

ANALYSIS OF WORK MOTIVATION AND WORK DISCIPLINE OF EMPLOYEE AT WIYUNG SEJAHTERA HOSPITAL SURABAYA

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ABSTRACT

Introduction: Work discipline is the obedient attitude of an employee towards the rules that apply in the workplace. Work discipline directly affects work productivity. **Methods:** This study aimed to investigate the correlation of work motivation and work discipline of the employee at Wiyung Sejahtera Hospital Surabaya. This study was an observational analytical research with cross sectional method, where each of the respondents was observed or interviewed for once. The samples used proportional random sampling with a sample size of 80 respondents who were hospital employees. Independent variable in this study was work motivation and a dependent variable was discipline of employee. Data were analyzed by using spearman. **Result:** The respondents' characteristics were mostly female (81.25%) with age criteria age 21-30 years old (80.0%). Meanwhile, the characteristic based on educational level suggested that more than half of respondents were diploma graduates(67.5%) and have the most work periode for more than 3 years (33.75%). The majority of respondents had a moderate level of work motivation at 41.3% and the majority of respondents had a moderate level of work discipline at 42.5%. The results showed that there was correlation between work motivation and work discipline ($p = 0.000$). **Conclusion:** It can be concluded that there is a relationship between work motivation and work discipline of employee at Wiyung Sejahtera Hospital Surabaya. As the relation is very strong, an employee who has a high level of work motivation will have a high level of work discipline too and otherwise.

Keywords: work motivation, work discipline, Wiyung Sejahtera Hospital

INTRODUCTION

According to Law Number 44 of 2009, hospital is a health service institution that conducts complete individual health services that provide inpatient, outpatient and emergency services. Being an advanced health facility, the hospital provides more complete and complex health services compared to the first and second level health facilities. Humans are resources that must be fulfilled by hospitals in carrying out their functions. Human resources as one of the hospital inputs must have sufficient quality and quantity so that the output produced is in accordance with the hospital's goal of providing complete health services to the community.

The quality of human resources can be seen one of them through the attitude of discipline that they have. Work discipline becomes an attitude that must be instilled in a workforce. Employee who have a discipline attitude in themselves will use their time and opportunities well, for example getting up early and quickly leaving for the office to carry out productive activities and maximize the time available. Efforts in creating a discipline work environment are by making regulations or policies for employees to be obeyed. An employee who obeys all forms of regulations in an organization then he has a high attitude of work discipline, whereas if an employee violates and neglects the organizational rules then he has a low

attitude of work discipline. Work discipline has an important role to achieve organizational goals that are realized in the form of commitment to the organization. The right strategy is needed as an effort to encourage employees to comply with all regulations or organizational policies, namely by increasing the work motivation of employees (Widayat, 2017). Work discipline which is manifested in the form of a great sense of responsibility to the organization shows that a workforce has a great work motivation (Kirana, 2013).

Based on data from the Surabaya Central Statistics Agency in 2019 there were 93,096 people unemployed out of a total workforce of 1.52 million. The unemployment rate is quite a lot. The number of unemployed reflects that the level of productivity of the population of the city of Surabaya is something that needs attention. Some researchers say that one of the factors that can affect the level of productivity is work discipline. According to Alex S Nitisemita (Patmarina & Erisna, 2012) said that the factors that can influence the level of work discipline of a person are welfare, threats, leadership examples, assertiveness, goals and abilities of employees. Work discipline problems that are often found in the workplace are related to the number of absences or absenteeism, the level of alertness, adherence to work standards, adherence to work regulations and ethics at work (Tyas & Sunuharyo, 2018).

Problems related to work discipline that are often found in Wiyung Sejahtera Hospital in Surabaya are delays when working. Employee assume that time is unimportant and often underestimated, so that over time the attitude of work discipline will fade. Therefore, the purpose of this research was to analyze the factors of work motivation and work discipline in the workforce of Wiyung Sejahtera Hospital in Surabaya.

METHODS

This research is an analytic observational study with cross sectional method. The study was conducted at the Surabaya Wiyung Sejahtera Hospital. The population used in this study was 251 people who were employees or employees at the Wiyung Sejahtera Hospital in Surabaya. The sample size was determined by proportional random sampling. After sampling, the number of respondents became 80 people. The independent variable in this study was work motivation and the dependent variable was work discipline.

Data was collected by survey using questionnaire and document review. Variable work motivation and work discipline were obtained through interviews using a questionnaire with 16 questions and 13 questions each. In research related to work motivation assessment results were categorized into 5, which were very high if the score is more than 109, high if the score is 102-109, medium if the score is 94-101, low if the score is 86-93 and very low if the score is less than 86. At research related to work discipline results of assessment were also categorized into 5, which were very high if the score is more than 62, high if the score is 57-62, medium if the score is 50-56, low if the score is 44-49 and very low if the score is less than 44.

Data analysis was presented in the form of frequency distribution tables and cross tabulations. The technique used to analyze data is univariate and bivariate analysis. Univariate analysis was performed to obtain the frequency distribution of variables of labor characteristics, work motivation and work discipline. Bivariate analysis was performed to determine the relationship between work motivation and work discipline using the spearman test with a significance level (α) 0.05. This study had passed the ethical review with No: 287 /HRECC.FODM/V/2019 from the Health Research Ethics Commission of the Faculty of Dentistry, Airlangga University.

RESULTS

Work motivation

In this study, the data collection of work motivation variables was carried out using a questionnaire. The total score of respondents 'answers regarding work motivation is 112.

Table 1 Percentage of Respondents' Work Motivation at Wiyung Sejahtera Hospital in 2019

Category	N	%
Very low	7	8.8
Low	14	17.5
Medium	33	41.3
High	23	28.8
Very high	3	3.8
Total	80	100

Table 1 presents the results of work motivation in hospital employees. It can be seen that the majority of respondents have a level of work motivation with a medium category that is equal to 41.3%. The category of work motivation is very high at the least amount of the total workforce as a whole so it is necessary to increase work motivation so that employees have a high or very high level of work motivation.

Work Discipline

This section presents the results of the percentage of work discipline. The total

score of respondents 'answers regarding work discipline was 65.

Table 2 Percentage of Work Discipline of Respondents at Wiyung Sejahtera Hospital in 2019

Category	N	%
Very low	7	8.8
Low	15	18.8
Medium	34	42.5
High	18	22.5
Very high	6	7.5
Total	80	100

Table 2 presents the results of work discipline in hospital employees. It can be seen that the majority of respondents have a level of work discipline with a medium category that is equal to 42.5%. The category of very high work discipline is the least amount of the total workforce so that there needs to be an increase in work discipline so that the workforce has a high or very high level of work discipline.

BIVARIATE ANALYSIS

Level of Work Motivation Based on Respondent Characteristics

Based on Table 3 it is known that the majority of very high levels of work motivation are held by employee with female gender, 21-30 years age group and diploma education level.

Table 3. Frequency Distribution of Work Motivation Levels Based on Respondent Characteristics

Characteristics of Respondents	Level of Work Motivation									
	Very low		Low		Medium		High		Very high	
	N	%	N	%	N	%	N	%	N	%
Gender										
Male	3	20.0	1	6.7	5	33.3	6	40.0	0	0.0
Female	4	6.2	13	20.0	28	43.1	17	26.2	3	4.6
Age										
21-30 years	5	7.8	12	18.8	26	40.6	18	28.1	3	4.7
31-40 years old	1	8.3	2	16.7	5	41.7	4	33.3	0	0.0
41-50 years old	1	25.0	0	0.0	2	50.0	1	25.0	0	0.0
Level of education										
High school	2	15.4	2	15.4	4	30.8	4	30.8	1	7.7
Diploma	3	5.6	8	14.8	26	48.1	15	27.8	2	3.7

Bachelor	2	15.4	4	30.8	3	23.1	4	30.8	0	0.0
Years of service										
> 3 months	1	5.9	3	17.6	7	41.2	5	29.4	1	5.9
> 1 year	0	0.0	4	17.4	14	60.9	4	17.4	1	4.3
3 years	3	23.1	3	23.1	2	15.4	5	38.5	0	0.0
> 3 years	3	11.1	4	14.8	10	37.0	9	33.3	1	3.7

Work Discipline Level Based on Respondent Characteristics

Table 4. Frequency Distribution of Work Discipline Level Based on Respondent Characteristics

Characteristics of Respondents	Work Discipline Level									
	Very low		Low		Is		High		Very high	
	N	%	N	%	N	%	N	%	N	%
Gender										
Male	3	20.0	1	6.7	6	40.0	5	33.3	0	0.0
Female	4	6.2	14	21.5	28	43.1	13	20.0	6	9.2
Age										
21-30 years	5	7.8	13	20.3	27	42.2	13	20.3	6	9.4
31-40 years old	1	8.3	2	16.7	5	41.7	4	33.3	0	0.0
41-50 years old	1	25.0	0	0.0	2	50.0	1	25.0	0	0.0
Level of education										
High school	2	15.4	2	15.4	4	30.8	4	30.8	1	7.7
Diploma	3	5.6	8	14.8	25	46.3	13	24.1	5	9.3
Bachelor	2	15.4	5	38.5	5	38.5	1	7.7	0	0.0
Years of service										
> 3 months	1	5.9	3	17.6	7	41.2	4	23.5	2	11.8
> 1 year	0	0.0	6	26.1	13	56.5	3	13.0	1	4.3
3 years	3	23.1	3	23.1	2	15.4	4	30.8	1	7.7
> 3 years	3	11.1	3	11.1	12	44.4	7	25.9	2	7.4

Based on Table 4, it is known that the majority of the very high level of work discipline is owned by female employee, the age group of 21-30 years and diploma education level. Employee with a work period of more than 3 months and more than 3 years have a very high level of work discipline with the same amount of 2 people.

The Relationship between Work Motivation and Work Discipline

Table 5 is the result of the analysis of the spearman test between the independent variables, namely work motivation and the dependent variable,

namely the work discipline of the workforce of Wiyung Sejahtera Hospital, Surabaya. Based on Table 5 it can be seen that the results of calculations from statistical tests show the correlation coefficient value of 0.897** with a significance level of 0,000 at the level of confidence (α) = 0.05 or 95%. If the significance level is less than α , then H_0 is rejected and H_1 is accepted. If the significance level is more than α , then H_0 is accepted and H_1 is rejected.

The calculation results are obtained the significance value of 0,000. This value is smaller than $\alpha = 0.05$ meaning that there is a significant relationship between work motivation and work discipline in the workforce of Wiyung Sejahtera Hospital in Surabaya. This relationship is indicated by

the correlation value of 0.897 which is included in the very strong category. The direction of the correlation is shown by the correlation coefficient that is positive, then the relationship between work motivation and work discipline can be said to be in the

same direction which mean that if work motivation increases, work discipline will also increase. Conversely, if work motivation decreases work discipline will also decrease.

Table 5. The Relationship Between Work Motivation and Work Discipline in Workforce of Wiyung Sejahtera Hospital in 2019

Work motivation	Work Discipline					Total (%)	Sig.	Koef. Correlation
	Very low (%)	Low (%)	Medium (%)	High (%)	Very high (%)			
Very low	8.8	0	0	0	0	8.8		
Low	0	16.3	1.3	0	0	17.6		
Medium	0	2.5	35.0	3.8	0	41.3	0.0	.897 **
High	0	0	6.3	18.8	3.8	28.9		
Very high	0	0	0	0	3.8	3.8		

DISCUSSION

Work motivation

The urge to meet needs and achieve the expected goals within a person is a form of motivation. When acting someone is based on clear reasons why they have to do an activity or activities. Motivation is closely related to human resources. According to Setiawan (2016), motivation is a form of energy that arises in a person who is intended to provide strength and generate it to achieve a certain goal. Rahsel (2016), motivation is an impulse that influences one's behavior to meet needs and achieve expected goals.

Based on The presentation, concluded that motivation is a form of encouragement that comes from within oneself to achieve an expected goal. The effort spent by an employee in carrying out his workforce is closely related to work motivation which is an important factor in achieving high performance (Setiawan, 2016). In addition, work motivation is the desire of employee to do a workforce. Work motivation in the workforce can be seen from their behavior in completing the task or workforce and participate in helping the organization or company to survive.

Motivation grows when someone feels a lack of fulfillment of life's needs.

Needs will arise when individuals feel an imbalance with what is currently owned. Needs are the dominant factor influencing the work motivation of employee (Sarinadi, 2014). Based on Maslow's Hierarchy (Gardjito, 2011: 02), there are five basic needs, among others, first, namely physiological needs such as food, drinks, clothing, and others. Second, the need for security includes security, order, stability, and so on. Third is the social needs which consist of affection, relationships, family, and others. The fourth is the award which includes, achievement, status, responsibilities, reputation, and others. The fifth is the need for self-actualization such as, self-development, fulfillment of ideology, and others. As a form of effort to meet their needs, employee will try to do activities or workforce that is more leverage to obtain maximum results as well (Gardjito, 2011). Therefore, some researchers say that the needs are directly proportional to work motivation, because the more a person's needs must be met, the higher one's work motivation to work harder (Sarinadi, 2014). In a work situation that is positive and in accordance with the wishes, expectations and personality of the individual, then a employee will feel comfortable in running the workforce so

that he has high motivation (Puspitasari, 2019).

Frederick Herzberg (Wijono, 2013) said that work motivation is influenced by two factors, namely dissatisfiers or causes of individuals feeling dissatisfied and satisfaction factors or causes of individuals feeling satisfied. The dissatisfiers or hygiene factors are factors that are influenced by extrinsic conditions such as salary, security, work environment, status, ways of working, interpersonal relationships and quality of supervision, while satisfaction factors or motivators are factors that are influenced by intrinsic labor conditions that will form motivations such as, responsibilities, achievements, rewards, progress and possibilities for development.

The existence of work motivation on the workforce will affect the workforce's performance. Performance of employee who experience continual improvement will increase opportunities for the achievement of organizational or company goals. Efforts to increase work motivation can be carried out by organizations or companies by applying the work discipline of the workforce, applying the target system in payroll, creating a conducive work environment for employee, as well as providing incentives and compensation (Muslikhah, 2011).

Measurement indicators used in work motivation variables were the Multidimensional Work Motivation Scale (MWMS) approach. There are five dimensions of work motivation measured, namely Extrinsic Regulation - Social, Extrinsic Regulation - Material, Introjected Regulation, Identified Regulation, and Intrinsic Motivation (Gagné et al., 2015).

Extrinsic Regulation - Social, is the influence of social work environment factors on workforce motivation which includes recognition from coemployees, praise or criticism given by coemployees. *Extrinsic Regulation - Material*, is the influence of material factors related to finance that includes salaries, incentives, benefits and job guarantees. *Introjected*

Regulation, is the involvement of the employee's emotional feelings towards his workforce which includes feeling of pride, feeling guilty if making a mistake or feeling embarrassed if he fails to do labor. *Identified Regulation*, is the compatibility between labor and the personality values of the workforce. Employee will be more motivated to work when the work done is in line with their personality. *Intrinsic Motivation*,

The labor force of Surabaya Wiyung Sejahtera Hospital mostly has work motivation that is classified as extrinsic social regulation. This illustrates that the workforce has a tendency to need social relations such as getting recognition and praise from co-employees to increase work motivation and show optimal performance. Therefore, the work atmosphere formed has a good sense of kinship between one workforce and other employee. Some other employees have work motivation that is identified regulation. The employee will feel satisfied and proud when the work they do provides results as expected.

In this study, it is known that the level of work motivation possessed by the majority of respondents included in the medium category that is equal to 41.3%. Research conducted by Rahsel (2016) got the same results that the majority of respondents have a level of motivation with a medium category. This is due to the lack of maximum motivation models that are used as a reference in carrying out human resource functions, such as recruitment, selection and payroll.

Work Discipline

Based on performance appraisal data of Surabaya Wiyung Sejahtera Hospital, it is known that in the disciplinary indicators there are still 50.58% of the workforce who have not yet reached the disciplinary assessment standards. Issues related to discipline that are often found are delays at work. Delay is a form of disobedience to work regulations. Work time is not important and is underestimated

by employees so that work discipline becomes faded.

Discipline is the compliance and obedience of an employee in all forms of rules or policies in the workplace. Shaping the character of discipline in a person can be done starting from the environment such as the work environment (Puspitasari, 2019). An employee who is in a work environment with a high level of discipline then the workforce has a high level of work discipline as well. Otherwise, if the employee is in a work environment with a low level of discipline, he has a low level of work discipline as well. A supportive work atmosphere for creating work discipline can be formed with the habit of mutual respect among co-employees, giving praise and criticism to colleagues at the right time, involving employee to participate in meetings related to labor welfare and providing information to fellow employees, superiors or even subordinates if they want to leave the workplace (Sarinadi, 2014). The success of an organization to achieve its goals is aided by the attitude of work discipline possessed by the workforce that can affect performance to be optimal. The workload given to employee must be adjusted to the capability of the workforce, so that they can carry out their workforce well, be disciplined and truly (Suroyo, 2016).

According to Hasibuan (Astutik, 2017), work discipline is the awareness of a workforce to be obedient to all norms and all forms of regulations in an organization. Sopian (2014), work discipline is an attitude of respect, obedience and respect for existing regulations or policies and able to do so and is willing to accept penalties or sanctions if they violate these rules or policies as well as their responsibilities. Puspitasari (2019) stated that work discipline is a condition in the work environment that is formed through a process that encourages and shows the behavior of employees' obedience to existing regulations.

Based on the definitions according to some researchers, it can be concluded that work discipline is an attitude of obeying the rules and the norms that apply in the workplace. The existence of work discipline which is shown and owned by the employee will give an illustration that the employee already have responsibility for the tasks given (Puspitasari, 2019).

The main factor in work discipline is the awareness of the rules that apply (Patmarina & Erisna, 2012). Organizational culture is considered related to the work environment that is characteristic of an organization and can also reflect the behavior of the workforce, especially those related to work discipline (Puspitasari, 2019). Some criteria in work discipline indicators include time discipline, rules and responsibilities (Sopian, 2014). The time discipline in question is an attitude that reflects compliance with working hours which can be seen from the timeliness in completing tasks and the level of workforce attendance. Discipline is the attitude of obedience to existing rules and regulations such as using uniforms at work. Discipline of responsibility can be realized by using and maintaining work equipment as well as possible while working.

According to Alex S Nitisemita (Patmarina & Erisna, 2012), there are six factors that can increase the attitude of work discipline, among others, threats, goals, welfare, assertiveness, role models and employee abilities. Meanwhile according to Sutrisno (Puspitasari, 2019) the factors that influence the emergence of work discipline are exemplary leaders, the provision of compensation, regulations and policies in the agency, the courage of leaders in deciding actions, supervision by leaders, attention to employees and the creation of habits that can shape work discipline. The provision of compensation has an impact on meeting the needs of the workforce because of the appropriate remuneration so that the workforce is motivated in implementing work discipline. Exemplary leadership in an agency is shown by the obedience of the

leader in carrying out existing disciplinary rules for himself, not only in the form of words or orders so as to make subordinates be more reluctant when committing violations. The rules in the agency control the attitudes and behaviors carried out by employees related to work discipline. The courage of the leadership in taking action is to apply sanctions that apply to the actions of subordinates when disciplinary violations occur to provide a sense of deterrent to subordinates so as not to repeat the violation again. Supervision by the leader is carried out to direct subordinates related to work discipline which includes work time, task responsibilities and other related matters. Attention to employees is given so that subordinates can receive every direction or reprimand conveyed by their leaders. The creation of habits that can shape work discipline related to the creation of a comfortable and harmonious working environment. The courage of the leadership in taking action is to apply sanctions that apply to the actions of subordinates when disciplinary violations occur to provide a sense of deterrent to subordinates so as not to repeat the violation again. Supervised by the leader is carried out to direct subordinates related to work discipline which includes work time, task responsibilities and other related matters. Attention to employees is given so that subordinates can receive every direction or reprimand conveyed by their leaders. The creation of habits that can shape work discipline related to the creation of a comfortable and harmonious working environment. The courage of the leadership in taking action is to apply sanctions that apply to the actions of subordinates when disciplinary violations occur to provide a sense of avoid to subordinates so as not to repeat the violation again. Supervision by the leader is carried out to direct subordinates related to work discipline which includes work time, task responsibilities and other related matters. Attention to employees is given so that subordinates can receive every direction or

reprimand conveyed by their leaders. The creation of habits that can shape work discipline related to the creation of a comfortable and harmonious working environment.

In this study, it is known that the majority of respondents have a medium level of work discipline that is equal to 42.5%. Research conducted by Patmarina and Erisna (2012) got the same results that the majority of respondents have a level of discipline with a moderate category that is equal to 48.15%. Astutik's research (2017) found the same results. The respondent has a moderate or sufficient level of discipline because the workforce was at work until time to go home and was able to take responsibility for each workforce.

Work Motivation Level Based on Respondent Characteristics

According to the results of employee performance appraisal, it was known that 131 employees out of 251 employees have a level of work discipline that did not meet the standards set by the hospital. This can occur one of which was influenced by work motivation factors. Most of the hospital workforce was female. Therefore, the majority of work motivation level was owned by female employees than male.

Based on age group, the majority of hospital employees were at the age of 21-30 years. The level of work motivation was also very high in the 21-30 years age group. This showed that young employees tend to have high morale, especially for employees who have just entered the workforce.

The level of work motivation was very high owned by employees with an education level of D3 graduates. In a study conducted by Ayer (2016) stated that the level of education was the background for the workforce mindset that affects work motivation that was applied in the form of optimal performance to support organizational progress.

The working period of the majority of employee was more than 3 years.

Hospital employee who have a longer service life tend to have a high level of work motivation. Work motivation reflects the mental attitude of the workforce which is one factor in achieving work productivity (Laminia & Muniroh, 2018). The period of work that has been undertaken becomes an experience of a workforce becoming more empowered in controlling his workforce so that it affected his work productivity (Koesindratmono & Septarini, 2011).

Work Discipline Level Based on Respondent Characteristics

As many as 50.58% of the total hospital workforce has an assessment of work discipline that did not meet the standards set by the hospital. The majority of high levels of work discipline were owned by female employees'. According to research conducted by Hibau (2018), the results showed that female employees are superior in terms of discipline than male employees. Discipline differences are in terms of time, responsibility, and discipline of the rules.

Hospital employees are mostly aged 21-30 years. High level of discipline is also owned by this age group. Young age employee tend to have high morale with everything they can do dedicated to the interests of the organization. This can be reflected in the attitude of work discipline they have.

Employees with diploma graduates have a higher level of discipline than others. Based on Utama's research (2013), it was found that there was a fairly strong relationship between education level and work discipline. However, education is not the main factor that determines a person in his workforce but rather the skills of the workforce.

The level of work discipline will change with the length of service of a employee. In the hospital workforce, a high level of work discipline is mostly owned by employees with a work period of more than 3 years. Employees with long tenure generally understand better how

management patterns are applied in the workplace so that they are expected to work better (Ayer, 2016).

The Relationship between Work Motivation and Work Discipline

Work motivation and work discipline are two different but interrelated things. As a form of ways to improve the discipline of the workforce, high work motivation is necessary to achieve optimal work results (Yoesana, 2013). Work motivation is manifested in the form of encouragement for employee to be able to do their work in accordance with the tasks assigned to them through the attitude of work discipline which is the commitment of the workforce towards the organization. In achieving high levels of success, a leader in a workplace organization can improve the workforce's performance by applying work discipline through work motivation (Muslikhah, 2011).

Based on this study result, there was a very strong relationship between work motivation and work discipline in the workforce of Wiyung Sejahtera Hospital in Surabaya. That was due to work motivation is one of the factors of a workforce being obedient and obeying the rules in the hospital. When the workforce has a high level of work motivation, he also has a high level of work discipline. Conversely, if the workforce has a low level of work motivation then he also has a low level of work discipline. If a workforce with high work motivation is instilled with a good attitude of work discipline, then the individual goals to meet basic needs and organizational goals can be achieved together.

Work motivation behavior has a relationship with work discipline. It is because motivation can encourage individual behavior to carry out certain activities or workforce (Widayat, 2017). In addition, the link between work motivation and work discipline, if the workforce has high motivation, the workforce will run the workforce according to the applicable rules

and consider compliance as an obligation so that the workforce does not intend to commit violations (Puspitasari, 2019).

These results were supported by Andryani's research (2015), by concluding the same results that there was a strong relationship between work motivation and work discipline. This was due to the supporting motivational aspects such as opportunity for achievement and responsibility. Moreover, it was also supported by hygiene aspects such as salary and company policies. Yoesana's research (2013) found the same results that there was a relationship between work motivation and work discipline. This was due to the need for employees in the workplace that has been fulfilled such as a supportive work environment, appropriate compensation, implementation of routine supervision and career guarantees for employees.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that the majority of the workforce of the Wiyung Sejahtera Hospital in Surabaya has a moderate level of work motivation and work discipline. There is a very strong relationship between work motivation and work discipline. This is evidenced by the direction of a positive relationship meaning that the higher the work motivation, the higher the work discipline of the workforce and vice versa.

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