

# Analysis of the Influence of Discipline, Work Motivation, and Career Development on the Performance of Civil Servants at the Badan Pusat Statistik (BPS) of Provinsi Maluku Utara

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## Abstract

*This study analyzes the influence of discipline, work motivation, and career development on the performance of civil servants at the Central Statistics Agency (BPS) of North Maluku Province. The results of the tests show that discipline (X1) and career development (X3) have a significant effect on performance (Y), while work motivation (X2) does not. The regression coefficient for discipline is positive (0.421), indicating that an increase in discipline directly impacts improved performance. Simultaneously, the three variables contribute 75.5% to performance, with the remaining influence being attributed to other factors. The adjusted R<sup>2</sup> value is used to ensure the accuracy of the model in measuring the effect of independent variables on performance. It is recommended that agency leaders continue to enhance discipline and provide career development opportunities for employees. Additionally, strategies to improve work motivation should be evaluated to have a more significant impact on performance. Management should prioritize the establishment of a consistent work discipline culture and provide clear and structured career development paths for civil servants. This is crucial to foster optimal performance and improve organizational effectiveness.*

## Keywords

Discipline, Work Motivation, Career Development, Performance, Civil Servants, Central Statistics Agency (BPS).



## I. Introduction

Planning is the starting point for determining the strategic direction of policies through the establishment of appropriate programs and activities. Reliable and trustworthy data and information will serve as a useful reference for all parties, both private and government, as decision-makers, as well as for monitoring and evaluating development programs. In accordance with Law No. 16 of 1997 on Statistics and further regulated in Government Regulation No. 51 of 1999 on the Implementation of Statistics, the Central Statistics Agency (BPS) is a Non-Ministerial Government Institution responsible for providing basic statistical data and information. BPS also performs coordination and supervision functions for the implementation of sectoral statistics by Ministries and Agencies, Provincial Governments, and District/City Governments.

Currently, there is increasing demand from data users for improved quality of data and statistical information. Data users expect that the data produced by BPS can be provided more quickly (faster), be easier to access (easier), be of higher quality (better), and be more affordable (cheaper). High-quality statistical data and information is a key factor for providing optimal service from BPS to data users. This is not an easy task, which is why a coherent communication strategy between BPS and data users is necessary for disseminating high-quality statistical data and information.

BPS is always expected to provide excellent service to its customers, including the government, the business sector, academics, and the public, particularly in providing basic statistical data and information. There are two interrelated elements in excellent service: quality and service. Both are crucial and should always be prioritized by BPS to meet and satisfy its customers, in this case, data consumers. As part of its efforts to implement a culture of excellent service, BPS conducts capacity-building activities in infographics and various public service training programs for employees. BPS also participates in several infographic competitions and public service innovation competitions to foster creativity in discovering new innovations in public service.

No.	Customer Satisfaction Index	2021	2022	2023
1	CSI for Service	92.80	94.57	96.25
2	CSI for Data Quality	92.05	97.72	88.89

In general, Kotler, as cited in Suwarno (2016), defines customer satisfaction as the outcome perceived by a buyer after experiencing the performance of a company in terms of goods or services that meet their expectations. They will be satisfied when their expectations are met and will feel pleased if those expectations are exceeded. Based on the Data Needs Survey (SKD) results, it can be observed that there was an increase of 1.68 points in the Customer Satisfaction Index (CSI) for data and statistical information services provided in 2023 compared to the previous year. A CSI value of 96.25 for services indicates that the quality of service at BPS Maluku Utara Province is categorized as "Very Good" and should be maintained or further improved. However, it is unfortunate that this is not reflected in the CSI for the data quality produced by BPS. In 2023, this indicator saw a decline of 8.83 points compared to the previous year, showing a decrease in the performance of the service unit at BPS Maluku Utara Province over the past year.

Human resources, as the most decisive factor in an organization, including in government bureaucracy, are often referred to as administrative staff. These individuals are expected to not only have high competence and performance in serving the public but also to play a role in uniting the nation. This means that the effectiveness of an organization in achieving its goals will greatly depend on the quality of its members. In other words, the performance of an organization depends on the performance of its employees (Rivai, 2016:406).

According to Rivai (2016:406), performance is a function of motivation and the ability to complete tasks or work. Meanwhile, Kasmir, as cited in Pengesti (2017), states that there are several factors influencing performance, including ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

On the other hand, Atmosoeprapto in Nofrianto (2014) explains that the performance of employees in an organization is influenced by various factors, both internal (within the employee) and external (outside the employee). Internal factors (dispositional) are related to an individual's characteristics, such as: employee competence, work discipline, work motivation, and interest. External factors include factors from the environment, such as: leadership style, work facilities, supervision, training, and organizational climate. Based on these various opinions, the author focuses on two internal factors: work discipline and work motivation, as well as one external factor, to assess their impact on employee performance at BPS Maluku Utara Province.

BPS employees are civil servants, as BPS is a non-ministerial government institution. Therefore, the discipline rules applied will follow the regulations set by the government. Civil servant discipline, according to Government Regulation No. 94 of 2021, is the civil servant's commitment to adhere to obligations and avoid prohibitions specified in the laws and regulations. Any statement, writing, or act by a civil servant that does not comply with the obligations and/or violates the discipline rules, whether done inside or outside working hours, will be subject to disciplinary punishment. In enforcing discipline, it is not threats or violence that are emphasized, but firmness, so that an orderly and disciplined work environment can be achieved.

In practice, based on the author's preliminary research, it appears that BPS Maluku Utara employees' level of discipline is showing a decline, which has raised concerns among all parties. The low level of employee discipline can be observed from the data summary of employees who received disciplinary punishment from the Personnel and Legal Subdivision of BPS Maluku Utara Province in the table below:

**Table 2.** Number of BPS Maluku Utara Province Employees Who Received Disciplinary Punishments During The Years 2021-2024

No.	Type of Disciplinary Punishment	2021	2022	2023	2024*)
1	Light	-	-	-	-
2	Moderate	-	-	1	-
3	Severe	1	-	-	2

Source: Subdivision of Personnel and Law, BPS Maluku Utara Province

Note: \*) Condition as of January 2024

Based on the summary of the table above, it can be observed that there has been a trend of increasing employees receiving disciplinary punishment within the BPS Maluku Utara Province. Over the past three years, it appears that 2022 was the best year for discipline enforcement, as there were no violations. However, it is unfortunate that this positive situation did not last long, as in 2023, employee disciplinary violations occurred again, leading to disciplinary punishments being imposed on the involved individuals. The year 2024 has already begun with a poor start in terms of enforcing discipline, with severe disciplinary punishments being imposed on two employees.

Several researchers, such as Nurhuda et al. (2019), Farhan and Indriyaningrum (2023), have found that discipline affects performance. Conversely, studies by Setiawan (2013) and Linanjung (2019) state that discipline does not affect performance, as employee compliance for personal development is not aimed at improving performance. Furthermore, both of these studies are in the health field, where the focus is more on service to patients, where discipline is merely supportive of carrying out the regulations set by the institution.

Employee career development is very important because it brings benefits not only for the organization's interests but also for the employees themselves. Career development for the organization can improve employee professionalism, helping to achieve program goals and organizational objectives. From the employee's perspective, career development enhances their knowledge and skills. In addition, a positive attitude change will be felt by employees, as the workload feels lighter and they gain more varied assignment experiences.

"In relation to this, the author would like to further examine a research study titled 'Analysis of the Impact of Discipline, Work Motivation, and Career Development on the Performance of Civil Servants at the Central Bureau of Statistics (BPS) Maluku Utara Province.'"

## **II. Review of Literatures**

### **2.1 Discipline**

Employee discipline can be understood as an attitude, mental state, knowledge, and behavior that encourages employees to work cooperatively with others, voluntarily, and by adhering to the established rules and work standards to improve work performance (Siagian, 2015).

Simamora (2004:610) states that "Discipline is a procedure for correcting or punishing subordinates for violating rules or procedures." Rivai (2009:599) further explains that "Work discipline is a tool used by managers to communicate with employees to encourage them to change their behavior and to raise awareness and willingness to comply with company regulations and social norms that apply."

Based on these various views, discipline can be defined as the awareness, willingness, and readiness of an individual to comply with both written and unwritten organizational regulations and social norms that exist in their surroundings.

### **2.2 Employee Discipline Indicators**

According to Singodimejo in Sutrisno (2017:94), the indicators of employee discipline are as follows:

1. Adherence to Time Regulations  
This includes punctuality in arriving at work, leaving work, and taking breaks according to company rules.
2. Adherence to Company Rules  
This pertains to basic rules regarding attire and behavior at work.
3. Adherence to Work Behavior Regulations  
This is demonstrated by performing tasks according to job positions, duties, responsibilities, and interacting with other work units appropriately.
4. Adherence to Other Company Regulations  
These rules specify what employees are allowed or not allowed to do within the company.

### **2.3 Work Violation Sanctions**

According to Rivai (2014:603-604), there are several levels or types of work violation sanctions that are generally applicable in an organization:

- a. Minor Violation Sanctions  
These include oral warnings, written warnings, or written statements of dissatisfaction.
- b. Moderate Violation Sanctions  
These include delays in salary increases, salary reductions, or delays in promotions.
- c. Severe Violation Sanctions  
These include demotions, removal from positions, dismissal, or termination.

### **2.4 Motivation**

Rivai (2014:607) states, "Motivation is a set of attitudes and values that influence an individual to achieve specific goals according to the individual's objectives." These

attitudes and values serve as the driving force that encourages an individual to act in pursuit of their goals. Meanwhile, according to Prasetyo (2006:41), "Motivation is the activity that encourages an individual to do something desired. This desired thing may be for the benefit of the individual or the person giving the encouragement, or for both."

Motivation is important because it drives, channels, and supports human behavior, encouraging individuals to work diligently and enthusiastically to achieve optimal results. Leaders will delegate tasks to subordinates to be completed effectively and in line with the organizational goals. This aligns with the opinion of Robbins in Rivai (2014:608), who says, "Motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual needs."

## **2.5 Components of Motivation**

The basic components of motivation, according to Prasetyo (2006:41), are as follows:

### **1. Needs**

Needs are what an individual feels as a result of the discrepancy between the current situation and the desired situation (Kindra, et al., in Prasetyo 2006).

### **2. Drive**

The need felt by an individual acts as the starting point of the motivation process. Since individuals who feel a need always want to fulfill that need, they are motivated to do something to achieve that goal. This continues until the goal is achieved. Once the goal is attained, satisfaction emerges, which acts as feedback to be used when the same need arises in the future. In other words, the individual will engage in the same behavior to fulfill the same need.

### **3. Incentives or Rewards**

Incentives are tools used to motivate someone to perform a desired action. Incentives make people do something willingly and to the best of their abilities. Generally, incentives are divided into two categories: financial incentives, such as wages, salaries, benefits (insurance, pensions, etc.), and non-financial incentives, such as praise, opportunities for personal initiative, good working conditions, etc.

### **4. Goal-Oriented Behavior**

When goal achievement faces obstacles, an individual may experience frustration. This frustration can lead to either constructive or defensive behavior. Constructive behavior will serve as feedback for new needs, and the motivational model will repeat itself.

## **2.6 Career Development**

In organizational terminology, a career is often associated with advancement (advanced). Several definitions from experts describe career as follows: according to Samsudin in Hamali (2018:148), a career is all jobs or positions held throughout a person's working life. Meanwhile, according to Singodimedjo in Sutrisno (2017:160), a career is a sequence of activities, behaviors related to work, attitudes, and aspirations that occur throughout a person's life.

Rivai (2014:207) states, "A career is the entire set of jobs held or carried out by an individual throughout their life." A career represents a pattern of jobs held by an individual, which is closely related to their experience, both in terms of position and authority within a job, as well as the activities carried out during the individual's career. A career is not about success or failure, but more about attitude, behavior, and the continuity of an individual in activities related to their work. In practice, career development is more about the execution of career plans, as stated by Handoko in Hamali (2018:152), who

explains that career development involves personal improvements made by someone to achieve a career plan.

## **2.7 Dimensions of Career Development**

The dimensions of career development, according to Handoko in Megita (2014), are as follows:

### **1. Educational Background**

Educational background is one of the requirements for holding a position. Education is an activity aimed at enhancing knowledge and skills to solve work-related problems in order to achieve goals. The indicator for educational background is the level of education.

### **2. Training**

Training is a process of teaching specific knowledge, skills, and attitudes to make employees more skilled and capable of performing responsibilities more effectively, ultimately helping the organization achieve its goals. The indicator for training is the frequency of training.

### **3. Work Experience**

Work experience is the level of knowledge and skill that an individual has, which can be measured by the duration of their employment. The indicator for work experience is the length of service.

## **2.8 Performance**

Performance comes from the word "to perform," meaning to carry out activities and complete them according to one's responsibilities with results as expected. In human resource management, several terms related to performance include performance evaluation, performance appraisal, performance rating, employee evaluation, rating, efficiency rating, and service rating, which refer to processes used by organizations to assess job performance.

Employee and organizational performance refers to the ability of employees to carry out all tasks that are their responsibilities. These tasks are usually based on predefined success indicators. Performance is about what is done and how it is done. As a result, it is determined whether an employee falls within a specific level of performance.

Simanjuntak in Rivai (2014:406) states that performance is the level of achievement of results from performing specific tasks. Meanwhile, Armstrong and Baron in Wibowo (2016:2) argue that performance is the result of work that has a strong connection to organizational strategic goals, customer satisfaction, and economic contribution.

Robbins in Rivai (2011:15) believes that performance is a function of ability, motivation, and opportunity. When an individual is willing and capable but faces obstacles in performing their work, their performance may be slightly hindered.

## **2.9 Performance Indicators**

Performance indicators, according to Sedarmayanti (2016:222), are quantitative and/or qualitative measures that describe the level of achievement of a goal or objective that has been set. Edward and Thomas in Sobirin (2015:1.15) state that performance indicators (performance indicators) are compilations of information used to measure and assess performance. Without performance indicators, it would be difficult to assess the performance of a policy, activity, or program, which ultimately leads back to organizational performance.



### **2.10 Key Performance Indicators (KPIs)**

Key Performance Indicators (KPIs) are the most important indicators, stated quantitatively, and describe an organization's ability to compete within its industry scope (Vulkomanich et al., 2010 in Sobirin, 2015:1.17). The guidelines commonly used when developing KPIs are:

1. Specific: Clear, unambiguous, directly focused on the goal, easy to understand, and challenging.
2. Measurable: Can be quantified in terms of quality, quantity, time, and money.
3. Achievable: Challenging but within the reach of the employees' competencies and commitments.
4. Relevant: Aligned with the company's goals so that individual goals can be synchronized with the overall organizational objectives.
5. Timely: Can be completed within the agreed timeframe.

### **2.11 Performance Appraisal**

Performance appraisal refers to a formal and structured system used to measure, assess, and influence job-related characteristics, behavior, and results, including absenteeism. Performance appraisals are used to evaluate employees' work within their responsibilities. Performance evaluation can be seen as a mechanism for controlling employees. Performance measurement is used to assess the success or failure of activities, programs, or policies in achieving goals and objectives set to realize the mission and vision of the organization (Sedarmayanti, 2016:219).

### **2.12 Conceptual Framework**

Work discipline is useful in teaching employees to comply with the organization's rules, procedures, and policies to achieve better performance. Research by Efhendy et al. (2021) shows that discipline significantly affects employee performance. Further research by Chairani (2020), Budiyanto, and Wikan (2020) suggests that discipline enhances employee performance. If employees are undisciplined, their performance will be lower. Good work discipline will drive the improvement of employee performance, thus helping the organization to achieve its goals.

Based on the hypothesis formulation above, the first hypothesis in this study is:

H1: Discipline has a positive effect on the performance of civil servants at BPS Maluku Utara Province.

Previous studies indicate that work motivation influences employee performance. Linanjung (2019) proves that work motivation has a significant positive effect on employee performance. Research by Nuriyah et al. (2022) indicates that work motivation has a significant effect on employee performance. Farhan and Indriyaningrum (2023) state that work motivation has a significant impact on employee performance. Based on the hypothesis formulation above, the second hypothesis in this study is:

H2: Work motivation has a positive effect on the performance of civil servants at BPS Maluku Utara Province.

According to Handoko (2003), the term career development can also be referred to as personal enhancement made by someone to achieve a career plan. Sunyoto (2013:184) states that career development can help employees possess higher abilities than before, making it easier for management to place them in more suitable jobs. Thus, employees will maximize their skills in that area, positively affecting their performance.

Research conducted by Muna and Isnowati (2022) states that career development has a positive impact on performance. In this study, career development influenced the

performance of employees at PT. LKM Demak Sejahtera. Another study by Budiyo and Wikan (2020) shows that career development has a significant positive relationship with employee performance. When employees frequently participate in training programs, it improves their performance. Based on the hypothesis formulation above, the third hypothesis in this study is:

H3: Career development has a positive effect on the performance of civil servants at BPS Maluku Utara Province. Employee performance reflects the execution of their work. An employee is considered to perform well if they

### III. Research Methodology

The research approach used in this study is quantitative, which is based on the philosophy of positivism. It is employed to study a specific population or sample, using research instruments for data collection, and quantitative/statistical data analysis, with the aim of testing the established hypotheses (Sugiyono, 2017:35). The quantitative research method used in this study is a survey method. According to Kerlinger in Sugiyono (2017), a survey is a study conducted on a large or small population, but the data being studied is derived from a sample taken from that population to identify relative occurrences, distributions, and relationships between sociological and psychological variables.

The population refers to the area of generalization, consisting of subjects with specific qualities and characteristics determined by the researcher to be studied, and from which conclusions will be drawn. The population of this study is all employees at the BPS (Statistics Indonesia) of Maluku Utara Province, totaling 271 people as of the end of January 2024.

After performing calculations using the population in the formula above, the required sample size for this study was determined to be 177 respondents. The sample selection for this study used a simple random sampling without replacement (SRSWOR) method, which is a simple random sampling technique where each member of the population has an equal chance of being selected to be part of the sample, and once selected, members cannot be chosen again in the subsequent sampling process. In other words, each element of the population can only be selected once to be part of the sample. In this study, primary data was obtained through questionnaires filled out directly by the employees within the BPS Maluku Utara Province who were selected as respondents. In addition to the primary data collected via the research questionnaire, secondary data, such as organizational structure and employee characteristics, were also used to complement the research.

Validity and reliability tests were conducted on 42 statements, involving 18 employees from BPS Maluku Utara Province as respondents. The validity of the research questionnaire was measured by observing the Pearson Product-Moment correlation coefficient. The validity of each statement item is demonstrated by the correlation between the individual item score and the total score for all items. A statement is considered valid if the correlation coefficient ( $r_{\text{calculated}}$ ) is greater than the table value of  $r$  for the significance level ( $\alpha$ ) of 0.05 and a sample size ( $n$ ) of 18, which is 0.468. If this requirement is not met, the statement item must be removed and not used in the research questionnaire. Based on the reliability test results of the Discipline (X1), Work Motivation (X2), Career Development (X3), and Performance (Y) variables, the 40 items in the questionnaire were found to be reliable (consistent).

The data used in this study was obtained through a questionnaire method, which is a data collection technique that involves providing a set of written questions or statements to selected respondents. This questionnaire was designed with questions logically related to



the research problem, with each question serving as an answer to test the hypotheses. The questionnaire used in this research was an online questionnaire created using Google Forms. The link to the questionnaire was then sent via email to the employees listed in the research sample. The online questionnaire was chosen due to time constraints and the dispersion of respondents across various regions in Maluku Utara Province, making online surveys the only feasible method for data collection. Data collection took place over eleven days, from April 16 to April 26, 2024.

### 3.1 Independent Variables

An independent variable is a variable that influences a dependent variable, either positively or negatively. In this study, there are three independent variables: Discipline (X1), Work Motivation (X2), and Career Development (X3), which affect other variables, where their values change if the influencing variables change. The dependent variable in this study is one: Performance (Y).

## IV. Results and Discussion

The primary data collected by the researcher during the data collection period amounted to 173 respondents out of a total sample of 177 respondents, resulting in a response rate of 97.74%. The four respondents who did not return the research questionnaire via email by the data collection deadline were due to death and staff transfers out of the BPS Maluku Utara Provincial work unit. The primary data collected from 173 respondents were then analyzed to determine the characteristics of the respondents, including general questions about gender, age, last education, and years of service at BPS Maluku Utara Province.

The researcher categorized the age of respondents into seven groups. The results showed that 53 respondents (30.64%) were aged 22-26 years, 30 respondents (17.34%) were aged 27-31 years, 26 respondents (15.03%) were aged 32-36 years, 39 respondents (22.54%) were aged 37-41 years, 15 respondents (8.67%) were aged 42-46 years, 4 respondents (2.31%) were aged 47-51 years, and 6 respondents (3.47%) were aged over 51 years. This shows that the majority of employees working at BPS Maluku Utara Province are young, aged between 22-26 years. According to Hasyim (2006), age can be used as an indicator to assess someone's work activity. A productive age increases the likelihood that a person can work well and efficiently. Nitisemito (2000) stated that younger employees tend to have strong physical abilities, which enables them to work hard. Generally, they are not yet married or have few children. However, younger employees are often less disciplined, less responsible, and more likely to change jobs compared to older employees.

Among the respondents, 22 (12.72%) had a high school diploma, 19 (9.83%) held a diploma (DIII), 121 (69.94%) held a bachelor's degree (D4/S1), and 13 (7.51%) had a master's degree (S2). This indicates that most BPS Maluku Utara employees have a bachelor's degree (D4/S1) from the Statistika STIS Polytechnic, which is a vocational higher education institution under the BPS. It is expected that the knowledge acquired during their education matches the skills needed for the job. Years of service can have a positive effect on performance, as the longer an employee has been working, the more experienced they become in performing their tasks. However, it can also have a negative impact, as employees may become complacent with time and neglect their duties, leading to boredom. Tarwaka (2017:9) categorizes years of service into two groups: 1) new service ( $\leq 5$  years), and 2) long service ( $> 5$  years). The results showed that most respondents working at BPS Maluku Utara were in the new service category (1-5 years). Given their

age range of 22-26 years, they are likely fresh graduates from the Statistika STIS Polytechnic who were directly assigned to Maluku Utara. They are willing to stay in their initial placement location for at least 7 years after being appointed as civil servants, unless there is a specific organizational need for relocation.

When classified by civil servant positions, 141 respondents (81.50%) held functional positions, 17 respondents (9.83%) held administrative positions, and 15 respondents (8.67%) held other positions (task executors). The results show that the majority of employees at BPS Maluku Utara hold functional positions. This aligns with the current government bureaucracy model, which emphasizes a flat structure but focuses on optimizing the functions of functional positions to enhance the professionalism of civil servants. Based on the results of the hypothesis testing, this study produced significant and interesting findings. The results showed that of the three independent variables in this study, two—discipline (X1) and career development (X3)—significantly affect the performance of civil servants at BPS Maluku Utara (Y). However, work motivation (X2) does not affect the performance of civil servants at BPS Maluku Utara.

According to the regression model equation, the positive direction of the regression coefficient ( $\beta_1$ ) indicates that the higher the discipline, the higher the resulting performance. In other words, for every unit increase in discipline, performance will increase by 0.421 units, assuming other variables remain constant. This is supported by the responses related to discipline indicators in this study, specifically regarding adherence to working hours. The highest average score was observed for the statement related to time utilization, which scored 4.57. When linked to performance, it indicates that employees are making an effort to always follow the scheduled activities so that the tasks assigned to them are completed on time. This proves that they are highly responsible for their work by managing their time and resources efficiently.

The study also shows that discipline, work motivation, and career development simultaneously influence the performance of civil servants at BPS Maluku Utara. This is supported by the significance value of the F-test, which is less than 0.05. Discipline, work motivation, and career development together influence the performance of civil servants at BPS Maluku Utara by 75.5%, with the remaining 24.5% explained by other factors not included in this study. The coefficient of determination ( $R^2$ ) is a value that shows the extent to which the independent variables influence the dependent variable.  $R^2$  is a number between 0 and 1, indicating the strength of the combined independent variables in influencing the dependent variable. There are three categories for  $R^2$  values: strong (0.75), moderate (0.50), and weak (0.25). The adjusted  $R^2$  is used to address the problem often found with  $R^2$  values, which tend to increase as more independent variables are added to the model. The adjusted  $R^2$  measures how accurately new variables contribute to the predictive power of the model.

## V. Conclusion

Based on the data analysis, hypothesis testing, and discussion in the previous chapters, it can be concluded that discipline, when analyzed separately, has a positive and significant effect on improving performance, making it a predictor of the performance of civil servants at the BPS (Central Bureau of Statistics) of Maluku Utara Province. If employee discipline improves, the performance they produce will also increase. Conversely, when employee discipline declines, their performance will also decrease.

Work motivation, on the other hand, does not have a positive and significant effect on performance when analyzed separately. Therefore, work motivation cannot serve as a

predictor of civil servant performance at BPS Maluku Utara Province. This indicates that high work motivation in an employee does not necessarily lead to good work results. Similarly, when an employee's motivation is low, it does not necessarily mean their performance is also low because, fundamentally, employees only work according to what their superiors instruct.

Career development, when analyzed separately, has a positive and significant effect on performance, making it a predictor of civil servant performance at BPS Maluku Utara Province. The better the career development, the higher the performance of the employee in their work. Conversely, poor career development can lead to a decline in performance.

Discipline, work motivation, and career development simultaneously have an influence on the performance of civil servants at BPS Maluku Utara Province. By combining discipline to maintain consistency, motivation to maintain enthusiasm, and continuous efforts in career development, civil servants at BPS Maluku Utara Province will be able to achieve optimal performance.

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