THE EFFECT OF COMPENSATION AND WORK MOTIVATION ON WORK DISCIPLINE OF CIVIL SERVANTS AT THE COMMUNICATION AND INFORMATICS OFFICE OF PURWAKARTA REGENCY

Finna Rahma Hardhiyanti[1]
Universitas Jenderal Achmad Yani
finnarahma_22p136@mn.unjani.ac.id

Mochamad Vrans Romi[2]
Universitas Jenderal Achmad Yani
hardhirahmaaa24@gmail.com

Abstract

Human resources are the primary factor determining the effectiveness of public organizations, including the Communication and Informatics Office (Diskominfo) of Purwakarta Regency, which requires disciplined, professional civil servants (ASN) to manage electronic government services. Empirical conditions reveal persistent discipline issues, including late attendance, delayed activity reporting, and untimely task completion, despite compensation through Employee Additional Income (TPP) and existing motivational efforts. This study examines respondents' perceptions of compensation and work motivation, describes employee work discipline, and analyzes the partial and simultaneous effects of compensation and work motivation on work discipline among ASN employees at Diskominfo Purwakarta Regency. A quantitative descriptive-associative method was used, with data collected via questionnaires distributed to 42 employees, supported by interviews, observation, and documentation. Data were analyzed using descriptive statistics, classical assumption tests, and multiple linear regression. Results show that compensation, motivation, and discipline fall within the fairly good to good category. Partially, compensation has no effect on work discipline, while work motivation has a positive and effect. Simultaneously, compensation and work motivation affect work discipline ($R^2 = 0.690$). These findings highlight the need to align TPP with workload and strengthen leadership recognition to reinforce intrinsic motivation and discipline.

Keywords: Compensation, Work Motivation, Work Discipline, Civil Servants, Diskominfo Purwakarta Regency

INTRODUCTION

The success of a public organization in delivering optimal and responsive services depends heavily on the quality and effectiveness of human resource management. In the context of local government bureaucracy, civil servants (Aparatur Sipil Negara/ASN) are required not only to master technical competencies in their respective fields, but also to possess a resilient work mentality, professionalism, and a high level of discipline. The Communication and Informatics Office (Diskominfo) of Purwakarta Regency, as the institution responsible for managing the Electronic-Based Government System (SPBE) and providing public information, occupies a vital role that demands consistent discipline and integrity from its employees. However, disciplinary enforcement records from the National Civil Service Agency (BKN) and evaluations at the West Java Provincial level indicate that indiscipline—such as delayed task completion and non-compliance with working hours—remains a fundamental challenge that has the potential to reduce organizational effectiveness.

Work discipline is an attitude of awareness and willingness to comply with all applicable organizational rules and norms. A high level of discipline is directly proportional to improved achievement and optimal employee performance. According to classical management theory, work discipline is influenced by several fundamental factors, among them compensation and work motivation. Compensation functions not merely as a financial reward for services rendered, but also as a strategic motivational instrument to direct employee behavior toward consistently fulfilling organizational obligations. In line with this, work motivation—particularly intrinsic motivation—serves as the internal driving force that moves individuals to act voluntarily, with a strong sense of responsibility, and with orientation toward achieving organizational goals.

A number of prior studies have demonstrated that compensation and work motivation have a positive and significant effect on improving employee work discipline. Nevertheless, the empirical phenomenon found at Diskominfo Purwakarta Regency reveals a gap between the policies implemented and actual field conditions. Although the Employee Additional Income (TPP) policy regulated under Purwakarta Regent Regulation No. 5 of 2024 already contains a sanction mechanism involving income deductions (ranging from 25% to 100%), disciplinary violations such as late attendance and delayed input of daily performance activities continue to occur.

Table 1.
Disciplinary Regulations and Actual Conditions among ASN Employees at Diskominfo Purwakarta Regency (November 2025)

Aspect Assessed	Regulatory Basis	Observed Condition
Compliance with working hours	Perbup Purwakarta No. 5/2024, Article 15	Most employees arrive on time and complete electronic attendance, though some lateness still occurs
Employee attendance	Perbup Purwakarta No. 5/2024, Article 16	Attendance is fairly good due to attendance monitoring and TPP incentives
Daily performance input	Perbup Purwakarta No. 5/2024, Articles 27–28	Employees generally submit activity reports, though reporting delays persist

Aspect Assessed	Regulatory Basis	Observed Condition
Compliance with work discipline	Government Regulation No. 94/2021	Employees generally comply, though consistency is not yet complete
Effect of TPP on discipline	Perbup Purwakarta No. 5/2024, Article 18	TPP is perceived as capable of improving motivation and discipline
Execution of official duties	Government Regulation No. 94/2021	Duties are generally carried out, but timeliness of completion needs improvement
Application of disciplinary sanctions	Perbup Purwakarta No. 5/2024, Article 18	Sanctions have been applied according to regulation to improve discipline

Source: Diskominfo Purwakarta Regency Disciplinary Regulations, 2025

It can be concluded that work discipline among ASN employees at Diskominfo Purwakarta Regency has generally run well. However, several problems still indicate that discipline is not yet optimal. This is evident from the persistence of late arrivals, delayed daily activity input, and task completion that is not always timely. This condition indicates that although various regulations and monitoring mechanisms have been implemented, the enforcement of work discipline has not been fully consistent across all employees.

Prior research has found that compensation has a positive and significant effect on work discipline. Similarly, other studies have found comparable results. Yet the empirical condition at Diskominfo Purwakarta Regency still shows discipline inconsistency despite the compensation policy through TPP having been implemented. The discrepancy between prior research findings and this empirical condition provides a strong and compelling reason to re-examine the effect of compensation on the work discipline of ASN employees at the Communication and Informatics Office of Purwakarta Regency.

Preliminary survey results reveal that employees remain uncertain about the suitability of TPP relative to their workload and about the effectiveness of TPP penalty sanctions in encouraging compliance. In addition, TPP payment records for November 2025 show that a number of ASN employees experienced TPP deductions due to disciplinary violations. This indicates that the compensation scheme applied has not been fully effective as a driver of discipline, a situation compounded by limited intrinsic motivation resulting from insufficient leadership recognition and appreciation of employee achievement. The following presents respondent perceptions regarding compensation for ASN employees at Diskominfo Purwakarta Regency:

Table 2.
Respondents' Perceptions of Compensation for ASN Employees at Diskominfo Purwakarta Regency, 2025 (%)

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	TPP received is proportionate to my workload	10	18	29	27	16	100
2	TPP penalties encourage me to comply with work rules	10	18	28	22	22	100

Source: Diskominfo Purwakarta Regency, processed data, 2025

Based on Table 2, 29% of employees responded "neutral" regarding whether the TPP received corresponds to their workload, and 28% responded "neutral" regarding whether TPP penalties encourage compliance with work rules. This indicates that the compensation provided through TPP is not yet fully perceived as proportionate to employees' workload, nor fully able to serve as a driver of work discipline.

Most previous studies have focused on the impact of financial compensation in general, while relatively few have specifically examined the interaction between penalty-based TPP schemes and intrinsic employee motivation on the level of ASN work discipline within technical information-service agencies. Therefore, this study aims to analyze: (1) respondents' perceptions of compensation for ASN employees, (2) respondents' perceptions of work motivation among ASN employees, (3) the description of ASN employees' work discipline based on direct supervisors' perceptions, and (4) the magnitude of the effect of compensation and work motivation on the work discipline of ASN employees at Diskominfo Purwakarta Regency, both partially and simultaneously.

The misalignment between financial incentive regulations and the reality of employee discipline underscores the need to reassess the effectiveness of the compensation and work motivation variables within the context of local government agencies. Work motivation is an important factor that drives individuals to strive toward achieving organizational goals. Work motivation is the driving force that affects work morale, both intrinsic and extrinsic. Intrinsic motivation is the desire of an individual to perform an action without needing external stimulation, and it is underpinned by positive thinking; it originates from within the individual.

Prior research has found that work motivation has a significant effect on work discipline, contributing considerably to improved discipline among civil servants. Similar findings were obtained in studies of sub-district office employees, where motivation had a positive impact on work discipline. It can therefore be understood that ASN employees with high work motivation tend to demonstrate more optimal discipline compared to those with lower motivation. To further substantiate the condition of work motivation at Diskominfo Purwakarta Regency, the following table presents data regarding a key indicator of employee motivation:

Table 3.
Data on Employee Additional Income (TPP) Receipt as an Indicator of Work Motivation among ASN Employees at Diskominfo Purwakarta Regency, 2025

No	ASN Category	Number of Employees	Percentage	Description
1	Consistently receiving full TPP	31	73.81%	Recorded as receiving full TPP throughout November 2025
2	Experienced TPP deduction 1–2 times	4	9.52%	Recorded as having 1–2 TPP deductions during November 2025
3	Experienced TPP deduction more than 2 times	5	11.90%	Recorded as having more than 2 TPP deductions during November 2025

No	ASN Category	Number of Employees	Percentage	Description
4	Did not consistently receive full TPP	2	4.76%	Recorded as not consistently receiving full TPP during November 2025
	Total	**42**		

Source: Employee Additional Income (TPP) Data, Diskominfo Purwakarta Regency, 2025

Based on Table 3, it is known that the majority of ASN employees—73.81% or 31 individuals—consistently received full TPP, indicating relatively stable motivation in meeting performance and discipline standards. However, 9.52% (4 employees) experienced TPP deductions 1–2 times, suggesting inconsistent motivation in maintaining discipline and responsibility. In addition, 11.90% (5 employees) experienced deductions more than twice, indicating suboptimal motivation, while 4.76% (2 employees) did not consistently receive full TPP, indicating a low response to the prevailing reward system. Overall, the preliminary survey suggests that although most ASN employees demonstrate good motivation and discipline, some employees show declining motivation due to inconsistency in reward provision and insufficient encouragement to sustain performance.

REVIEW OF LITERATURE

Work Discipline

Work discipline is defined as an attitude of awareness and willingness on the part of an individual to comply with all applicable organizational rules and social norms. A high level of discipline correlates directly with improved employee achievement and performance outcomes. Discipline reflects the extent to which employees respect and adhere to agreements made with the organization, both explicit (formal rules) and implicit (organizational values and norms). Indicators of work discipline commonly used in the literature include punctuality, responsibility toward assigned tasks, adherence to established procedures, and compliance with organizational regulations.

Compensation

Compensation refers to all forms of reward, whether financial or non-financial, given by an organization to employees in exchange for the contribution of their labor. Compensation is not merely a financial reward for services rendered; it also functions as a strategic motivational instrument intended to direct employee behavior toward the fulfillment of organizational obligations. Compensation is generally understood through several dimensions, including fairness (whether compensation received corresponds proportionally to responsibilities and workload), adequacy (whether compensation is sufficient to meet reasonable living and welfare standards), and timeliness of payment (whether compensation, allowances, and other benefits are disbursed according to schedule).

Work Motivation

Work motivation is an important factor that drives an individual to strive toward achieving organizational objectives. It represents the driving force that influences an individual's enthusiasm at work, whether derived from intrinsic or extrinsic sources. Intrinsic motivation refers to an individual's desire to act without requiring external stimulation, often

shaped by positive internal beliefs and values; it arises from within the individual rather than from external reward systems. Motivation in the workplace is commonly assessed through dimensions such as interest in the work itself, sense of responsibility, opportunity for advancement, opportunity for self-development, need for achievement, and need for recognition.

Relationship between Compensation and Work Discipline

Several previous studies have found that compensation exerts a positive and significant influence on work discipline, suggesting that when employees perceive compensation as fair and adequate, their willingness to comply with organizational rules tends to increase. However, other empirical findings—including preliminary conditions identified at Diskominfo Purwakarta Regency—suggest that this relationship is not always consistent, particularly when compensation schemes are perceived as insufficiently aligned with actual workload.

Relationship between Work Motivation and Work Discipline

Prior studies have found that work motivation has a significant contribution to improving discipline among civil servants, and similar findings have been reported among local government office employees, where motivation had a clearly positive impact on discipline. These findings suggest that ASN employees with strong work motivation tend to demonstrate more consistent and optimal discipline than those with lower levels of motivation.

Conceptual Framework and Hypotheses

Based on the theoretical foundation and empirical findings above, this study proposes the following conceptual framework: compensation (X1) and work motivation (X2) are hypothesized to influence work discipline (Y), both individually and jointly. Accordingly, the following hypotheses are formulated:

H1: Compensation has a positive effect on the work discipline of ASN employees at Diskominfo Purwakarta Regency.

H2: Work motivation has a positive effect on the work discipline of ASN employees at Diskominfo Purwakarta Regency.

H3: Compensation and work motivation jointly affect the work discipline of ASN employees at Diskominfo Purwakarta Regency.

RESEARCH METHOD

This study employed a quantitative approach combining descriptive and associative methods. The quantitative approach was used because the research data were obtained through questionnaires and subsequently analyzed using statistical techniques to test the formulated hypotheses. The descriptive method was used to describe the condition of the compensation, work motivation, and work discipline variables, while the associative method was used to determine the relationship and influence between the independent and dependent variables. The study was conducted at the Communication and Informatics Office of Purwakarta Regency, with compensation as the first independent variable (X1), work motivation as the second independent variable (X2), and work discipline as the dependent variable (Y).

Data were collected using a questionnaire as the primary research instrument. Each variable was measured using a Semantic Differential scale, with a range of values reflecting respondents' tendencies from the most negative to the most positive position. This scale was chosen to obtain quantitative data suitable for statistical analysis. Prior to use, the questionnaire instrument was tested for validity and reliability. Validity testing was conducted to assess the ability of each statement item to accurately measure the intended variable, using Pearson Product Moment correlation with the assistance of the Statistical Package for the Social Sciences (SPSS). An item was deemed valid if its correlation value met the established criterion. Reliability testing was then conducted to assess the consistency of the instrument in measuring the research variables, using Cronbach's Alpha, also processed through SPSS. An instrument was considered reliable if its Cronbach's Alpha value exceeded 0.60.

The collected data were processed through several stages: editing, coding, tabulating, and verification. Editing involved checking the completeness and appropriateness of respondents' answers. Coding involved assigning codes to each response to facilitate data processing. Tabulating involved organizing the coded data into tables for analysis. The final stage, verification, involved re-checking the data and processing results to ensure alignment with the research objectives.

Prior to regression analysis, classical assumption tests were conducted, comprising normality, multicollinearity, heteroscedasticity, and autocorrelation tests. The normality test was used to determine whether the residual values in the regression model were normally distributed, employing the Kolmogorov-Smirnov method, with a significance value greater than 0.05 indicating normal distribution. The multicollinearity test was used to detect strong correlations among independent variables; the model was considered free of multicollinearity if the tolerance value exceeded 0.10 and the Variance Inflation Factor (VIF) was below 10. The heteroscedasticity test was conducted using the Glejser test to determine whether residual variance was unequal across observations; a significance value above 0.05 for each independent variable indicated the absence of heteroscedasticity. Because this study used cross-sectional data collected within a single time period, the potential for autocorrelation was considered relatively low.

Data analysis was carried out using descriptive analysis and multiple linear regression analysis. Descriptive analysis was used to provide an overview of the condition of each research variable based on respondents' answers, while multiple linear regression analysis was used to determine the magnitude of the effect of compensation and work motivation on work discipline. The regression model used in this study is formulated as follows:

$$\mathbf{Y = a + b_1X_1 + b_2X_2 + e}$$

Where: Y = work discipline; a = constant; b_1, b_2 = regression coefficients; X_1 = compensation; X_2 = work motivation; e = standard error.

Hypothesis testing was conducted to determine the effect of compensation and work motivation on work discipline, both partially and simultaneously. The partial test (t-test) was used to assess the individual effect of each independent variable by comparing the calculated t-value with the critical t-value, or by examining the significance value at a 5% error level. If the calculated t-value exceeded the critical t-value and the significance value was below 0.05, the independent variable was considered to have a significant effect on the dependent variable. The simultaneous test (F-test) was used to determine whether compensation and

work motivation jointly affected work discipline by comparing the calculated F-value with the critical F-value, or by examining the significance value at the 5% level. All data processing and analysis were conducted using SPSS.

RESULTS AND DISCUSSION

Respondent Profile

The questionnaire was distributed to 42 ASN employees at Diskominfo Purwakarta Regency. Based on gender, the majority of respondents were male. Based on age, the majority of respondents were around 42 years old.

Respondents' Perceptions of Compensation for ASN Employees

Validity and reliability testing confirmed that all statement items measuring the compensation variable were valid and reliable. Respondent perceptions were assessed across three sub-variables: fairness, adequacy, and timeliness of compensation payment.

Table 4.
Respondents' Perceptions of Compensation — Fairness Sub-Variable

No	Statement	Total Score	Mean Score
1	Suitability of basic salary with job responsibilities	167	3.98
2	Suitability of TPP allowance with workload	146	3.48
3	Suitability of religious holiday allowance (THR)	160	3.80
	Mean of Fairness Sub-Variable		**3.75 (Fair)**

Source: Questionnaire, processed data, 2026

The fairness sub-variable obtained an average score of 3.75, categorized as "Fair." This indicates that ASN employees at Diskominfo Purwakarta Regency generally perceive their basic salary, TPP allowance, and religious holiday allowance as fairly distributed.

Table 5.
Respondents' Perceptions of Compensation — Adequacy Sub-Variable

No	Statement	Total Score	Mean Score
1	Adequacy of basic salary relative to workload	153	3.64
2	Adequacy of religious holiday allowance	159	3.78
3	Adequacy of annual leave facilities	156	3.71
4	Adequacy of basic salary relative to workload (secondary item)	164	3.90
	Mean of Adequacy Sub-Variable		**3.75 (Adequate)**

Source: Questionnaire, processed data, 2026

The adequacy sub-variable also produced a mean score of 3.75, categorized as "Adequate," indicating that employees perceive basic salary, TPP, annual leave, and health insurance benefits as reasonably sufficient.

Table 6.
Respondents' Perceptions of Compensation — Timeliness of Payment Sub-Variable

No	Statement	Total Score	Mean Score
1	Timeliness of basic salary payment	170	4.00
2	Timeliness of TPP payment	157	3.73
3	Timeliness of religious holiday allowance payment	161	3.85
	Mean of Timeliness Sub-Variable		**3.85 (Timely)**

Source: Questionnaire, processed data, 2026

Table 7.
Overall Mean Score for the Compensation Variable

Sub-Variable	Mean Score	Criterion
Fairness	3.75	Good
Adequacy	3.75	Good
Timeliness of Payment	3.85	Good
Overall Mean	**3.78**	**Good**

Source: Questionnaire, processed data, 2026

The overall mean score for the compensation variable was 3.78, categorized as "Good." Among the sub-variables, fairness recorded the lowest score (3.75), while timeliness of payment recorded the highest (3.85). This indicates that the financial compensation provided is generally well-received by employees, reflected in fair compensation distribution, reasonably adequate benefits relative to work performed, and generally well-regarded payment timeliness.

Respondents' Perceptions of Work Motivation among ASN Employees

Validity and reliability testing confirmed that all statement items for the work motivation variable were valid and reliable.

Table 8.
Respondents' Perceptions of Work Motivation by Sub-Variable

Sub-Variable	Mean Score	Criterion
The work itself	3.93	High
Responsibility	3.76	High
Opportunity for advancement	3.81	High
Self-development	4.05	High
Achievement	3.98	High
Recognition	4.05	High

Source: Questionnaire, processed data, 2026

Each sub-variable of work motivation was categorized as “High.” The “work itself” sub-variable (3.93) indicates that employees possess a strong internal drive to carry out their duties enthusiastically and responsibly. The “responsibility” sub-variable (3.76) shows a high sense of accountability toward completing assigned tasks. The “opportunity for advancement” sub-variable (3.81) suggests employees perceive meaningful opportunities for professional growth. The “self-development” and “recognition” sub-variables, both scoring 4.05, indicate that employees feel strongly encouraged to enhance their competencies and feel adequately recognized for their contributions. The “achievement” sub-variable (3.98) reflects a strong internal drive toward accomplishing work targets. Overall, these results suggest that ASN employees at Diskominfo Purwakarta Regency possess relatively high levels of work motivation across all measured dimensions.

Respondents’ Perceptions of Work Discipline among ASN Employees

Table 9.
Respondents' Perceptions of Work Discipline by Sub-Variable

Sub-Variable	Mean Score	Criterion
Timeliness	4.35	Very Timely
Work responsibility	4.29	Very Appropriate

Source: Questionnaire, processed data, 2026

The timeliness sub-variable obtained a mean score of 4.35, categorized as "Very Timely," indicating that employees demonstrate very good punctuality, including arriving and leaving according to working-hour regulations and utilizing work time effectively. The work responsibility sub-variable obtained a mean score of 4.29, categorized as "Very Appropriate," reflecting employees' strong sense of responsibility in completing assigned tasks and fulfilling their duties in accordance with their obligations.

Classical Assumption Testing

Prior to regression analysis, classical assumption tests were performed. The Kolmogorov-Smirnov normality test yielded an Asymp. Sig. (2-tailed) value of 0.147, which exceeds the 0.05 threshold, indicating that the residual data are normally distributed. The multicollinearity test produced a VIF value of 1.526 (below the 10.00 threshold) and a tolerance value of 0.640 (above 0.01), indicating the absence of multicollinearity between the independent variables. The heteroscedasticity test (Glejser method) produced significance values of 0.728 for compensation and 0.899 for work motivation, both above 0.05, indicating the absence of heteroscedasticity. These results confirm that the regression model satisfies the classical assumptions required for Best Linear Unbiased Estimation (BLUE).

Multiple Linear Regression Analysis

Table 10.
Results of Multiple Linear Regression Analysis

Variable	Unstandardized Coefficient (B)
Constant	11.932

Variable	Unstandardized Coefficient (B)
Compensation (X1)	0.024
Work Motivation (X2)	0.618

Dependent Variable: Work Discipline
Source: SPSS output, processed data, 2026

The resulting regression equation is:

$$\mathbf{Y = 11.932 + 0.024\ X_1 + 0.618\ X_2}$$

The regression coefficient for compensation is positive at 0.024, meaning exerts a positive influence as compensation increases, work discipline also increases. The regression coefficient for work motivation is positive at 0.618, meaning exerts a positive influence as compensation increases, work discipline also increases. These results indicate that work motivation exerts a substantially larger influence on discipline than compensation does.

Table 11.
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.831	0.690	0.674	1.445

Predictors: (Constant), Work Motivation, Compensation

The coefficient of determination (R^2) of 0.690 indicates that compensation and work motivation jointly explain 69% of the variation in work discipline, categorized as a high level of influence, while the remaining 31% is explained by other variables not examined in this study.

Hypothesis Testing

Partial Test (t-test). With 42 respondents and 3 variables, the degrees of freedom (df = n − k = 39) yield a critical t-value of 2.022.

Table 12.
Results of Partial Test (t-test)

Variable	t-calculated	t-critical	Sig.	Description
Compensation (X1)	0.298	2.022	0.767	Not Significant
Work Motivation (X2)	5.781	2.022	0.001	Significant

Source: SPSS output, processed data, 2026

The t-calculated value for compensation (0.298) is smaller than the t-critical value (2.022), with a significance value of 0.767 (> 0.05). This indicates that H_0 is accepted and Ha is rejected, meaning that compensation does not have a significant effect on work discipline. Conversely, the t-calculated value for work motivation (5.781) exceeds the t-critical value (2.022), with a significance value of 0.001 (< 0.05), indicating that Ha is accepted and H_0 is rejected — work motivation has a positive and significant effect on work discipline.

Simultaneous Test (F-test). With 2 independent variables and 42 respondents, the critical F-value is 3.24.

Table 13.
Results of Simultaneous Test (F-test)

Variable	F-calculated	F-critical	Sig.	Description
Compensation and Work Motivation → Work Discipline	16.714	3.24	0.000	Significant

Source: SPSS output, processed data, 2026

The calculated F-value of 16.714 exceeds the critical F-value of 3.24, with a significance value of 0.000 (< 0.05), indicating that H_0 is rejected and Ha is accepted. This confirms that compensation and work motivation jointly have a significant effect on work discipline.

Discussion

The findings indicate that although compensation at Diskominfo Purwakarta Regency is perceived as fairly good across fairness, adequacy, and timeliness dimensions, it does not independently produce a statistically significant effect on work discipline. This finding aligns with the empirical gap identified in the preliminary survey, where a substantial proportion of employees expressed uncertainty regarding the correspondence between TPP and their actual workload, and regarding the deterrent effectiveness of TPP penalty sanctions. This suggests that financial compensation alone, absent a strong perception of equity relative to effort, is insufficient to drive disciplined behavior among ASN employees in this setting.

In contrast, work motivation demonstrates a strong, statistically significant, and substantively larger effect on work discipline. This is consistent with the theoretical proposition that intrinsic motivation—rooted in interest in the work itself, a sense of responsibility, opportunities for growth, self-development, achievement, and recognition—functions as a more powerful internal driver of compliance than external financial incentives. Employees who feel a personal sense of ownership over their work, who perceive opportunities for advancement, and who feel recognized by leadership for their contributions are more likely to exhibit consistent punctuality and responsibility, regardless of fluctuations in financial compensation.

The simultaneous significance of both variables, together with the relatively high R^2 value of 0.690, suggests that compensation still plays a meaningful supporting role within a broader system in which motivation is the dominant driver. In practical terms, this implies that policy interventions focused solely on adjusting TPP amounts or penalty structures are unlikely to substantially improve discipline unless accompanied by parallel efforts to strengthen intrinsic motivation — particularly through more consistent leadership recognition, clearer alignment between TPP and actual workload, and expanded opportunities for professional development.

CONCLUSION

Based on the research results, compensation, work motivation, and work discipline among ASN employees at Diskominfo Purwakarta Regency fall within the fairly good to good category. Partially, compensation does not have a significant effect on work discipline, indicating that the Employee Additional Income (TPP) scheme, in its current form, has not been fully effective in driving disciplined behavior — a finding consistent with employees' perception that TPP is not yet fully proportionate to their workload. In contrast, work motivation has a positive and significant effect on work discipline, confirming that intrinsic drivers such as leadership recognition and appreciation of achievement play a more decisive role than financial compensation alone. Simultaneously, compensation and work motivation significantly affect work discipline, with an R^2 of 0.690, meaning both variables jointly explain 69% of the variation in work discipline among ASN employees at Diskominfo Purwakarta Regency. These findings suggest that policy interventions focused solely on adjusting TPP amounts or penalty structures are unlikely to substantially improve discipline unless accompanied by parallel efforts to strengthen intrinsic motivation — particularly through more consistent leadership recognition, clearer alignment between TPP and actual workload, and expanded opportunities for professional development.

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