International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Role Of Leadership, Compensation, And Work Motivation On Asn Work Discipline In The Bkad Of Situbondo District Through Employee Performance As An Intervening Variable

Ahmad Nurul Hidayat[1], Muhammad Iqbal Anshory[2], Randika Fandiyanto[3], Andi Pramana[4]

[1,2,3,4]Master of Management, Postgraduate Program,
Abdurachman Saleh University Situbondo, Indonesia.
Postgraduate Program, Abdurachman Saleh University Situbondo, Indonesia.
Postgraduate Program, Abdurachman Saleh University, Situbondo, Indonesia

Email : arulchasep07@gmail.com

Abstact

This study aims to analyze the influence of leadership, compensation, and work motivation on the work discipline of State Civil Apparatus (ASN) at the Regional Finance and Asset Agency (BKAD) of Situbondo Regency with employee performance as an intervening variable. This study is motivated by the importance of improving the quality of human resources in government organizations to support the achievement of optimal work performance and discipline. The research method used is a quantitative approach with data collection techniques through questionnaires. The population in this study were all ASN at BKAD Situbondo Regency, totaling 50 people, with the sampling technique using the saturated sample method. Data analysis was carried out using Partial Least Square (PLS) through the SmartPLS application. The results of the study indicate that leadership, compensation, and work motivation have a positive effect on employee performance and ASN work discipline. In addition, employee performance is proven to play a role as an intervening variable that strengthens the relationship between leadership, compensation, and work motivation on work discipline. This indicates that improving employee performance can encourage the creation of better work discipline in the organization.

The conclusion of this study is that effective leadership, fair compensation, and high work motivation can improve employee performance which ultimately has an impact on improving ASN work discipline in BKAD Situbondo Regency. significant on employee performance through job satisfaction (H $_{10}$ accepted) , work discipline has a positive but not significant effect on employee performance through job satisfaction (H $_{11}$ rejected) , commitment has a positive but not significant effect on employee performance through

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

job satisfaction (H_{12} rejected) , and motivation has a significant positive effect on employee performance through job satisfaction (H_{13} accepted).

Keywords: Leadership, Compensation, Work Motivation, Employee Performance, Work Discipline, ASN.

INTRODUCTION

Human Resources (HR) is one of the important factors in an organization, one of which is the regional apparatus organization, HR is the driver of all activities of the regional apparatus organization. The uniqueness of HR DM has a significant role compared to other resources because humans have competitiveness in the success of a regional apparatus organization. Even now, HR is considered an important asset that must be considered, from human performance itself, work stress to the welfare that will be obtained. HR has a dominant role compared to other resources, because humans manage and utilize existing resources in the organization effectively and efficiently (Mangkunegara, 2019: 3).

Leadership style is a set of characteristics that a leader uses to influence his subordinates to achieve organizational goals, or leadership style is also called a leadership style which is an example of behavior and tips that are preferred and often applied by a leader (Rivai, 2014:42). In addition to the role and style of leadership, In addition to leadership, there are regional apparatus organizational activities that also need to be considered in order to improve employee performance and support employee satisfaction, namely compensation. Compensation is a very important factor that can influence someone to work in an organization. According to Nawawi (2013: 315) compensation is an award or reward given to workers who have contributed to realizing their goals, through activities called work. Compensation is divided into two types, namely financial compensation and non-financial compensation. Financial compensation is something received by employees in the form of money (salary, wages, incentives, and bonuses). Non-financial compensation is something that employees receive not in the form of money, but in the form of health insurance, old-age benefits, vacations, social security, and other benefits. According to Hasibuan (2016: 143), motivation is formulated as behavior directed at targets. Motivation is related to a person's efforts to achieve a goal, motivation is closely related to job satisfaction and employee performance.

The intrinsic motivation of civil servants (ASN) is still not in line with the government's expectations in supporting the optimization of ASN performance within the Situbondo Regency Government. This can be seen from the number of ASN who still feel that the workload is not commensurate with their education and expertise, as well

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

as the compensation they receive. This phenomenon indicates that the management of the division of tasks and the main functions of ASN must be given more attention, so that employees can demonstrate better work results. Performance is a potential that must be possessed by every employee to carry out every task and responsibility given by the organization. With good performance, each employee can complete all organizational burdens effectively and efficiently so that problems that occur within the organization can be resolved properly.

Rivai (2013) stated that employee performance is the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results . The Regional Finance and Asset Agency (BKAD) is one of the Regional Apparatus Organizations in Situbondo Regency whose main task is to assist the Regent in carrying out regional government affairs in the field of regional finance and assets, in accordance with applicable laws and regulations. The Regional Finance and Asset Agency (BKAD) is also responsible to the Regent and is led by a Head of Agency. The Regional Finance and Asset Agency (BKAD) plays an important role in ensuring effective and efficient management of regional finance and assets, as well as supporting the implementation of development programs in Situbondo Regency. The Regional Finance and Asset Agency (BKAD) of Situbondo Regency consists of 1 Secretariat section which is divided into the General Section, the Finance Section, and the Program Preparation Section and 4 areas, namely the Treasury Section, the Budget Section, the Accounting Section, and the Asset Section.

This study aims to determine whether the variables of leadership, compensation, and work motivation affect the work discipline of ASN through employee performance as an intervening variable in the Regional Finance and Asset Agency (BKAD) of Situbondo Regency. Based on the above background, the researcher is interested in taking the following thesis title : **"The Role of Leadership, Compensation and Work Motivation on ASN Work Discipline at the BKAD Situbondo Regency Through Employee Performance as an Intervening Variable".**

Objectives

Research purposes This is For know:

1. To know The role of leadership has a significant influence on ASN performance.
2. To know Compensation has a significant impact on ASN performance.
3. To find out whether motivation has a significant influence on ASN performance.
4. To know The role of leadership has a significant influence on ASN work discipline.
5. To know Compensation has a significant impact on ASN work discipline.
6. To find out whether motivation has a significant influence on ASN work discipline.
7. To know ASN performance has a significant impact on ASN work discipline.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

8. To know The role of leadership has a significant influence on ASN work discipline through ASN performance.
9. To know Compensation has a significant effect on ASN work discipline through ASN performance.
10. To find out whether motivation has a significant influence on ASN work discipline through ASN performance .

Framework Conceptual in study This depicted like following:

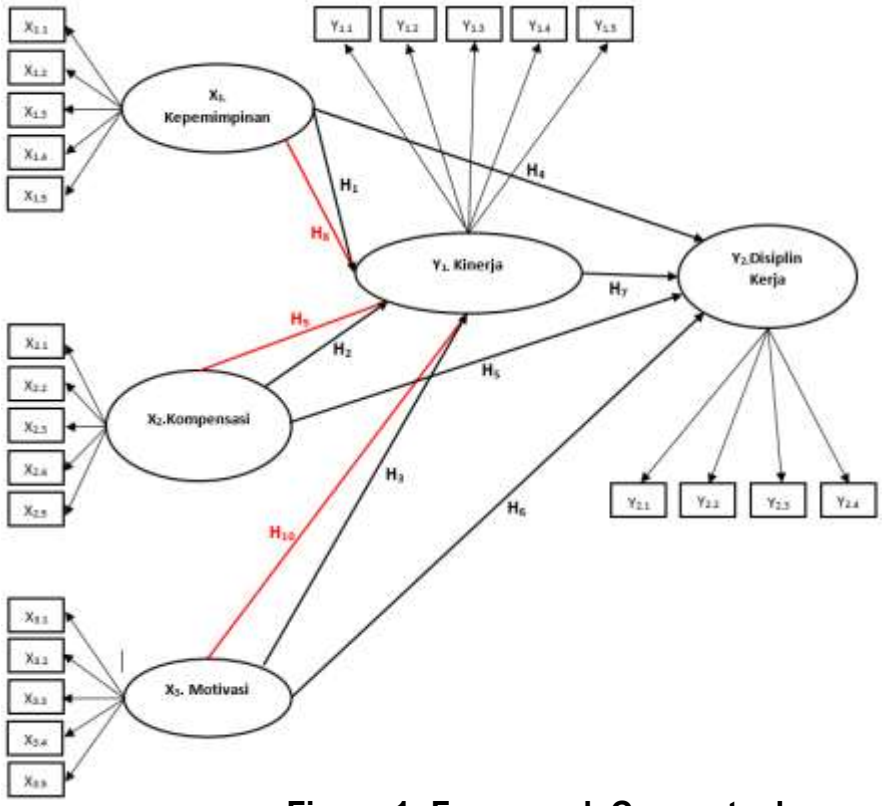


Figure 1: Framework Conceptual

DISCUSSION

Leadership Influence t on Performance

The results of the analysis show that stating Leadership has a significant positive effect on Performance with the *original sample value* of (0.255) positive. The T- *Statistic value* is 1.984 (> 1.964) and the P Value *is* 0.0488 (< 0.05) so it can be concluded that Leadership (X1) has a significant positive effect on Performance (Y1) thus **Hypothesis 1 is accepted .** A common phenomenon in the field is that leadership doesn't always directly impact performance, but rather works indirectly through other variables, such as work discipline, motivation, job satisfaction, or organizational culture. In this context, leaders may be performing managerial functions well, but employee performance is more

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

influenced by technical factors, such as work systems, task load, individual competency, or compensation received.

Furthermore, situations can arise where the leadership style applied doesn't fully align with employee needs. So, even if interpersonal relationships are maintained, this doesn't significantly improve work performance. Employees may be obedient and disciplined, but their work output may be suboptimal due to limited resources, facilities, or individual capabilities.

The Effect of Compensation on Performance

Of the analysis show that Compensation has a significant positive effect on Performance with the *original sample* value being (0.279) positive. The T- *Statistic value* is 2.667 (> 1.964) and the P Value *is* 0.008 (< 0.05) so it can be concluded that Compensation (X2) has a significant positive effect on Performance (Y1) thus **Hypothesis 2 is accepted .** Phenomenologically, this condition can also occur when the compensation system isn't directly based on performance. If salary increases or incentives aren't clearly linked to the achievement of work targets, employees lack a strong incentive to increase their work output, even if the compensation they receive is considered good.

The Influence of Motivation on Performance

The results of the analysis show that Motivation has a significant positive effect on Performance with the *original sample value* of (0.472) positive. The T- *Statistic value* is 2.934 (>1.964) and the P Value *is* 0.004 (< 0.05) so it can be concluded that Motivation (X3) has a significant positive effect on Performance (Y1) thus **Hypothesis 3 is accepted.** The phenomenon in the field shows that employees who have high work motivation - such as the drive to achieve targets, the desire to gain recognition, a sense of responsibility, and the hope of career development - tend to work more focused, productive, and results-oriented. They not only complete the work, but also strive to improve the quality and effectiveness of work.

Phenomenologically, this condition also explains that motivation can drive voluntary work behavior, where employees are encouraged to work harder, more creatively, and more responsibly without constant supervision or additional rewards. Conversely, low motivation often results in decreased performance, even though the work system and compensation are adequate. Thus, the acceptance of Hypothesis 3 confirms that motivation is a key factor in improving employee performance, where the higher the level of work motivation, the greater the efforts and work results achieved by employees in the organization.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Leadership Influence t on work discipline

The results of the analysis show that leadership has a significant positive effect on work discipline with *the original sample ,* namely (0.007) positive. The T- *Statistic value* is 0.112 (< 1.964) and the P-Value *is* 0.911 . (> 0.05) then it can be concluded that Leadership (X 1) has a positive but not significant influence on Work Discipline (Y 2) thus **Hypothesis 4 is rejected .** Phenomenally, the analysis results show that leadership plays a significant role in shaping employee work discipline in the field, not just a statistical relationship. Field phenomena also show that weak or inconsistent leadership styles often trigger low discipline, such as lateness, non-compliance with procedures, and decreased responsibility. Conversely, effective leadership creates an orderly work climate, because employees feel well-supervised, appreciated, and directed .

The Influence of Compensation on Work Discipline

The results of the analysis show that Compensation has a significant positive effect on Work Discipline with *the original sample* , namely (0.090) positive. The T-*Statistic value* is 1.898 (<1.964) and the P Value *is* 0.058 (< 0.05) so it can be concluded that Compensation (X2) has a positive but not significant effect on Work Discipline (Y2) thus **Hypothesis 5 is rejected.** In practice, this phenomenon is seen when employees feel the rewards they receive are commensurate with their workload and responsibilities. Adequate compensation—whether in the form of salary, incentives, benefits, or bonuses—fosters a sense of appreciation and fairness. These feelings encourage employees to be more compliant with work regulations, arrive on time, complete tasks according to standards, and maintain good work behavior.

Phenomenally, the results of this analysis indicate that compensation is an important factor that encourages the formation of employee work discipline in the organization. The positive original sample value of 0.279 indicates that the better and fairer the compensation received by employees, the higher the level of work discipline shown. Thus, the rejection of Hypothesis 5 indicates that compensation has not been the main determining factor in improving employee performance directly, but rather functions more as a supporting factor that needs to be combined with motivation systems, performance evaluation, and human resource development to be able to provide a significant impact on performance.

The Influence of Motivation on Work Discipline

The results of the analysis show that stating motivation has a positive influence significant impact on work discipline with the *original sample value* of (0.172) positive. The T- *Statistic value* is 3.414 (>1.964) and the P Value *is* 0.001 (< 0.05) so it can be concluded that Motivation (X3) has a significant positive effect on Work Discipline (Y2)

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

thus **Hypothesis 6 is accepted.** Phenomenally, the results of this analysis indicate that motivation is the most dominant factor in shaping employee work discipline. The original sample value of 0.472 which is relatively higher than other variables indicates that an increase in work motivation will be strongly followed by an increase in work discipline.

Field observations show that highly motivated employees—whether intrinsically motivated by the desire for achievement, responsibility, and job satisfaction, or extrinsically motivated by rewards, recognition, and career development opportunities—tend to consciously maintain discipline without the need for close supervision. They arrive on time, adhere to work rules, and complete tasks on time due to internal drive, not simply fear of sanctions.

The opposite phenomenon also often occurs, namely that low work motivation can trigger a decline in discipline, such as frequent lateness, low compliance with procedures, and lack of responsibility in work. This condition shows that work discipline is not only a matter of rules, but also a reflection of the level of employee motivation. Thus, the acceptance of Hypothesis 6 phenomenologically confirms that motivation plays a very important role in building work discipline, where the higher the employee motivation, the stronger their commitment to work in an orderly, obedient, and responsible manner within the organization.

The Influence of Performance on Work Discipline

The results of the analysis show that stating Performance has a significant positive effect on work discipline with the *original sample* value of (1.075) positive. The T- *Statistic value* is 12.902 (>1.964) and the P Value *is* 0.000 (< 0.05), so it can be concluded that work discipline (Y1) has a significant positive effect on performance (Y2) , thus **Hypothesis 7 is accepted.** Field observations show that employees with high levels of work discipline—such as punctuality, adherence to rules, consistency in carrying out procedures, and responsibility for tasks—tend to produce more optimal performance. Discipline creates order in the work process, allowing work to be completed on time, with minimal errors, and in accordance with organizational standards.

Phenomenologically, this finding also explains why other variables such as leadership and compensation do not have a significant direct impact on performance, as their influence tends to be mediated through work discipline. This means that leadership and compensation will only impact performance if they are able to foster disciplined work behavior.

Leadership Influence t on Work Discipline through Performance

The results of the analysis show that stating Leadership has a positive but not significant effect on Work Discipline through Performance with the *original sample value*

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

of (0.274) positive. The T- *Statistic value* is 1.849 (<1.964) and the P Value *is* 0.065 (> 0.05) so it can be concluded that Leadership (X1) has a positive but not significant effect on Work Discipline (Y2) through Performance (Y1) thus **Hypothesis 8 is rejected.**

Fieldwork demonstrates that leadership doesn't always translate into improved performance, which in turn impacts work discipline. In many organizations, employee performance is largely determined by work standards, targets, and operational demands. Therefore, even if leadership is perceived as adequate, it doesn't necessarily lead to changes in disciplinary behavior through performance. Furthermore, work discipline in organizations is often shaped by formal rules, supervisory systems, and work habits, rather than solely by performance. Consequently, even if performance improves or stabilizes, these changes do not automatically strengthen work discipline, especially if they are not accompanied by clear disciplinary reinforcement mechanisms from management.

The Influence of Compensation on Work Discipline through Performance

The results of the analysis show that Compensation has a significant positive effect on Work Discipline through Performance with the *original sample value* being (0.299) positive. The T- *Statistic value* is 2.759 (>1.964) and the P Value *is* 0.006 (< 0.05), so it can be concluded that Compensation (X2) has a significant positive effect on Work Discipline (Y2) through Performance (Y1) thus **Hypothesis 9 is accepted.** Field observations show that performance-linked compensation—such as incentives, target-based bonuses, or recognition for achievement—encourages employees to perform optimally. When performance improves and is recognized through compensation, employees are more likely to maintain disciplined work behaviors, such as punctuality, adherence to rules, and consistency in completing tasks, in an effort to maintain or improve their work output.

Phenomenologically, these findings confirm that employees perceive compensation as a form of appreciation for work results, not simply as a right. When compensation improves performance, employees are motivated to maintain work standards and disciplined behavior to maintain high performance. Thus, the acceptance of Hypothesis 9 shows that compensation plays an important role in forming work discipline through increased performance, where a performance-based compensation system is an effective mechanism in fostering disciplined and responsible work behavior in the organization.

The Influence of Motivation on Work discipline through performance

The results of the analysis show that stating Motivation has a significant positive effect on Work Discipline through Performance with the *original sample value* of (0.507)

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

positive. The T- *Statistic value* is 2.767 (>1.964) and the P Value *is* 0.006 (< 0.05) so it can be concluded that Motivation (X3) has a significant positive effect on Work Discipline (Y2) through Performance (Y1) thus **Hypothesis 10 is accepted.** Phenomenologically, this finding shows that Work Discipline is not only born from rules or supervision, but also from employee awareness of the importance of maintaining work performance. Motivated employees will view discipline as a personal need to achieve and maintain work performance, not as a forced obligation.

Field observations show that employees with high work motivation—such as a drive to achieve, a desire to reach targets, gain recognition, and develop themselves—tend to improve their performance first. As performance improves and tangible results are felt, employees will consciously maintain discipline, as discipline is a prerequisite for maintaining and improving those performance achievements.

CONCLUSION

Based on the results of the research conducted and described previously, several conclusions can be drawn from the overall results of the research as follows: Leadership has not been able to directly improve employee performance. This shows that success in improving work results does not only depend on the role of the leader, but also requires support from other factors such as motivation, work environment, and employee discipline ; Compensation has not fully become the main factor in improving employee performance. The provision of good rewards needs to be balanced with a supportive work system and awards linked to the achievement of work results so that employees are encouraged to work more optimally ; High motivation can encourage employees to work better and more productively. Employees who have a strong work drive tend to show enthusiasm, responsibility, and better ability in completing their work ; Good leadership can improve employee work discipline. Leader behavior, role models, ability to direct, and how leaders manage subordinates can encourage employees to be more obedient to applicable work rules and procedures. Leaders who are able to provide direction, supervision, and good examples will create an orderly work environment so that employees are more responsible in carrying out their work. Thus, leadership is one of the important factors in forming work discipline within the organization; Fair compensation and in accordance with the workload can encourage employees to work more orderly and comply with the rules and regulations that apply in the organization. Providing appropriate rewards makes employees feel appreciated so that awareness arises to maintain discipline in work ; Work motivation is a very important factor in forming employee work discipline. The drive from within employees to achieve goals and work well can foster an attitude of discipline, responsibility, and compliance with organizational rules ; Employee performance has an important role in improving work discipline. Achieving optimal work

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

results and carrying out responsibilities consistently will affect employee work discipline to be more obedient to the rules, and better able to use time well. Therefore, performance is an important basis in achieving good work discipline ; Leadership has not been able to form work discipline through employee performance. This shows that improving employee work results has not been directly able to strengthen the relationship between leadership and work discipline in the organization ; Providing good compensation can encourage increased work discipline, which then has an impact on the formation of better performance. Employees who feel appreciated for their work tend to work more optimally and are more obedient to organizational rules ; Work motivation can improve work discipline and indirectly shape optimal employee performance. Highly motivated employees are encouraged to perform optimally, be responsible, and adhere to applicable work rules and procedures .

ADVICE

Based on the conclusions that have been described, an explanation can be provided in the form of suggestions below, namely as follows:

1. For the BKAD of Situbondo Regency

Regional Government Organizations are advised to prioritize improving work discipline , through consistent enforcement of rules, fair sanctions, and rewards for disciplined employees. Leaders are expected to not only focus on the supervisory aspect, but also develop a leadership style that is able to motivate and provide examples , so that the influence of leadership can be felt to improve performance. The compensation system needs to be linked more clearly to performance , for example through target-based incentives or awards for work achievements, in order to be able to provide a more significant impact on performance and work discipline. Companies need to continue to improve employee work motivation , both through recognition, career development opportunities, open communication, and the creation of a supportive work environment. As an additional reference literature and can be useful as a basis for thinking about the possibility of similar research in the future regarding Leadership, Work Discipline, Commitment, Motivation, Job Satisfaction and Employee Performance .

2. For Abdurachman Saleh University Situbondo

The results of this study are expected to serve as additional references in the development of human resource management , particularly regarding the role of work discipline and motivation in improving employee performance. This research can also be used as empirical learning material for students and academics.

3. For Other Researchers

Future researchers are advised to add other variables such as job satisfaction, organizational culture, or job competencies to enrich the research model. It is also

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

recommended to use different research subjects or a larger sample size to better generalize the results. Further research could examine the role of other mediating or moderating variables to understand the relationships between variables more deeply.

REFERENCES

Dadi Kuswandi and Guyub Nuryanto , 2021. " The Effect of Price, Promotion and Service Quality on Customer Loyalty Through Customer Satisfaction as an Intervening Variable ". (Case Study on Traveloka Users in Kelapa Dua, Tangerang) . Indonesian Journal of Social Technology Faculty of Economics, Gunadarma University .

Feri Lanandra and Suhartono, 2023. "Analysis of the Influence of Promotion, Price and Trust on Customer Loyalty with Consumer Satisfaction as an Intervening Variable of Shopee Food in Yogyakarta". Indonesian Accounting and Business Research Journal (JRABI) STIE WIDYA WIWAHA Yogyakarta.

Hasibuan, MSP, 2017. Human Resource Management, Jakarta: Bumi Aksara

Mangkunegara, AAAP, 2019. Corporate Human Resource Management, Bandung: Rosdakarya Youth.

Mochammad Fahmi Arsyan and Mahfudz, 2022. " "The Influence of Promotion, Service Quality, and Trust on Brand Loyalty with Customer Satisfaction as an Intervening Variable" (Study on Shopeepay Semarang Customers). Diponegoro Journal of Management . Department of Management, Faculty of Economics and Business, Diponegoro University, Semarang.

Riadatul Ummi and Untung Widodo , 2023. " The Effect of Promotion and Consumer Trust on Customer Loyalty Through Customer Satisfaction as an Intervening Variable on the Shopee Application " (Study on Students of S TIE Pelita Nusantara Semarang) . Scientific Journal Focusing on Economics, Management, Business and Accounting . STIE Pelita Nusantara Semarang.

Rivai, V, 2018. Human Resource Management for Companies. Bumi Aksara.

Surahman, Lies Indriyatni, and Susanti Wahyuningsih, 2022. "The Effect of Promotion and Price on Consumer Loyalty with Consumer Satisfaction as an Intervening Variable" (A Study on Honda Motorcycle Consumers in Temanggung). Scientific Journal Focusing on Economics, Management, Business and Accounting, STIE Pelita Nusantara Semarang.

Vira Kurniasih , Ika Febrilia , and Rahmi , 2022. " The Effect of Sales Promotion and Trust on Consumer Loyalty through Consumer Satisfaction of Food Delivery Services in Jakarta ". Journal of Business, Management, and Finance , Faculty of Economics, State University of Jakarta, Indonesia .

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.