



## THE INFLUENCE OF COMPENSATION SYSTEM, WORK DISCIPLINE, AND WORK MOTIVATION ON THE PERFORMANCE OF ASN ESTATE OF AGRICULTURE AND HORTICULTURE IN SOUTHEAST SULAWESI PROVINCE

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### ABSTRACT

The purpose of this study was to find out and analyze: 1). the effect of the compensation system, work discipline and work motivation on the performance of ASN at the Plantations and Horticulture Service of Southeast Sulawesi Province (2) the effect of the compensation system on the performance of ASN at the Plantations and Horticulture Office of Southeast Sulawesi Province 3) the effect of work discipline on the performance of ASN Department of Plantations and Horticulture Southeast Sulawesi Province 4). the effect of work motivation on the performance of ASN Department of Plantations and Horticulture in Southeast Sulawesi Province.

The research design used is quantitative research. The population in this study is all of the State Civil Apparatus (ASN) who have been officially appointed Civil Servants (PNS) and have an Employee Identification Number (NIP) and work within the Department of Plantations and Horticulture of Southeast Sulawesi Province who is totaling 114 people, using saturated sampling withdrawal. Retrieval of data in the form of interviews and questionnaires. The data analysis technique uses multiple regression models with the help of SPSS 25 software.

The results of the study show that: 1) the compensation system, work discipline, and work motivation simultaneously have a positive and significant effect on the performance of the ASN of the Plantation and Horticulture Service of Southeast Sulawesi Province. 2) the compensation system has a negative and insignificant effect on the performance of ASN of the Plantation and Horticulture Service of Southeast Sulawesi Province. 3) work discipline has a positive and significant effect on the performance of ASN of the Plantation and Horticulture Service of Southeast Sulawesi Province 4) work motivation has a positive and significant effect on the performance of ASN of the Department of Plantation and Horticulture of Southeast Sulawesi Province.

**Keywords:** *Compensation System, Work Discipline, Work Motivation, and ASN Performance*

## INTRODUCTION

One of the main factors supporting organizational success is human resources (HR). Human Resources are the main asset in the organization so human resources must be managed and utilized in a balanced and humane manner. HR is the biggest asset for an organization. In addition, HR is one of the main assets in an organization, which can make an invaluable contribution to the strategy for achieving organizational goals (Bandar and Manar, 2012). One example of the importance of the contribution of human resources in an organization can be seen in its performance. Organizations need human resources with excellent service and effective and efficient performance.

One of the things that become the main concern of the organization in improving employee performance can be done through the provision of compensation. Providing compensation properly will have a positive influence on the performance of employees/employees. Compensation is an award in return for services, attention, hard work, and skills provided by the human resources of an organization, both financial and non-financial (Khair, 2017: 6).

The same opinion from the results of previous research conducted by Yurianto, Armansyah, and Marsudi (2021), Filda Sovilla Wandani, Pardiman, Khalikussabir (2021), Giyono (2019) found that compensation has a positive and significant effect on performance. However, other results show that compensation does not significantly affect performance, such as research conducted by Rahmat Karyadi Yusuf (2020). Empirically, the effect of compensation on performance is very diverse so researchers are interested in conducting a re-test to obtain clarity on the effect of this variable.

Furthermore, Rivai (2011: 825) states that discipline is also a component that also determines the merits of employee performance. Without good employee discipline, it is difficult for corporate organizations to achieve optimal results. Mathis and Jackson (2011) explained that work discipline in employees plays a role in improving performance.

The results of research conducted by Nurjaya, Denok Sunarsi, Aidil Amin Effendy, Arga Teriyan & Gunartin (2021), Denok Sunarsi, Irfan Rizka Akbar, Jasmani, Achmad Rozi, Ahmad Khoiri & Rudi Salam (2021), Marlapa Eri & Mulyana Bambang (2020), Safitri, DE & Sutjahjo, G (2020), Reza Nurul Ichsan, Eddi Surianta & Lukman Nasution (2020), Ilham, I Nyoman Nugraha & Amir Tengku Ramly (2020), and Maharani Fathia, et al (2018) found that work discipline has a positive and significant influence on performance. However, other results were also revealed by research conducted by Satedjo, AD & Kempa, S (2017) and Salman Farisi, Juli Irnawati & Muhammad Fahmi (2020), Cornelia Indah Permatasari (2020) which found that work discipline had no significant effect on performance. Although there are still many employees who come and go home not according to company working hours. However, these problems did not affect employee performance. This means that employees can still maintain their performance even though they arrive late and leave early.

In addition to compensation and work discipline, work motivation is also believed to affect employee performance. Mangkunegara (2010) said that motivation is formed from the attitude (attitude) of employees in dealing with work situations in the organization. Motivation is a condition or energy that drives employees who are directed or directed to achieve organizational goals. The pro and positive attitude of employees toward work situations strengthen their work motivation to achieve maximum performance.

The results of research conducted by Nesmi Seo, Joost L. Rumampuk, Michel JN Potolau (2020); Giyono (2019), and Dian Rizki Noviwati (2016) found that work motivation has a positive and significant influence on performance. However, other results were also revealed by research conducted by Cornelia Indah Permatasari (2020) which found that work motivation did not have a significant effect on performance.

The phenomenon of compensation in the Plantation and Horticulture Office of Southeast Sulawesi Province includes the provision of incentives/bonuses which not all ASN can receive equally because in an activity the number of ASN involved in an activity is limited.

The phenomenon of work discipline in the Plantation and Horticulture Office of Southeast Sulawesi Province, among others, is that several ASN committed disciplinary violations, for example not obeying the working hour regulations that had been determined or set by the organization such as arriving late, leaving the

office during working hours, leaving the office early to take a break before recess or be late for work when recess is over. Of course, this is included in the attitude of work discipline that is not good. Not infrequently some ASN still repeat these mistakes. Even though work discipline also creates positive values for ASN who obey it, a high attitude of discipline will have a positive effect on the organization as well as the ASN.

The phenomenon of work motivation in the Plantations and Horticulture Office of Southeast Sulawesi Province is that even though they are still motivated by superiors periodically through internal field meetings, there are still several ASN who appear to have not performed well for the organization, it still seen that some ASN lack enthusiasm in carrying out their duties which are given.

Based on the description of the theory, the gaps in the results of previous research, empirical studies, and the phenomena described earlier, the authors are interested in conducting further research by raising the title "The Effect of Compensation Systems, Work Discipline and Work Motivation on ASN Performance Representatives of the Provincial Plantation and Horticulture Office Southeast Sulawesi".

## **LITERATURE REVIEW**

### **Compensation System**

Compensation is everything that employees receive either directly or indirectly in the form of material or non-material income as compensation for work contributions, and service to the company or organization (Jufrizen, 2016). Compensation is all types of awards in the form of money or non-money that are given to employees properly and fairly for their services in achieving company goals (DS Harahap & Khair, 2019).

According to Mathis and Jackson (1999) in Mulyani (2002:307) that one way to improve work performance, motivate and improve the performance of employees is through compensation. Hasibuan (2008:119) argues that compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. The explanation of compensation in money is that employees are paid a certain amount of money, while compensation in kind is compensation paid in kind to employees.

Compensation indicators according to Simamora (2014) are as follows.

1. Wages and salaries
2. Incentive
3. Allowances
4. Facility

### **Work Discipline**

Discipline is a condition of employee self-control and orderly behavior that shows the true level of teamwork in an organization (Mondy, 2008:34). Discipline is a form of training that enforces company rules. (Mathis, 2011:12). It can be concluded that work discipline is a person's awareness and willingness to comply with the company or organizational regulations, both written and unwritten, and not to avoid receiving sanctions if they violate the duties and authority given to them. So that this makes employees responsible for all aspects of their work and improves their work performance, which means that it will also increase work effectiveness and efficiency as well as the quality and quantity of work. According to Afandi (2016), several indicators of work discipline are:

1. Get to work on time
2. Effective use of time
3. Never been absent/not working
4. Comply with all organizational or company regulations

### **Work Motivation**

Work motivation is encouragement and stimulation that causes a person to be enthusiastic at work because their needs are fulfilled (Rosmaini & Tanjung, 2019). Rachel (2016:213) argues that motivation is a condition that influences the fulfillment of their needs and is an impulse that arises to carry out activities to

achieve the expected goals. According to Agung et al. (2019), motivation is encouragement from within oneself and others to take action to achieve a predetermined goal in an organization. Motivation is an activity that causes a person to complete his work enthusiastically, willingly, and responsibly (Fachrezi & Khair, 2020). Furthermore, according to Astuti et al (2019), motivation is a reason or encouragement for someone to act.

Based on the definitions above, motivation is an important thing that must be applied in a company, especially for an employee. That way, the encouragement, and desire that exists will be able to create the abilities and skills of an employee so that he can achieve a goal that will be achieved by the company.

According to (Mangkunegara, 2013), indicators of motivation are:

1. Hard work
2. Future orientation
3. High level of aspiration
4. Task/goal orientation
5. Attempt to move forward
6. Perseverance
7. Coworkers selected by experts
8. Time utilization

### **Performance Concept**

Hasibuan (2008:94) argues that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time. Mangkunegara (2006:67): says that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him. Meanwhile, according to Sedarmayanti (2008: 174), performance is fulfilling or carrying out the obligations of a vow, the results of workers, organizational processes, proven concretely, perfecting responsibilities, measurable, can be compared with predetermined standards.

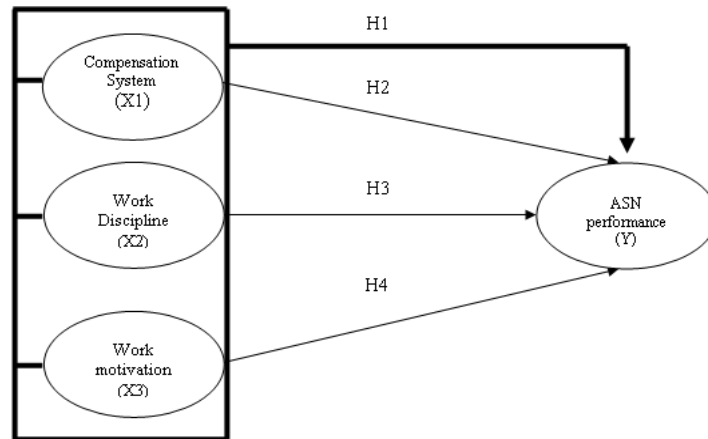
According to Mangkunegara (2006:91), employee performance can be assessed from:

1. Work Quality  
Demonstrate tidiness, thoroughness, and results of work without neglecting the volume of work.
2. Working quantity  
Shows the large number of types of work carried out at one time so that efficiency and effectiveness can be carried out under company goals.
3. Responsibility  
Shows how much the employee accepts and carries out his work is responsible for work results and the facilities and infrastructure used and his work behavior every day.
4. Cooperation  
The willingness of employees to participate with other employees vertically and horizontally both inside and outside of work so that the work results will be better.
5. Initiative  
There is an initiative in the members of the organization to do work and solve problems at work without waiting for orders from superiors or showing responsibility for work that is already an employee's obligation.

### **Conceptual Framework**

Based on theoretical and empirical studies, this study was designed using four variables, namely: compensation system, work discipline, work motivation, and performance, and formulated a paradigm regarding the effect of analysis of the compensation system, work discipline, and work motivation on the performance of the ASN of the Plantation and Horticulture Service of Southeast Sulawesi Province in research conceptual framework shown in Figure 1 below:

Figure 1. Research Conceptual Framework



### Hypothesis

Based on the research conceptual framework that has been stated previously, the research hypothesis is as follows:

1. The compensation system, work discipline, and work motivation have a positive and significant effect on ASN performance
2. The compensation system has a positive and significant effect on ASN performance
3. Work discipline has a positive and significant effect on ASN performance
4. Work motivation has a positive and significant effect on ASN performance

### RESEARCH METHODS

#### Research design

The design used in this study is explanatory research with a survey approach. This study seeks to explain the relationship between variables and their effects through hypothesis testing. Survey research takes a sample from a population and uses a questionnaire as a data collection tool. The analysis used a quantitative approach where data was collected using a questionnaire as a data collection tool so that it is expected to know the direct effect of the variables of the compensation system, work discipline, and work motivation on the performance of ASN at the Department of Plantations and Horticulture of Southeast Sulawesi Province.

The research design used is a causality research design, which explains the causal relationship between variables. According to Husein Umar (2004: 94), causality design is useful for analyzing the relationships between one variable and another or how one variable affects other variables. Causal design examines causal relationships. According to Sugiyono (2010: 56) causal design is "a causal relationship, there are independent variables (variables that influence) and dependent variables (influenced)".

#### Population and research sample

The population in the study is the area studied by the researcher. The population is a generalization area consisting of objects/subjects that have a certain quantity of characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2013). The population in this study is all of the State Civil Apparatus (ASN) who have been officially appointed as Civil Servants (PNS) and have Employee Identification Numbers (NIP) and work in the Department of Plantation and Horticulture of Southeast Sulawesi Province, totaling 114 people.

## Data Types and Sources

### Data Type

The data used in this research is qualitative and quantitative data

1. Qualitative data, namely data presented in the form of verbal words not in the form of numbers (Muhadjir, N., 1996:2). In this study, qualitative data includes general descriptions of research objects, such as conditions related to the phenomenon of research variables.
2. Quantitative data, namely the type of data that can be measured or calculated directly, in the form of information or explanations expressed in numbers or the form of figures. (Sugiyono, 2010:15) In this case the quantitative data needed is the number of civil servants and the results of the questionnaire.

### Data Source

What is meant by the source of data in research is the subject from which the data can be obtained. (Suharsimi Arikunto, 2006:129). In this study, the authors used two data sources, namely:

1. Primary data sources, often referred to as first-hand, are data obtained from research objects or related agencies. The data sources in this study were ASN or employees of the Plantation and Horticulture Office of Southeast Sulawesi Province.
2. Secondary data sources are data collected by researchers as support from the first source. It can also be said that data is arranged in the form of documents. In this study, the questionnaire is a secondary data source.

### Method of Collecting Data

This study uses a questionnaire for data collection to be taken. According to Suharsimi Arikunto (2006:151), a questionnaire several written questions that are used to obtain information from respondents in the sense of personal reports or things that are known. This questionnaire can find out someone about their condition or personal data, experience, knowledge, attitudes/opinions, and so on. The questionnaire method was used to reveal data on the compensation system, work discipline, work motivation, and ASN performance at the Plantation and Horticulture Service of Southeast Sulawesi Province.

### Data Analysis Method

#### Multiple Linear Regression Analysis

The analytical method in this study is intended to answer questions as well as the hypotheses put forward in the study. Statistical analysis using multiple regression analysis, namely the regression equation that measures the strength of the relationship between two or more variables (Ghozali, 2006).

According to Hasan (2008), the general form of the multiple linear regression equation can be written as follows:

$$\text{Variate value (Y)} = W1X1 + W2X2 + wnXn$$

where: Variate value = the value of the variation in the change in the independent variable (dependent);  $X1-Xn$  = Variation of weighted variables (weight);  $Xn$  is the observed variable and  $Wn$  is the weight determined by the multivariate technique.

In this study, the independent variables were the compensation system, work discipline, and work motivation, while the dependent variable was ASN performance, so the formula for multiple linear regression analysis in this study was:

$$KA = W1SK + W2DK + W3MK$$

Where:

KA	= ASN performance
SK	= Compensation system
DK	= Work Discipline
MK	= Work motivation
$W1, W2 \& W3$	= Weight determined or regression weight (standardized beta)

This multiple regression analysis is intended to determine the level of influence of each independent variable on the dependent variable quantitatively. The magnitude of the influence of each of these independent variables can be estimated by interpreting the partial regression coefficient numbers.

## RESEARCH RESULTS AND DISCUSSION

### Multiple Linear Regression Test

Multiple linear regression is used to determine the influence or linear relationship between two or more independent variables with one dependent variable. The results of multiple linear regression calculations using the SPSS 25 software application are as follows:

**Table 1. Results of Multiple Linear Regression Calculations**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	1.225	,277		4,424	,000
X1 (Compensation System)	-.071	.053	-,104	-1,341	,183
X2 (Work Discipline)	,451	.085	,522	5,279	,000
X3 (Work Motivation)	,285	.085	,304	3,339	,001

Source: Results of Processed Data SPSS 25

The multiple regression formula equations can be obtained as follows:

$$(Y) = -0.104(X1) + 0.522(X2) + 0.304(X3)$$

Based on Table 1 above, shows that the regression coefficient value of the compensation system variable (b1) is negative, namely -0.104 meaning that the compensation system does not affect the performance of ASN or the level of the compensation system does not have an impact on the highs and lows of ASN performance. The value of the regression coefficient of the work discipline variable (b2) is positive, ie 0.522 this means that work discipline has a positive effect on ASN performance or it can be said that when work discipline increases, ASN performance tends to increase. The value of the regression coefficient of the work motivation variable (b3) is positive, that is 0.304 this means that work motivation has a positive effect on ASN performance or it can be said that when work motivation increases, ASN performance tends to increase.

### Determination Coefficient Test (R<sup>2</sup>)

In the multiple regression model, the coefficient of determination (R<sup>2</sup>) is used to measure the level of the model's ability to explain variations in variables dependent (Ghazali, 2011). R<sup>2</sup> value which is close to zero is defined as a variable independent in explaining the limited dependent variable, otherwise if the value of R<sup>2</sup> approaches one means that the independent variable provides almost all the information needed to predict the dependent variable (Ghazali, 2011).

The results of testing the coefficient of determination in this study can be seen in the table below:

**Table 2. Determination Coefficient Test**  
**Summary model<sup>b</sup>**

Model	R	R Square	Adjusted R Square	std. An Error in the Estimate
1	.717a	.515	.501	.28986

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

**Source: Results of Processed SPSS Data**

Based on Table 2 above shows that:

1. The R-value (correlation coefficient number) of 0.717 indicates that the closeness of the direct relationship between the compensation system (X1), work discipline (X2), and work motivation (X3) on ASN performance (Y) is 0.717. This relationship is statistically classified as strong, as stated by Sugiyono (2018: 84) that a relatively strong relationship is 0.60 -0.799.
2. The R<sup>2</sup> value (R-Square) of 0.515 indicates that the magnitude of the effect on direct compensation system (X1), work discipline (X2), and work motivation (X3) on ASN performance (Y) is 51.5% which means compensation system (X1), work discipline (X2), and work motivation (X3) be an influence on ASN performance (Y) at the Department of Plantations and Horticulture of Southeast Sulawesi Province. The remaining 48.5% is influenced by other variables outside of this study.
3. The adjusted R<sup>2</sup> value is 0.501 indicates that the performance variable (Y) can be explained by the independent variable in the form of compensation system (X1), work discipline (X2), and work motivation (X3) with a value of 0.501 or 50.1% and the remaining 49.9% is explained by other variables outside this research model.

**Simultaneous Hypothesis Testing (F Test)**

The results of simultaneous testing (F Test) can be seen in Table 3. The table shows that the calculated F value is equal to 38,881 Significant value in the ANOVA table is 0.000b, at a confidence level of 95%,  $\alpha = 5\%$ ,  $k = 4$ ,  $n = 114$ , so that an F table is obtained with a df value of 2.69, it can be seen that the calculated F value 38,881 greater than F table, which means  $H_a$  or the hypothesis used is accepted. Then the second way is to compare the significant value in Table 3 ANOVA with the  $\alpha$  value of 0.05, it can be seen that the significant value in the ANOVA table has a value of 0.000 which is smaller than the predetermined  $\alpha$  value of 0.05, from these significant results it can be interpreted that the hypothesis is accepted. So from these two methods, it can be concluded that there is a positive and significant influence between the independent variables (compensation system (X1), work discipline (X2), and work motivation (X3)) together with the dependent variable (ASN performance (Y)).

**Table 3. Simultaneous Test Results (Test F)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	9,801	3	3,267	38,881	,000b
	Residual	9,242	110	.084		
	Total	19,043	113			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

**Source: Results of Processed Data SPSS 25**



### Partial Hypothesis Testing (t-test)

The partial test is used to determine the effect of each independent variable on the dependent variable (Ghazali, 2013), namely by comparing each  $t_{\text{statistical}}$  value from the regression with the  $t_{\text{table}}$  in rejecting or accepting the hypothesis. The model is said to be significant if  $t_{\text{count}} > t_{\text{table}}$  or sig value.  $t \leq |t| = 0.05$ . The partial test results of Test\_t coefficients can be seen in the following table:

**Table 4. Partial Test Results Test t Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	1.225	,277		4,424	,000
X1 (Compensation System)	-.071	.053	-,104	-1,341	,183
X2 (Work Discipline)	,451	.085	,522	5,279	,000
X3 (Work Motivation)	,285	.085	,304	3,339	,001

**Source: Results of Processed SPSS Data**

Table 4 shows that variable X1 has a negative and insignificant effect on ASN performance and each of the independent variables X2 and X3 has a positive and significant effect on ASN performance. This can be explained as follows:

1. The compensation system variable (X1) has a negative and insignificant effect on ASN performance, this is evidenced by the value  $t_{\text{count}} < t_{\text{table}}$  ( $-1,341 < 1.983$ ) or a significant value of 0.183 greater than  $\alpha = 0.05$  or 5%.
2. Work discipline variable (X2) has a positive and significant effect on ASN performance, this is evidenced by the  $t_{\text{count}} > t_{\text{table}}$  ( $5,279 > 1.983$ ) or a significant value of 0.000 is less than  $\alpha = 0.05$  or 5%.
3. Work motivation variable (X3) has a positive and significant effect on performance, this is evidenced by the  $t_{\text{count}} > t_{\text{table}}$  ( $3,339 > 1.983$ ) or a significant value of 0.001 smaller than  $\alpha = 0.05$  or 5%.

### DISCUSSION OF RESEARCH RESULTS

#### Effect of Compensation System, Work Discipline, and Work Motivation on ASN Performance

The compensation system, work discipline, and work motivation simultaneously have a positive and significant effect on the performance of the ASN of the Southeast Sulawesi Province Plantation and Horticulture Service. This can be proven by a calculated F value of 38.881 Significant value in the anova table of 0.000<sup>b</sup>, at 95% confidence level,  $\alpha = 5\%$ ,  $k = 4$ ,  $n = 114$ , so that an F table with a df value is obtained 2.69, it can be seen that the calculated F value 38,881 greater than F table, which means  $H_a$  or the hypothesis used is accepted. Then the second way is to compare the significant value in the ANOVA with the  $\alpha$  value of 0.05, it can be seen that the significant value in the ANOVA table has a value of 0.000 which is smaller than the predefined  $\alpha$  value of 0.05, from these significant results it can be interpreted that the hypothesis is accepted. So from these two methods, it can be concluded that there is a positive and significant influence between the independent variables (compensation system(X1), work discipline (X2), and work motivation (X3)) together with the dependent variable (ASN performance (Y)).

This shows that the three elements of the compensation system, work discipline, and work motivation that are implemented jointly will be able to maximize the performance of ASN in the Plantation and Horticulture Service of Southeast Sulawesi Province. The results of this study support the results of research conducted by Giyono (2019) which found that compensation, work discipline, and work motivation simultaneously have a

significant influence on employee performance. If the compensation provided by the agency is under the collective labor agreement, there is a high increase in ASN work discipline towards organizational rules of conduct, as well as a better level of fulfillment of ASN work motivation needs, of course, this can affect ASN performance Department of Plantation and Horticulture of Southeast Sulawesi Province.

The resulting study also supports research conducted by Ngatemin & Arumwanti (2012) which states that good compensation will be able to improve company performance, as well as research by Jufrizen Jufrizen (2015) which reveals compensation as a form of appreciation given to employees as remuneration for the contribution they make to the organization and is one of the most effective ways for companies to improve work performance, motivation, and employee satisfaction.

### **Effect of the Compensation System on ASN Performance**

The compensation system has a negative and insignificant effect on the performance of ASN in the Plantation and Horticulture Service of Southeast Sulawesi Province. This means that the increase in the compensation system does not affect ASN performance. The higher compensation system is not followed by an increase in ASN performance at the Plantation and Horticulture Service of Southeast Sulawesi Province. This can mean that the ASN of the Southeast Sulawesi Province Plantation and Horticulture Service considers that salaries, allowances, incentives, and facilities will still be received every month, with or without showing maximum performance. The results of this study are in line with previous research conducted by Rahmat Karyadi Yusuf, et al (2020) which found that compensation does not affect employee performance.

The results of the variable description assessment found that the respondent's overall answers about the compensation system were good with a mean value of 3.80. This means that the majority of respondents stated that the implementation of the compensation system which includes: salary/wages, incentives, benefits, and facilities as a whole is good. However, if you pay attention to the incentive indicators for ASN, the Plantation and Horticulture Service of Southeast Sulawesi Province with an average value of 3.43, which means it is quite sufficient. This is related to empirical conditions in the ASN of the Southeast Sulawesi Province Plantations and Horticulture Service where incentives will be given when ASN show good performance. If the ASN completes the job well and the results are satisfactory.

### **Effect of Work Discipline on ASN Performance**

Work discipline has a positive and significant effect on the performance of ASN in the Plantation and Horticulture Service of Southeast Sulawesi Province. This is evidenced by the description of the respondents' answers as a whole about work discipline stating that they are good with a mean value of 4.15. This means that the majority of respondents stated as a whole regarding the application of work discipline including coming to work on time, using time effectively, never being absent/absent from work, and complying with all organizational or company regulations already well.

Based on the results of the partial test, the regression analysis of work discipline has a significant effect on ASN performance. The results of this study support the results of previous research conducted by Nurjaya, et al (2020) and Giyono (2019), namely work discipline has a significant effect on employee performance. This shows that the work discipline of the ASN of the Southeast Sulawesi Province Plantations and Horticulture Service affects the performance of the ASN. An ASN will work optimally if he has good work discipline and obeys the rules set to achieve organizational goals. The discipline of ASN at the Plantation and Horticulture Service is increasingly evident with online attendance at the Plantation and Horticulture Service where ASN can be monitored for their location when taking attendance because they use GPS. Apart from that, the online presence is also followed by a menu for inputting post-mortem examination activities carried out every day related to the job description of each ASN.

## **The Influence of Work Motivation on the Performance of Civil Servants in the Department of Plantations and Horticulture in Southeast Sulawesi Province**

Based on the results of the partial test of the regression analysis, work motivation has a positive and significant effect on the performance of ASN in the Plantation and Horticulture Service of Southeast Sulawesi Province. This is proven by the description of the respondent's overall answers about work motivation which is also good with an average value of 3.87, which means that the majority of respondents stated that the application of work motivation as a whole includes: hard work, future orientation, high level of aspirations, task/goal orientation, an effort to progress, persistence, co-workers selected by experts, overall time utilization at the ASN of the Southeast Sulawesi Province Plantation and Horticulture Service is good.

The findings of this study support the performance theory explained by Robbins (2003) that employees with strong motivation will do the job seriously or work hard so that their work continues to improve and the theory of Hasibuan (2001: 219) which states that giving driving force creates enthusiasm for one's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction.

The results of this study also support research conducted by Noviawati (2016) and Seo Nesmi., et al (2020) that motivation has a positive and significant effect on employee performance. Motivation is a stimulant of desire (want) driving force of one's will to work, each motive has a specific goal to be achieved. Those who have high work motivation will be more engaged than those who have low work motivation. With work motivation, ASN can complete its work under the initial goals or targets that have been set. And if ASN does not have motivation, then the work done will not be completed and will not get satisfactory results.

### **Research Limitations**

This research has been carried out optimally, but considering the wide scope of the discussion and the large variation of respondents, this research has limitations that can be taken into consideration for future researchers, namely as follows:

1. The limitation of this research is that the respondents of this study are limited to ASN who work as administrative staff at the Plantation and Horticulture Office of Southeast Sulawesi Province. In future research, you can add the number of research samples to Daily Freelance Employees (PHL) and Field Extension Workers in 17 Regencies/Cities so that the findings of this study can be generalized to all levels of the Plantation and Horticulture Office of Southeast Sulawesi Province, both administrative staff (ASN), PHL workers (non-ASN) and field extension workers (ASN and non-ASN) who are spread out in the District/City.
2. The limitation of this research is that the value of Adjusted square  $R^2$  is 0.515 or 51.5%. This shows that many other variables affect the ASN performance Department of Plantation and Horticulture of Southeast Sulawesi Province which is equal to 48.5% which has not been explained in this study.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on hypothesis testing, discussion results, and research findings, several conclusions can be put forward as follows:

1. The compensation system, work discipline, and work motivation together have a positive and significant effect on the performance ASN Department of Plantation and Horticulture of Southeast Sulawesi Province. This means that the higher the compensation system, work discipline, and work motivation ASN The Plantation and Horticulture Service of the Southeast Sulawesi Province, the ASN's performance will increase significantly.
2. The compensation system has a negative and insignificant effect on the performance of ASN in the Plantation and Horticulture Service of Southeast Sulawesi Province. This means that the compensation system has no insignificant effect on ASN performance or it can be said that the compensation system received by employees is high or low ASN Department of Plantation and

Horticulture of Southeast Sulawesi Province does not have an impact on the level of ASN performance Department of Plantation and Horticulture of Southeast Sulawesi Province.

3. Work discipline has a positive and significant effect on the ASN Department of Plantation and Horticulture of Southeast Sulawesi Province. It means that the better the work discipline of each ASN Department of Plantation and Horticulture of Southeast Sulawesi Province the ASN's performance will also increase significantly.
4. Work motivation has a positive and significant effect on the performance ASN Department of Plantation and Horticulture of Southeast Sulawesi Province. This means that the higher the work motivation of an employee, the more performance will increase significantly.

### **Suggestion**

Based on the results and conclusions of this study, the following recommendations can be put forward:

1. For the Plantation and Horticulture Office of Southeast Sulawesi Province, in terms of:
  - a. The compensation system needs to pay attention to equity in involving ASN in an activity so that the provision of incentives which is one of the indicators of the compensation system can also be evenly distributed. Apart from that, it is also necessary to implement a more optimal reward and punishment system so that ASN do not think that with or without an increase in the compensation system, ASN performance will be mediocre and even tend to decrease.
  - b. Work discipline related to coming to work on time, even though using an online presence system, can only be a means of fulfilling obligations so that you don't get a deduction from the Additional Employee Income Allowance (TPP), while the obligations at work are not fulfilled. Therefore, it is hoped that it will continue to make the supervisory system attached through monitoring in stages from superiors to subordinates in terms of discipline.
  - c. Work motivation ASN-related efforts to progress can be stimulated by providing equal opportunities to all ASN in developing their abilities through training related to their field of work.
2. For further research:
  - a. This can add to the diversity of research results and research consistency by testing again on a larger sample.
  - b. Can add other variables besides the three variables in this study (compensation system, work discipline, and work motivation) to answer ASN performance issues. For example the variables of training, education, or mastery of IT. The training focuses on developing competencies, both technical, managerial, or socio-cultural competencies needed to improve individual performance in carrying out their current duties and functions. Education is aimed at developing conceptual and analytical competencies as well as for future career development. Mastery of technology is needed, especially in the 4.0 era and computer of things, where bureaucratic tasks are more emphasized on digitalization to make it more efficient.

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