work motivation reflects the internal and external forces that encourage employees to direct effort toward work goals. The study operationalizes motivation through Maslow's five need categories: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Maslow, 1954; Robbins & Judge, 2013). This approach is compatible with Mangkunegara's (2017) view of motivation as an energizing work attitude and with Herzberg et al.'s (1959) emphasis on achievement, recognition, responsibility, and growth as important motivational conditions. When employee needs are adequately supported,

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employees are more likely to sustain effort, accept responsibility, improve competence, and seek better work outcomes.

The relationship is also consistent with the view that appropriately motivated employees are more willing to use their abilities, time, and energy in an integrated manner to achieve organizational goals (Hasibuan, 2019; Sutrisno, 2017). Empirical support is provided by Maduningtias (2020), Faslah and Savitri (2013), Kurniawan (2018), Kuswibowo (2020), Salami (2021), and Wati (2024), whose studies reported positive links between work motivation and productivity. At the same time, the nonsignificant motivational effect reported by Nainggolan and Sudjiman (2022) and Musytari (2026) indicates that the strength of the relationship can vary across organizational settings. Therefore, the first hypothesis is formulated as follows:

H1: Work motivation positively and significantly predicts employee productivity.

Work Discipline and Employee Productivity

Work discipline is the behavioral expression of employees' awareness and willingness to obey organizational rules and norms. It is reflected in punctual arrival and departure, compliance with organizational regulations, adherence to standard operating procedures, responsibility for assigned work, and effective use of working time (Hasibuan, 2019; Mangkunegara, 2017; Sutrisno, 2017). Disciplined employees are more likely to complete work in an orderly manner, minimize avoidable errors, reduce time loss, and maintain consistency with established standards. Previous empirical studies also generally associate stronger discipline with higher productivity, although some contextual differences have been reported (Faslah & Savitri, 2013; Kurniawan, 2018; Kuswibowo, 2020; Nainggolan & Sudjiman, 2022; Jadi et al., 2025).

Because discipline organizes how effort is converted into action, it is expected to improve both the timeliness and quality of employee outputs. This leads to the second hypothesis:

H2: Work discipline positively and significantly predicts employee productivity.

Human Relations Perspective and Joint Prediction

Human Relations Theory emphasizes that employee behavior and productivity are influenced not only by physical and economic conditions but also by social relationships, recognition, communication, and a sense of belonging (Mayo, 1933). This perspective supports the motivational role of positive interpersonal relations and the disciplinary role of shared norms and cooperative work routines. It also complements Maslow's social and esteem needs and Herzberg et al.'s (1959) emphasis on recognition and responsibility. Motivation and discipline are therefore expected to operate as complementary mechanisms:

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motivation encourages employees to contribute, while discipline ensures that contributions are delivered consistently within organizational requirements.

H3: Work motivation and work discipline jointly and significantly predict employee productivity.

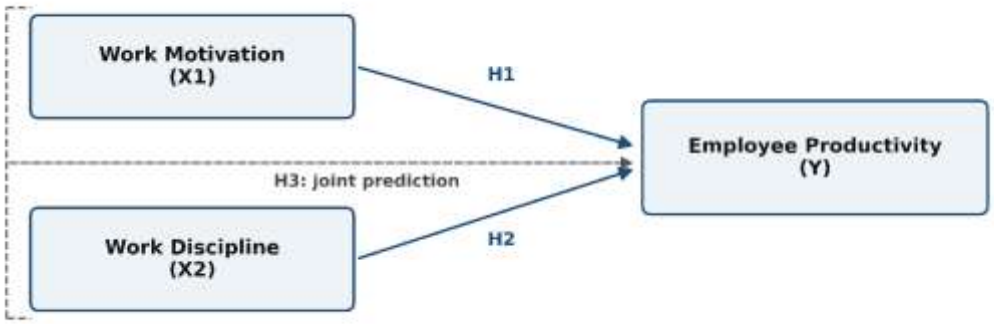


Figure 1: Conceptual Framework

Source: Author's conceptualization based on the thesis model.

METHOD

Research Design

The study used a quantitative associative survey design to examine the predictive relationships between work motivation (X1), work discipline (X2), and employee productivity (Y). This design is appropriate when numerical data are collected from a defined sample and analyzed statistically to test previously formulated hypotheses (Sugiyono, 2018).

Setting, Population, and Sample

The research was conducted at the West Nusa Tenggara Provincial Health Office in Mataram, Indonesia. The population consisted of 129 permanent employees distributed across five organizational units: Secretariat (42 employees), Public Health (34), Health Resources (34), Disease Prevention and Control (14), and Health Services (5). Using the Slovin formula with a 10% margin of error, the sample was set at 56 respondents. Proportionate stratified random sampling allocated the sample as follows: Secretariat 18 respondents, Public Health 15, Health Resources 15, Disease Prevention and Control 6, and Health Services 2.

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Instrument and Measurement

Data were collected using a structured questionnaire with a five-point Likert response scale ranging from 1 (strongly disagree) to 5 (strongly agree). Work motivation was measured through physiological, safety, social, esteem, and self-actualization needs. Work discipline was measured through punctuality, compliance with organizational rules, adherence to standard operating procedures, responsibility for work, and effective use of working time. Employee productivity was measured through work ability, results achieved, work enthusiasm, self-development, work quality, and work efficiency. Item validity was assessed using Pearson product-moment correlations; all retained items exceeded the r-table criterion of 0.2632. The reliability coefficients for the three constructs ranged from 0.759 to 0.766, exceeding the 0.60 criterion used in the thesis.

Table 1: Construct Dimensions and Reliability

Construct	Dimensions	Cronbach's alpha	Assessment
Work Motivation (X1)	Physiological; safety; social; esteem; self-actualization needs	0.760	Valid and reliable
Work Discipline (X2)	Punctuality; rule compliance; SOP adherence; responsibility; effective time use	0.766	Valid and reliable
Employee Productivity (Y)	Ability; results; enthusiasm; self-development; quality; efficiency	0.759	Valid and reliable

Source: Processed survey data, 2026.

Data Collection and Ethical Considerations

Questionnaires were distributed to the selected employees after the purpose of the study had been explained. Participation was voluntary, respondents were informed that their responses would be kept confidential and used only for research purposes, and no identifying information is reported in this article. Preliminary interviews and organizational

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documentation were used only to support contextual understanding; the statistical analysis was based on the questionnaire data from 56 respondents.

Data Analysis

Data were analyzed using SPSS version 25. Descriptive statistics were used to summarize respondent characteristics and construct means. The regression assumptions were examined through the Kolmogorov-Smirnov normality test, tolerance and variance inflation factor values, a residual scatterplot for heteroscedasticity, and the Durbin-Watson statistic. Multiple linear regression, partial t tests, the simultaneous F test, and the coefficient of determination were then used to test the hypotheses at a 5% significance level.

RESULTS

Respondent Characteristics

The sample was predominantly female (66.1%). The largest age group was 31-40 years (33.9%), most respondents held a bachelor's degree (71.4%), and the largest tenure group had worked for more than ten years (46.4%). These characteristics indicate that the respondents were generally well educated and included a substantial proportion of experienced employees.

Table 2: Respondent Characteristics (n = 56)

Variable	Category	Frequency	%
Gender	Male	19	33.9
	Female	37	66.1
Age	22-30 years	14	25.0
	31-40 years	19	33.9
	41-50 years	14	25.0
	> 50 years	9	16.1
Education	Senior high school/equivalent	1	1.8
	Diploma	1	1.8
	Bachelor's degree	40	71.4

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Variable	Category	Frequency	%
	Postgraduate degree	12	21.4
	Other	2	3.6
Tenure	< 1 year	4	7.1
	1-5 years	25	44.6
	6-10 years	1	1.8
	> 10 years	26	46.4

Source: Processed survey data, 2026.

Descriptive Results

Work motivation had an overall mean of 3.93 (high). Social needs recorded the highest motivational mean (4.31; very high), whereas safety needs recorded the lowest mean (3.59; high). Work discipline had an overall mean of 4.23 (very high). Effective use of working time was its strongest dimension (4.37), while punctuality in arrival and departure was the lowest (3.81). Employee productivity had an overall mean of 4.08 (high), with work ability as the strongest dimension (4.29) and work quality as the weakest dimension (3.84).

Table 3: Descriptive Results by Construct and Dimension

Construct	Dimension	Mean	Interpretation
Work Motivation	Physiological needs	3.60	High
	Safety needs	3.59	High
	Social needs	4.31	Very high
	Esteem needs	4.06	High
	Self-actualization needs	4.08	High
	Overall work motivation	3.93	High
Work Discipline	Punctuality	3.81	High

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Construct	Dimension	Mean	Interpretation
	Compliance with organizational rules	4.33	Very high
	Adherence to standard operating procedures	4.33	Very high
	Responsibility for work	4.29	Very high
	Effective use of working time	4.37	Very high
	Overall work discipline	4.23	Very high
Employee Productivity	Work ability	4.29	Very high
	Results achieved	4.10	High
	Work enthusiasm	4.11	High
	Self-development	4.00	High
	Work quality	3.84	High
	Work efficiency	4.15	High
	Overall employee productivity	4.08	High

Source: Processed survey data, 2026.

Regression Diagnostics and Model Fit

The residuals met the normality criterion because the Kolmogorov-Smirnov significance value was 0.200. Both predictors had tolerance values of 0.469 and VIF values of 2.132, indicating no multicollinearity problem under the criteria used in the study. The residual scatterplot showed an irregular distribution above and below zero without a systematic pattern, and the Durbin-Watson value was 1.910. The regression model was statistically significant and explained 54.5% of the variance in employee productivity.

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Table 4: Regression Diagnostics and Model Summary

Diagnostic	Result	Interpretation
Residual normality	K-S p = 0.200	Normality criterion satisfied
Multicollinearity: motivation	Tolerance = 0.469; VIF = 2.132	No multicollinearity
Multicollinearity: discipline	Tolerance = 0.469; VIF = 2.132	No multicollinearity
Heteroscedasticity	Residuals randomly dispersed around zero	No visible systematic pattern
Autocorrelation	Durbin-Watson = 1.910	Acceptable under the study criterion
Model strength	R = 0.738; R-squared = 0.545; Adjusted R-squared = 0.528	Strong relationship; 54.5% explained
Overall model test	F(2, 53) = 31.748; p < 0.001	Model significant

Source: Processed survey data, 2026.

Hypothesis Testing

The estimated multiple regression equation was:

$$Y = 1.327 + 0.262X1 + 0.411X2 + e$$

Work motivation had a positive coefficient of 0.262 and was statistically significant (t = 2.497, p = 0.016), supporting H1. Work discipline had a positive coefficient of 0.411 and was also statistically significant (t = 3.362, p = 0.001), supporting H2. Its standardized beta coefficient (0.455) was larger than that of work motivation (0.338), indicating that work discipline was the stronger predictor in the model. The F test confirmed that both variables jointly predicted productivity, supporting H3.

Table 5: Multiple Regression Coefficients and Hypothesis Decisions

Predictor	B	SE	Beta	t	p	Decision
Constant	1.327	0.358	-	3.710	< 0.001	-

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Predictor	B	SE	Beta	t	p	Decision
Work Motivation (X1)	0.262	0.105	0.338	2.497	0.016	H1 supported
Work Discipline (X2)	0.411	0.122	0.455	3.362	0.001	H2 supported

Source: Processed survey data, 2026.

DISCUSSION

Work Motivation and Employee Productivity

The positive and significant coefficient for work motivation indicates that employees who experience stronger motivational support tend to report higher productivity. This result is consistent with Maslow's hierarchy, in which fulfillment of social acceptance, appreciation, security, and growth needs can strengthen work effort (Maslow, 1954; Robbins & Judge, 2013), and with the view of motivation as an energizing work attitude (Mangkunegara, 2017). It is also compatible with Herzberg et al. (1959), who emphasized achievement, recognition, responsibility, and advancement as important motivational conditions. Empirically, the finding aligns with Maduningtias (2020), Faslah and Savitri (2013), Kurniawan (2018), Kuswibowo (2020), Salami (2021), and Wati (2024), all of whom reported positive relationships between motivation and productivity in their respective samples.

The descriptive pattern clarifies how motivation operates in this agency. Social needs had the highest mean (4.31), showing that good coworker relationships, acceptance within the organization, and teamwork are particularly important motivational resources. This pattern supports Human Relations Theory, which emphasizes that social interaction, recognition, and group relations shape work attitudes and performance (Mayo, 1933), and it is consistent with the social-needs component of Maslow's framework (Maslow, 1954). By contrast, safety needs had the lowest motivational mean (3.59). Although still categorized as high, this result points to opportunities to improve perceived security through clearer performance appraisal, fairer career-development processes, and greater certainty regarding professional advancement.

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Work Discipline and Employee Productivity

Work discipline positively and significantly predicted productivity and had the largest standardized effect in the model. This finding suggests that the behavioral regularity created by rules, procedures, responsibility, and time management is especially important in the provincial health-office context. Employees who comply with procedures and use working hours effectively are better positioned to complete administrative and program-related work accurately and on schedule. The result supports the view that discipline is a key organizational mechanism for converting employee capability into reliable output (Hasibuan, 2019; Mangkunegara, 2017; Sutrisno, 2017). It also corresponds with findings reported by Faslah and Savitri (2013), Kurniawan (2018), Kuswibowo (2020), Salami (2021), Wati (2024), and Nainggolan and Sudjiman (2022), where discipline was associated with employee productivity.

Effective use of working time was the strongest discipline dimension (4.37), whereas punctuality was the weakest (3.81). Thus, employees generally reported strong task-focused use of working hours, but arrival and departure consistency still requires attention. Management should preserve strong compliance with regulations and standard operating procedures while implementing fair attendance monitoring, clear expectations, and constructive follow-up for repeated lateness. The stronger beta coefficient for discipline also indicates that interventions targeting everyday work routines may yield more immediate productivity gains than motivational initiatives alone.

Joint Prediction and Theoretical Implications

The significant F test and R-squared value of 0.545 demonstrate that motivation and discipline jointly explain a meaningful proportion of variation in employee productivity. The result supports the argument that psychological willingness and behavioral consistency are complementary rather than competing explanations. Motivation encourages employees to contribute, develop, and pursue valued outcomes, whereas discipline structures how effort is expressed through punctual, rule-compliant, and accountable work behavior.

The joint finding is consistent with Maduningtias (2020), Mindari (2021), Faslah and Savitri (2013), Kurniawan (2018), Kuswibowo (2020), Salami (2021), Wati (2024), Nainggolan and Sudjiman (2022), and Jadi et al. (2025), which collectively indicate that motivation and discipline can jointly explain employee productivity. However, the present study differs from Jadi et al. (2025) and Mindari (2021), where discipline was not significant individually, and from Nainggolan and Sudjiman (2022) and Musytari (2026), where motivation was not significant individually. These differences reinforce the importance of

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organizational context: in a government health office, compliance with procedures and effective use of working time may have a particularly direct connection with productivity.

The model leaves 45.5% of productivity variance unexplained, indicating that motivation and discipline are important but not exhaustive determinants. The wider human-resource literature identifies additional influences such as leadership, competence, work environment, compensation, employee development, and organizational support (Sedarmayanti, 2017; Hasibuan, 2019; Sutrisno, 2017). Future models should incorporate these factors and examine whether they mediate or moderate the relationships identified here.

Practical Implications

For the West Nusa Tenggara Provincial Health Office, the results suggest a balanced human-resource strategy. First, the agency should maintain strong teamwork and social support while improving career security, appraisal transparency, recognition, and access to competency development. Second, it should sustain high compliance with regulations and standard operating procedures while strengthening punctuality through consistent attendance standards and supportive supervision. Third, managers should monitor work quality, the lowest productivity dimension, by using clearer quality checks, feedback, and opportunities to correct recurring errors. These actions can improve not only output quantity but also the reliability and quality of public-health administration.

CONCLUSION

Work motivation and work discipline both positively and significantly predicted employee productivity at the West Nusa Tenggara Provincial Health Office. Work discipline was the stronger individual predictor, and the two variables jointly explained 54.5% of productivity variance. The findings show that productive public-sector work depends on both motivational conditions and disciplined behavior. Social relationships were the strongest motivational feature, effective use of working time was the strongest disciplinary feature, and work ability was the strongest productivity feature. Conversely, safety needs, punctuality, and work quality were the comparatively weakest dimensions and therefore represent priority areas for managerial improvement.

Recommendations

The agency should improve the clarity and fairness of performance appraisal and career-development processes, expand recognition and competency-development opportunities, and maintain a supportive team climate. It should also strengthen punctuality while preserving the existing high levels of rule compliance, procedural adherence,

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responsibility, and effective use of working time. Quality-control feedback should be intensified to reduce errors and improve the consistency of work outputs.

Limitations and Suggestions for Further Study

This study was limited to one provincial government agency, used a relatively small sample, relied on self-reported questionnaire data, and examined only two predictors in a cross-sectional design. The findings should therefore be generalized cautiously. Future studies should include multiple public agencies, larger samples, longitudinal or mixed-method designs, and additional variables such as leadership, competence, work environment, compensation, workload, organizational support, and digital work systems. Interviews or focus groups could also clarify why career security, punctuality, and work quality received comparatively lower assessments.

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