The influence of compensation and motivation on the performance of civil servants at The Population and Civil Registry Office of Bandung District

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Abstract
Purpose: This study aims to analyze the conditions of compensation, motivation, and employee performance, and to determine the effect of compensation and motivation on employee performance.

Method: This study was conducted at the Population and Civil Registration Service of Bandung Regency. The independent variables of this study are compensation and motivation, while the dependent variable is employee performance. Employees at the Population and Civil Registration Service of Bandung Regency were used as the population in this study. Sampling was carried out using the Simple Probability technique distributed to 60 employees. This type of research is quantitative research and uses descriptive analysis and SEM-PLS for processing data to test the relationship between variables. The hypothesis in this study is that compensation has a significant effect on employee performance and motivation has a significant effect on employee performance.

Results: The results of this study indicate that compensation has a positive but insignificant effect on performance, while motivation has a significant positive effect on performance. In addition, compensation and motivation are proven to have a significant positive effect on performance. This means that increasing fair compensation and work motivation given to employees together can significantly improve employee performance. The results of this study are expected to provide in-depth insight into the dynamics that can affect performance at the Population and Civil Registration Service of Bandung Regency. This finding emphasizes the importance of a combination of compensation and motivation improvement strategies in creating a work environment that will support optimal performance.

Keywords: *Compensation, Motivation, Employee Performance*

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1. Introduction

Compensation or reward programs generally aim for the benefit of the company, employees, agencies, and society in general. In order for this goal to be achieved and provide satisfaction for all parties, the compensation program must be based on the principles of fairness and feasibility, as well as comply with labor laws and pay attention to internal and external consistency (Arifudin, 2019).

Compensation can be interpreted as a form of appreciation given to employees for their work, either in

the form of money, goods, or others (Kurnia, 2021). This compensation can be direct or indirect income earned from the company and is an integral part of the staffing relationship. The importance of compensation for employees reflects their recognition, status, and fulfillment of needs, so a good position in the company will affect the amount of compensation received (Rasyid & Tanjung, 2020). In addition to compensation, motivation is also an important factor that can increase employee loyalty to the company.

From the results of interviews with the Head of Finance and several staff conducted on September 23, 2024, a number of employees feel that the salaries received are not adequate in meeting their daily needs, considering the high cost of living in the region. Employees who feel that their compensation is not fully in accordance with their workload or responsibilities, as a result of which the effectiveness of services provided to the community can decrease, and organizational performance targets are difficult to achieve.

Employees have various potentials that can improve their performance, and there are a number of factors that affect this development, one of which is motivation. High motivation in teachers, for example, has an impact on students' learning motivation. Motivated teachers will create a positive social and psychological environment for students (Windasari & Yahya, 2019). If an employee's motivation is low, then he or she is likely to feel lazy, bored, or even frustrated at work. Low motivation can have an impact on decreased productivity and performance. On the contrary, high motivation will increase productivity and improve employee performance (Akomeah, Bentil, & Musah, 2018; Malik, Razak, & Said, 2023). Work motivation is an encouragement or enthusiasm that encourages a person to carry out tasks optimally and effectively in order to achieve company goals. It includes energy and strength, both from within and from within, which includes effort, intensity, and perseverance in the work. Motivation is defined as a driver in humans that directs behavior, so it can be concluded that motivation is a factor that motivates a person to take actions or activities with the aim of improving performance (Apriani, Kamsariaty, Sarinastiti, Yuliastuti, & Sukmayadi, 2023; Salubre, Bahalla, & Almagro, 2024). With high motivation, every employee will feel passionate and happy in doing their work, which in turn will increase productivity.

Work motivation also reflects the attitude and mentality that builds enthusiasm in achieving the goals of the organization or company, and leaders need to play a role in nurturing this spirit among employees. Motivated employees tend to give their best efforts, which in turn improves their performance. Motivation also encourages employee engagement in the company's work or activities, which is reflected in low rates of resign-ups, consistent attendance, and good relationships between colleagues. This shows the importance of motivation in the growth and development of the company. Another factor that contributes to improved work performance is work discipline, as the success of an organization depends on how well employee discipline is maintained to maintain order within the company.

There is a lot of potential that employees have to improve their performance, and there are various factors that affect the development of these performance, one of which is motivation. Employee motivation has a significant impact on their performance. Employees who have high motivation can create a better work environment, both socially and psychologically (Windasari & Yahya, 2019).

On the other hand, if the motivation is low, the employee will feel lazy, bored, and even frustrated at work. Low motivation can result in a decrease in employee productivity and performance. On the other hand, high motivation will encourage employees to be more productive and achieve good performance (Chow, 2020; Tanha et al., 2022). To find out the level of motivation of employees at the Population and Civil Registration Office (disdukcapil) of Bandung Regency, the researcher used the results of attendance recapitulation.

Based on the recapitulation of employee attendance of disdukcapil, the number of employee attendance

from 2022-2024 varies every year. The attendance rate in 2022 with an overall total was at 92.7%, then decreased in 2023 at 81.8% and increased again in the last three years, namely 88.5% in 2024. The performance target set is 90%, but based on available data, the performance achievement in 2024 is at 88.5% This proves that the presence of disdukcapil employees cannot be said to be good. Employees who are highly motivated tend to have better attendance rates. They are encouraged to be present at work, contribute, and strive to achieve the targets that have been set (Aprilia, 2023). Based on the results of an interview with the Head of Data Planning and Innovation, it is known that the reason for employees not being present at the office is leave or without information. Leave allotments at the disdukcapil office are given to employees who give birth, which is for three months. Employees who are sick are not included in the absence data if they include their sick letters. This is done because the calculation of compensation is influenced by employee absence.

Motivation and compensation are two significant factors that affect performance. Both are very important for an employee to be able to convey knowledge and
skills effectively. Compensation is given as a form of appreciation for the efforts made in carrying out duties and work (Windasari & Yahya, 2019).

Based on the data above, it can be seen that the phenomenon of fluctuations in compensation, motivation, and performance per year can be seen. Therefore, this research is needed to understand the relationship between compensation and motivation to employee performance. So the researcher is interested in examining this through a study entitled **"THE EFFECT OF COMPENSATION AND MOTIVATION ON THE PERFORMANCE OF ASN IN THE POPULATION AND CIVIL REGISTRY OFFICE OF BANDUNG REGENCY."**

2. Literature Review
2.1 Human Resource Management
Human resource management (HRM), according to Irmayani (2021), is the science or how to manage labor relationships and roles to be effective and efficient so that they can be used optimally to achieve the goals of the organization, employees, and society. Fachrurazi, et al., (2021:15) stated that MSDM is a process carried out by superiors to acquire, develop, and retain the workforce. This process is carried out both in quality and quantity.

A strategic area within an organization that is tasked with managing people effectively is called human resource management. There are several activities carried out in managing human resources. Activities carried out in human resource management include planning, procurement, development, maintenance, and use of human resources to achieve individual and organizational goals (Sutrisno, 2017:5-6).

Based on some of the definitions above, it can be concluded that human resources is a work unit in an organization that is used to manage the workforce, starting from planning, procurement, development, maintenance, to the use of human resources. This is done so that HR can work effectively and efficiently so that organizational goals can be achieved.

2.2 Organizational Behavior
Organizational behavior is a science used to find out the habits or ways of working of individuals in an organization. According to Tewal et al., (2017:3) states that organizational behavior is an understanding or prediction of the management of human behavior in an organization. Another opinion states that organizational behavior is a field of study that investigates the impact of individuals or groups in an organization to improve the effectiveness of the organization (Widyanti, 2019). This organizational behavior also refers to a discipline that aims to increase understanding of various aspects in the organizational context using a scientific approach (Champoux, 2010).

Based on some of the views of the above experts on organizational behavior, it can be concluded that organizational behavior is a field of study that focuses on understanding the behavior, habits, and ways

of working of individuals in a group which includes interactions between individuals, organizations and the environment.

2.3 Compensation

Compensation, according to Kasmir (2016), is a reward for services provided by companies to their employees, in the form of financial or non-financial. This remuneration is an obligation that must be given by the company for the efforts that have been made by employees for the company in working both energy, mind and time. Compensation is the right that employees have for the burdens and responsibilities received from the company and its efforts in helping the company achieve its goals.

Compensation is in principle the number of packages offered by organizations to workers in exchange for the use of labor or services that have been provided (Wibowo & Phil, 2007). The hard work spent by employees is appreciated by the company by providing a commensurate return for service. The type of award given is in the form of direct and indirect compensation. The amount must be decent and fair in accordance with the effort spent by employees to achieve the company's goals (Hamali, 2023).

Compensation is the provision of remuneration by an entity of the worker to the party who has contributed to the operation process of the entity. Compensation is identical to the amount of salary given to employees. Even though compensation is not only limited to salary. The amount of compensation given is in accordance with the sacrifices or services provided by other parties to the company (Kritianti Desi, et al., 2023:155).

Compensation is a reward for the effort given by employees to the company in achieving a goal. Compensation for the company is an obligation that must be paid while for employees it is a right that must be obtained in accordance with the hard work done.

2.4 Motivation

Motivation is a power that a person has in him. Motivation can be developed by itself or by a number of external forces. This can affect performance results positively or negatively. The situations and conditions faced by a person can affect motivation (Hamali, 2023).

Motivation comes from the Latin word "*movere"* meaning an action or deed caused by the existence of a drive, driving force, strength. In addition, it also comes from the English word "*motivation*" meaning motive. Employees do work because there is a motive, namely to achieve something, such as income, self-actualization, and awards. Motivation is the impulse to cause an action in the form of attitudes and behaviors that arise from psychological processes (Mahendro & Juni, 2018).

Motivation is the encouragement to a series of human behavior processes to achieve their goals, motivation is needed to achieve certain goals. However, if the goal has been achieved, usually motivation will also decrease so that motivation can be developed if new needs or goals arise (Wibowo & Phil, 2007). So it can be concluded that motivation is the drive that comes from a person to achieve certain goals where the drive can affect performance results depending on the conditions that are being faced.

2.5 The Influence between Employee Compensation and Performance

The compensation obtained by employees will certainly be able to improve the performance of the employees themselves. According to Thompson & Prottas (2019) stated that providing compensation based on performance will increase employee productivity because they feel valued and motivated to meet the set targets. Other research reveals that the relationship between compensation and performance does not only depend on the amount of salary received but also on the extent to which this compensation system is considered fair and transparent by employees (Lawyer & Ledford, 2019).

It can be concluded that the relationship between compensation and employee performance is more

complex than just financial rewards. Effective compensation for improving performance involves balancing financial and non-financial factors. In addition, to maximize performance, the company must consider recognition, development opportunities as well as a supportive organizational culture.

2.6 The Influence between Employee Motivation and Performance

Employee performance can be motivated through awards that are presented after employees do or do something. According to Thompson & Prottas (2019), awarding both direct and indirect compensation will strengthen employee productivity and increase motivation to be able to work better. Rewards can act as a positive reinforcement that encourages employees to continuously improve their performance. Another opinion states that high motivation is not only triggered by a decent compensation or salary but is also influenced by opportunities to learn, develop, and earn higher rewards personally. Employees who feel valued and given opportunities for a career will be motivated to improve their performance (Salas-Vallina et al., 2019). So it can be concluded that employee motivation does not only depend on how much compensation is received but on the extent to which employees feel valued and given opportunities to develop.

2.7 The Influence of Compensation and Motivation

Compensation is a factor in motivating employees. Rewards for performance such as bonuses or benefits have an important role in motivating employees to work better (Thompson & Prottas, 2019). Other researchers state that decent compensation can prevent employee dissatisfaction but not enough to motivate employees to perform better in the long run. Therefore, companies need to provide more rewards such as recognition for achievements and opportunities to grow so that motivation can be maintained (Salas-Vallina et al., 2019). So it can be concluded that compensation and motivation have a mutually supportive relationship in influencing employee performance. By creating a fair compensation system and rewarding employees, it will create high motivation from these employees.

2.8 The Influence of Compensation and Motivation to Employee Performance

Compensation and motivation are closely interrelated in influencing employee performance. Lawyer & Ledford (2019) states that motivation has an important role in improving employee performance and fair compensation will encourage employees to achieve clearer and more measurable goals. So, fairness in compensation is very important because unfair awards can reduce employee motivation and performance.

Zhao et al., (2019) stated that compensation and motivation have a significant impact on employee performance. Fair and performance-based compensation can increase motivation and rewards received by employees for their achievements can show better performance. So it can be concluded that compensation and motivation have a mutually supportive relationship in influencing employee performance. Fair compensation and in accordance with the contributions made by employees increase employee motivation to achieve targets and produce higher performance.

2.9 Framework of Thought

The framework of thought according to Radjab and Jam'an (2017:53) is used to explain theoretically the relationship between the variables used in the research. The framework of thought is intended to describe the related research paradigm as an answer to the research problem. In this study, the influence of compensation and motivation can have an influence on employee performance because the compensation provided by the company and the motivation provided by the company to its employees will have an impact on employee performance in accordance with the wishes of the company itself. Therefore, the following framework of thought was made:
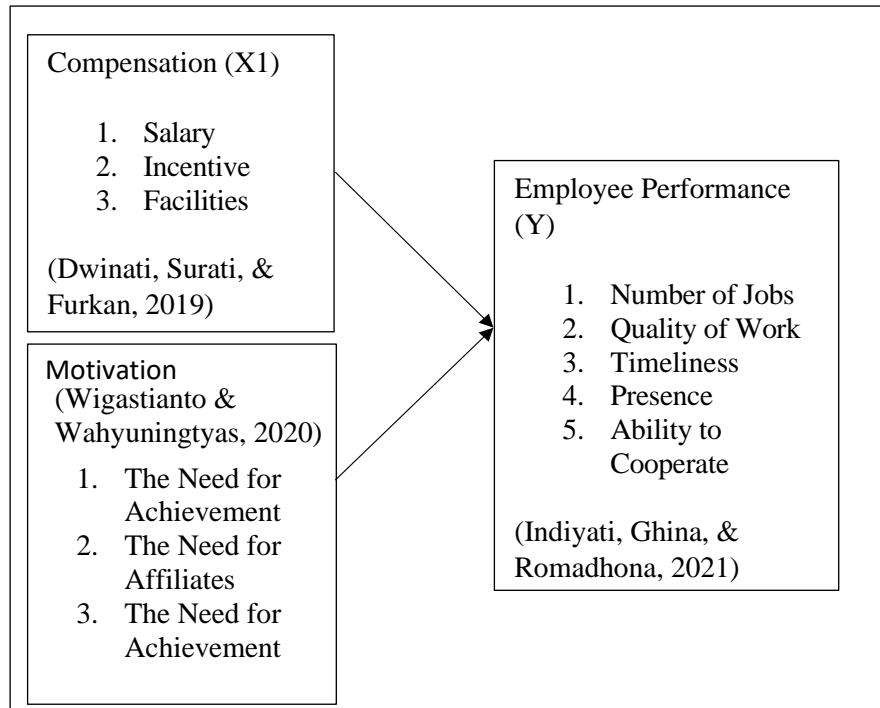
Figure 1. Source Research Framework: processed data (2024)

Based on the above framework of thinking, it explains the influence of compensation variables with the sub-variables tested, namely salary, incentives, and facilities and motivation variables with the sub-variables tested, namely achievement, affiliation, and power on employee performance variables with the sub-variables tested, namely quality, quantity, punctuality, effectiveness, independence, and work commitment.

2.10 Research Hypothesis

A hypothesis is a provisional answer or an initial estimate of the emergence of a problem, a hypothesis can be a permanent answer in a study when it has been tested and has the same answer as the initial guess (Muliawan, 2014). Based on the above framework of thought, the hypothesis proposed and will be proven to be true is as follows:

H1: Compensation has a significant effect on employee performance at the Bandung Regency Population and Civil Registration Office

H2: Motivation has a significant effect on employee performance at the Bandung Regency Population and Civil Registration Office

H3: Compensation and motivation have a significant effect on employee performance at the Bandung Regency Population and Civil Registration Office

3. Research Methodology

3.1 Type of Research

This research is a quantitative research, judging from the research approach conducted by the researcher. This study uses a population of 63 people, namely employees with ASN status at the Bandung Regency Population and Civil Registration Office.

3.2 Variable Operationalization

Operational variables are needed to determine the variables, dimensions, indicators, and related scales so that research can be carried out correctly. According to Silalahi and Atif (2015), variable operations are the activity of changing the construct into a size or indicator to make it more real. Therefore, the operational variables used in this study can be seen in the following table:

Table 1. Source Variable Operations: processed data (2024)

Variable	Items
Compensation	Salary alignment with government regulations
	Suitability of salary given on time
	Salary compatibility with living expenses
	Incentives received from institutions
	Providing incentives on a regular basis
	Appropriateness of the amount of incentives received
	Suitability of facility availability for employee welfare
	Availability and feasibility of work facilities
	Fulfillment of employee needs
Motivation	Realistic work goals or targets
	Proud of the results of the work
	Optimal in achieving the goals that have been set
	Completing work with difficult challenges
	Self-development to improve performance at work
	Awards by the company
	Strive to influence colleagues for the better
	Cooperative in discussions

3.3. Data Analysis Techniques

Data analysis is one of the research processes carried out after all the necessary data has been obtained completely. The accuracy of the use of data analysts greatly determines the accuracy in taking data, therefore data analysis is an activity that cannot be ignored in the research process (Radjab and Jam'an, 2017:127).

3.3.1. Descriptive Analysis

Descriptive analysis according to Radjab and Jam'an (2017:127) is a statistic used to analyze data by describing the data that has been collected without intending to draw conclusions that apply to the general public or generalization. Descriptive analysis aims to systematically describe the facts, objects, or subjects to be studied as they are. This is done to find out the facts and characteristics of the object being studied precisely.

The descriptive analysis technique in this study was used to obtain information related to the analysis of compensation and motivation for employee performance at the Bandung Regency Population and Civil Registration Office. As well as to find out how much compensation and motivation affect employee performance through a questionnaire that is distributed and equipped with four possible answers that must be chosen by respondents.

The interpretation of the score that has been presented, is then changed to the form of a continuous line as follows:

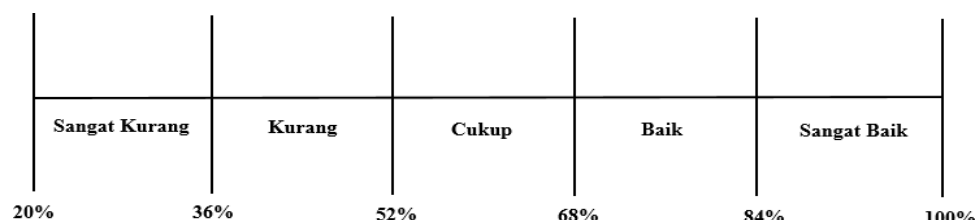| Sangat Kurang	Kurang	Cukup	Baik	Sangat Baik

20% 36% 52% 68% 84% 100%

Figure 2. Image Continuum Source: processed data (2024)

3.4. Hypothesis Test

Hypothesis testing is carried out by comparing the t-count value of the table with the t-count value. In

the study, there are two types of hypotheses, namely the null or zero hypothesis and the alternative hypothesis. The null or zero hypothesis is marked with H0, while the alternative hypothesis is marked with Ha, H1, H2, H3 and so on. According to Hair, Hult, Ringle, and Sarstedt (2022), hypothesis testing is a procedure to evaluate the strength of evidence from a sample with the aim of deciding whether the hypothesis being tested is rejected or accepted. Meanwhile, according to Indrawati (2015), the null hypothesis is a hypothesis or conjecture that contradicts the statement to be proved, namely a hypothesis that is rejected. Meanwhile, alternative hypotheses are hypotheses whose conjectures are correct and accepted by researchers based on *the rule of thumb* of hypotheses are:

1. If the coefficient of the direction of the variable relationship (indicated by the original value of the sample) is in line with the hypothesized
2. If the T-Statistic value is more than 1.96 (*two-tiled)* and *the probability value (p-value)* is less than 0.05 or 5%

If the above two *thumb rules* can be influenced, then the research hypothesis is acceptable. There are three hypotheses in this study, which are as follows:
H1: Compensation has a significant effect on employee performance
H2: Motivation has a significant effect on employee performance
H3: Compensation and motivation have a significant effect on employee performance.

3.5. Structural Equation Model – Partial Least Square (SEM-PLS)
By using the structural equation (SEM) model, researchers can model and estimate complex interactions between a number of independent and interdependent variables. Structural equation modeling or commonly called SEM is a simultaneous model that is formed by more than one dependent variable and explained by one or several independent variables. The SEM model is also commonly referred to as a causal or causal model, therefore SEM is usually seen as a combination of factor analysis and path analysis (Dimyati, 2019:65). Meanwhile, according to Hair et al. (2022) explained that SEM-PLS is a predictive causal method that aims to explain the variance in the dependent variables of the model.

In this study, the type of SEM PLS is used, namely partial least square path modeling. PLS itself, according to Musyafii et al (2022:4), is a technique in variant-based statistics designed to solve multiple regression problems which will later be evaluated through two models. The same thing was explained by Hair et al. (2022) who stated that the model of SEM-PLS consists of two parts, namely the measurement model (outer model) and the structural model (inner model).

4. Result and Discussion
4.1. Characteristics of Respondents
The data obtained from the results of this study is the value obtained from the results of the distribution of questionnaires to all ASN in the Population and Civil Registration Office of Bandung Regency with a total of 60 respondents regarding compensation, motivation and performance variables. These variables will be discussed based on the interpretation of the questionnaire results obtained. Respondent data in this study was used to find out the background of the respondents with the results of the characteristic analysis obtained as follows.

4.1.1. Characteristics of Respondents by Gender
The characteristics of respondents obtained from the questionnaire based on gender are presented in the results below.
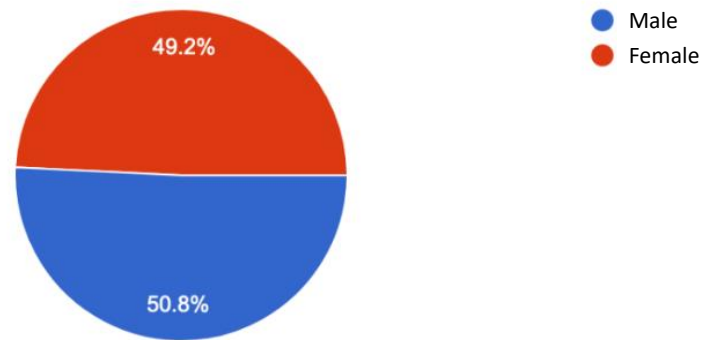
Figure 3. Respondent Characteristics by Gender
Source: Researcher's Processed Products (2025)

The figure above shows that the sample of this study is dominated by 33 men with a percentage of 50.8%, while women are 32 people with a percentage of 49.2%.

4.1.2. Characteristics of Respondents Based on Age
The characteristics of the respondents obtained from the questionnaire based on age are presented in the results below.
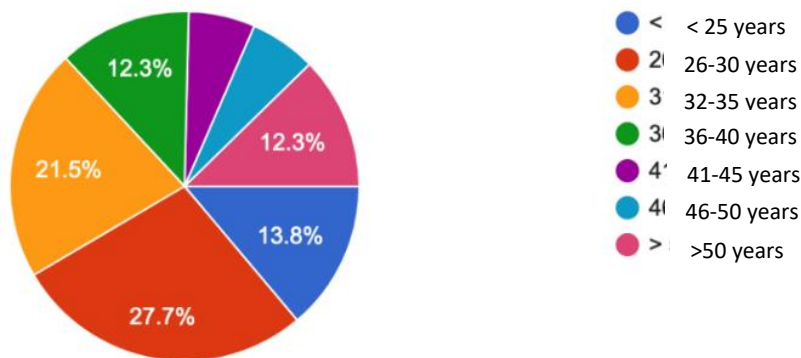

Figure 4. Respondent Characteristics by Age
Source: Researcher's Processed Products (2025)

The figure above shows that the sample in this study is dominated by respondents with an age range of 26-30 years as many as 18 people with a percentage of 27.7% while the rest of the respondents with an age range of 31-35 years as many as 14 people with a percentage of 21.5%, the age range of <25 years as many as 9 people with a percentage of 13.8%, the age range of 36-40 years as many as 8 people with a percentage of 12.3%, The age range of >50 years is 8 people with a percentage of 12.3%, the age range of 41-45 years is 6 people with a percentage of 6.2% and the age range of 46-50 years is 6 people with a percentage of 6.2%.

4.1.3. Characteristics of Respondents Based on Length of Work
The characteristics of respondents obtained from the questionnaire based on length of work are presented in the results below.
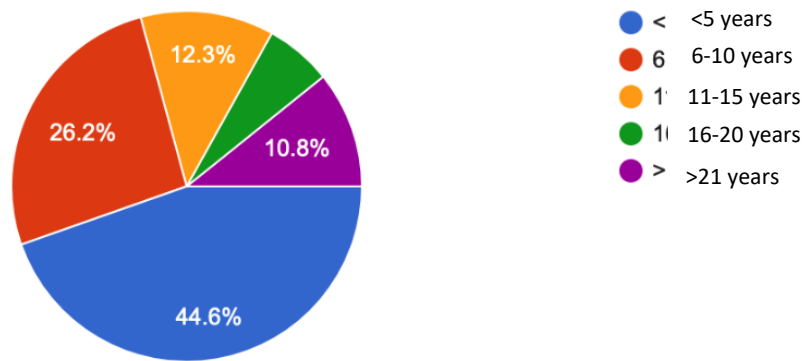
Figure 5. Characteristics of Respondents Based on Length of Work
Source: Researcher's Processed Products (2025)

The figure above shows that the sample in this study is dominated by respondents with a working length of <5 years as many as 29 people with a percentage of 44.6% while the rest of the respondents with a working length of 6-10 years as many as 17 people with a percentage of 26.2%, working time of 11-15 years as many as 8 people with a percentage of 12.3%, working time >21 years as many as 7 people with a percentage of 10.8% and working time of 16-20 years as many as 4 people with a percentage of the percentage is 6.2%.

4.1.4. Characteristics of Respondents Based on Last Education
The characteristics of the respondents obtained from the questionnaire based on the last level of education are described in the results below.
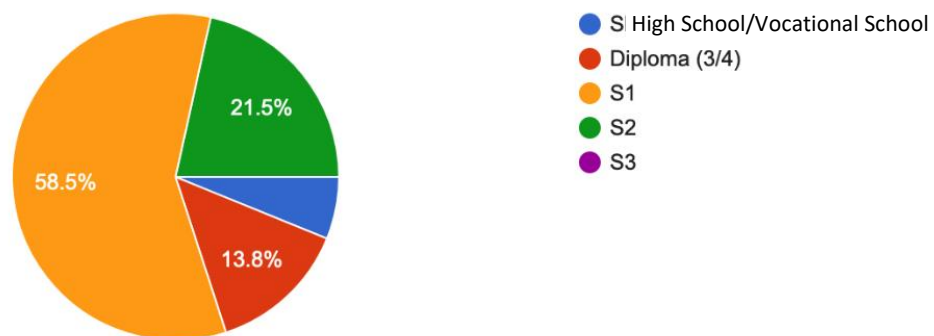

Figure 6. Characteristics of Respondents Based on Recent Education
Source: Researcher's Processed Products (2025)

The figure above shows that the sample of this study is dominated by respondents with the last level of education of S1 as many as 38 people with a percentage of 58.5% while the remaining respondents with the last level of education of S2 are 14 people with a percentage of 21.5%, the last level of education of Diploma 3/4 is 9 people with a percentage of 13.8% and the last level of education of high school/vocational school is 4 people with a percentage of 6.2%.

4.2. Research Results
This study uses Partial Least Square (PLS) analysis which is carried out using the SmartPLS 3.0 program. This analysis was carried out to find out the relationship between the variables studied. This analysis was carried out using the evaluation of the measurement model (Outer Model) and the evaluation of the structural model (Inner Model).

4.2.1. Evaluation of Measurement Model (Outer Model)
The evaluation of the outer model involves four criteria, namely Convergent Validity, Discriminant Validity, Composite Reliability, and Cronbach Alpha. The following is a research model that has been carried out using the SmartPLS 3.0 program.
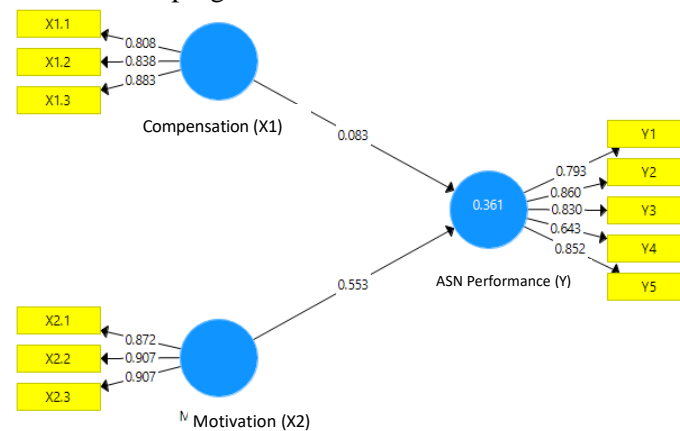

Figure 7. Diagram Outer Model
Source: processed products Author, 2025

4.2.2. Convergent Validity
Convergent validity is a test of construct validity. The parameters used in the convergent validity test are the value of the outer loading or loading factor. The value of the loading factor indicates that there is a correlation between the indicator and its construction. An indicator that meets convergent validity well if the indicator that gets a loading factor value > 0.6. Based on the measurement results, the output is obtained as shown in the following table.

Table 2. Loading Factor Results

Construct	Loading Factor	R critical	Criteria (Loading Factor $\geq$ 0.6)
X1.1 <- Compensation (X1)	0,808	0,60	Valid
X1.2 <- Compensation (X1)	0,838	0,60	Valid
X1.3 <- Compensation (X1)	0,883	0,60	Valid
X2.1 <- Motivation (X2)	0,872	0,60	Valid
X2.2 <- Motivation (X2)	0,907	0,60	Valid
X2.3 <- Motivation (X2)	0,907	0,60	Valid
Y1 <- ASN Performance (Y)	0,793	0,60	Valid
Y2 <- ASN Performance (Y)	0,860	0,60	Valid
Y3 <- ASN Performance (Y)	0,830	0,60	Valid
Y4 <- ASN Performance (Y)	0,643	0,60	Valid
Y5 <- ASN Performance (Y)	0,852	0,60	Valid

Source: Researcher's Processed Products, 2025

Based on the table above, it can be seen that all loading factors have a value of > 0.6 which means that all indicators in this study have good validity. To strengthen the results of convergent validity, the average variance extracted (AVE) test was carried out as follows.

Table 3. Average Variance Extracted Value

Latent	Average Variance Extracted (AVE)	Critical R	Criterion (AVE ≥ 0.5)
Compensation (X1)	0,712	0,5	Valid
Motivation (X2)	0,802	0,5	Valid
ASN Performance (Y)	0,639	0,5	Valid

Source: Researcher's Processed Products, 2025

Based on table 3 above, it can be seen that all variables have an AVE value of > 0.5. This indicates that one latent variable is able to explain more than half of the variants of the indicator in the mean so that all variables meet convergent validity.

4.2.3. Discriminant Validity

Discriminant validity is an indicator that shows the extent to which items owned by variables are different from other items used to measure other variables (Indrawati, 2015). Discriminant validity was carried out with three events, namely Cross Loading, Fornell Larcker and Heterotrait Monotrait Ratio (HTMT).

Table 4. Cross Loading

	Compensation (X1)	Motivation (X2)	ASN Performance (Y)
X1.1	**0,808**	0,367	0,249
X1.2	**0,838**	0,398	0,228
X1.3	**0,883**	0,515	0,406
X2.1	0,497	**0,872**	0,510
X2.2	0,439	**0,907**	0,536
X2.3	0,466	**0,907**	0,555
Y1	0,345	0,431	**0,793**
Y2	0,260	0,450	**0,860**
Y3	0,367	0,507	**0,830**
Y4	0,318	0,233	**0,643**
Y5	0,240	0,637	**0,852**

Source: Researcher's Processed Products, 2025

Based on the table above, it can be seen that all indicators have a high correlation with their constructs compared to other constructs. So, it can be concluded that the research model has good discriminatory validity.

Table 5. Fornell Larcker Results

	ASN Performance (Y)	Compensation (X1)	Motivation (X2)
ASN Performance (Y)	**0,800**		
Compensation (X1)	0,371	**0,844**	
Motivation (X2)	0,596	0,521	**0,895**

Source: Researcher's Processed Products, 2025

The table above shows that the Fornell Larcker is the root of the measurement value of the AVE value. The AVE value is higher than the correlation with other variables. Therefore, this research model satisfies Fornell Larcker's criteria of all latent variables greater than correlation with other constructs.

Table 6. Heterotrait-Monotrait Ratio (HTMT) Results

	ASN Performance (Y)	Compensation (X1)
ASN Performance (Y)		
Compensation (X1)	0,430	
Motivation (X2)	0,650	0,598

Source: Researcher's Processed Products, 2025

The results of the HTMT analysis show that the HTMT value obtained < 0.90, so it can be interpreted that the validity of discrimination is in a valid construct.

4.3. Reliability Test

Reliability tests are a useful tool for measuring the consistency of questionnaires which are indicators of a construct. In this study, the Cronbach alpha formula and composite reliability were used for the reliability test. Cronbach alpha is a measure of internal consistency reliability that assumes that indicators have the same load, while composite reliability is a representation of a coefficient that usually shows the consistency of a construct (Hair et al., 2022). The following are the results of the reliability test carried out.

Table 7. Reliability Test Results

Latent	Cronbach's Alpha	Composite Reliability
Compensation (X1)	0,808	0,881
Motivation (X2)	0,876	0,924
ASN Performance (Y)	0,859	0,898

Source: Researcher's Processed Products, 2025

Based on the results of the reliability test, it is known that the Cronbach alpha value > 0.60 and the composite reliability value > 0.70. So, these results show that the data has good reliability.

4.4. Structural Model Evaluation (Inner Model)
4.4.1. R Square
It is used to identify how much influence each independent variable has on the dependent variable. A higher R square value can mean that the prediction model used in the study is getting better. The criteria for R square are if the R square value is 0.67 which indicates a strong model, a value of 0.33 indicates a moderate model, and a value of 0.19 indicates a weak model (Musyaffi, Khairunnisa, & Respati, 2022).

Table 8. R Square Results

Variable	R *Square*	Strong Relationships
ASN Performance (Y)	0,361	Moderate

Source: Researcher's Processed Products, 2025

From the table above, it is known that the R square value for the performance variable is 0.361 which means that the compensation and motivation variables affect the performance variable by 36.1%, while the remaining 63.9% is influenced by other variables that are not studied in this study.

4.4.2. F Square
The F square test aims to determine the relative influence of independent latent variables on dependent latent variables. The measurement of F square has criteria where if the value of F square is 0.02 then the influence is small or weak, if the value of F square is 0.15 then the influence is medium or medium, and if the value of F square is 0.35 then the influence is large or strong. Based on the results of the tests carried out, the results of the F square are obtained as follows.

Table 9. F Square Results

Variable	Effect Size	Rating
ASN Performance (Y)		
Compensation (X1)	0,008	Small
Motivation (X2)	0,348	Big

Source: Researcher's Processed Products, 2025

The results of the calculation above show that the compensation variable on performance is classified as a small influence with an F square value of 0.008 and the motivation variable on performance is classified as a large influence with an F square value of 0.348.

4.4.3. Q Square
Predictive relevance is used to determine the level of relevance between independent and dependent variables. Q^2 is used as a measure of the predictive power of the model that will predict data that is not used in the estimation of model parameters (Hair et al., 2022).

Table 10. Q Square Results

Variable	R Square	1-R Square

Employee Performance (Y)	0,361	0,639
Q2 =	Q2 = 1-(1-0.3613) = 36.1%	
Error =	Q2 = 100% - 36.1% = 63.9%	

Source: Researcher's Processed Products, 2025

The results of the calculation above are known that the Q square value is greater than 0, this means that the observed value has been reconstructed well so that the model has predictive relevance. There was a 36.1% influence of the relative structural model on the measurement of observations for endogenous latent variables and as many as 63.9% were model errors.

4.5. Goodness of Fit (GoF)

This index is used to evaluate measurement models and structural models, in addition to providing simple measurements for the overall prediction of the model. The GoF value of 0.10 is concluded that GoF is included in the small category, the GoF value of 0.250 is included in the medium category and the GoF value of 0.36 is included in the large category. The GoF index is calculated from the square root of the average communality index and the average R-square as follows:

$$GoF = \sqrt{Avrg\ AVE\ x\ Avrg\ R^2}$$

$$= \sqrt{0,718\ x\ 0,361}$$

$$= 0.509$$

Based on the results of the calculation above, it is known that the GoF value obtained is 0.509 which is known that the GoF value is included in the large category.

4.6. Hypothesis Test

The hypothesis test or path coefficient aims to test the hypothesis showing the direction of the variable relationship (positive or negative). The criteria used in the hypothesis test are P values, t statistics, and significance values between indicators. If the value is greater than 0 then the relationship is said to be positive and if the value is less than 0 then the relationship is said to be negative.

Table 11. Hypothesis Test Results

	Path Coefficient	T Statistics	P Values	Ket
X1 -> Y	0,068	0,586	0,558	Rejected
X2 -> Y	0,590	5,512	0,000	Accepted
X1 -> X2 -> Y	0,355	6,107	0,000	Accepted

Source: Author's Preparation, 2025

This study uses a significance level of 5%, so the criteria for P values must be less than 0.05. The other hypothesis test indicator is seen from T statistics with a value that must be greater than T in the table (1.65). The explanation of the results of the hypothesis test is as follows:
1. There was a positive but insignificant effect between the compensation relationship and performance. The path coefficient showed a of 0.068 found based on the findings of the analysis that showed a positive direction. In this study, the hypothesis was rejected with the explanation that

the path coefficient value showed a positive direction, but the statistical t value of 0.586 < 1.65 was supported by the p value of 0.558 > 0.05. This finding can be interpreted that compensation has a positive but not significant effect on the performance of the Bandung Regency Population and Civil Registration Office.

H1: There is a positive but insignificant effect between compensation and performance.

2. There was a significant positive influence between the relationship of motivation and performance. The path coefficient showed a of 0.590 was found based on the findings of the analysis which showed a positive direction. The hypothesis was accepted because the path coefficient showed a positive direction and a statistical t-value of 5.512 > 1.65 with a p-value of 0.000 < 0.05. This finding can be interpreted that motivation has a positive and significant effect on the performance of the Bandung Regency Population and Civil Registration Office. **H2: There is a significant positive influence between motivation and performance.**

3. There was a significant positive influence between the relationship of compensation and motivation on performance. The path coefficient showed a of 0.355 found based on the findings of the analysis results that showed a positive direction. The hypothesis was accepted because the path coefficient showed a positive direction and a statistical t-value of 6.107 > 1.65 with a p-value of 0.000 < 0.05. This finding can be interpreted that compensation and motivation have a positive and significant effect on the performance of the Bandung Regency Population and Civil Registration Office.

H3: There is a significant positive effect between compensation and motivation and performance.

5. Conlusion
5.1. Conclusion
Based on the results of the research conducted on "The Effect of Compensation and Motivation on the Performance of ASN at the Population and Civil Registration Office of Bandung Regency", the following conclusions were obtained:

1. Based on the results of the analysis that has been carried out, a percentage value of 79.9% was obtained and entered into the good category.
2. Based on the results of the analysis that has been carried out, a percentage value of 83.4% was obtained and included in the good category.
3. Based on the results of the analysis that has been carried out, a percentage value of 86.5% is obtained, which is included in the very good category.
4. There is a positive but insignificant effect of compensation on performance at the Bandung Regency Population and Civil Registration Office.
5. There is a positive and significant influence of motivation on performance at the Bandung Regency Population and Civil Registration Office.
6. There is a positive and significant influence of compensation and motivation on performance at the Bandung Regency Population and Civil Registration Office.

5.2. Suggestions
Based on the research that has been conducted, there are several suggestions for both practical and theoretical aspects that will be given by the researcher in accordance with the results of the analysis that has been carried out regarding the influence of compensation and motivation on ASN performance.

5.2.1. Practical Aspects
Suggestions that can be given by researchers to the Population and Civil Registration Office of Bandung Regency by looking at the results of the analysis of the variables tested are as follows:

1. Compensation is considered to be in the good category. The lowest score is obtained by the salary dimension regarding the compensation received is not enough to meet daily needs, although it can be said to be biased, but the agency needs to re-evaluate the compensation given to employees so that employees can feel fulfilled about their living needs every month from the compensation they receive.
2. Motivation at the Bandung Regency Population and Civil Registration Office is in the good category. The lowest score was obtained by the dimension of the need for affiliation regarding

discussions outside of work. Based on this, agencies should determine time and space limits where this will help employees understand when they can talk about topics outside of work and when they should focus on work.

3. The results of the study show that the performance of ASN at the Population and Civil Registration Office of Bandung Regency is included in the very good category. The lowest score is in the punctuality dimension, which is regarding the time to go home, employees feel that their work home schedule sometimes does not match the predetermined time. So, agencies should be able to pay attention to the work given to their employees so that employees can go home in accordance with the regulations that have been set.

5.2.2. Theoretical Aspects

The following are suggestions related to the theoretical aspects aimed at the next researcher:
1. It is suggested to develop research related to the relationship between compensation, motivation, and performance by expanding on the latest theories.
2. Further deepening the relationship between the influence of compensation variables on performance.
3. Using other variables or adding other variables such as work environment or workload in this study to expand the combination of relationships between new variables that have not been studied before.
4. Using different theories, methods, or dimensions in subsequent research.

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