The Effect of Employee Engagement and Work Motivation on Employee Discipline of The Southeast Sulawesi Provincial Industry and Trade Office

Asjain Husain, Ummy Kalsum, Rince Tambunan

Master of Management Study Program, Sekolah Tinggi Ilmu Ekonomi Enam Enam Kendari, Indonesia

Representative e-Mail: *mahmudinstie66@gmail.com*

ABSTRACT

This study aims to analyze and explain: (1) the influence of employee engagement and work motivation simultaneously on employee work discipline at the Industry and Trade Office of Southeast Sulawesi Province, (2) the influence of employee engagement on employee work discipline at the Industry and Trade Office of Southeast Sulawesi Province, and (3) the influence of work motivation on employee work discipline at the Industry and Trade Office of Southeast Sulawesi Province. The research design used in this study is explanatory research. The population of this study were employees with the status of State Civil Apparatus (ASN) at the Industry and Trade Office of Southeast Sulawesi Province. This study uses the census or complete enumeration method, or this study does not use samples so that sampling techniques are not needed. so that the respondents in this study were 70 employees. The results of the study indicate that: (1) Employee engagement and work motivation simultaneously have a positive and significant effect on employee work discipline at the Industry and Trade Service of Southeast Sulawesi Province. Based on the F test with F count (91.601) > F (0.05; 2.70) (3.1504) and a rho sig. value of 0.000 < 0.05, (2) Employee engagement has a positive and significant effect on employee work discipline at the Industry and Trade Service of Southeast Sulawesi Province. Based on the t-statistic probability test, with t count (2.797) > t (0.025; 70) (1.994) and a rho value of 0.007 < 0.05, and (3) Work motivation has a positive and significant effect on employee work discipline at the Industry and Trade Service of Southeast Sulawesi Province. Based on the t-statistic probability test, with t count (5.241) > t (0.025; 70) (1.994) and rho value of 0.000 < 0.05.

Keyword: *Employee Engagement, Work Motivation, Work Discipline.*

I. INTRODUCTION

Discipline has a very important role in maintaining the smooth implementation of tasks in an organization. A high level of discipline reflects an individual's level of responsibility for the tasks assigned to them. This not only encourages morale and passion for work, but also helps achieve organizational goals. Therefore, it is important for an organization to ensure that employee discipline is well maintained to achieve organizational goals.

In government agencies, work discipline is the main capital that must be possessed by Civil Servants (PNS), especially in the context of public service. Civil servants have a crucial role in the success of government administration and development. They are expected to have a high attitude of discipline, good performance, as well as loyalty and obedience to the state. They are also expected to have moral integrity, professionalism, awareness of responsibility as public servants, and the ability to unite the nation.

Theoretically, work discipline is an important operative management function of human resources, because the better the level of discipline of an employee, the more it will have an impact on the work productivity of the employee. According to Sinambela (2016:45), the importance of work discipline lies not only in employee obedience to rules and policies, but also in shaping optimal performance. When work discipline is applied effectively, agencies can achieve maximum results. This confirms that work discipline is not only a formal rule, but also a key element in achieving organizational goals and motivating employees to provide the best performance.

A high level of discipline is reflected in a person's awareness of their responsibility for the tasks given. The importance of regulations in creating order in the workplace is very basic, because discipline in the workplace can be considered good if most employees comply with the rules that have been set (Sinambela, 2016:45). Discipline is very important for individuals and agencies, because it helps individuals to understand the limits in the work environment. Discipline also reflects a respectful attitude towards the rules and norms that apply in the workplace. As expressed by

Rival (2019:60), work discipline is a means used by managers to interact with employees, with the aim of motivating them to increase awareness and obedience to applicable social rules and norms. Further, strong work discipline helps to maintain order and accountability within the group, thus ensuring that each individual contributes effectively.

Without the support of good work discipline from employees, achieving organizational goals becomes difficult. Without it, unsatisfactory and expected work results can occur within the organization. The impact can be in the form of an inability to achieve previously planned goals and objectives, hindering the progress of organizational achievement. Therefore, it is necessary to improve the work discipline of employees so that they can carry out their duties properly and precisely. Employees who have high work discipline are able to work independently without direct supervision from their superiors. In addition, employees must also have skills and expertise that are in accorandce with the tasks they are carrying. (Hasibuan, 2019:77).

The importance of good employee work discipline makes organizations strive to improve the level of discipline of their employees. Some factors that can affect the high and low work discipline of employees, in this study the author will analyze and explain the factors that can affect employee work discipline, namely *employee engagement* and work motivation.

Employee engagement is a concept that develops from *positive psychology* and *positive organizational behavior*. According to Kahn (in Albrecht, 2010:4), *Employee Engagement* describes the close physical, cognitive, and emotional relationship between individuals and their role in work. Federman (2009:22) equates *employee engagement* to a person's level of commitment to the organization that can influence behavior and how long a person stays in their position.

Employee engagement has an influence on improving work discipline, according to Harter *et al* (in Triasti and Purba, 2021:58) who state that *employee engagement* is a form of individual involvement and satisfaction and enthusiasm in doing work. Good *employee engagement* makes employees feel that they have meaning and purpose in the work they do will affect their work discipline such as completing work according to targets, having responsibility to complete work, and of course always arriving on time with the aim of being able to start more work early.

Employee engagement is one of the factors that can affect work discipline. Terry (2018:121) explains that self-imposed discipline, known as *self-imposed discipline*, arises out of willingness and awareness, not coercion. This happens when a person feels satisfied with a need and feels connected to the organization, so they voluntarily and consciously comply with the applicable regulations. If an employee feels involved in his or her job, then the willingness to comply with the rules will come naturally.

Several studies show that *employee engagement* affects the level of employee discipline, including the results of Juhana's (2020) research showing that employees who increase individual involvement and are highly enthusiastic about their work will strive to fulfill all their obligations as employees by obeying all their office regulations. Furthermore, the research of Pribadi and Parwoto (2022) shows the same results that good *employee engagement* will significantly affect the level of employee discipline. The results of the research by Atik *et al* (2023) found that employees with good *employee engagement* by always being actively involved in achieving the goals and success of the organization they work for have not been able to improve their level of discipline. This means that the employee has not fully complied with the regulations that apply in the agency where he works even though he has shown *good* employee engagement.

The next variable that will be analyzed in this study that can affect work discipline is work motivation. Basically, every individual in an organization has motivation in work. Motivation can be understood as an expression of a need that is felt by an individual personally, either consciously or unconsciously. Motivation is a person's inner drive to achieve certain goals. Meanwhile, motivation is a general concept that includes the drives, wants, needs, and forces that drive individuals to act and strive to achieve goals. As stated by Sunyoto and Wagiman (2021:1), work motivation is an encouragement or trigger for every employee to do their job well. With strong motivation, employees will feel enthusiastic and passionate about doing their jobs, which in turn can lead to meaningful development and growth for the organization.

According to Hasibuan (2019:81), among the goals of work motivation is to create a good work atmosphere and relationships, increase the sense of responsibility for their tasks, and can improve their work discipline. Furthermore, according to Sherman in Edison (2016:174), work discipline is an attitude of respect, respect, obedience, and compliance with applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if he violates the obligations and authority given to him. To obtain this attitude, a person's awareness and willingness are needed which is manifested through motivation.

Some studies on the relationship between work motivation and work discipline include research by Syahsudarmi (2022), the results of which show that the improvement of work discipline is highly determined by the encouragement of a person's awareness and willingness to comply with all applicable company regulations and social norms. Furthermore, research by Pasulu *et al* (2023) shows that work motivation is one of the variables that has a significant influence on employee work discipline. However, in the research Wibowo *et al* (2022) found that work motivation has not had a significant influence on employee work discipline.

This research will be carried out on Civil Servants (PNS) of the Southeast Sulawesi Provincial Department of Industry and Trade. The Southeast Sulawesi Provincial Department of Industry and Trade is one of the Regional Apparatus Organizations (OPD) within the scope of the Southeast Sulawesi Provincial Government which carries out a very strategic task, namely building and developing the industrial sector, both macro and medium and small industries, as well as developing the trade sector, both inter-island trade and export trade in Southeast Sulawesi. With

this task, the Southeast Sulawesi Provincial Department of Industry and Trade is required to carry out its duties transparently, accountably, effectively and efficiently in accorandce with the principles of *good governance*. One of the important aspects in the implementation of *good governance* is that the human resources must have a good or high level of discipline. Southeast Sulawesi Provincial Department of Industry and Trade.

Based on the data obtained by the author from the Sub. Personnel and General Division of the Southeast Sulawesi Provincial Department of Industry and Trade, electronic attenandce data was obtained through the SimponiASN application, attenandce data of employees of the Southeast Sulawesi Provincial Department of Industry and Trade from January to April 2024 which is presented as follows.

Table 1.1. Attenandce List of Employees of the Southeast Sulawesi Provincial Department of Industry and Trade based on the SimponiASN Application for January-April 2024

Moon	Number of employees	On time	Late Arrival	No Attendance Coming and or Going Home	Leave
January	84	75	4	3	2
February	84	71	7	6	0
March	84	69	10	4	1
April	84	68	8	7	1

Source: Sub. Personnel and General Division, Southeast Sulawesi Provincial Department of Industry and Trade

Based on the attenandce system of the SimponiASN application, we can find out in January Until April 2024, there are still employees who arrive late or do not attend. The number of employees who are less disciplined from January to March 2024 has increased and in April it has decreased, but the decline is not too large. Based on this, it can be described that the employees of the Southeast Sulawesi Provincial Department of Industry and Trade are still lacking discipline. Some of the factors for employees being late or not attending are afternoon, personal needs. Meanwhile, not doing attenandce is caused by employees who leave earlier than the scheduled return to the office.

In addition to employee attenandce data, the author also made direct observations at the Southeast Sulawesi Provincial Department of Industry and Trade to see a direct picture of the condition of *employee engagement* and employee work motivation which affects the level of employee discipline which is described as follows.

First, the condition of *employee engagement* based on the author's direct observation, the author found that some employees were less enthusiastic about work. For example, when employees arrive at the office, some employees actually go to the office canteen and do not immediately prepare a schedule or agenda that must be completed on that day. There are also employees who chat about various things outside of work, lack enthusiasm in completing work and employees after attenandce go directly out of the office environment and when the attenandce schedule comes home only to come back to the office.

However, there are some employees who are enthusiastic in preparing themselves to face the work charged to them and are enthusiastic in completing their work. Some of the employees who the author successfully interviewed during breaks, are willing to go home late at night or carry out orders from their superiors even during office holidays or in other words, employees find it difficult to escape from the work they are facing. This shows that there are still employees who have *good employee engagement*. Where it is interpreted as the quality of the relationship between the individual and his or her work. Employees who have *high employee engagement* will show goal-oriented behavior, perseverance in achieving something with enthusiasm, and enthusiasm, meaning and pride in what has been done (Salanova and Schaufeli, 2008:117). On the other hand, for employees who have low *employee engagement*, they will show a lack of concern for work, difficulty concentrating, lack enthusiasm, and tend to use work time by doing less productive things that affect the level of employee discipline.

Second, the condition of employee work motivation. Employee work motivation factors include the need for achievements, affiliations, and power that require attention and improvement in the future. The results of discussions with several employees at the Southeast Sulawesi Provincial Department of Industry and Trade showed a lack of encouragement to achieve, be affiliated, and have power in work. This is due to the view that outstanding employees do not necessarily get a good career. So far, the career development of Civil Servants is based more on personal relationships than work achievements. As a result, employees feel that even though they are trying to achieve high work performance, their efforts are not appreciated by their superiors. This leads to a lack of motivation to work better. Human needs are defined as everything that they want to have, achieve, and enjoy, which drives them to work. However, when these needs are not met, employees tend to neglect their duties and functions and even employees will often violate office rules.

Based on the background description above, finally the author is interested in conducting research with the title The Influence *of Employee Engagement* and Work Motivation on Employee Discipline of the Southeast Sulawesi Provincial Industry and Trade Office.

II. LITERATURE REVIEW

Based on the results of previous studies relevant to this research, which can be taken as the main reference material and comparison as follows: Triasti and Purba (2021) research title: *The Effect Of training and Work Engagement on The Performance of Educational Staff Mercu Buana University With Work Discipline as A Mediation Variable.* This study aims to measure the influence of training and *employee engagement* on the performance of educational staff at Mercu Buana University with work discipline as a mediating variable. This research is a type of

quantitative research. The analysis in this study uses SEM where data processing uses the *Partial Least Square* (PLS) program version 3.2.7. The number of respondents sampled in this study was 80 educational staff at Mercu Buana University. The results of the analysis showed that there was a difference in results between direct and indirect effects, where the direct effect on the training variable showed a positive and significant influence on the performance of educational staff, while the indirect effect showed that training had no effect on performance if mediated by work discipline. In addition, the direct influence of *employee engagement* variables on work discipline showed positive and significant results, while *employee engagement* on performance had no significant effect, while indirect influences mediated by work discipline showed that *employee engagement* has a positive and significant influence on the performance of the educational staff of Mercu Buana University. The similarity of the research is to analyze the influence *of employee engagement* on work discipline. While the difference is that in the previous study analyzed direct and indirect influences, while this study analyzed direct influences. Differences in research locations and analysis tools.

Juhana (2020) research title: *Compensation on Preventive Discipline: Mediating The Role of Employee Engagement*. The purpose of this study is to analyze and explain the impact of indirect compensation on employee discipline mediated preventively by *employee engagement*. This study is a survey of employees at a bank in Bandung with 30 employees who are randomly selected using *a simple random sampling* technique. Hypothesis testing using PLS-SEM. The results showed that there was a significant influence of indirect compensation on *employee engagement* and preventive discipline. *Employee engagement* affects preventive discipline. The implications of this study show that indirect compensation can improve employee empowerment and preventive discipline. The equation of this study is to analyze the influence of *employee engagement* on work discipline. While the difference in previous research was on the compensation variable, while this study was work motivation. Differences in analysis tools and research locations.

Pribadi and Parwoto (2022) research title: *The Effect of Employee Engagement and Work Environment on Teacher Performance Mediated by Work Discipline at Madrasah Ibtidaiyah in Ciledug District, Tangerang City*. This study aims to analyze the influence of *employee engagement* and work environment on teacher performance mediated by work discipline in MI Ciledug District, Tangerang City. All MI teachers in Ciledug District, Tangerang City, totaled 193 people from six different schools as a population. The sampling technique used *proportional stratified random sampling*, it was found that 130 people were selected as samples through the Slovin formula. The data was taken with a questionnaire and then analyzed using *Structural Equation Modeling Partial Least Square* (SEMPLS). The final results shown from this study are (1) *Employee engagement* has a significant indirect influence on teacher performance, (2) The work environment has a significant indirect influence on teacher performance, (3) *Employee engagement* and the work environment have a significant positive influence on work discipline, (4) *Employee engagement* and work discipline has a significant positive influence on teacher performance, but the work environment does not have a significant influence on teacher performance. The similarity of the research is to analyze the influence *of employee engagement* on work discipline. Meanwhile, the differences in previous studies analyzed the direct and indirect influence between research variables, differences in analysis tools and research locations.

Atik *et al* (2023) research title: *The Influence Of Transformational Leadership, Employee Engagement, And Work Environment, On The Performance Of Employees With Work Discipline As Intervening At The General Bureau Of The Regional Secretariat Of Riau Islands Province*. This study aims to determine the influence of transformational leadership, *employee engagement*, and work environment on employee performance with work discipline as an intervening variable in the General Bureau of the Riau Islands Provincial Secretariat. The research method used is a descriptive method with a quantitative approach. Data collection was carried out using a questionnaire instrument distributed to 112 respondents. Data analysis was carried out using the *Partial Least Square* (PLS) method using SmartPLS software version 4. The results of the study show that transformational leadership affects employee work discipline and employee performance. *Employee engagement* does not have a significant influence on work discipline and employee performance. The work environment affects the work discipline of employees but does not have a significant influence on employee performance. Work discipline affects employee performance. Work discipline variables are able to mediate the influence of transformational leadership on performance. However, the work discipline variable is unable to mediate the influence between *employee engagement* on employee performance and the influence of the work environment on employee performance. The similarity of the research is to analyze the influence *of employee engagement* on work discipline. Meanwhile, the differences in previous studies analyzed the direct and indirect influence between research variables, differences in analysis tools and research locations.

Sulistyan *et al* (2024) research title: *The Role Of Employee Engagement in Briding The Role Of Leadership To Disicipline*. This study aims to evaluate the Impact of Leadership on Work Discipline and the role of Employee Engagement. All permanent employees at both companies were included in this study, using *non-probability sampling* with saturated sampling and a total of 73 respondents. The findings reveal an indirect influence of leadership on work discipline but a significant positive impact on employee engagement. In addition, employee engagement positively affects work discipline, demonstrating the mediating role between leadership and work discipline. Improving leadership can thereby increase

employee engagement, thereby strengthening work discipline. The similarity of the research is to analyze the influence of *employee engagement* on work discipline, as well as the similarity of the research approach, namely the quantitative approach. The differences in research are in the difference in analysis tools, differences in research objects and differences in research variables, namely leadership with work motivation towards work discipline.

Syahsudarmi (2022) research title: *Analysis of the Effect of Work Motivation on Employee Work Discipline in the era of the covid-19 Pandemic*. The purpose of this study is to determine the influence of work motivation on employee work discipline. The sample in this study is all employees, totaling 40 employees as the research sample. From the results of hypothesis testing, it was stated that work motivation had a significant influence on work discipline at PT Tunas Antar Nusa Muda (TAM) Pekanbaru Branch. The form of relationship between work motivation and work discipline is positive, the similarity of the research is to analyze the influence of work motivation on work discipline. Research differences in analysis tools and research locations. Furthermore, this study also analyzes the variables of *employee engagement* on work discipline.

III. RESEARCH METHODS

The research design used in this study is explanatory research. According to Sugiyono (2020: 6), explanatory research is a research approach that aims to explain the relationship between the variables being studied and the impact of one variable on another. The main reason for the use of explanatory research methods by researchers is to test the hypothesis proposed. Thus, it is hoped that this study will provide a deeper understanding of the relationship and impact between the independent and dependent variables described in the hypothesis. Since the main purpose of explanatory research is to test the hypothesis proposed, it is hoped that through this study the relationship and influence of these variables can be explained. The method used in this study is a survey method. The survey method is a research conducted on a population by analyzing data obtained from that population (Sekaran and Bougie, 2017:30).

The location of this research was carried out at the Southeast Sulawesi Provincial Department of Industry and Trade and the time for this research is planned to be completed within a period of 4 (four) months or more.

In order to conduct effective research, determining the population is important so that the data obtained is in accorandce with the research objectives. Sugiyono (2020: 136) explained that the research population is a generalization area that includes objects or subjects with certain quantities and characteristics that are then analyzed by researchers to produce relevant conclusions. The population of this study is employees with the status of State Civil Apparatus (ASN) consisting of Civil Servants (PNS) and Government Employees with Employment Agreements (PPPK) outside of echelon II and echelon III officials and the author totaling 70 employees presented in the table below.

Table 3.1. Distribution of Employees of the Department of Industry and Trade Southeast Sulawesi Province

No.	Work Unit	Number (Person)
1.	Secretariat	16
2.	Small and Medium Industries and Industrial Regions	11
3.	Agro-Chemical Industry, Metals and Machinery	11
4.	Domestic Trade Sector	10
5.	Foreign Trade	11
6.	Consumer Protection and Commercial Order	11
Sum		**70**

Source: Sub. Personnel and General Division of the Southeast Sulawesi Provincial Department of Industry and Trade Based on the data in Table 4.1, it shows that the number of employees who are the population of this study within the scope of the Southeast Sulawesi Provincial Department of Industry and Trade is 70 people. Because the population in this study is relatively small and the researcher can easily reach it because of peers, this study uses the census or *complete enumeration method,* or this study does not use samples so that sampling techniques are not needed. So, the population of this study is 70 employees.

Table 3.2 Research Variable Reliability Test

Variable	Cronbach's alpha	Cut off value	Information
Employee Engagement	0.839 ≥	0.70	Reliable
Work Motivation	0.795 ≥	0.70	Reliable
Work Discipline	0.895 ≥	0.70	Reliable

Source : Primary Data processed (2022)

Regression analysis is a statistical technique that is useful for examining and modeling the relationship between variables. Multiple regression is often used to overcome regression analysis problems that result in relationships of two or more independent variables (Sugiyono, 2020:88). The processing of multiple linear regression data in this study uses the SPSS version 22 *for Windows program*. Mathematical model equations are formulated to express causal relationships between variables.

The regression equation model for the three predictors is formulated as follows (Sugiyono, 2020:88):

$$Y = \beta_1 (X_1) + \beta_2 (X_2) + e_i$$

Information:

Y   = Work Discipline (*variable dependent*)

β0   = Konstanta *(intercept)*

X1   = *Employee Engagement (independen variabel)*

X2   = Work Motivation *(variable independent)*

β1 β2, = Regression coefficient A   = Error

To obtain a good regression equation model, it is necessary to carry out several assumption tests for the regression equation model that is formed, namely: The normal distribution test is a test to measure whether our data has a normal distribution so that it can be used in parametric statistics. One method that can be used to detect normality problems is the Kolmogorov-Smirnov test which is used to find out whether the sample comes from a normally distributed population (Sujianto, 2009).

The normality of the data in the study used the Kolmogorov-Smirnov One Sample test which the basis for decision- making is as follows:

1) If the significance value > 0.05, then the data is normally distributed
2) If the significance value < 0.05, then the data is not normally distributed

The Heteroscedasticity test is used because the variance of the dependent variables described in the dependency relationship should not be concentrated only in a limited range of independent values (Hair *et al*., 2010). The occurrence of heteroscedasticity is indicated by the unevenness of residual value variants between independent variables through the calculation of the *Spearman Rank* correlation coefficient test which correlates between *absolute residual values* and each independent variable. If the probability of the correlation result is less than 0.05, the regression equation formed contains the symptoms of heterokedastiness, and if it is the opposite, it will indicate the occurrence of non-heteroscedasticity or homokedastiness. A good regression model is that heteroscedasticity does not occur (Ghozali, 2013).

Multicollinearity is the extent to which a variable can be explained by other variables in the analysis so that there is no *absence of correlated errors* (Hair *et al*., 2010). The assumption of the classical linear regression model is that there should be no multicollinearity or correlation error between the free variables included in the model. The occurrence of multicollinearity is indicated by the correlation between independent variables in the form of *Variance Inflating Factor (VIF) values.* If the VIF value is around 1 and the tolerance value is close to l, then multicollinearity does not occur (Solimun, 2010).

IV. RESULT AND DISSCUSSION

4.1 Results

4.1.1 Characteristics of Research Respondents

The general description of the respondents in this study aims to describe in detail the diversity of respondents who are the research samples. This is expected to provide a clear understanding of the respondent's condition and its relationship with the problem and research objectives. The respondents in this study consisted of 70 Civil Servants at the Southeast Sulawesi Provincial Department of Industry and Trade.

The characteristics of the respondents in this study, namely Civil Servants of the Southeast Sulawesi Provincial Department of Industry and Trade, it can be known that the most gender respondents are respondents with a female gender of 42 people (60%) and the least are male respondents as many as 28 people (40%). According to Sylvia Ann Hewlett in Nyoto (2019) revealed that companies with high gender diversity tend to be more innovative. This is due to a more diverse mix of perspectives and ideas, which encourages creativity and innovation.

The characteristics of the respondents in this study based on the age of the respondents can be known that the respondents with the age range of 41-50 years are the most numerous, namely 38 people (54.28%), then the respondents with the age range of 51-60 years as many as 26 people (37.14%) and the least are respondents with the age range of 31-40 years, which is as many as 6 people (8.57%). Based on the description above, the majority of respondents are employees with an age range of 41-50 years, this research respondents are in the age range that has the physical ability to work, has the potential to think as money expressed by Jeffrey Pfeffer in Nyoto (2019) states that older employees tend to have a higher level of discipline because of more work experience and more emotional maturity stable. They have typically developed good work habits and a deeper understanding of the importance of discipline in achieving organizational goals.

The characteristics of the research respondents based on the level of education can be seen that the respondents with the undergraduate education level (S1/D4) are the largest, namely 54 respondents (77.14%), then the respondents with the S2 and S3 education levels as many as 12 respondents (17.14%), the next is the respondents with the high school education level (SMA) as many as 3 respondents (4.29%) and the least are the respondents with the Diploma-3 education level (D3) as many as 1 respondent (1.43%). The respondents' educational qualifications affect their mindset and perspective in the form of an assessment of the various problems they face, as the opinion of Edwin A. Locke and Gary P. Latham in Utama (2020), states that formal education can form a positive attitude and work ethic. Higher education often teaches the importance of responsibility, perseverance, and commitment, which are directly related to discipline.

The characteristics of the respondents in this study based on the rank of personnel can be found that the respondents with the rank of group III/a-III/d are the largest, namely 56 respondents (80%), then the respondents with the rank of group IV/a-IV/d as many as 13 respondents (18.57%) and the least are respondents with the rank of group II/a-II/d as many as 1 respondent (1.43%). The aspect of the rank of employees of the Southeast Sulawesi Provincial Department of Industry and Trade is correlated with the organizational structure and adjusted to the main tasks and workload of employees. Each subdivision or section in the Southeast Sulawesi Provincial Department of Industry and Trade is majority-filled by employees with group III rank and equipped by employees with group II rank.

The characteristics of the respondents in this study based on the length of work as a Civil Servant (PNS) can be found that respondents with a working period of 21-30 years are the most, namely 55 respondents (78.57%), and respondents with a working period of 11-20 years are the least, as many as 15 respondents (21.43%). This condition shows that the majority of respondents in this study have had a relatively long working period so they are expected to have a good level of discipline, as Edwin A. Locke and Gary P. Latham in Utama (2020) in their goal-setting theory state that employees who have a long working period often have a stronger career commitment. They see their work as an integral part of their identity, which encourages them to be more disciplined in carrying out their duties.

The description of the respondents' answers aims to interpret the meaning of each research variable, variable indicators and research statement items based on the distribution of frequency, percentage, and average of respondents' answers. Based on the data measurement scale used (Likert), the range of respondents' statements ranges from one to five, which means that they start from very good/agree to very good/agree.

The variables analyzed in this study consist of *employee engagement*, work motivation and work discipline. The results of the survey conducted by distributing questionnaires to respondents were obtained, a description of each variable indicator can be described as follows: *Employee engagement* is the state of an employee who feels attached and directly involved, both physically and emotionally with his agency so that he wants to provide the best performance for his organization. In this study, *employee engagement* is measured by 3 (three) indicators, namely vigor, *dedication*, and *absorption* which are adopted from the opinions of Schaufeli and Bakker (2016). The description of the respondents' answers to *the employee engagement* variable is presented in the table below.

The results of the description of the respondents' answers, it can be seen that the respondents of this study stated that the *employee engagement* variable with an average value of 3.76 was in the good category. This result illustrates having a good emotional involvement with the Southeast Sulawesi Provincial Department of Industry and Trade which is reflected through the *vigor* indicator with an average score of 3.76 in the good category, namely employees have a strong spirit when working, a good willingness to work hard, and persistence and perseverance in facing work challenges. The *dedication* indicator with an average value of 3.76 is included in the good category, namely employees of the Southeast Sulawesi Provincial Department of Industry and Trade have the strength of feeling good with work, which can be seen from the enthusiasm, pride, and feelings of meaning for the work done. And *the absorption* indicator with an average value of 3.76 is included in the good category, namely employees of the Southeast Sulawesi Provincial Industry and Trade Office have good concentration and seriousness in work.

The results of the description of *the employee engagement variable* can also be seen as many as 45.47% of respondents stated that they had *good employee engagement*, then as many as 36.13% of respondents stated that they were neutral, as many as 16.32% of respondents had *very good employee engagement* and as many as 2.08% of respondents stated that they had bad *employee engagement*.

Work motivation is an impulse that comes from a series of human behavior processes in achieving goals. In this study, work motivation is measured through 3 (three) indicators, namely the need for achievement, the need for affiliation and the need for power adopted from McClelland's Motivation theory (Rivai, 2019).

The results of the description of the respondents' answers, it can be seen that the respondents of this study stated that they were good for the work motivation variable with an average value of 3.88 in the good category. These results illustrate that respondents stated that they have good motivation or a strong drive to drive, direct, and maintain individual work behavior towards the achievement of certain goals in the work environment. The work motivation variable that was perceived well by the respondents was reflected in the achievement needs indicator with an average score of 3.81 in the good category. This means that respondents stated that they have a good individual drive to set and achieve challenging goals, as well as to seek personal satisfaction from those achievements. Furthermore, the affiliated indicator with an average score of 4.04 is included in the good category, meaning that respondents stated that respondents have a strong desire to form, maintain, and strengthen positive and warm social relationships with others. This drive encourages individuals to seek meaningful social interactions, gain emotional support, and feel welcome in a group or community. And the indicator of the need to be in power with an average score of 3.88 is in the good category. This means that respondents state that they have a strong desire to influence, control, or have authority over other people or their environment. This drive encourages individuals to seek positions or roles where they can influence decisions, behaviors, and outcomes.

The results of the description of the work motivation variable can also be seen as many as 41.31% of respondents stated that they had good work motivation, as many as 31.91% of respondents stated that they were neutral, as many as 25.48% of respondents stated that they had excellent work motivation, and finally as many as 1.31% of respondents stated that they had low motivation.

Work discipline is an individual's commitment and obedience to the rules, procedures, and standards that have been set in the work environment. Work discipline includes behaviors that demonstrate dedication, responsibility, and adherence to schedules, duties, and regulations that apply in the workplace. Work discipline in this study is measured through 3 (three) indicators, namely time discipline, regulatory discipline and responsibility discipline adopted from the opinions of Robbins and Judge (2018).

The results of the description of the respondents' answers, it can be seen that the respondents of this study stated that they were good for the work discipline variable with an average value of 4.03 in the good category. These results illustrate that the respondents stated that they have attitudes and behaviors that show obedience to the rules, ethics, and work standards that have been set by the organization or workplace in the good category or that the respondents have a good level of work discipline as reflected in the time discipline indicator with an average score of

4.04 in the good category. This means that respondents have a good ability and commitment to manage time effectively and efficiently, ensuring that tasks and activities are carried out according to the schedule that has been set. Time discipline includes planning, prioritizing, and executing tasks within a specified time frame, as well as avoiding delays and wasted time. Furthermore, the regulatory discipline indicator with an average score of 4.08 is in the good category. This means that the respondents of this study stated that they have a good commitment and obedience in complying with the rules, policies, and procedures that have been set by organizations, institutions, or the community. This discipline includes consistent attitudes and behaviors in following regulations, as well as the responsibility to carry out obligations and avoid violations. Finally, the responsibility discipline indicator with an average score of 3.98 is included in the good category. This means that respondents stated that they have a good commitment and individual awareness in carrying out the tasks and obligations that have been given with full responsibility and consistency. This discipline includes a proactive attitude, reliability, and integrity in completing work and fulfilling promises or commitments that have been made.

The results of the description of the work discipline variable can also be known as 37.93% of respondents stated that they have had good work discipline. Furthermore, as many as 33.18% stated that they had excellent work discipline, as many as 27.94% of respondents stated that they had neutral work discipline and finally as many as 0.94% of respondents stated that they had poor work discipline.

The analysis technique used in this study is inferential statistics, namely multiple linear regression analysis where the analysis process uses the SPSS application program version 26.0. In testing the inferential statistical model, which is multiple linear regression developed in the study, there are several classical assumptions that must be tested first.

A data normality test is a statistical procedure used to determine whether or not a group of data follows a normal distribution. A normal distribution, or often referred to as a Gaussian distribution, is a continuous probability distribution that is in the form of a symmetrical bell around the mean. Knowing whether the data follows a normal distribution is an important nature of the statistical analysis process to ensure that the underlying assumptions of many statistical methods are met, so that the results of the analysis are reliable and used for informed decision-making.

For the normality test of the data in this study, it is carried out in 3 (three) test ways, namely by looking at the histogram graph whether it forms a normal curve, that is, if the curve does not clamp to the left or clamp to the right (the right side and the left side are the same width), then it can be said to be normally distributed, but if it is the opposite, it can be said that it is not normally distributed. for the P-P Plot graph, that is, seen from the output display of the P-P Plot graph, if the points on the P-P Plot spread out according to the diagonal line, it can be said to be normally distributed, but if it spreads not in accorandce with the diagonal line, it is said to be not normally distributed. To support the graph, the *Kolmogorov Smirnov test is used* with the condition that if the rho value (Sig.) > α 0.05, it can be declared normal distributed data, while if the rho value (Sig.) < α 0.05, it can be declared that the data is not normally distributed. The results of the test using the SPSS 26 program can be seen in the graph below.
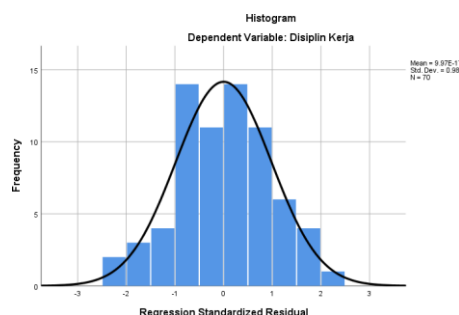

Figure 4.1. Data Normality Histogram

Source: Primary Data (in 2024)

Based on the Histogram Graph above, it can be seen that the pattern of forming a descending bell on the right and left shows that the residue (std. error) is normally distributed.
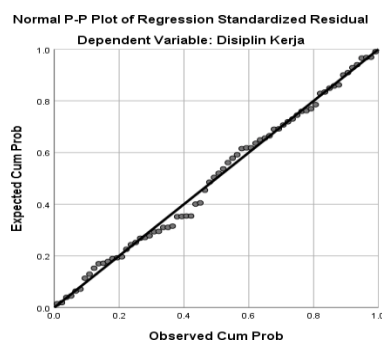

Figure 4,2. Normal P-P Plot Chart

Source: Primary Data (in 2024)

Meanwhile, in the Normal P-P Plot Chart, you can see an image of the dots spreading around the diagonal line whose spread follows the direction of the diagonal line. Thus, it can be said that the diagram shows that the data is normally distributed. To make sure that the *Kolmogorov Smirnov test* is used and the results can be seen in the table below

Table 4.1 Kolmogorov Smirnov Test

		Unstandardized Residual
N		70
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.30843690
Most Extreme Differences	Absolute	.076
	Positive	.076
	Negative	-.045
Test Statistic		.076
Asymp. Sig. (2-tailed)		.200[c,d]

Source: Primary Data (in 2024)

From the table above, it can be seen that *Kolmogorov Smirnov*'s value for the rho value can be seen in the Asymp column. Sig. (2-tailed) residue values of $0.200 > 0.05$ thus it can be said that the normally distributed residues are eligible for the regression test. The heteroscedasticity test is a statistical procedure used to detect the presence of inconsistent variability in the residual (the difference between the observed and predicted values) of a linear regression model. In the context of regression, heteroscedasticity occurs when the variance of the residual is not constant across the entire range of the predictor value. This is contrary to the basic assumption of linear regression which assumes that residuals have constant variance or homoscedasticity.

The heteroscedasticity test in this study uses the glacier test, namely by regressing the absolute value of the residue with the value of each variable, with the provision that if the rho value (Sig.) $> \alpha$ 0.05 then it can be stated that the data does not have a heteroscedasticity problem, while if the rho value (Sig.) $< \alpha$ 0.05 then the data has a heteroscedasticity problem, by using SPSS 26 it can be seen the correlation table as shown in the table below:

Table 4.2. Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.865	.186		4.644	.000
Employee Engagement	-.009	.079	-.021	-.107	.915
Work Motivation	-.149	.082	-.362	-1.822	.073

Source: Primary Data (in 2024)

From the table above, it can be seen that in the Sig column, the rho value of *the employee engagement* variable is $0.915 > 0.05$ and the rho value of the work motivation variable is $0.073 > 0.05$, this shows that there is no heteroscedasticity problem in the regression model.

The multicollinearity test is a statistical procedure used to detect the presence of strong linear relationships or correlations between independent variables in linear regression models. Multicollinearity occurs when independent variables in a regression model correlate with each other significantly, which can cause problems in the interpretation of the coefficients and the stability of the model's estimates. Multicollinearity can result in unstable coefficient estimation and difficulty in identifying the influence of each independent variable on the dependent variable. To check this, the Tolerance value and the VIF (variance inflation factor) value are used:

- For Tolerance value

If the Tolerance value > 0.10, it means that there is no Multicollinearity If the Tolerance value <= 0.10, it means that Multicollinearity occurs

- For VIF values

If the VIF value < 10.00, it means that there is no Multicollinearity If the VIF value >= 10.00, it means that Multicollinearity occurs.

Table 4.3. Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Employee engagement	.324	3.084
Work Motivation	.564	3.084

Source: Primary Data (in 2024)

From the table above, it can be seen that the Tolerance value for the employee *engagement* variable (X1) and the work motivation variable (X2) is $0.324 > 0.10$, for the Tolerance *value of employee engagement* (X1) and the work motivation variable (X2) is $3.084 < 10$, this shows that there is no problem of multicollinearity of the regression equation.

The determination coefficient test, often referred to as Rsquare, is a statistical measure used to assess how well a linear regression model predicts or explains the variability of dependent variables based on independent variables.

The determination coefficient provides an indication of how well the observed data matches the predicted model. The Rsquare value ranges between 0 and 1:

- Rsquare = 0: The model does not account for the variability of dependent variables at all.
- Rsquare = 1: The model describes all the variability of dependent variables perfectly.

Table 4.4. Determination Coefficient Test (Rsquare)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856ᵃ	.732	.724	.31301

Source: Primary Data (in 2024)

Based on the table above, the r-coefficient of 0.856 shows that the independent variables *of employee engagement* and work motivation simultaneously have a close relationship with employee work discipline at the Southeast Sulawesi Provincial Department of Industry and Trade, while the Rsquare (determination coefficient) is 0.732 or 73.2%. This shows that the independent variables *of employee engagement* (X1) and work motivation (X2) can explain the work discipline of employees at the Southeast Sulawesi Provincial Department of Industry and Trade (Y), with a contribution of 73.2% while the remaining 26.8% is influenced by other variables.

Hypothesis testing in multiple linear regression is the process of determining whether the hypothetical relationship between independent variables and dependent variables is statistically significant. It involves testing multiple hypotheses related to regression coefficients to ensure that the model built is trustworthy and valid.

By using the resulting *coefficients* table as shown in the table below, the regression equation can be determined

Tabel 4.5 *Coefficients* Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.729	.354		-2.061	.043
	Employee Engagement	.422	.151	.311	2.797	.007
	Work Motivation	.812	.155	.582	5.241	.000

Source: Primary Data (in 2024)

Based on the results of the regression coefficient analysis above, the regression equation formula is:

$$\hat{Y} = 0.422X1 + 0.812X2 + e$$

This regression equation can be interpreted as follows:

- The value of the variable regression coefficient X1 (*Employee Engagement*) is 0.422 with a t-value of 2.797 and a significant level of 95%. This shows that work discipline will increase if *employee engagement* is increased.
- The value of the variable regression coefficient X2 (work motivation) is 0.812 with a t-value of 5.241 and a significant level of 95%. This shows that work discipline will increase if work motivation is increased.

Simultaneous test, also known as the F-Test, is a statistical method used to test the overall significance of a linear regression model. This test determines whether there is a significant linear relationship between the dependent variable and one or more independent variables in the regression model. In other words, the F test evaluates whether at least one of the independent variables has a regression coefficient that differs from zero.

Based on the results of the multiple linear regression statistical test, to answer hypothesis 1 of this study, namely Simultaneously there is a positive and significant influence *of employee engagement* and work motivation on employee work discipline at the Southeast Sulawesi Provincial Department of Industry and Trade. It is further explained through the processed results of the table below.

Table 4.6. Simultaneous Test Results (F TEST)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.949	2	8.974	91.601	.000ᵇ
	Residual	6.564	67	.098		
	Total	24.513	69			

Source: Primary Data (in 2024)

Based on the table above, it is known that the F test with Fcal (91,601) > F(0.05; 2.70) (3.1504) and the Rho Sig. value of 0.000 < 0.05, Therefore, the decision was taken that *employee engagement* and work motivation simultaneously had a positive and significant effect on the work discipline of employees at the Southeast Sulawesi Provincial Department of Industry and Trade, at a real level of 95%, so that **hypothesis 1 was accepted**.

The partial regression coefficient test, also known as the t-test or partial significance test, is used to determine whether the coefficients of an independent variable in a linear regression model are statistically significant in affecting the dependent variable, by controlling for other independent variables in the model.

With the provision that if the results of t calculation > t table, it is decided that Hypotheses 2 and 3 are accepted. On the other hand, if the results of t calculation < t table, it is decided that Hypotheses 2 and 3 are rejected. The following is a regression coefficient table used as the basis for the test.

Table 4.7 Partial Test with a 5% error rate

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.729	.354		-2.061	.043
	Employee Engagement	.422	.151	.311	2.797	.007
	Work Motivation	.812	.155	.582	5.241	.000

Source: Primary Data (in 2024)

For the hypothesis test of the influence of X1 on Y, it can be interpreted based on the t-statistical probability test, with the tcount (2.797) > t (0.025; 70) (1,994) and an rho. value of 0.007 < 0.05, therefore employee engagement was taken to have a positive and significant effect on the work discipline of employees at the Southeast Sulawesi Provincial Department of Industry and Trade, at a real level of 95%, so **hypothesis 2 was accepted**.

For the hypothesis test of the influence of X2 on Y, it can be interpreted based on the t-statistical probability test, with the calculation (5.241) > t(0.025; 70) (1,994) and rho. value of 0.000 < 0.05, Therefore a decision was taken that work motivation had a positive and significant effect on the work discipline of employees at the Southeast Sulawesi Provincial Department of Industry and Trade, at a real level of 95%, so that **hypothesis 3 was accepted**.

4.2 Research Discussion

Based on the results of the data analysis in this study, the discussion of the results of this study combines theories, previous research results and empirical facts that occur in the object being studied to verify the results of this research to strengthen or reject the theory or results of previous research. Therefore, the study of human resource development with a theoretical approach to human resource management in the public/government sector, especially Civil Servants in the Southeast Sulawesi Provincial Department of Industry and Trade in relation to the variables of this research is the author's effort to describe the facts and conditions of whether or not employee *engagement*, work motivation and employee work discipline are high.

The discussion of the hypothesis of this research aims to qualify the problems and objectives of this research. Thus, the discussion of this study includes the characteristics of the respondents, the description of the respondents on the research variables and the results of hypothesis testing. The discussion of the measurement model and the mean value refer to each variable measurement indicator that describes the actual condition of each indicator, of course, according to the perception of the respondents in this study. The discussion of the research hypothesis discusses the influence of independent variables on dependent variables.

The results of the study are based on statistical calculations with a trust level of 95%, *employee engagement* and work motivation simultaneously have a positive and significant effect on the work discipline of employees of the Southeast Sulawesi Provincial Department of Industry and Trade. This means *employee engagement* which refers to the level of involvement, commitment, and enthusiasm of employees towards their work. Engaged employees feel motivated, satisfied, and tend to give their best performance and work motivation which refers to the factors that encourage employees to work hard and achieve organizational goals together (simultaneously) has a significant and positive influence on work discipline which refers to the extent to which employees comply with the rules, procedures, and norms set by the organization. Disciplined employees show timely attenandce, follow instructions, and maintain high work standards.

The meaning of positive influence is that when *employee engagement* and work motivation increase, employee work discipline also increases. In this case, the relationship between the independent variable (*employee engagement* and work motivation) and the dependent variable (employee work discipline) is direct and directly proportional. Significant influence means that the relationship does not occur by chance. Statistically, there is strong evidence that shows that changes in *employee engagement* and work motivation have a real impact on employee work discipline. The magnitude of the simultaneous influence of *employee engagement* and work motivation on work discipline can be statistically proven that these two variables have an influence or have a close relationship in influencing work discipline with a determination value (Rsquare) of 73.2% of *the employee engagement* and work motivation variables can explain most of the variation in work discipline variables, which means the model has good predictive ability.

The results of employee *engagement* and work motivation research simultaneously have a positive and significant effect on the work discipline of employees of the Southeast Sulawesi Provincial Department of Industry and Trade can practically be done by implementing employee involvement programs, such as *team-building activities*, effective communication, and self-development opportunities, as well as providing motivation through bonuses, awards, and recognition, may see improvements in employee work discipline, such as better attenandce, adherence to procedures, and higher quality of work.

The results of the study are based on statistical calculations with a confidence level of 95% *employee engagement* has a positive and significant effect on the work discipline of employees of the Southeast Sulawesi Provincial Department of Industry and Trade. This result can be interpreted that *employee engagement* , which is the level of involvement, commitment, and enthusiasm of employees who are good at their work and the organization is able to improve employee work discipline, namely employees will try optimally in complying with the rules, procedures, and norms set by the organization.

Positive influence means that an increase in *employee engagement* will be followed by an increase in work discipline. When employees feel more engaged and connected to their work and organization, they tend to exhibit

better disciplined behavior. Significant influence means that this relationship between *employee engagement* and work discipline does not occur by chance. Statistically, there is strong evidence that changes in *employee engagement* levels have a real impact on work discipline levels. The statement that *employee engagement* has a positive and significant effect on work discipline shows that efforts to increase employee engagement can result in an increase in work discipline. This is important for organizations because good work discipline contributes to the overall productivity, efficiency, and success of the organization.

The results of *the employee engagement study* had a positive and significant effect on the work discipline of employees of the Southeast Sulawesi Provincial Department of Industry and Trade, supported by the results of the description of the respondents' answers in this study, that most of the respondents stated that they were good for *the employee engagement variable*. This means that the majority of respondents stated that *employee engagement* or employee involvement by being committed, and emotionally connected to their work and with the organization they work for, which includes the *vigor* aspect refers to the high enthusiasm that a person shows when working. This includes strong energy and stamina at work, the willingness to work hard, and perseverance and perseverance in facing job challenges, the *dedication* aspect refers to the strength of feeling attached to the work, which can be seen from the enthusiasm, pride, and feelings of meaning towards the work done, and the *absorption* aspect refers to concentration and seriousness at work.

If observed, from the empirical facts based on the respondent's perception that the three indicators of *the employee engagement* variable have the same average value, it can be said that the respondents of this study stated that the three aspects of *employee engagement* were prioritized by the respondents of this study. The impact is that employees will have a greater sense of responsibility and awareness of the importance of their role in achieving organizational goals. This encourages them to be more disciplined in carrying out their duties. Engaged employees feel more attached to the organization and are more likely to comply with the organization's rules and policies. They see the rule as a way to achieve a common goal, not as a burden. High engagement often means employees feel happy and satisfied with their jobs. This can reduce attendance and improve punctuality, as employees are more motivated to attend and contribute every day. And finally, engaged employees are usually more proactive in taking the initiative and participating in company activities. They tend to show high self-discipline and voluntarily follow established procedures and work standards.

Good employee engagement is able to improve employee work discipline, as evidenced by the empirical fact of respondents' perception of work discipline variables. Based on the perception of employees stating that their work discipline is good, which is seen from the aspect of time discipline refers to attitudes or behaviors that show obedience to work schedules, including attendance and compliance with working hours, as well as timely completion of tasks, regulatory discipline refers to obedience to the orders of superiors, compliance with rules and regulations, and using uniforms that have been set by the organization, and responsibility discipline refers to the ability to handle work in accordance with the tasks that have been given to employees, including in the use and maintenance of equipment as well as possible, which helps the smooth running of office activities. Changes in employee engagement at the Southeast Sulawesi Provincial Department of Industry and Trade have a significant influence on improving employee work discipline. Furthermore, if observed based on empirical facts based on the perception of respondents, the regulatory discipline indicator is the main factor or prioritized in its implementation because it has the highest average value and is included in the good category. This means that respondents state that employees always strive to comply with the rules, policies, procedures, and standards that have been set by the organization. Regulatory discipline reflects the extent to which employees carry out their responsibilities by following predetermined guidelines, as well as maintaining rules and norms that apply in the workplace. Regulatory discipline is an important foundation for creating an orderly, safe, and productive work environment. By adhering to the rules and procedures that have been set, employees can help the organization achieve its goals more efficiently and effectively. Regulatory discipline also contributes to the organization's positive reputation and employee well-being.

The results of *the employee engagement* study had a positive and significant effect on the work discipline of employees of the Southeast Sulawesi Provincial Department of Industry and Trade, supported by the characteristics of respondents based on their working period. Where the majority of respondents in this study have had a working period between 21-30 years, so employees who have worked longer usually have a deeper understanding of the organization, company culture, and their role. This can increase engagement because they feel more competent and confident in their work. Employees who have had a long tenure will feel that the Southeast Sulawesi Provincial Department of Industry and Trade is an important part of their lives and are more committed to contributing to the success of the Southeast Sulawesi Provincial Department of Industry and Trade. The impact on work discipline is that employees with longer tenure usually have a better understanding of organizational policies, procedures, and standards. They are more familiar with the rules and more likely to obey them.

The results of the study are based on statistical calculations with a confidence level of 95% work motivation has a positive and significant effect on the work discipline of employees of the Southeast Sulawesi Provincial Department of Industry and Trade. This result can be interpreted that there is a strong and direct relationship between the two variables of work motivation and work discipline. Employees who are more motivated tend to show a higher level of discipline, this understanding is important for the leadership of the Southeast Sulawesi Provincial Industry and Trade Office to design effective strategies in increasing employee motivation and work discipline.

A positive influence means that when work motivation increases, the level of work discipline also increases. In other words, there is a direct relationship in the same direction between work motivation and work discipline. This

means that employees who have high work motivation tend to be more disciplined in carrying out their duties. They are more likely to comply with rules, follow procedures, and maintain high performance standards due to an internal or external drive to perform well. A significant influence means that the relationship between work motivation and work discipline is not a coincidence, but rather there is statistical evidence to support the relationship. This is usually measured through statistical tests that show that changes in work motivation have a real and reliable effect on work discipline. The implication is that a significant influence suggests that increased work motivation is consistently associated with improved work discipline in the population studied. This gives management confidence that efforts to increase work motivation will bring positive results to work discipline.

The results of the work motivation research have a positive and significant effect on the work discipline of employees of the Southeast Sulawesi Provincial Department of Industry and Trade supported by the results of the description of the answers of the respondents of this study that most of the respondents stated that they were good about the work motivation variable which included the aspect of achievement needs referring to internal motivation that encourages a person to achieve a high level of performance and constantly improve their abilities, The need to be affiliated refers to a person's drive or motivation to establish good social relationships, feel accepted, and form emotional bonds with others and the need for power refers to a person's drive or motivation to influence, control, and have an impact on others or situations.

If observed, from empirical facts based on respondents' perception of work motivation variables, that the indicator of affiliated needs is prioritized or prioritized by employees of the Southeast Sulawesi Provincial Department of Industry and Trade compared to other indicators. This can be interpreted that employees of the Southeast Sulawesi Provincial Department of Industry and Trade have a strong desire to form and maintain positive and close social relationships with others, tend to prefer to work in groups and enjoy activities that involve cooperation and collaboration with others, and are more sensitive to the needs and feelings of others, and strive to support and help their friends and colleagues.

The implication of this need for affiliation is that employees will thrive in a work environment that supports positive interpersonal relationships, teamwork, and social activities. And employees tend to spend a lot of time and effort maintaining good relationships with family and friends, as well as enjoying social activities together. Empirical facts based on the perception of respondents are also known as indicators of the need for achievement and the need to be in power have a good average value. This means that the respondents in this study have motivation in working well which includes aspects of achievement needs, implying that employees with good achievement needs tend to set challenging but realistic goals. They will be more motivated by clear and ambitious targets and employees will always provide regular and constructive feedback essential to satisfying their need to achieve high standards. Furthermore, the respondents of this study stated that both the indicators of the need for power which implies that employees will always be involved in strategic decision-making can meet their need to power and contribute to the success of the organization, furthermore, employees with the need to be in power well will often be motivated by the recognition and status that comes with having authority or a position of power. Employees have good communication skills and are able to convince others to follow their vision or direction, and employees tend to be competitive and strive to excel in an environment where they can demonstrate their strength and influence.

Work motivation that was well perceived by the respondents finally had an impact on the work discipline of employees of the Southeast Sulawesi Provincial Department of Industry and Trade. Most of the respondents stated that they were good for work discipline through aspects of time discipline, regulatory discipline and responsibility discipline. Based on empirical facts, respondents prioritized or prioritized regulatory discipline compared to other indicators because they had a higher average score. Motivated employees have a higher commitment to their duties, which contributes to improved work discipline. They tend to be more obedient to the rules and policies of the organization. Good motivation helps employees to stay focused and concentrated on their work, reducing the likelihood of making mistakes or violating procedures.

The results of the study on work motivation have a positive and significant effect on the work discipline of employees of the Southeast Sulawesi Provincial Department of Industry and Trade strengthened by the characteristics of respondents based on their education level. The majority of respondents in this study have a high level of education, namely bachelor (S-1) and master's degree (S-2). This means that employees with higher education tend to have a better understanding of their duties and responsibilities, which can increase motivation because they feel more competent. Higher education is often complemented by better skills, which can increase confidence and motivation to apply those skills in the workplace. The level of education can have a positive effect on employee motivation and work discipline. Higher education tends to increase understanding, skills, and awareness of the importance of discipline, as well as provide more opportunities for career development. This in turn can increase motivation to work hard and be disciplined in carrying out duties and responsibilities.

The researcher realized that in the implementation of this research it is inseparable from various limitations. The limitations in question include:

- This study is limited to the analysis of survey data which presents an analysis of causal influence in one point of time (*cross sectional*), in addition to that because of the busyness of the respondents, the researcher has difficulty in digging up more in-depth information for this research study.
- The respondents of this study are limited to Civil Servants within the scope of the Southeast Sulawesi Provincial Department of Industry and Trade and do not include other agencies in the Southeast Sulawesi Provincial Government, therefore it may limit the ability to generalize the findings of this study, especially to public

organizations in other agencies.

REFERENCES

Albrecht, S. L. 2010. Handbook of employee engagement. School of. Psychology and Psychiatry. Australia.

Argo Muhammad Sapto, Femmy Tasik, and Shirley Y V I Goni, 2021. Peningkatan Pendapatan Kesejahteraan Keluarga Di Masa Pandemi Covid-19 (Studi Kasus Pada Penjual Makanan Di Kawasan Boulevard II Kelurahan Sindulang Dua Kecamatan Tuminting Kota Manado)," *Jurnal Ilmiah Society* Vol. 1, no. 1.

Arikunto Suharsimi. 2019. *Prosedur Penelitian*. Rineka cipta. Jakarta.

Atik, Indrayana, Khadaffi Muammar, Windayati Diana Titik. 2023. *The Influence Of Transformational Leadership, Employee Engagement, And Work Environment, On The Performance Of Employees With Work Discipline As Intervening At The General Bureau Of The Regional Secretariat Of Riau Islands Province. International Journal of Educational Review, Law and Social Science*. Vol, 3, No. 1, Hal. 59-82.

Azwar, Saifuddin. 2007. *Metode Penelitian*. Pustaka Pelajar. Yogyakarta.

Bhatla, N. 2011. *Study Employee Engagement Practices and its effect on Employee Performance with Special Reference to ICICI and HDFC Bank in Lucknow. International Journal of Scientific and Engineering Research Vol 2, Issue 8,* Hal. 1-12.

Endres, G.M. and Mancheno-Smoak, L. 2008. *The Human Resource Craze: Human Performance Improvement and Employee Engagement. Organizational Development Journal; Spring 26, No.1. Hal.69-78.*

Davis, K., and Newstrom, J. W. 2010. *Perilaku Dalam Organisasi*. Erlangga. Jakarta.

Dessler, G. 2018. *Manajemen Sumber Daya Manusia. Edisi Kesepuluh, Jilid 2*. PT Indeks. Jakarta.

Dickson, D., A. *2008. Fostering Employee Engagement: A Critical Competency For Hospitality Industry Managers. Research Works. Partnership For Workplace Mental Health, American Psychiatric Foundation* Vol.1 No. 2, hal. 1- 12

Dwipayana Arya, Ferine Kiki Farida and Nuzutiati. 2023. *The Influence of Work Discipline and Leadership on Employee Performance with Employee Work Motivation as An Intervening Variable at Airport Authority Office Region II Meand. Sinomika Journal.* Vol. 2, No. 2. Hal. 165-184.

Endres, G.M. and Mancheno-Smoak, L. 2008. *The Human Resource Craze: Human Performance Improvement and Employee Engagement. Organizational Development Journal; Spring 26,* No. 1. Hal. 69-78.

Federman, Bard. 2009. *Employee Engagement: A Road For Creating Profits, Optimizing Perfomance, And Increasing Loyalty*. Josey Bass. San Fransisco.

Gibson, J. L., Ivancevich, J. M., and Donnely, J. H. 2017. Organisasi: Perilaku,. Struktur, Proses. Binarupa Aksara. Jakarta.

Hasibuan, H. M. *2019. Manajemen Sumberdaya Manusia.* Bumi. Aksara. Jakarta.

Juhana Dudung. 2020. Compensation on Preventive Discipline: Mediating the role of Employee Engagement. *Scientific Journal of Management*. Vol. 7, No. 1 Hal. 81-86.

Lunenburg, F. C., and Ornstein, A. 2012. *Educational Administration: Concepts and Practices*. Thomas Learning Berkshire House. London.

Luthans, Fred. 2018. *Perilaku Organisasi* (10th ed). Andi. Yogyakarta.

Maheshwari, V. (2018). Employee engagement in driving business performance. *Proceeding dari Seminar Pembaruan Manajemen Bisnis Indonesia*. Seminar Nasional Manajemen Bisnis Indonesia ke-2. Prasetiya Mulya Business School. Jakarta.

Mangkuprawira, Tb. Sjafri, 2004, *Manajemen Sumber Daya Manusia Strategik*, Ghalia Indoneisa, Jakarta.

Marciano, Paul L. *2010. Carrots and Sticks Don't Work Build a Culture of. Employee Engagement with the Principles of RESPECT*. McGraw Hill. Mexico.

Mathis R.L and Jackson J.H . 2018 *Resource Management : Management Sumber. Daya Manusia*. Selemba. Empat. Jakarta. McClelland, D.C. 1987. *Human Motivation*. Cambridge University. Press. New York.

Moorhead, Gregory and Griffin, Ricky W. 2013. *Perilaku organisasi: Manajemen Sumber Daya Manusia and Organisasi*.Salemba. Empat. Jakarta.

Munandar. 2016. *Psikologi Industri and Organisasi*. Universitas. Indonesia (UI Press). Jakarta.

Nistor Rasvan. 2018. *Employee Engagement: The Psychology Behing Individual Behaviour*. Routledge. USA. Nyoto. 2019. *Manajemen Sumber Daya Manusia*. Uwais Inspirasi Indonesia. Probolinggo.

Pasulu Milka, Irfan Andi, Pahmi, Alim Andi and Thalib Lenny. 2023. *The Effect of Job Satisfaction and Work Motivation on Employee Performance through Work Discipline at the Regional Secretariat of East Luwu Regency, Indonesia. Account and Financial Management Journal.* Vol. 8, Issue. 7. Hal. 3168-3180.

Pribadi Hilman and Parwoto. 2022. The Effect of Employee Engagement and Work Environment on Teacher Performance Mediated by Work Discipline at Madrasah Ibtidaiyah in Ciledug District, Tangerang City. *International Journal of Innovative Science and Research Technology*. Vol. 7, No. 2. Hal, 665-673.

Poerwadarminta, W.J.S. 2014. *Kamus Umum Bahasa Indonesia*, Edisi Ketiga. Balai Pustaka. Jakarta.

Rivai Veithzal Zainal dkk. 2019. Manajemen Sumber Daya Manusia untuk. Perusahaan (Dari Teori ke Praktik). Raja Grafindo. Persada. Jakarta.

Robbins, Stephen P. and Mary Coulter. 2016. *Manajemen*, Erlangga, Jakarta.

Robbins, Stephen, P. and Judge Timothy, A. , 2018. *Perilaku Organisasi, Edisi. Kedua belas*, Salemba Empat, Jakarta. Salanova, M. and Schaufeli, W.B. 2008. Job resources, engagement and proactive behaviour.

International Journal of Human Resource Management, Vol. 19, Hal. 116-131.

Sandry Faizal, Muhson Ali and Efendi Riyanto. 2023. Work Discipline Influence by Work Motivation. *Internasional Journal of Multicultural and Multireligious Understanding*. Vol. 10, No. 2. Hal. 304-309.

Sapari Yusuf. 2018. Komunikasi Dalam Perspektif Teori Pertukaran. *Journal Signal*. Vol. 6, No. 1. Hal. 98-115. Saydam. 2010. *Manajemen Sumber Daya Manusia*. Jilid Kesatu. Gunung Agung. Jakarta.

Schaufeli, W.B. and Bakker, A.B. 2016. *Defining and Measuring Work Engagement: Bringing Clarity to The Concept*, in Bakker, A.B. and Leiter, M.P. (Eds). *Work Engagement: A Handbook of Essential Theory and Research, Psychology Press,* New York,

Sekaran, Uma and Roger Bougie. 2017, *Metode Penelitian Bisnis, Edisi 6,* Salemba Empat. Jakarta. Siagian, Sonandg P. 2018. *Teori Motivasi and Aplikasinya*. Rineka. Cipta. Jakarta.

Sinambela, Lijan Poltak. *2016. Manajemen Sumber Daya Manusia: membangun tim kerja yang solid untuk meningkatkan kinerja*. Bumi Aksara. Jakarta.

Siregar, Sofyan. 2010. *Statistika Deskriptif Untuk Penelitian*. Rajagrafindo Persada. Jakarta. Sugiyono, 2020. *Metode Penelitian Kualitatif*. Alfabeta. Bandung.

Sulistyan Riza Bahtiar, Safii Abdul Aziz and Murtini. 2024. *The Role Of Employee Engagement in Briding The Role Of Leadership To Disicipline*. *Bulletin of Management and Business*. Vol. 5, No. 1. Hal. 82-96.

Sumidjo, Wahyu., 2005, *Gaya kepemimpinan and Motivasi*, Ghalia Indonesia. Jakarta.

Sunyoto Andang and Wagiman.2021. *memahami Teori-Teori yang Membahas Motivasi Kerja*. Eureka Media Aksara.Semarang.

Sutrisno, E. 2013. *Manajemen Sumber Daya Manusia*, Kencana Prenada Media Group. Jakarta.

Syahsudarmi Siti. 2022. *Analysis of the Effect of Work Motivation on Employee Work Discipline in the era of the covid-19 Pandemic. International Journal of Islamic Business and Management Review.* Vol. 2, No. 1. Hal. 135-141.

Terry George R. 2018. Manajemen Sumber Daya Manusia. Bumi Aksara. Jakarta.

Timpe A. Dale . 2002. *Memotivasi Pegawai*. Alex Media. Komputindo. Jakarta.

Triasti Pratiwi and Purba Bohlen. 2021. *The Effect of Training and Work Engagement on the Performance of Educational Staff Mercu Buana University with Work Discipline as a Mediation Variable. European Journal of Business and Management Research.* Vol. 6, Issue. 3 Hal. 55-60.

Utama Zahera Mega. 2020. *Manajemen Sumber Daya Manusia: Konsep Dasar and Teori*. UNJ Press. Jogyakarta. Wibowo, 2016. *Manajemen Kinerja*, Rajagrafindo Persada. Jakarta

Wibowo J. Khurnia Wasis, Setyadi Djoko and Juhardi. 2022. The Effect of Organizational Culture, Compensation and Motivation Variables on Employee Performance Through Work Discipline at PT. Astra Kredit Company Samarinda. *Saudi Journal of Business and Management Studies*. Vol. 7, No. 5. Hal. 154-170.

Yuniarto Bambang. 2022, Analisis Dampak Reward And Punishment Perspektif Teori Pertukaran Sosial And Pendidikan Islam, *Edukatif : Jurnal Ilmu Pendidikan.* Vol. 4, no. 4. Hal. 71-88.