

Original Article

Driving Public Sector Performance through Discipline, Remuneration, and Motivation: Evidence from ASN PPPK in Indonesia

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Abstract: The performance of Government Employees under Work Agreements (ASN PPPK) is a critical determinant of public sector institutional effectiveness, particularly within legislative-supporting bodies such as the Secretariat of the Regional People's Representative Council (DPRD) of East Kalimantan Province. Despite its strategic importance, achieving optimal performance among this employee category remains challenging, owing to the complex interplay of behavioral and organizational factors. This study investigates the influence of work discipline, remuneration, and employee motivation on the performance of ASN PPPK at the East Kalimantan Province DPRD Secretariat. Using a quantitative, causal-associative research design, data were collected via structured questionnaires administered to 120 respondents selected via simple random sampling from a population of 172 employees. The data were analyzed using multiple linear regression with SPSS-25, preceded by validity and reliability testing of all measurement instruments. The findings indicate that work discipline, remuneration, and employee motivation each have a positive, statistically significant effect on employee performance. Among the three variables, employee motivation demonstrated the strongest influence, followed by work discipline and remuneration. The simultaneous test confirmed that all independent variables collectively and significantly predict employee performance, with an adjusted R² of 0.685, signifying that 68.5% of the variance in employee performance is accounted for by the model. These results suggest that employee performance is shaped by both structural factors, namely discipline and remuneration, and psychological factors, particularly motivation. The study concludes that enhancing ASN PPPK performance requires an integrated approach that prioritizes strengthening employee motivation, underpinned by robust disciplinary systems and equitable remuneration policies.

Keywords: ASN PPPK performance; Work discipline; Remuneration; Employee motivation; Public sector performance.



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1. Introduction

Modern governance and the performance of the civil state apparatus have become the primary determinants of the effectiveness of public institutions in serving the public. This phenomenon has grown

increasingly crucial with the emergence of Government Employees under Work Agreements (*Aparatur Sipil Negara Pegawai Pemerintah dengan Perjanjian Kerja - ASN PPPK*), who constitute an integral part of the bureaucracy, including within the Secretariat of the Regional People's Representative Council (DPRD). As frontline personnel supporting legislative functions, the performance of ASN PPPK at the East Kalimantan Province DPRD Secretariat directly and consistently influences the quality of oversight, regional legislative formation, and budgetary functions. However, achieving optimal performance often faces complex challenges that involve not only technical capabilities but also behavioral and organizational systemic factors (Sitopu et al., 2021). Therefore, investigating the determinants of performance becomes a strategic imperative to promote continuous improvement and public accountability.

Employee performance is not formed in a vacuum; rather, it results from the dynamic interaction between an individual's internal drives and the external conditions created by the organization. Human resource management theory emphasizes that performance is a function of ability, motivation, and opportunity, all of which organizations can influence through appropriate policy design (Sitopu et al., 2021). Within this framework, work discipline functions as a control mechanism and habit-forming force that directs employee behavior toward predetermined standards. Meanwhile, remuneration serves as a means of exchange and recognition that fulfills material needs while signaling the value of an individual's contribution. Motivation, as an intrinsic driving force, acts as the catalyst that connects individual potential with tangible high-performance outcomes. These three factors interact dynamically to form a work ecosystem that can either foster or impede productivity.

The subjects of this research are ASN PPPK employees at the East Kalimantan Province DPRD Secretariat. Their unique position within a regional apparatus that supports a political institution demands performance that is not only administrative in nature but also responsive to political dynamics and public aspirations. Work discipline in this context encompasses compliance with attendance regulations, adherence to procedures for completing meeting support tasks, and protocols for managing confidential documents. Remuneration refers to basic salary, performance allowances, and other applicable incentives for ASN PPPK within the local government framework. Employee motivation encompasses both the intrinsic drive to deliver optimal service and extrinsic motivation shaped by the reward system. The performance of ASN PPPK is assessed across the dimensions of quantity, quality, timeliness, and effectiveness in executing the DPRD Secretariat's responsibilities.

A review of prior research reinforces the relevance of examining these three variables. One study found that remuneration and work discipline jointly exerted a significant influence on employee performance, indicating that these two structural dimensions constitute an important foundation (Iedil & Fajriah, 2024). Other research reveals more complex patterns, in which motivation serves as a mediating pathway that explains how work discipline and incentives ultimately shape performance outcomes (Ubaidillah et al., 2025). Comparable findings have been documented in the Indonesian local government context, where work discipline, the work environment, and motivation have been simultaneously shown to influence employee performance (Khairunnisa et al., 2025). Furthermore, the role of motivation as a mediator between job satisfaction and performance, with work discipline serving as an additional mediating variable, has also been identified in the literature.

The phenomena observed at the East Kalimantan Province DPRD Secretariat reflect dynamics consistent with this theoretical framework. In the domain of work discipline, variations have been noted in the consistency of compliance with working hours and standard operating procedures, particularly during non-session or recess periods. Regarding remuneration, some employees perceive that their compensation does not fully reflect their workload and increasingly complex responsibilities, particularly given the prevailing cost of living. In terms of motivation, fluctuations in enthusiasm and work engagement have been observed, influenced by factors such as the clarity of career prospects, recognition of achievements, and employees' sense of ownership over the legislative processes they support. These empirical phenomena indicate a gap between the idealized conditions and the operational reality on the ground.

The organization faces substantial challenges in optimizing these three variables. With respect to work discipline enforcement, difficulties persist in consistently and equitably applying sanctions and in measuring discipline in knowledge-based tasks that are inherently difficult to monitor directly. In terms of remuneration, the primary constraints are limited regional budgets and rigid regulatory frameworks, which limit the flexibility needed to offer genuinely performance-based, competitive compensation. Regarding motivation, the key challenge is to build a transparent, motivating performance management and career development system for ASN PPPK whose employment status differs from that of permanent civil servants (PNS) within an inherently hierarchical, bureaucratic environment. These operational constraints render this research not only academically significant but also practically valuable in providing a basis for evidence-

informed recommendations to improve human resource management at the East Kalimantan Province DPRD Secretariat. Thus, this study aims to analyze the influence of work discipline, remuneration, and employee motivation on ASN PPPK performance.

2. Literature Review

2.1 Work Discipline

Work discipline is defined as a condition formed by a series of behaviors that reflect values such as obedience, compliance, loyalty, and orderliness. Adherence to organizational rules and operational standards is essential to creating a predictable, efficient work environment. Numerous studies have confirmed the central role of work discipline in shaping employee outcomes. For instance, work discipline has been shown to have a positive and significant direct effect on employee performance (Paulus, 2022). In addition, work discipline can function as a mediating variable, explaining how job satisfaction and work motivation influence employee performance (Pasulu et al., 2023). The positive impact of discipline on performance is consistently supported across studies, both as an independent factor and in combination with other variables such as the work environment (Khairunnisa et al., 2025). In the context of digital governance, adherence to work discipline becomes increasingly important in supporting administrative effectiveness. Research by Fatimah et al. (2025) highlights that work discipline, alongside e-performance systems, contributes significantly to civil servant performance through motivational mechanisms. Furthermore, Sari and Tukirin (2023) emphasize that work discipline, together with compensation, is a strong determinant of employee performance. These findings suggest that work discipline is not merely about compliance but also serves as a foundation for achieving consistent, high-quality performance outcomes.

H1: Work discipline has a positive and significant effect on employee performance.

2.2 Remuneration

Remuneration refers to all financial and non-financial rewards provided to employees in return for their contributions to the organization (Paulus, 2022). This includes salaries, allowances, incentives, bonuses, and other forms of recognition. A remuneration system perceived as fair and competitive is fundamental to maintaining a healthy employment relationship and enhancing employee performance. Empirical evidence consistently demonstrates that remuneration is a key determinant of employee performance (Iedil & Fajriah, 2024). Its influence often operates through motivational mechanisms: adequate and fair incentives enhance employee motivation, which, in turn, improves performance (Ubaidillah et al., 2025). The strategic importance of compensation is further highlighted when examined alongside other factors. For example, compensation, together with competence and motivation, significantly affects performance, particularly when moderated by career development opportunities (Nufuf et al., 2025). Similarly, Sari and Tukirin (2023) confirm the significant positive effect of compensation on employee performance. Moreover, Pereira (2023) finds that compensation, combined with work discipline and motivation, forms a strong set of predictors of employee performance. In a broader perspective, the reward and punishment components of remuneration also indirectly influence performance by affecting motivation (Rahadi et al., 2025). These findings underscore the critical role of remuneration as both a direct and indirect driver of employee performance.

H2: Remuneration has a positive and significant effect on employee performance.

2.3 Employee Motivation

Employee motivation refers to the internal psychological force that drives individuals to act in ways that achieve both organizational and personal goals (Sitopu et al., 2021). Motivation can be intrinsic, such as personal satisfaction and achievement, or extrinsic, such as financial rewards and recognition. Motivation plays a fundamental role in influencing employee performance. Research indicates that motivation significantly affects both work discipline and perceptions of compensation (Suwarno et al., 2025). Furthermore, motivation serves as a critical pathway through which work discipline and the work environment influence overall employee performance (Khairunnisa et al., 2025). The mediating role of motivation is consistently supported in empirical studies. For example, motivation mediates the relationship between job satisfaction, work discipline, and employee performance (Pasulu et al., 2023). Similarly, motivation mediates the effects of work discipline and incentives (Ubaidillah et al., 2025), as well as rewards and punishments, on employee performance (Rahadi et al., 2025). In addition, motivation has been identified as a mediator in the relationship between e-performance systems and work discipline on performance

(Fatimah et al., 2025), as well as between work discipline and employee performance (Setiawati et al., 2025). This consistent pattern highlights that motivation is a key psychological mechanism that translates organizational inputs, such as rules, rewards, and the work environment, into improved performance outcomes.

H3: Employee motivation has a positive and significant effect on employee performance.

2.4 Employee Performance

Employee performance refers to the level of achievement in terms of quantity, quality, timeliness, and effectiveness demonstrated by employees in carrying out their duties in accordance with established standards. In the context of public sector organizations, particularly ASN PPPK, performance includes administrative efficiency, policy support, and the facilitation of institutional processes. Employee performance is typically treated as the dependent variable influenced by multiple organizational and individual factors. Empirical studies consistently show that work discipline, motivation, and compensation collectively have a significant impact on employee performance (Sitopu et al., 2021; Paulus, 2022). This suggests that performance improvement requires a holistic approach that integrates regulatory compliance, fair compensation, and psychological motivation. The relationship between these variables is interconnected rather than isolated. For instance, performance is influenced directly by compensation and work discipline (Sari & Tukirin, 2023; Iedil & Fajriah, 2024) and indirectly through motivation (Khairunnisa et al., 2025). Additionally, a combination of discipline, motivation, and compensation has been shown to significantly enhance performance outcomes (Pereira, 2023). Studies incorporating additional variables such as competence and career development also identify employee performance as the ultimate outcome (Nufuf et al., 2025). These findings indicate that employee performance is a complex construct shaped by the interaction of multiple internal and external factors within an organization.

2.5. Research Framework

Drawing upon the theoretical and empirical review, the proposed research framework is depicted in Figure 1.

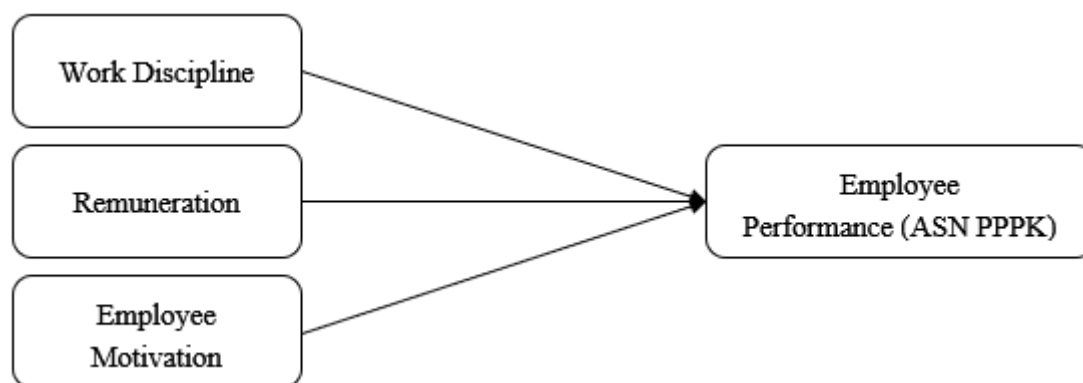


Figure 1. Research Framework

3. Materials and Methods

This study employs a quantitative approach using descriptive and causal-associative methods. The quantitative approach was selected because the study aims to examine the relationships between independent variables, including work discipline, remuneration, and employee motivation, and the dependent variable, namely ASN PPPK performance, using numerical data that can be analyzed statistically. The descriptive method is used to explain the characteristics of each research variable, while the causal-associative method is applied to test the hypothesized relationships among these variables. The quantitative data collected through questionnaires were processed and analyzed using Statistical Product and Service Solutions (SPSS) version 25. The population of this study consists of all State Civil Apparatus with Employment Agreements (ASN PPPK) working at the DPRD Secretariat of East Kalimantan Province, totaling 172 individuals. The sampling technique employed is probability sampling, specifically simple random sampling, ensuring that each member of the population has an equal chance of being selected. The sample size was determined using the Slovin formula to achieve an adequate level of precision at a 95% confidence level (5% margin of error).

A minimum sample of 120 respondents was obtained. This technique was chosen to ensure representativeness and minimize sampling bias (Sugiyono, 2020).

The inclusion criteria required respondents to have at least one year of work experience within the DPRD Secretariat of East Kalimantan Province. Data were collected by distributing questionnaires to the selected 120 respondents. The questionnaire instrument was developed based on the indicators of each variable and employed a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to measure respondents' levels of agreement with each statement. This measurement scale follows a standard format commonly used in social science research (Sugiyono, 2020). Data quality testing included validity testing using the Pearson Product-Moment correlation and reliability testing using Cronbach's Alpha coefficient. These tests were conducted as prerequisites for regression analysis. The primary analytical technique used in this study is Multiple Linear Regression Analysis to examine both the partial and simultaneous effects of the independent variables on the dependent variable. Hypothesis testing was conducted using the t-test for partial effects and the F-test for simultaneous effects. The explanatory power of the independent variables was assessed using the coefficient of determination (R^2 and adjusted R^2). All data analyses were performed using statistical software.

4. Results

On the basis of the data collected from respondents in this study on the effects of work discipline, remuneration, and employee motivation on ASN PPPK performance, the demographic characteristics analyzed include length of service and gender. This distribution is important for understanding the representativeness of the sample within the ASN PPPK population at the Secretariat of the DPRD of East Kalimantan Province.

Table 1. Distribution of Respondents Based on Length of Service and Gender

| Length of Service | Gender | | Total |
|-------------------|--------|-------|-------|
| | Male | Women | |
| < 1 Year | 10 | 18 | 28 |
| 1-3 Years | 20 | 25 | 45 |
| > 3 Years | 22 | 25 | 47 |
| Total | 52 | 68 | 120 |

Table 1 presents the distribution of respondents by length of service and gender. A total of 120 respondents participated in this study, consisting of 52 male and 68 female employees. In terms of length of service, the majority of respondents have worked for more than three years, accounting for 47 individuals (39.2%). This is followed by respondents with 1–3 years of service, totaling 45 individuals (37.5%), while those with less than one year of experience represent the smallest group, with 28 individuals (23.3%). This distribution indicates that most respondents possess sufficient work experience, enabling them to provide informed and reliable assessments regarding work discipline, remuneration, motivation, and performance.

From a gender perspective, female respondents dominate across all categories, comprising 68 individuals (56.7%), while male respondents comprise 52 (43.3%). This pattern is consistently observed across all tenure groups. In the less than 1-year category, there are 18 female respondents and 10 male respondents. Similarly, in the 1–3 years category, female respondents (25) outnumber males (20). Among respondents with more than 3 years of service, female respondents (25) also slightly exceed male respondents (22). This distribution suggests a relatively balanced composition of respondents by tenure, with a slight predominance of more experienced employees and female staff. The presence of respondents with varying lengths of service enhances the representativeness of the sample and strengthens the reliability of the study findings, as it captures diverse perspectives from both newer and more experienced ASN PPPK employees within the DPRD Secretariat of East Kalimantan Province.

Table 2. Distribution of Respondents Based on Length of Service and Level of Education

| Length of Service | Level of Education | | | Total |
|-------------------|--------------------|-----------------|--------------------------|-------|
| | Diploma | Bachelor Degree | Postgraduate (MSc & PhD) | |
| < 1 Year | 12 | 14 | 2 | 28 |

| Length of Service | Level of Education | | | Total |
|-------------------|--------------------|-----------------|--------------------------|-------|
| | Diploma | Bachelor Degree | Postgraduate (MSc & PhD) | |
| 1-3 Years | 15 | 25 | 5 | 45 |
| > 3 Years | 9 | 28 | 10 | 47 |
| Total | 36 | 67 | 17 | 120 |

Table 2 presents the distribution of respondents by length of service and level of education. A total of 120 respondents were included in this study, with educational backgrounds comprising 36 diploma holders (30.0%), 67 bachelor’s degree holders (55.8%), and 17 postgraduate holders (14.2%). Based on length of service, respondents with more than three years of experience constitute the largest group, totaling 47 individuals (39.2%). Within this group, the majority hold a bachelor’s degree (28 respondents), followed by postgraduate qualifications (10 respondents), and diploma holders (9 respondents). This indicates that more experienced employees tend to have relatively higher educational attainment. Respondents with 1–3 years of service account for 45 individuals (37.5%). Among them, bachelor’s degree holders dominate (25 respondents), followed by diploma holders (15 respondents) and postgraduate degree holders (5 respondents). This distribution shows a similar pattern, with undergraduate education the most common qualification among mid-level tenure employees.

Meanwhile, respondents with less than one year of service represent the smallest group, with 28 individuals (23.3%). In this category, bachelor’s degree holders (14 respondents) slightly outnumber diploma holders (12 respondents), while only a small proportion hold postgraduate qualifications (2 respondents). This suggests that newly recruited employees are predominantly educated at the undergraduate level. The findings indicate that the majority of respondents possess at least a bachelor’s degree, highlighting a relatively high level of educational attainment among ASN PPPK employees at the DPRD Secretariat of East Kalimantan Province. The variation in both tenure and educational background enhances the sample's representativeness, allowing for a more comprehensive understanding of how work discipline, remuneration, and motivation relate to employee performance across different levels of experience and education.

Table 3. Distribution of Respondents Based on Level of Education and Gender

| Level of Education | Gender | | Total |
|--------------------------|--------|-------|-------|
| | Male | Women | |
| Diploma | 15 | 21 | 36 |
| Bachelor Degree | 30 | 37 | 67 |
| Postgraduate (MSc & PhD) | 7 | 10 | 17 |
| Total | 52 | 68 | 120 |

Table 3 presents the distribution of respondents by level of education and gender. A total of 120 respondents participated in this study, consisting of 52 male and 68 female employees. Regarding educational attainment, the majority of respondents hold a bachelor’s degree, totaling 67 individuals (55.8%). This is followed by diploma holders with 36 respondents (30.0%), while those with postgraduate qualifications (Master’s and PhD) represent the smallest group, with 17 respondents (14.2%). This distribution indicates that most ASN PPPK employees have at least an undergraduate education, reflecting a relatively strong academic background. From a gender perspective, female respondents dominate across all levels of education. Among diploma holders, there are 21 female respondents compared to 15 male respondents.

Similarly, at the bachelor’s degree level, female respondents (37) exceed male respondents (30). This pattern continues at the postgraduate level, where female respondents (10) slightly outnumber male respondents (7). The consistent predominance of female respondents across all educational categories suggests a balanced yet slightly female-dominated workforce within the DPRD Secretariat of East Kalimantan Province. Furthermore, the distribution shows that both male and female employees are well represented across different educational levels, indicating no significant disparity in educational attainment between genders. This composition strengthens the study's validity, as it reflects diverse perspectives from respondents with varying educational backgrounds and gender groups. Such diversity supports a more comprehensive analysis of how work discipline, remuneration, and employee motivation influence ASN

PPPK performance. Next, this study assesses the item validity and measurement reliability, the result as seen as below:

Table 4. Result of Item Validity and Reliability of Measurement

| Variable(s) | Item | Corrected item to total correlation | Cronbach's Alpha |
|---------------------------------------|------|-------------------------------------|------------------|
| Work Discipline (X ₁) | X1.1 | 0.821 | 0.932 |
| | X1.2 | 0.845 | |
| | X1.3 | 0.798 | |
| | X1.4 | 0.812 | |
| | X1.5 | 0.830 | |
| Remuneration (X ₂) | X2.1 | 0.765 | 0.915 |
| | X2.2 | 0.840 | |
| | X2.3 | 0.801 | |
| | X2.4 | 0.819 | |
| | X2.5 | 0.832 | |
| Employee Motivation (X ₃) | X3.1 | 0.810 | 0.925 |
| | X3.2 | 0.784 | |
| | X3.3 | 0.853 | |
| | X3.4 | 0.825 | |
| | X3.5 | 0.796 | |
| Employee Performance of ASN PPPK (Y) | Y.1 | 0.870 | 0.941 |
| | Y.2 | 0.855 | |
| | Y.3 | 0.842 | |
| | Y.4 | 0.888 | |
| | Y.5 | 0.876 | |

This study assesses the validity and reliability of the measurement instruments used for each construct. The results are presented in Table 4. Based on the validity test, all measurement items demonstrate satisfactory validity, as indicated by the corrected item–total correlation values exceeding the commonly accepted threshold of 0.30. Specifically, the correlation values for all items range from 0.765 to 0.888, indicating a strong relationship between each item and its respective construct. This confirms that all items are valid and appropriate for measuring work discipline, remuneration, employee motivation, and ASN PPPK performance. For the work discipline variable (X₁), the corrected item–total correlation values range from 0.798 to 0.845, with a Cronbach’s Alpha value of 0.932. Similarly, the remuneration variable (X₂) shows correlation coefficients ranging from 0.765 to 0.840, with a Cronbach’s Alpha of 0.915.

The employee motivation variable (X₃) demonstrates correlation values ranging from 0.784 to 0.853, with a Cronbach’s Alpha of 0.925. Meanwhile, the ASN PPPK performance variable (Y) exhibits the highest correlation range, between 0.842 and 0.888, along with a Cronbach’s Alpha value of 0.941. The reliability test results indicate that all constructs have Cronbach’s Alpha values well above the recommended minimum threshold of 0.70, suggesting excellent internal consistency. Among the variables, ASN PPPK performance shows the highest reliability, followed by work discipline, employee motivation, and remuneration. These findings confirm that the measurement instruments used in this study are both valid and reliable, and therefore suitable for further statistical analysis. The strong validity and reliability of the constructs enhance the robustness and credibility of the research results.

Table 5. Result of Hypothesis Testing

| Variables | Regression Coefficient (B) | Standard Error (SE) | t-statistics | Sig. | Decision |
|---------------------------------------|----------------------------|---------------------|--------------|-------|-----------|
| Work Discipline (X ₁) | 0.325 | 0.093 | 3.500 | 0.001 | Supported |
| Remuneration (X ₂) | 0.210 | 0.098 | 2.150 | 0.035 | Supported |
| Employee Motivation (X ₃) | 0.450 | 0.087 | 5.200 | 0.000 | Supported |
| R Square (R ²) | 0.695 | | F-Statistics | | 45.800 |

| Variables | Regression Coefficient (B) | Standard Error (SE) | t-statistics | Sig. | Decision |
|-------------------|----------------------------|---------------------|--------------|------|----------|
| Adjusted R-Square | 0.685 | | Sig. | | 0.000 |

Dependent variable: Employee Performance (ASN PPPK)

Table 5 presents the results of a multiple linear regression analysis examining the influence of work discipline, remuneration, and employee motivation on ASN PPPK employee performance. The results indicate that all independent variables have a positive and significant effect on employee performance, as evidenced by the regression coefficients (B), t-statistics, and significance values ($p < 0.05$). Thus, all proposed hypotheses are supported. First, work discipline (X_1) shows a positive regression coefficient of 0.325 with a standard error of 0.093. The t-statistic value of 3.500 and significance level of 0.001 indicate that work discipline has a significant positive effect on employee performance. This finding suggests that higher levels of discipline, such as adherence to rules, punctuality, and responsibility, contribute to improved performance among ASN PPPK employees. Second, remuneration (X_2) has a regression coefficient of 0.210 with a standard error of 0.098. The t-statistic of 2.150 and the significance value of 0.035 confirm that remuneration also has a positive, statistically significant effect on performance. Although the effect size is smaller than that of other variables, this result highlights the importance of fair and adequate compensation in enhancing employee performance.

Third, employee motivation (X_3) demonstrates the strongest influence on performance, with a regression coefficient of 0.450 and the lowest standard error of 0.087. The t-statistic value of 5.200 and a significance level of 0.000 indicate a highly significant positive effect. This finding implies that motivated employees driven by both intrinsic and extrinsic factors are more likely to achieve higher performance levels. Among the three variables, motivation is the most dominant predictor. Furthermore, the overall model is statistically significant, as indicated by an F-statistic of 45.800 and a p-value of 0.000 ($p < 0.05$). This demonstrates that work discipline, remuneration, and employee motivation jointly influence employee performance. The coefficient of determination (R^2) is 0.695, while the adjusted R^2 is 0.685. This indicates that approximately 68.5% of the variation in ASN PPPK employee performance can be explained by the three independent variables included in the model. The remaining 31.5% is influenced by other factors not examined in this study, such as leadership, organizational culture, or work environment. These results confirm that improving employee performance requires a comprehensive approach that integrates discipline, fair remuneration, and strong motivation, with motivation playing the most critical role.

5. Discussion

5.1 The Effect of Work Discipline on Employee Performance (ASN PPPK)

The results of this study indicate that work discipline has a positive and significant effect on the performance of ASN PPPK employees. This finding confirms that discipline plays a fundamental role in shaping employee behavior, particularly in terms of compliance with organizational rules, punctuality, and task completion. A higher level of work discipline contributes directly to improved work effectiveness and consistency in task execution. This result is consistent with prior research, which emphasizes that work discipline serves as a critical foundation for achieving optimal employee performance (Sari & Tukirin, 2023). Within the DPRD Secretariat of East Kalimantan Province, strong work discipline ensures the smooth implementation of administrative and legislative support functions. Employees who adhere to established procedures are more likely to perform their duties efficiently and maintain service quality, which ultimately enhances organizational performance.

5.2 The Effect of Remuneration on Employee Performance (ASN PPPK)

The findings also reveal that remuneration has a positive and significant effect on employee performance. This suggests that both financial and non-financial rewards play an important role in encouraging employees to perform better. A fair and competitive remuneration system can increase employees' satisfaction and perceived organizational support, which, in turn, motivates them to improve their performance. This result aligns with previous studies indicating that remuneration is a key determinant of performance in the public sector (Paulus, 2022). However, compared to other variables in this study, the effect of remuneration is relatively smaller. This implies that while compensation is important, it is not the sole driver of performance. Non-material factors, such as intrinsic motivation and psychological engagement, may play a more substantial role in influencing employee outcomes. In the context of ASN

PPPK, limitations in remuneration systems, such as budget constraints and regulatory frameworks may reduce its overall impact. Therefore, organizations should ensure that remuneration systems are perceived as fair and aligned with employee contributions to maximize their effectiveness.

5.3 The Effect of Employee Motivation on Employee Performance (ASN PPPK)

Employee motivation is found to have the most dominant and significant effect on performance among the variables examined. This indicates that motivation is the primary driver of greater effort, initiative, and higher performance. This finding is consistent with previous research highlighting motivation as the strongest predictor of employee performance (Sitopu et al., 2021). Within the DPRD Secretariat, highly motivated employees tend to show greater enthusiasm, commitment, and a willingness to contribute beyond minimum requirements. They are also more proactive in supporting legislative processes and responding to organizational demands. The strong influence of motivation suggests that both intrinsic (e.g., achievement, recognition, and personal growth) and extrinsic (e.g., rewards and career opportunities) factors are essential in shaping employee performance. Therefore, enhancing motivation should be a strategic priority for organizational management.

5.4 Simultaneous Effects of Work Discipline, Remuneration, and Motivation on Employee Performance (ASN PPPK)

The results of the simultaneous (F-test) analysis demonstrate that work discipline, remuneration, and employee motivation collectively have a positive and significant effect on ASN PPPK performance. This finding confirms that employee performance is not determined by a single factor but rather by the interaction of multiple organizational and psychological variables. This result supports the view that performance is a multidimensional construct influenced by structural factors (discipline and remuneration) and behavioral factors (motivation). Work discipline establishes order and compliance, remuneration provides material and symbolic rewards, and motivation drives effort and engagement. Together, these variables create a supportive work environment that fosters sustainable performance improvement.

This finding aligns with previous studies (Pereira, 2023), which emphasize that employee performance results from the combined influence of discipline, compensation systems, and motivational factors. In the ASN PPPK context, effective human resource management requires a balanced and integrated approach that simultaneously addresses these three dimensions. The findings highlight that improving employee performance in the public sector requires not only enforcing rules and providing adequate compensation but also fostering a work environment that enhances employee motivation. Among these factors, motivation emerges as the most critical element, driving the translation of organizational inputs into high-performance outcomes.

5. Conclusions

This study examines the influence of work discipline, remuneration, and employee motivation on the performance of ASN PPPK employees at the DPRD Secretariat of East Kalimantan Province. Based on the results of multiple linear regression analysis, it can be concluded that all three independent variables have a positive and significant effect on employee performance, both partially and simultaneously. Individually, work discipline is shown to contribute significantly to performance improvement, as reflected in employees' compliance with rules, punctuality, and responsibility in carrying out their duties. Remuneration also has a significant positive effect, indicating that fair and adequate compensation plays an important role in supporting employee performance, although its influence is relatively smaller than that of other factors. Among the three variables, employee motivation emerges as the most dominant factor, highlighting its critical role as the primary driver of employee performance.

Simultaneously, work discipline, remuneration, and employee motivation jointly explain a substantial proportion of the variance in ASN PPPK performance. This finding confirms that employee performance is shaped by a combination of structural factors (discipline and remuneration) and psychological factors (motivation), which interact to create an effective and productive work environment. These results imply that improving ASN PPPK performance requires a comprehensive and integrated human resource management strategy. Organizations should not only enforce discipline and provide fair remuneration systems but also prioritize efforts to enhance employee motivation through career development opportunities, recognition systems, and supportive work environments. Despite the model's strong explanatory power, this study acknowledges that other factors not included in the analysis, such as

leadership, organizational culture, and work environment, may also influence employee performance. Therefore, future research is recommended to incorporate additional variables and explore more complex models to provide a more comprehensive understanding of performance determinants in the public sector.

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