



**International Journal of Education, Social Studies,
And Management (IJESSM)**

e-ISSN : 2775-4154

Volume 6, Issue 1, February 2026

The International Journal of Education, Social Studies, and Management (IJESSM) is published 3 times a year (**February, June, October**).

Focus : Education, Social, Economy, Management, and Culture.

LINK : <http://lppipublishing.com/index.php/ijessm>

The Effect of Compensation, Work Discipline, and Work Motivation on the Performance of Non-Civil Servant Employees at the Secretariat Office of the Regional House of Representatives (DPRD) of Tanggamus Regency

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ABSTRACT

The purpose of this study is to examine the effect of compensation, work discipline, and work motivation on employee performance both simultaneously and partially. This research employs a quantitative approach with an associative design. The population consists of 137 non-civil servant employees, with a sample of 35 respondents selected using non-probability sampling techniques. Data were collected through questionnaires using a Likert scale and analyzed using multiple linear regression with SPSS version 23. The results show that compensation, work discipline, and work motivation simultaneously have a positive and significant effect on employee performance, as indicated by an F-value of 10.342, which is greater than the F-table value of 2.910, and a significant level of 0.000, which is less than 0.05. Partially, compensation has a positive and significant effect on performance, with a t-value of 3.528 greater than the t-table value of 2.0369 and a significance level of 0.037. Work discipline also shows a positive and significant effect, with a t-value of 3.716 and a significance level of 0.001. Furthermore, work motivation has a positive and significant effect on performance, with a t-value of 3.435 and a significance level of 0.006. Therefore, improving employee performance can be achieved through appropriate compensation, effective implementation of work discipline, and continuous enhancement of work motivation.

Compensation, Work Discipline, Work Motivation, Employee Performance.

ARTICLE INFO

Article history:

Received

10 February 2026

Revised


10 March 2026

Accepted

25 April 2026

Keywords

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INTRODUCTION

Regarding the performance of government employees, both those with civil servant status and those without civil servant status, it has attracted quite a lot of public attention. There are many positive and negative views on the performance of government employees. Employees with honorary status often receive assessments that are not in accordance with the responsibilities involved in them.

According to news sources, in 2025 the Tanggamus district government will eliminate employees with non-civil servant or honorary status and will receive a decree of appointment as Government Employees with Work Agreements (PPPK) both full-time and part-time. <https://prioritastv.com/2025/01/05/tahun-2025-honoror-di-pemkab-tanggamus-dihapus-hanya-pns-pppk-penuh-waktu-dan-paruh-waktu/>.

However, there are certainly factors that can be considered, whether the decision is based on the performance assessment of the honorary employee or whether there are other factors. Certainly, all selection and appointment of government employees based on employment agreements will not pose a future obstacle within the Tanggamus Regency Government.

The Tanggamus Regency Regional People's Representative Council (DPRD) Office is one of the institutions included in the Tanggamus Regency government, especially in the secretariat office of the Tanggamus Regency DPRD. The Regional People's Representative Council Secretariat has secretarial administration duties, planning and financial administration of the Regional People's Representative Council, implementation of the duties and functions of the Regional People's Representative Council in the field of legislation, implementation of the duties and functions of the Regional People's Representative Council in the field of budgeting and supervision, as well as other duties assigned by the Regent.

Table 1.
Composition of Non-PNS Employees as of January 2025

No	Description	Amount
1	S1 Technical Staff	52
2	D3 Technical Staff	9
3	High School Technical Staff	38
4	Cleaning Staff	19
5	Driver Employee	11
6	Office and Kitchen Guard	8
	Total	137

Data Source: Tanggamus Regency DPRD Secretariat, 2025

Based on table 1.1, the number of non-civil servant employees working at the Tanggamus Regency DPRD secretariat office until the beginning of 2025 was 137 people.

According to (Benardin and Russel 2015, 270) performance is the work result obtained from a particular job function or activity in a particular job during a certain period of time. The work result is the result of the abilities, expertise, and desires achieved. Meanwhile, Mangkunegara (2017) explains that performance is the work result in quality and quantity achieved by an

employee in carrying out his duties in accordance with the responsibilities given to him. Factors that influence employee performance can come from the employee himself or from outside. Each employee has different work goals, therefore by recognizing these differences, a leader must be able to align the goals to be achieved by each employee so that it will encourage employees to work effectively while still paying attention to applicable regulations, which will ultimately improve employee performance. Employee performance will increase if employees receive appropriate benefits or rewards for their work achievements.

According to Afandi (2016), one way for management to improve work performance, motivate, and enhance employee performance is through compensation. Meanwhile, according to Hasibuan (2018), compensation is any income in the form of money, goods, directly or indirectly received by employees in return for services rendered to the institution. In an institution or organization, compensation has become an inseparable part of its influence on performance. As found in the research of Deru Pramadhanu Albar et al. in 2023, which stated that compensation has a significant influence on employee performance.

The implementation of discipline is also crucial in achieving the expected performance of an institution. Bintoro and Daryanto (2017) explain that work discipline is a constructive development process for employees concerned because it is demonstrated in actions, not in the person. Meanwhile, Mangkunegara (2017) explains that good discipline reflects a person's strong sense of responsibility for the tasks assigned to them. Research by Gusti Maulana Izhar et al. in 2024 found that work discipline influences performance.

Table 2.

Attendance Data January - June 2025

No	Month	Number of Employees	Attendance Percentage
1	January	137	97
2	February	137	92
3	March	137	95
4	April	137	98
5	May	137	97
6	June	137	95

Data Source: Tanggamus Regency DPRD Secretariat, 2025

Based on Table 1.2, attendance data for the first six months of 2025 shows quite good figures. This indicates a fairly good level of discipline based on attendance.

Another element of performance assessment is motivation. Providing motivation, especially from leaders to their subordinates, is considered very important in influencing performance. Motivation is simply defined as a strong desire within a person (*driving force*) that causes them to act to achieve a goal. In this case, motivation refers to symptoms that involve the urge to act toward a specific goal. According to Notoatmodjo (in Ahmad Badawi Saluy et al. (2018) stated that motivation comes from the Latin word "movere," which means an inner drive to act or behave. This motivation is only given to humans, especially subordinates or followers. This study found that motivation has a significant influence on performance.

Based on the problems that have been explained, the purpose of this study is to analyze the influence of compensation, work discipline implementation, and motivation on the performance of non-civil servant employees in the work environment of the Regional People's Representative Council (DPRD) Secretariat Office of Tanggamus Regency. Therefore, the author is interested in compiling a report entitled "**The Influence of Compensation, Work Discipline, and Work Motivation on the Performance of Non-Civil Servant Employees at the DPRD Secretariat Office of Tanggamus Regency.**"

RESEARCH METHOD

This study uses a quantitative approach with an associative research type that aims to analyze the relationship and influence between independent variables, namely compensation, work discipline, and work motivation on the dependent variable, namely employee performance. The population in this study were all non-civil servant employees at the Tanggamus Regency DPRD Secretariat Office, totaling 137 people. The research sample was determined using a non-probability sampling technique with a total of 25% of the population, resulting in 35 respondents who were considered to represent the characteristics of the population. Data analysis techniques used included validity and reliability tests to ensure the quality of the instrument, as well as classical assumption tests consisting of normality, heteroscedasticity, autocorrelation, and multicollinearity tests. Furthermore, multiple linear regression analysis was used to determine the influence of independent variables on the dependent variable. Hypothesis testing was carried out through the coefficient of determination (R^2) test, the F test to see the simultaneous influence, and the t test to see the partial influence. The entire data analysis process was carried out using the SPSS version 23 application.

RESULT AND DISCUSSION

Multiple Linear Regression Test Results

Table 3.
Regression Coefficient Table

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	10,976	5,871	
	Compensation	.317	.208	.213
	Work Discipline	.357	.096	.616
	Work motivation	.104	.240	.076

a. Dependent Variable: Performance

From the coefficient table above, the multiple linear regression equation produced in this study is:

$$Y = 10.976 + 0.317X_1 + 0.357X_2 + 0.104X_3 + e$$

From the results of the multiple linear regression equation above, it can be interpreted as follows:

The constant of 10.976 indicates that if the variables of compensation, work discipline, and work motivation are considered constant or have a value of zero, then employee performance remains at a positive value of the constant. The compensation regression coefficient (X1) of 0.317 indicates that compensation has a positive effect on performance, meaning that every 1 unit increase in compensation will increase performance by 0.317 units assuming other variables remain constant. The work discipline regression coefficient (X2) of 0.357 also indicates a positive effect, where an increase in work discipline by 1 unit will increase performance by 0.357 units assuming other variables remain constant. Meanwhile, the work motivation regression coefficient (X3) of 0.104 indicates that work motivation has a positive effect on performance, so that every 1 unit increase in work motivation will increase performance by 0.104 units assuming other variables remain constant.

Hypothesis Test Results

Results of the Determination Coefficient Test

Table 4.
Model Summary Table

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.707 ^a	.500	.452	2,782	2,010

a. Predictors: (Constant), Work Motivation, Compensation, Work Discipline

Based on the results of the R square value (R^2) of 0.500. In other words, this shows that the percentage of performance that can be explained by variations in the independent variables, namely compensation, work discipline, and work motivation from the company is 50%, while the remaining 50% is explained by other variables outside the research variables.

Hypothesis Test Results

Table 5.
Hypothesis Testing

Variables / Models	t Count	F Count	Sig.	Information
Compensation (X1)	3,528		0.037	Have a significant impact
Work Discipline (X2)	3,716		0.001	Have a significant impact
Work Motivation (X3)	3,435		0.006	Have a significant impact
Simultaneous (F Test)		10,342	0.000	Have a significant impact

Based on the partial test results, the compensation variable has a t-value of 3.528 with a significance level of 0.037, which is less than 0.05. This indicates that compensation significantly influences employee performance. This means that better compensation received by employees, whether in the form of salary, incentives, allowances, or facilities, will further improve employee performance. Fair and appropriate compensation can encourage employees to work more optimally and increase work productivity.

The partial test results show that the work discipline variable has a t-value of 3.716 with a significance level of 0.001, which is smaller than 0.05. This means that work discipline has a significant effect on employee performance. The implementation of good work discipline, such as compliance with regulations, punctuality, and responsibility in carrying out tasks, will create an orderly and conducive work environment. Thus, the higher the level of employee work discipline, the higher the resulting performance will also be.

Based on the partial test results, the work motivation variable has a t-value of 3.435 with a significance level of 0.006, which is smaller than 0.05. This indicates that work motivation significantly influences employee performance. High work motivation will encourage employees to work with more enthusiasm, have a commitment to their work, and strive to achieve optimal work results. Therefore, increasing work motivation by fulfilling employee needs and providing rewards can have a positive impact on improving performance.

The results of the simultaneous test show that the calculated F value is 10.342 with a significance level of 0.000, which is less than 0.05. This means that the variables of compensation, work discipline, and work motivation together have a significant effect on employee performance. Thus, these three variables have a mutually supportive role in improving performance. Improving employee performance is not influenced by a single factor, but rather the result of a combination of various factors managed effectively by the organization.

Discussion

The influence of compensation, work discipline and work motivation simultaneously on performance at the Secretariat Office of the Tanggamus Regency People's Representative Council

It can be seen from the calculation results where the calculated F is 10.342 and the F table is 2.910 with a significance value of 0.000. This results in that the calculated $F > F$ table, namely $10.342 > 2.910$ with a significance value of $0.000 < 0.05$. Therefore, all independent variables have a significant effect on the dependent variable, or in other words, compensation, work discipline, and work motivation simultaneously influence performance.

In this study, there are several factors that influence performance, first is compensation, second is work discipline, and third is work motivation. Therefore, to be able to improve performance, companies must always pay attention to and improve the provision of compensation to employees better, the implementation of more appropriate work discipline by giving sanctions and rewards to employees and increase overall work motivation so that the management and control of performance in the company can always be controlled, increased and improved.

Based on the results of the simultaneous test calculations, the results showed that the variables of compensation, work discipline, and work motivation simultaneously had a positive and significant effect on performance. These results are in line with research by Zein Ilham Pratama et al. in 2022, Gusti Maulana Izhar et al. in 2024, Ayu Lestari et al. in 2020, Deru Pramadhanu Albar et al. in 2023, Aprissa et al. in 2022, Indah Silvia Sari in 2023, Ahmad Badawi Saluy et al. in 2018, and Fitria Ningsih et al. in 2021. All of which also resulted in the three variables of compensation, work discipline, and work motivation having a positive and significant effect simultaneously.

The partial effect of compensation on performance at the Tanggamus Regency People's Representative Council Secretariat Office

The calculation results show that the t-table is 3.528 and the t-table is 2.0369, with a significance value of 0.037. Thus, the calculation yields a calculated t-table value of $3.528 > 2.0369$, with a significance value of $0.037 <$

0.05. Therefore, the independent variable has a positive and significant effect on the dependent variable, or in other words, compensation has a significant effect on performance.

Compensation will always be important, especially in terms of its influence on improving and controlling an agency's performance. The theory explains that providing and maintaining appropriate wages and salaries, incentives, benefits, and facilities to employees is expected to improve their performance.

The results of this study align with those of Zein Ilham Pratama et al. (2022), Gusti Maulana Izhar et al. (2024), Ayu Lestari et al. (2020), Deru Pramadhanu Albar et al. (2023), Aprissa et al. (2022), Indah Silvia Sari (2023), and Ahmad Badawi Saluy et al. (2018), all of which found that compensation influences performance. This contrasts with the research findings of Fitria Ningsih et al. (2021), all of which found that compensation significantly influences performance.

The partial influence of work discipline on performance at the Tanggamus Regency People's Representative Council Secretariat Office

The calculation results show that the t-table is 3.716 and the t-table is 2.0369, with a significance value of 0.001. Thus, the calculation yields a calculated t-table value of $3.716 > 2.0369$, with a significance value of $0.001 < 0.05$. Therefore, the independent variable has a positive and significant effect on the dependent variable, or in other words, work discipline has a significant effect on performance.

The implementation of work discipline within an organization plays a crucial role in ensuring employees feel comfortable at work and are committed to consistently delivering their best for the organization. The Tanggamus Regency House of Representatives Secretariat has proven this by consistently maintaining a balance between exemplary leadership, rewarding employees, supervising and asserting themselves, demonstrating fairness and balancing sanctions with punishments when necessary. Its implementation can, therefore, lead to improved performance.

The results of this study are in line with the research results of Zein Ilham Pratama et al in 2022, Gusti Maulana Izhar et al in 2024, Ayu Lestari et al in 2020, Deru Pramadhanu Albar et al in 2023, Aprissa et al in 2022, Indah Silvia Sari in 2023, Ahmad Badawi Saluy et al in 2018, and Fitria Ningsih et al in 2021, all of which resulted in that the work discipline variable had a significant influence on the performance variable.

The Partial Influence of Work Motivation on Performance at the Secretariat Office of the Tanggamus Regency People's Representative Council

The calculation results show that the t-table is 3.435 and the t-table is 2.0369, with a significance value of 0.006. Thus, the calculation yields a calculated t-table value of $3.435 > 2.0369$, with a significance value of $0.006 < 0.05$. Therefore, the independent variable has a positive and significant effect on the dependent variable, or in other words, work motivation has a significant effect on performance.

The work motivation of every employee at the Tanggamus Regency House of Representatives Secretariat Office is always well-maintained. This is proven by the consistent fulfillment of all employee needs, including physical, security, social, recognition, and self-actualization. This implementation can result in improved performance and prevent any potential fraud.

The results of this study are in line with the research results of Zein Ilham Pratama et al in 2022, Gusti Maulana Izhar et al in 2024, Ayu Lestari et al in 2020, Deru Pramadhanu Albar et al in 2023, Aprissa et al in 2022, Indah Silvia Sari in 2023, Ahmad Badawi Saluy et al in 2018, and Fitria Ningsih et al in 2021, all of which resulted in that the work motivation variable has a significant influence on the performance variable.

CONCLUSION

Based on the research results and discussion, it can be concluded that compensation, work discipline, and work motivation simultaneously have a positive and significant effect on the performance of non-civil servant employees at the Tanggamus Regency DPRD Secretariat Office. Partially, each variable, namely compensation, work discipline, and work motivation, is also proven to have a positive and significant effect on employee performance. This indicates that improving employee performance is inseparable from the provision of appropriate compensation, the implementation of good work discipline, and high work motivation. Thus, these three variables are important factors that need to be considered together in an effort to improve employee performance.

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