# THE INFLUENCE OF DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE IN THE PEKANBARU CITY GOVERNMENT DURING THE COVID 19 PANDEMIC

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*Abstract: Since the Covid 19 widespread that hit the world at the conclusion of 2019, it has brought approximately numerous changes in all viewpoints of people's lives. Where specialists are required to proceed to be able to preserve their execution as regular but are constrained by constrained offices and space. This think about points to see the impact of teach and work motivation on worker execution within the Pekanbaru City Government amid the covid 19 widespread. This think about took 100 tests from representatives spread over the Pekanbaru City Government OPD. The survey was prepared utilizing the straight relapse strategy utilizing the SPSS application. Based on the comes about of information processing, it was found from the centrality esteem within the F test, specifically 0.000 which is littler than α = 0.05. The meaning is that it altogether appears that Work Teach, Work Inspiration together have a really genuine impact on Representative Execution in Pekanbaru City Organizations. The comes about of this ponder indicate that worker teach and representative execution at Pekanbaru City Goverment amid the covid 19 widespread are within the great category and have a noteworthy impact on representative execution at Pekanbaru City Goverment. The comes about of this consider are in understanding with the hypothesis put forward which states that work teach and inspiration have an impact on worker execution.*

*Keywords:. discipline; motivation; employee permormance; pandemic covid19.*

## INTRODUCTION

Since the Covid-19 pandemic hit the world at the end of 2019, it has brought about many changes in all aspects of people's lives. This is no exception in the economic sector, because the large number of people affected by this disease outbreak results in large medical costs being borne by the state. Apart from that, with the Covid 19 pandemic, the government made a policy to limit the movement of people outside, so that many people were affected by reduced income due to restrictions on people's movement, (Riley et al., 2020).

The government has made policies to limit people's movement space several times. Indeed, in making decisions regarding restrictions, the government still considers many factors that are adapted to the conditions of the country and society, so that in making policies to limit people's movement, the government did not adopt a lockdown policy like those taken by other countries which were also affected by the Covid-19 pandemic (Alfano & Ercolano, 2020), In the early days of the Covid-19 pandemic, the government issued Large-Scale Social

Restrictions regulations which were made based on Government Regulation number 21 of 2020 which was stipulated on March 21 2020 (Nugroho, 2021).

In its implementation, PP Number 21 of 2020 was followed up with the implementation of a community work system, where previously workers engaged in non-essential (non-essential) sectors carried out work directly from the place where they worked, which was termed Work FromOffice (WFO), changed to working from home or known as Work From Home (WFH).

The WFH system policy established by the government applies to all business lines, both government and private. The implementation of the WFH system will of course also affect the performance of workers (Afrianty et al., 2022). Where workersare required to continue to maintain their performance as usual but are limited by limited facilitiesand space for movement. If we look at the performance of the government which is required to beable to provide public services to the community, the perfsormance of public services will also be affected by the implementation of this WFH policy (Saepudin et al., 2022). Public services provided by the government to the community in many sectors,such as licensisng, health services and others, will also be affected due to the implementation of theWFH system that is set for employees who work in government agencies.

The factors that influence employee performance have been studied by quite a large numberof researchers. However, the research carried out was limited to normal conditions before the Covid-19 pandemic occurred. The factors that influence performance include discipline and workmotivation. (Ngamkroeckjoti et al., 2022). Discipline is an employee's desire to comply with organizational rules and all norms that apply inthe organization as stated by (Hasibuan, 2011). Work discipline is also defined as the role taken bymanagement to improve organizational regulations. Discipline is defined as when employees cometo and leave work on time, carry out their work well, comply with organizational rules and existingsocial norms. We can see work discipline from the attitudes, responsibilities, attitudes and actions of an employee in carrying out all organizational rules while working as stated by (Pacciti, 2011). Employee discipline during the Covid 19 pandemic can be different when compared to before Covid 19 pandemic occurred. This happens because there are factors that influence this discipline,such as the implementation of the WFH work system (Dewi & Fitria Hermiati, 2024).

The academic debate on performance management has evolved significantly from its early days to the present, with many changes in theory and practice. The following is an overview of the major developments and debates on this topic. First, early era: focus on traditional performance evaluation (1900s-1970s). Initially, performance management was viewed as a process of evaluating employees based on their work output. Frederick Taylor, with his theory of scientific management in the early 20th century, pioneered the idea of better work standards through scientific analysis, which later influenced how performance was formally measured in the workplace (Taylor, 1911). During this period, performance appraisals were conducted using highly formal and rigid methods, such as annual appraisals that focused on individual work output without considering broader social or organizational factors. This approach was widely criticized for being inflexible and unresponsive to individual and organizational dynamics.

Second, the development of modern performance management concepts (1980s). In the 1980s, the approach to performance management began to change, from mere evaluation to overall performance management. Peter Drucker introduced the concept of Management by Objectives (MBO), which emphasized the importance of setting clear objectives between managers and employees to improve performance. This created a shift from an end-results evaluation approach to ongoing collaboration between superiors and employees in setting objectives (Drucker, 1973). In this decade, debate arose over whether MBO and similar

approaches were flexible enough for different types of jobs and work environments. Critics argued that MBO focused too much on quantifying objectives and neglected qualitative aspects such as employee involvement and development (Odiorne, 1965).

Third, holistic approach and balanced scorecard (1990s). In the 1990s, a major shift occurred with the introduction of the Balanced Scorecard (BSC) by Kaplan and Norton. This approach introduced a more holistic way of measuring performance, encompassing four perspectives: financial, customer, internal business processes, and learning & growth. The Balanced Scorecard broadened the academic debate by emphasizing that performance was measured not only on financial results, but also on how the organization created long-term value through innovation and human resource development. The debate during this period centered on the effectiveness of the BSC in integrating strategic and operational aspects. Some academics argued that the BSC was too complex to be implemented effectively in smaller organizations or those operating in highly dynamic environments (Kaplan, R. S., & Norton, 1992).

Forth, competency-based development and employee engagement (2000s). In the early 2000s, performance management began to incorporate competency-based management as a key element, emphasizing employee development based on core competencies that support organizational goals. The concept of employee engagement also began to play a significant role, with a focus on employees' emotional involvement in their work as a critical factor in improving performance (Ulrich, 1997). Academics debate the extent to which competency-based approaches truly reflect the increasingly complex and multidimensional needs of modern work. There is criticism that competency-based assessments are often too normative and do not take into account individual and contextual differences among employees.

Fifth, recent changes: agile performance management and continuous performance management (2010s to Present). Today, performance management is shifting toward continuous performance management, which emphasizes ongoing feedback, coaching, and employee development. Many organizations are moving away from annual appraisals in favor of agile performance management, which is more dynamic, responsive, and based on ongoing dialogue between managers and employees (Buckingham, M., & Goodall, 2015). The latest debate revolves around how digital transformation and HR technology are changing the way organizations manage performance. Some academics worry that overuse of technology and data analytics can take away from the human element of performance management, while others argue that technology is helping to create a more transparent and efficient system.

Covid-19 required quick digitalization in open benefit conveyance. Execution administration frameworks had to adjust to inaccessible work situations and virtual benefit conveyance, highlighting the require for real-time information analytics. The widespread highlighted the require for spry execution administration systems that might rapidly adjust to changing circumstances. Conventional unbending structures were found missing, driving to a thrust for more adaptable approaches. Performance is the capacity of an individual or gather of individuals to carry out all the work given to them by the organization in understanding with the duties and specialist given to them by the organization/agency. By creating quality, amount and time in understanding with the targets that have been given (Sutrisno, 2009). Another definition of execution as expressed by (Robbins et al., 2016) in his book states that execution is characterized as a result gotten by an representative in carrying out the work alloted to him in understanding with the targets and criteria set by the organization where he works. Worker execution is characterized as work yield in terms of quality and amount delivered by an representative in carrying out his obligations in understanding with the targets and obligations given to the worker as expressed by (Mangkunegara, 2011). Worker work execution alludes to quantifiable behaviors performed inside the working environment that abdicate results (Tafese Keltu, 2024). Execution is additionally characterized as the result of work accomplished by

one or a few people in an organization, together with their particular obligations and specialists, within the setting of endeavors to realize the targets set by the organization concerned, without abusing the law and in agreement with pertinent standards and controls. Execution is characterized as the collaboration gotten from the strategies and comes about in an organization. There are numerous causes that can impact an employee's execution, to be specific the employee's capacity, work inspiration, back gotten, the presence of the work carried out by workers and their relationship with the organization concurring to the definition displayed. By (Mathis, 2016). (Rivai, V., & Sagala, 2014) Execution is portrayed the generally result of an individual amid a particular period in carrying out an assignment, such as the standard of work, targets, or targets of foreordained criteria and have been commonly concurred upon. This inquire about employments the hypothesis displayed by (Rivai, V., & Sagala, 2014) in quantitative information preparing.

Work discipline can be defined as an employee's attitude in complying with the regulations that apply to a company. The regulations that apply in a company can be in the form of an entry and exit schedule set by the company. If an employee does not comply with the office entry and exit schedule set by the company then this is an employee's lack of discipline which needs to be followed up by company management to take a stand against the employee.Discipline is often interpreted by many parties as when employees always come and go home according to the schedule set by the company. In fact, employees' attitude in complying with the schedule for entering and leaving the office is only one of the regulations set by the company. Therefore, discipline can also be defined as all written or unwritten rules that must be obeyed by employees (Robbins et al., 2016). (Mathis, 2016) in his book defines work discipline as an employee's attitude in implementing and obeying applicable rules, both written and unwritten and agreeing to carry out all consequences arising from the duties and authority given to him. Discipline is also defined as the most important coordination function, where if employee discipline is better in the company, it will have an impact on increasing work performance which can be achieved in accordance with the opinion expressed by (Hasibuan, 2011). Discipline is the key to achieving organizational, employee, and community goals. Good discipline means that employees are aware and willing to carry out all tasks that are their responsibility well. The main purpose of discipline is to increase efficiency as much as possible by preventing damage or loss of work equipment and supplies caused by lack of caution.

Work motivation is defined as a psychological process that provides the strength to carry out work sincerely in achieving organizational goals (Sutrisno, 2009). He define work motivation as generally related to organizational goals, while organizational goals include behavior related to tasks. (Robbins et al., 2016) defines work motivation as the will to act. Where each person can get motivation from several different sources of enthusiasm. Work motivation is the result of a set of internal and external forces that make a person act and behave in accordance with organizational goals. (Mangkunegara, 2011) define work motivation as a collection of forces that give energy both from within and from outside the organization where they work, starting from actions related to direction, work, intensity and persistence as consideration. Based on the definition of work motivation established by several experts above, it can be concluded that work motivation is a condition or situation that stimulates or moves an individual to carry out a job or activity that a person carries out until he can achieve his targets.

In the past five years, the Covid-19 pandemic has brought new challenges to public sector performance management. Some research gaps that are still under-explored related to the impact of the disruption of this outbreak are as follows: first, performance measurement in remote and flexible working conditions. Although many studies have discussed how remote working is implemented during the pandemic, performance measurement in this context has

not been explored in depth. Public sector performance is often assessed based on traditional outputs or physical indicators, while the transition to remote working requires new metrics that are able to measure the effectiveness of performance in flexible and digital working conditions. Further research is needed to develop measurement models that are relevant to digitalization and virtual collaboration (Kim, S., & Lee, 2020). Research Gap: Lack of a comprehensive model to measure productivity and performance in a remote working environment, especially in the public sector with a bureaucratic structure.

Second, balance between performance and psychological well-being. The pandemic has caused significant psychological stress for public sector employees. Further research is needed to understand how this affects employees' long-term motivation and performance. While there have been several studies on mental well-being during the pandemic, the long-term impact of pandemic-related stress on public sector employees' performance remains under-explored (Kniffin, K. M., Narayanan, J., Anseel, F., & Antonakis, 2021). Research Gap: There is a lack of in-depth research on how to maintain a balance between performance and mental well-being for public sector employee post-pandemic.

Third, the role of technology in public sector performance management. Despite the increased adoption of technology during the pandemic, there is still little research on the impact of technology on public sector performance management specifically. There is a need to explore how new technologies such as artificial intelligence (AI) and big data can be integrated into effective public sector performance management systems (Mergel, I., Edelmann, N., & Haug, 2019). Research Gap: There is still a lack of research on how digital technologies can be optimized to improve public sector performance effectively and equitably, especially in the context of the shift to a hybrid work environment.

Forth, the impact of the digital divide on performance. Not all public sector employees have equal access to technology or the digital skills needed to perform effectively during the pandemic. Research on equity in technology access and its impact on performance is limited. Meanwhile, the public sector also faces challenges in managing the digital divide between employees who have access to technology and those who do not (Meijer, 2018). Research Gap: There is a lack of studies exploring the digital divide in the public sector and how it impacts performance and employment opportunities.

Fifth, performance management in continuous crisis situations. Most research during the pandemic has focused on short-term responses. However, how performance management can be effectively implemented in prolonged crises and recurring emergencies has not been widely explored. Further research is needed to understand how the public sector can maintain good performance under conditions of persistent uncertainty (Peters, B. G., & Pierre, 2020). Research Gap: There is a lack of studies that focus on long-term performance management strategies in dealing with continuous crises such as the pandemic.

This Study uses Performance management in Continuous Crisis Sitautions to describe the condition of employee performance during a crisis. This study aims to explain the research gap that focuses on long-term employee performance, where with this research it is hoped that the factors studied in the form of employee discipline and employee work motivation can be improved to improve employee performance during the pandemic.

The Pekanbaru City Government as an element of regional government which also provide-service to the community in Pekanbaru City also affected by the implementation of the WFHwork system. The implementation of the WFH work system in the Pekanbaru City Government needs to be evaluated because the impact it will have will also affect the people who need the public services provided by the Pekanbaru City Government. With the good

performance of employees in the Pekanbaru City Government during the Covid 19 pandemic, it can certainly havea positive effect on achieving the development targets set for community satisfaction. With the background explained above, the author was encouraged to carry out research with the title The Influence of Discipline and Work Motivation on Employee Performance in the Pekanbaru City Government during the Covid 19 Pandemic.

## METHODOLOGY
### Types of Research
Sugiyono (2017) states that causal associativity could be a equation inquire about issues that inquire around the relationship between two variables or more. A causal relationship may be a relationship that's cause and impact. In this inquire about contains free factors (which impact) and factors subordinate (affected). Analysts utilized this investigate plan to discover out whether the level of teach and level of work inspiration impact representative execution inside the Pekanbaru City Government. This inquire about conducted is quantitative inquire about. Centering on numerical and measurable information to analyze marvels impartially. This inquire about is utilized to clarify predominance, suppositions, states of mind, nature of issues, and define hypotheses.

### Research Sites
This investigate was conducted at Territorial Device Organizations/ Organisasi Perangkat Daerah (OPD) inside the Pekanbaru City Government with a add up to of 43 OPDs. The inquire about time is 1 month. The reason the Pekanbaru Metropolitan Government was chosen as the inquire about area was since Pekanbaru was a region that was very severely influenced by the Covid 19 widespread with very a huge number of sufferers within the city Pekanbaru. This may be seen from wellbeing benefit information, where beginning from the widespread beginning in early Walk 2020, until December 22 2021, the Wellbeing Benefit (Dinkes) recorded 52,268 positive cases of Covid in Pekanbaru City (Pekanbaru, 2021). The creator needs to test the influence of teach and work inspiration on worker execution within the Pekanbaru City Government amid the Covid 19 widespread. And give exhortation to the Pekanbaru City Government to control the components affecting worker execution amid the Covid 19 widespread.

### Types and Sources of Research Data
In this research, the types and sources of data used include: Primary Data, namely data sourced directly from research sources. This primary data was obtained directly from answers to questionnaires distributed to research respondents in the Pekanbaru City Government OPD (Rifa, 2021). Secondary data, namely data obtained indirectly from the research object which can be in the form of notes and documents in the Pekanbaru City Government OPD. Secondary data in this research was obtained from data in the Secretariat section of the Pekanbaru City Government OPD.

### Research population and sample
The population in this study were all Pekanbaru City Government employees who held Echelon III and IV positions. The population is limited to echelon officials because they are considered to know the general condition of employees and can assess the performance of employees in their respective units. Based on documents obtained from the Pekanbaru City Government Personnel and Human Resources Development Agency (BKPSDM), the number of echelon III and IV officials is 750 people and they are found in 43 OPDs in the Pekanbaru City Government. The sample is part of the population that will be selected as the object of a study (Arikunto, 2019). Samples were selected through random means. The samples were

selected using the following criteria: (1) Civil servants, and (2) Occupying echelon III and echelon IV positions. The number of samples in this study was calculated using the Slovin formula (Sugiyono, 2017), as follows:

$$n = \frac{N}{(N.d^2)+1} = n = \frac{750}{(750.0,01)+1} = 100 \text{ peoples}$$

information :
n : number of samples
N: number of populations
d : Percentage of errors tolerated

## Data Analysis Methods

Multiple Linear Regression is a statistical method that functions to measure the causal relationship between several independent variables (X) and the dependent variable (Y). The causal factor is usually symbolized by X or in other words called a Predictor, while the Effect Variable is symbolized by Y or in other words called a Response. The multiple linear regression analysis model formulated in this research is as follows:

$$Y = \alpha + \beta1X1 + \beta2X2 + e$$

Information:
Y        = Dependent variable
α        = Constant
β1,2    = Slope or coefficient estimate
X1,2    = Independent variable or predictor variable
e        = Error

## RESULTS AND DISCUSSION

### Respondent Characteristics

Research respondents were taken from Pekanbaru City Government Employees spread across 44 OPDs in Pekanbaru City. Research data was obtained from answers collected from 100 respondents who were the research sample. Employee biodata in the questionnaire distributed consists of name, gender, age, type of work, education and length of service.

### Respondent's Gender

The results of research based on gender show that the majority are male, 54%, while female are 46%. The large number of employees who are male is an indication that in general the number of employees in the Pekanbaru City area is mostly filled with men.

Table 1. Distribution of Respondents Based on Gender

| Gender | Frequency | Percent (%) |
|--------|-----------|-------------|
| Male | 54 | 54 |
| Female | 46 | 46 |
| Total | 100 | 100 |

Source: Processed Data (2024)

### Respondent's Age

The detailed distribution of respondents according to age can be seen in table 4.2. Most employees are between 30 - 45 years old. The average employee has worked more than 10 years. This is in accordance with the rules for appointing structural employees where the

minimum rank for echelon IV is group IIIc where length of service is the basis for consideration for promotion.

Table 2. Distribution of Respondents Based on Age

| Age (tahun) | Frequency | Percent (%) |
|---|---|---|
| 18 s/d 30 | 28 | 28 |
| 31 s/d 45 | 42 | 42 |
| > 45 | 30 | 30 |
| Total | 100 | 100 |

Source: Processed Data

**Respondent's Position**

Distribution of Respondents by Position can be seen in table 4.3. The results of research on respondents' length of work show that the majority of respondents sit as Echelon IV in Pekanbaru City Agencies. The large number of respondents with Echelon IV positions compared to Echelon III is because structurally the number of Echelon IV officials is greater than that of Echelon III officials.

Table 3. Distribution of Respondents Based on Position

| Position | Frequency | Percent (%) |
|---|---|---|
| Eselon IV | 65 | 65 |
| Eselon III | 35 | 35 |
| Total | 100 | 100 |

Source: Processed Data

**Respondent's Education**

The results of research on respondents' education show that the majority of respondents already have a bachelor's degree (62%), followed by a master's degree (26%) and a diploma degree (12). This shows that the majority of respondents have a relatively high level of education. A high level of education can have a positive impact on an organization. Because employees who have higher education tend to have good abilities so they can help in achieving organizational goals.

Table 4. Distribution of Respondents Based on Education

| Education | Frequency | Percent (%) |
|---|---|---|
| D3 | 12 | 12 |
| S1 | 62 | 62 |
| S2 | 26 | 26 |
| Jumlah | 100 | 100 |

Source: Processed Data

**Data Analysis**

Data analysis is an activity carried out by researchers to reveal the meaning of the data that has been obtained from the research process that has been carried out. Data analysis in this research is an effort to investigate in depth the data that researchers managed to obtain during the research, so that the true meaning and conditions of what will be studied will be known. The data analysis process was carried out in accordance with the procedures established in the previous chapter.

**Data Selection**

Data selection is carried out after the data has been successfully collected with the aim that it can be processed further. In this data selection, it is discussed whether the questionnaire that will be distributed is complete or not, how to fill in the answers and how to complete the questionnaire. From the results of the completion, it was concluded that all questionnaires met the stipulated conditions, making it possible for them to be processed further in the next stage. The results of these activities can be seen from the following table:

Table 5. Data Selection Results

| Research Variables | Data Sources | Number Of Questions | | | |
|---|---|---|---|---|---|
| | | Distributed | Collected | Processed | Not Processed |
| Discipline (Robbins et al., 2016) | Questionnaire | 100 | 100 | 100 | 0 |
| Work Motivation (Sutrisno, 2009) | Questionnaire | 100 | 100 | 100 | 0 |
| Employee Performance(Rivai, V., & Sagala, 2014) | Questionnaire | 100 | 100 | 100 | 0 |

Source: Research Results

Based on table 4.5 above, it can be seen that the distributed questionnaires can be collected again, so that activities can be carried out in the next stage, namely, data tabulation.

**Multiple Regression Test Results**

The results of regression testing using SPSS 25 software obtained the following results:

Table 6. Multiple Regression Test Results

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | ,900ᵃ | ,811 | ,783 | ,16206 | ,811 | 39,410 | 3 | 28 | ,000 | 1,829 |

a. Predictors: (Constant), Work discipline, Work Motivation
b. Dependent Variable: Employee Performance

By paying attention to the table above, the path equation can be obtained, namely:

$$Y = 1.126 + 0.153X1 + 0.144X2 + e$$

Where :
Y       = Employee Performance
X1      = Work Discipline
X2      = Work Motivation
E       = error

Based on this equation, the influence of each independent variable on the dependent variable is reflected in the regression coefficient. the influence of Work Discipline is 15.3%, the influence of Work Motivation is 14.4%. From this equation it can also be interpreted that for every 1 percent increase in employee performance, it will increase (because the value is positive) Work Discipline by 15.3% and for every 1 percent increase in employee performance, it will increase (because the value is positive) Work Motivation. amounting to 14.4%. The regression coefficient value for Discipline is greater than the regression coefficient for the Work Motivation variable, meaning that discipline has a greater influence (influence) on employee performance than the Work Motivation variable. The coefficient of determination of 0.783 shows that the contribution of work discipline and work motivation to employee

performance is 78.3%, the remaining 21.7% is that employee performance at Pekanbaru City agencies is determined by other factors.

**Hypothesis Testing**
**Partial (Individual) Testing**
**Testing Work Discipline on Employee Performance**
The hypothesis model used in the t test (Partial) is:
H1: Work discipline has a significant effect on employee performance at Pekanbaru City Government.

Partial test results can be seen in Table 4.15 above. From the table, the calculated t value for each independent variable is obtained. The calculated t value will be compared with the t table at a 95% confidence level ($\alpha = 0.05$) and the sample size is 100, so the t table value = 1.282. The partial influence of the Work Discipline variable (X1) obtained a calculated t value of 3.272, thus t calculated > t table, namely 3.272 > 1.282 and a probability of 0.001 < 0.05, then Ha is accepted, which means that the Work Discipline variable has a real effect on Employee Performance Employees at Pekanbaru City Agencies. This means that if the Work Discipline variable improves, it will increase the employee performance of employees at Pekanbaru City Agencies and vice versa.

**Testing Work Motivation on Employee Performance**
The hypothesis model used in the t test (Partial) is:
H2: Work Motivation has a significant effect on Employee Performance at Pekanbaru City Agencies.

Partial test results can be seen in Table 4.15 above. From the table, the calculated t value for each independent variable is obtained. The calculated t value will be compared with the t table at a 95% confidence level ($\alpha = 0.05$) and the sample size is 100, so the t table value = 1.282. The partial influence of the Work Motivation variable (X2) obtained a calculated t value of 2.387, thus t calculated > t table, namely 2.387 > 1.282 and a probability of 0.000 < 0.05, then H3 is accepted, which means that the Work Motivation variable has a real effect on Employee Performance Employees at Pekanbaru City Agencies. This means that if employee satisfaction improves, it will improve employee performance at Pekanbaru City Agencies and vice versa. The results of this research are in line with the respondents' answers to the questionnaire given, where the respondents' answers to the Work Motivation indicators show that the respondents already have high Work Motivation. This is also in line with the answer to Employee Performance which also shows high results.

b. Simultaneous Testing (Simultaneously)
Simultaneous test results can be seen in the following table:

Table 7. Coefficient of Determination Test Results

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 3,152 | 3 | 1,051 | 39,410 | ,000ª |
| | Residual | ,735 | 28 | ,026 | | |
| | Total | 3,888 | 31 | | | |

a. Predictors: (Constant), Work discipline, Work Motivation
b. Dependent Variable: Employee Performance

Source: SPSS calculation results

From the table, the calculated F value is 39.410 with a significance value of 0.000. Meanwhile, the F table value is at the 95% confidence level ($\alpha= 0.05$), so the F table value is (2.73). Thus, calculated F> F table, namely 39.410>. 2.73 Therefore Ho is rejected and Ha is accepted, which means that Work Discipline, Work Motivation together influence the performance of employees at Pekanbaru City Agencies. This can also be seen from the significance value in the F test, namely 0.000 which is smaller than $\alpha = 0.05$. The meaning is that it significantly shows that Work Discipline, Work Motivation together have a very real influence on Employee Performance in Pekanbaru City Agencies. If these three variables increase together, it will be possible to improve employee performance at Pekanbaru City Agencies. The results of this research show that the respondents' answers to the questionnaire for each variable are in the high category. Respondents assessed that the agency had fulfilled the indicators proposed for each variable, so this had an influence on the research results which showed that the variables Work Discipline, Work Motivation simultaneously had an effect on Employee Performance.

**Discussion of Research Results**
**The Influence of Work Discipline on Employee Performance at Pekanbaru City Goverment**

The results of tests carried out using regression analysis show that Work Discipline has an effect on Employee Performance. This means that there is a positive and significant influence of Work Discipline on Employee Performance at Pekanbaru City Agencies. The better Work Discipline is implemented, the higher the Employee Performance will be. On the other hand, the worse the work discipline, the lower the employee performance at Pekanbaru City Agencies will be.

The results of this research show that improving employee performance can be done by example of good work discipline. A good leader is a leader who can set an example of his own discipline in carrying out his duties at the office. Based on respondents' answers to the Work Discipline questionnaire, it shows that Work Discipline in Pekanbaru City Agencies as a whole is in the good category.

If it is related to the current condition of the Covid 19 pandemic, where the social conditions of the community are limited by the implementation of PPKM by the Government, then it can be seen that employee discipline in the Pekanbaru City Government is still in the good category based on the respondents' answers. This means that the Covid 19 pandemic which limits the movement of the community does not reduce the enthusiasm of employees within the Pekanbaru City Government to carry out their main duties as ASN. With a level of discipline that is in the good category, it turns out that it can improve employee performance in the Pekanbaru City Government Environment.

The changes in discipline and performance during the Covid19 pandemic are very significant. Here are some important points that can be outlined based on the research results:1) Changes in the Work Environment. Remote Work: Many companies are switching to working from home, which requires higher self-discipline from employees to remain productive.Time Management: Flexible working hours allow employees to adjust their working hours, but can also result in decreased discipline if not managed properly. 2) Technology and Communication

Technology Adoption: The use of online communication and collaboration tools has increased, helping to maintain performance despite working remotely.Digital Skills Enhancement: Employees are required to master new technologies, which can improve performance but also add pressure. 3) Mental Health and Well-Being. Stress and Anxiety: Many employees are experiencing mental stress due to the pandemic, which has an impact on discipline and performance. Flexibility and Support: Companies that provide mental health support and flexibility tend to see improved performance. 4) Changes in Management. Results-

Based Approach: Many managers are shifting from close supervision to focusing on the end result, which encourages independence and discipline.The Importance of Communication: Effective management through clear communication and ongoing support is crucial. 5)Innovation and Adaptation. Revised Business Processes: Many organizations are adapting to new ways of conducting operations, which can improve efficiency and performance.Creative Thinking: The pandemic has driven innovation, with many companies finding new ways to operate and meet customer needs.Overall, despite the challenges the pandemic has brought, many organizations and individuals have found ways to adapt, improve discipline, and maintain or even improve performance.

The results of this research support the results of research put forward by (Yudiningsih, 2016) with the title "The Influence of Work Environment and Work Discipline on employee performance at the Buleleng Regency Agriculture and Livestock Service". The analytical method used is also the multiple linear regression analysis method. The results of the research are that the work environment has a partial effect on employee performance and work discipline has a partial effect on employee performance.

**The Influence of Work Motivation on Employee Performance in Pekanbaru City Government**

In the past five years, especially during the COVID-19 pandemic and post-pandemic, the academic debate on employee motivation and performance in the public sector has undergone significant changes. The pandemic has brought new challenges that have affected employee motivation and performance in the public sector, where the rapid transition to a distributed work environment, increased use of technology, and challenges in maintaining mental and physical well-being have become major topics of discussion.

Here are some of the key debates that have emerged in the academic literature during this period: first, changes in employee motivation and performance during the Covid 19 pandemic. At the beginning of the pandemic, the public sector faced drastic changes in the work environment. Many employees had to adapt to remote working, face increased workloads, and work under high stress conditions. This has led to academic debates about what motivates employees in a rapidly changing work environment (Gigauri, 2020). Traditional motivation theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory have been challenged by the pandemic situation, which has made basic needs such as health, safety, and job stability a top priority for employees. Meanwhile, several studies have found that intrinsic factors such as a sense of meaning in work and self-satisfaction become more important than extrinsic factors such as financial incentives during times of crisis.(Carnevale, J. B., & Hatak, 2020). Criticism of traditional motivation literature in the context of the pandemic focuses on the lack of adaptation to uncertainty and rapid change. Researchers highlight that existing motivation models have not fully accounted for the global emergency situation that demands greater flexibility and psychological support.

Second, work flexibility and employee motivation. The pandemic has brought about major changes in work arrangements, with remote work and flexible working hours becoming commonplace in the public sector. Academic debate has emerged regarding the effectiveness of work flexibility in improving employee motivation and performance. Several studies have shown that remote work increases employees' autonomy and personal control over their work, which positively affects intrinsic motivation.(Kramer, A., & Kramer, 2020). However, debate has emerged regarding social isolation, lack of direct interaction with coworkers and superiors, and increased burnout as challenges faced by public sector employees in the long term. Research suggests that while flexibility brings benefits, the need for social support and work-life balance is becoming increasingly important.

Third, psychological well-being and work motivation. One of the key issues that emerged during the pandemic was the mental and emotional well-being of employees in the public sector. Increased stress, anxiety, and uncertainty affected work motivation, resulting in decreased performance in some cases. Researchers have emphasized the importance of psychological well-being as a factor that directly influences employee motivation (Kniffin, K. M., Narayanan, J., Anseel, F., & Antonakis, 2021). In the post-pandemic context, academic focus has shifted towards restoring employee mental well-being and how managers in the public sector can support employees' holistic well-being to improve work motivation. Several studies have recommended increased psychological support, work-life balance programs, and more flexible policies to help employees recover from the impact of the pandemic.

Forth, performance management and productivity measurement post-pandemic. Post-pandemic, new challenges have emerged regarding measuring public sector employee productivity in the context of remote work. Many public sector organizations have struggled to evaluate employee performance due to changes in work methods and work environments. Some academics argue that traditional performance measures that focus on physical output are no longer relevant in the context of remote work, and that metrics that focus more on work outcomes, creativity, and collaboration are needed (Spicer, 2020). However, there is debate over whether new performance measurement methods can be effectively implemented in the public sector, which often has strict and bureaucratic accountability standards. Many academics call for innovation in performance management systems that are more adaptive to major changes in the world of work.

Fifth, technology adoption and digital transformation. The covid19 pandemic has accelerated the adoption of technology and digital transformation in the public sector. The use of technology to support remote work has led to discussions about how technology can be used to motivate employees and improve performance. However, debate has arisen regarding digital inequality and skills gaps among employees, especially in the public sector which has been slower to adopt technology than the private sector (Mergel, I., Edelmann, N., & Haug, 2019). Some academics argue that digital transformation can accelerate efficiency and improve motivation through better collaboration tools and increased flexibility. However, there are concerns that not all employees have equal access to the technology or digital skills needed to succeed in this new work environment.

The results of tests carried out using regression analysis show that work motivation influences employee performance. This means that there is a positive and significant influence of work motivation on employee performance at Pekanbaru City Agencies. The better the employee's work motivation, the higher the employee's employee performance. On the other hand, the worse the employee's work motivation, the lower the employee performance at Pekanbaru City Agencies will be.

The results of this research show that improving employee performance can be done by providing work motivation to employees. Work motivation can be achieved by providing appropriate salaries to employees, giving awards for employee achievements and promotions to employees who excel. Based on respondents' answers to the Work Motivation questionnaire, it shows that overall Work Motivation in Pekanbaru City Agencies is in the good category.

The results of this research support the research put forward by (Salmah et al., 2023) who researched work motivation, by carrying out research entitled The Role of Leadership in the Work Motivation of State Civil Appartuses In Puncak Cendrawasih Village Office, Sorong City. The research was carried out using multiple linear regression analysis methods. The results of the analysis of intellectual ability and work motivation influence teacher performance both partially and simultaneously.

If it is related to the current condition of the Covid 19 pandemic, where the social conditions of the community are limited by the implementation of PPKM by the Government,

then it can be seen that the work motivation of employees in the Pekanbaru City Government is still in the good category based on the respondents' answers. This means that the Covid 19 pandemic which limits the movement of the community does not reduce the work motivation of employees within the Pekanbaru City Government to carry out their main duties as ASN. With a level of work motivation that is in the good category, it turns out that it can improve employee performance in the Pekanbaru City Government Environment.

## CONCLUSION

This study concludes that Work Discipline and Work Motivation simultaneously have a positive effect on Employee Performance in Pekanbaru City Institutions. This means that if Work Discipline and Work Motivation increase simultaneously, it will have a significant effect on Employee Performance and vice versa if the opposite occurs. Partial Work Discipline has a significant effect on Employee Performance. This means that if the Work Discipline variable improves, it will affect the increase in Employee Performance in Pekanbaru City Institutions and vice versa. Partial Work Motivation has an effect on Employee Performance. This means that if the Work Motivation variable improves, it will affect the increase in Employee Performance in Pekanbaru City Institutions and vice versa.

The core of this study is that when the Covid-19 outbreak occurred, employee discipline and work motivation also influenced employee performance in the Pekanbaru city government environment. The contribution of this study is to add to the research knowledge in the field of performance, especially when there is a change in the environment such as a disease outbreak. In addition, it can also be an input for management to be able to improve employee performance during a disease outbreak. The limitation of this study is the limited variables measured to improve employee performance. Suggestions for further researchers can add variables that influence employee performance such as work environment and organizational culture.

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