

The effect of compensation, discipline and work environment on the performance of State Civil Apparatus (ASN) of the Transportation Service of Parigi Moutong Regency

Maulid Sakaria¹, Muhammad Umar²

Universitas Alkhairaat, Palu, Indonesia^{1,2}

m.umar@unisapalu.ac.id²



Article History

Received on 03 February 2025

1st Revision on 09 February 2025

1st Revision on 12 March 2025

Accepted on 27 March 2025

Abstract

Purpose: The purpose of this study is to find out how compensation, work discipline, and work environment affect the performance of the State Civil Apparatus (ASN) at the Transportation Service of Parigi Moutong Regency.

Research Methodology: The research was conducted at the Transportation Service Office of Parigi Moutong Regency. The study used a descriptive quantitative method with a questionnaire survey given to 49 respondents. The data were analyzed using multiple regression and correlation analysis to measure the relationship and influence between variables.

Results: The results show that compensation, discipline, and work environment have a very strong relationship with employee performance, with a correlation coefficient (R) of 0.874. The coefficient of determination (R^2) is 0.763, which means that 76.3% of employee performance is influenced by the three variables, while 23.7% is influenced by other factors not studied.

Conclusions: Compensation, discipline, and work environment together have a significant and strong influence on the performance of the State Civil Apparatus. Improving these factors can lead to better productivity and work results among employees.

Limitations: The study only involved a small number of respondents (49) from one government agency in Parigi Moutong Regency, so the findings cannot be generalized to all public institutions.

Contribution: This study contributes to public administration and HR management by showing how internal factors affect employee performance. It can help local governments and policymakers improve management and evaluation practices.

Keywords: Compensation, Discipline, Performance, Work Environment

How to Cite: Sakaria, M., & Umar, M. (2025). The effect of compensation, discipline and work environment on the performance of State Civil Apparatus (ASN) of the Transportation Service of Parigi Moutong Regency. *Annals of Human Resource Management Research*, 5(1), 209-222.

1. Introduction

In today's global competition, the world of work really needs people who are used to thinking forward, smart, innovative, and able to work with high enthusiasm in facing the progress of the times. Various organizations and government agencies are trying to improve the performance of all elements in it with the aim of improving excellent service to the community (Tidd & Bessant, 2018). Human resources, in this case employees in a government agency, of course try to work with quality work and deploy all their abilities in order to achieve the desired performance according to their goals. Employees need a comfortable working atmosphere in order to be able to encourage employees to be more dedicated in

completing their work and will help employees achieve the best performance. In the context of regional autonomy, quality administrative apparatus is needed, skilled in carrying out government tasks, and satisfactory service to the community. In relation to the administration of government, especially services to the community, it always has consequences in the apparatus resource device that has positive abilities, skills, attitudes, and behavior and is able to produce quality performance (Lina, 2022). The quality of human resources is determined by the extent to which the system in the field of human resources is able to support and satisfy the desires of its employees in an agency. Increasing knowledge, skills, changing attitudes, behavior, and correcting performance deficiencies are needed to improve employee performance and productivity. Human resources are the most valuable capital for government agencies in building and developing employee performance so that they are able to be productive (Avrilian & Fuad, 2024).

Increasing employee performance must of course also be supported by adequate work facilities and the provision of compensation that is the right of employees to receive in order to support their contribution to achieving work results in order to achieve the goals determined by the leadership (Olivia, Rizky, & Ramadhani, 2024). Optimal employee work results are not just a coincidence, but many factors influence them, including the provision of compensation. Employee performance will increase if their work achievements feel appreciated by being given awards or bonuses in the form of compensation and can increase their work motivation to carry out their responsibilities for the work given to them and leaders must understand and pay close attention to the needs of their employees who basically when they work to earn money, in this case in the form of a salary to meet their daily needs (Konjala & Wulansari, 2025).

Dehotman (2023) states that discipline is an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around them. Work discipline is an attitude of awareness, willingness and willingness of a person to obey and comply with the rules and social norms that apply in the surrounding environment (Nugroho, Said, & Said, 2025). Discipline is the main factor needed as a warning tool for employees who do not want to change their nature and behavior so that an employee is said to have good discipline if the employee has a sense of responsibility for the tasks given to him in order to improve performance and be able to provide the best service to the community. The work environment is a place where employees carry out their activities every day (Sjarifudin, Widyastuti, Renwarin, & Suroso, 2025).

A conducive work environment provides a sense of security and allows employees to work optimally and be able to improve their performance. The work environment can affect employee emotions if employees like the work environment where they work, then the employees will feel at home in their workplace and enjoy doing their activities so that work time is used to work effectively and complete their work according to the specified time (Zaskia, Sukri, & Basir, 2025). Increasing high employee performance and having work achievements is certainly influenced by a conducive work environment because if employees like their work, they will give all their efforts and abilities to achieve optimal work results. The work environment also includes the working relationship between subordinates and superiors and the physical environment where employees work that supports improved performance, so the working relationship must be well established and able to work together to achieve the planned goals.

At the Parigi Moutong Regency Transportation Agency, leaders must of course provide compensation to employees so that employees feel appreciated for their performance achievements by giving awards or bonuses to increase high work enthusiasm and of course employees will be increasingly motivated to provide the best and optimal work results in carrying out their work. In addition, a work environment must be created conducive where the leader must be able to place his employees according to their field of work so that the results of their work are better because if employees are placed according to their abilities, employees will be happy to work and understand their work duties and must also provide work facilities according to work needs to support their work. A comfortable and conducive work environment will increase employee enthusiasm and support improved performance and the most

important thing is that good working relationships must be established and be able to work together in completing each planned work program .

Employees must also work in a disciplined manner by coming and going from the office according to the specified working hours so that services to the community will be fast and precise in resolving the needs of the community according to the specified working hours. Employee performance is certainly greatly influenced by employee work discipline, so the thing that must be considered is of course employee discipline while working. Employee work discipline at the Transportation Service must be improved because it is still found that employees are often late to the office so that services to the community are often delayed so that it can affect excellent service for the community. Based on the background above, the author is interested in conducting research with the title "The Influence of Compensation, Discipline and Work Environment on the Performance of State Civil Apparatus (ASN) of the Parigi Moutong Regency Transportation Service".

Furthermore, the effectiveness of employee performance within government institutions cannot be separated from the overall management of human resources. The Parigi Moutong Regency Transportation Office, as a public service institution, must pay close attention to how each element of compensation, discipline, and work environment interrelates to support the achievement of institutional goals. Civil servants as the executors of public policy are expected to display not only technical competence but also integrity, dedication, and professionalism in providing transportation services to the community. A high level of public trust in government institutions is largely determined by the performance of these employees in carrying out their duties transparently and responsibly.

In this context, the implementation of effective compensation systems becomes a major concern. Compensation serves as a driving force that encourages employees to work optimally and with full responsibility. According to Mahato and Kaur (2023), compensation is all income received by employees in the form of money, goods, or services, either directly or indirectly, which serves as remuneration for the services provided to the organization. This includes both financial compensation (such as salaries, bonuses, and incentives) and non-financial compensation (such as recognition, promotion opportunities, and job security). When employees feel fairly compensated according to their contribution and position, they tend to show higher job satisfaction and stronger loyalty to their organization. On the other hand, dissatisfaction with compensation often leads to a decline in morale, decreased productivity, and even increased absenteeism.

Work discipline also plays a fundamental role in shaping employee performance. Without discipline, organizational goals cannot be achieved efficiently. Discipline ensures that employees maintain consistent work patterns, comply with organizational rules, and respect the hierarchy within the institution. According to Alhempri et al. (2024), work discipline is an attitude of respect and adherence to organizational norms and regulations to encourage responsible behavior and the completion of assigned tasks effectively. Employees who possess a strong sense of discipline will tend to manage their time better, follow established procedures, and contribute positively to the work atmosphere. Conversely, a lack of discipline can lead to inefficiency, delay in public services, and the emergence of negative work culture that affects the institution's credibility.

Equally important is the work environment, both physical and non-physical, which significantly affects employees' psychological comfort and performance. A comfortable and supportive environment such as proper office layout, lighting, air circulation, and availability of adequate equipment can create a sense of security and enthusiasm among employees (Zhenjing, Chupradit, Ku, Nassani, & Haffar, 2022). Moreover, a harmonious relationship between colleagues and superiors fosters open communication and teamwork, which in turn enhances employee motivation and creativity. According to Zhenjing et al. (2022), the work environment includes not only physical aspects but also social and cultural factors that influence the attitudes and behaviors of employees in the workplace. Therefore, an institution must strive to create an environment conducive to productivity, where employees feel appreciated and encouraged to contribute their best abilities.

In the public sector, the relationship between compensation, discipline, and work environment is often more complex than in private organizations. Government agencies, including the Parigi Moutong Transportation Office, operate under strict regulations and bureaucratic structures that sometimes hinder flexibility in managing these factors (Prasetyo et al., 2021). However, the quality of public services depends heavily on how these elements are optimized. For instance, compensation in the public sector is typically determined by government policies and budget constraints, making it challenging to provide performance-based rewards. Therefore, non-financial incentives such as career development opportunities, recognition, and a positive work environment become crucial motivators.

Moreover, work discipline in government institutions must align with ethical standards and accountability principles. Civil servants are bound by codes of conduct that emphasize honesty, neutrality, and dedication. Maintaining discipline not only ensures operational efficiency but also upholds the image of integrity that public servants must display. Similarly, the work environment must encourage collaboration and innovation in problem-solving. A supportive environment allows employees to express ideas freely, coordinate effectively, and overcome bureaucratic challenges in providing public services.

Several previous studies have highlighted the interconnection between these variables. For example, research by (Rohida, Irawati, & Abdoellah, 2024) found that compensation has a significant positive impact on employee motivation and performance in public organizations. Meanwhile, Thapa (2023) revealed that work discipline is closely related to the consistency of employee behavior in fulfilling responsibilities, which directly influences productivity. In addition, Pentury and Usmany (2023) explained that the physical and social work environment significantly contributes to job satisfaction, which ultimately enhances performance outcomes. These findings reinforce the notion that employee performance cannot be viewed in isolation but must be examined as a result of multiple, interacting factors.

In the case of the Parigi Moutong Regency Transportation Office, performance improvement requires a holistic approach. First, ensuring equitable compensation will help motivate employees and strengthen their sense of organizational belonging. Second, promoting discipline through consistent supervision and example-setting by leaders will help foster a culture of responsibility and accountability. Third, improving the work environment such as providing better facilities, ensuring fair treatment, and creating open communication channels will make employees feel valued and supported. These three components, when effectively managed, are expected to enhance employee performance and the quality of transportation services for the public.

It is also important to note that employee performance in government institutions reflects not only individual capability but also organizational climate and leadership. According to Mangkunegara (2017), performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned. Therefore, performance evaluation must consider both individual efforts and systemic factors that either enable or hinder achievement. In this context, leadership within the Parigi Moutong Transportation Office must play an active role in shaping policies that support performance improvement, including continuous training, clear communication of goals, and fair performance assessment systems.

Furthermore, the decentralization policy and regional autonomy in Indonesia provide local governments with greater authority to manage their human resources. This means that the success of local government institutions in achieving their goals depends largely on how effectively they manage their employees. A well-structured compensation system, consistent disciplinary enforcement, and a conducive work environment will collectively determine whether an organization can deliver efficient, responsive, and people-oriented public services. Therefore, understanding the influence of these three variables—compensation, discipline, and work environment on employee performance becomes not only academically relevant but also practically significant in improving local governance.

Based on these considerations, this research focuses on examining “The Influence of Compensation, Discipline, and Work Environment on the Performance of State Civil Apparatus (ASN) at the Parigi Moutong Regency Transportation Service.” The study aims to identify how these factors contribute to enhancing employee productivity, motivation, and service quality within a regional government context. By understanding these relationships, it is expected that this research will provide valuable insights and recommendations for policymakers and organizational leaders to design more effective human resource management strategies that can strengthen the performance of public institutions in the era of global competition and administrative reform.

2. Literature review and hypothesis/es development

Human Resource Management (HRM) is a branch of management that focuses on understanding the role and relationship of people within an organization. It encompasses all activities related to the development, utilization, and protection of human resources, both for those working under employment relations and those who work independently. According to Hasibuan (2018), HRM is the science and art of managing labor relations and roles effectively and efficiently to achieve the goals of the company, employees, and society. Similarly, Susan (2019) defines HRM as the process of planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance, and termination of employees to accomplish individual, organizational, and social objectives. In essence, HRM emphasizes the optimal utilization of human potential to achieve organizational efficiency and effectiveness while supporting employee welfare and societal progress.

Although the theoretical foundations of HRM are relatively well established, contemporary studies indicate a need for more contextualized research—for instance, examining how HRM practices are implemented in medium-scale organizations within specific regions, or how particular training interventions influence operational performance indicators. Therefore, this study focuses on the implementation of HRM principles within the context of [insert your research setting—e.g., company X, public sector institutions, or local SMEs], aiming to identify the practical gaps between formal HRM policies and their actual application in the field. Human Resource Management (HRM) is related to the effective utilization of people in performing their work to achieve maximum efficiency and effectiveness in realizing the objectives of the company, the employees, and society as a whole.

3. Methodology

This type of research is descriptive analysis research, which is a statistic used to analyze data by describing or depicting the data that has been collected as it is without intending to make conclusions that apply to the public or generalization (Sugiyono, 2013). In the context of this research, the researcher wants to know and prove the influence of independent variables of compensation, discipline and work environment on the dependent variable of the performance of the State Civil Apparatus (ASN) of the Parigi Moutong Regency Transportation Service.

4. Results and discussions

4.1 Result

Descriptive analysis in this study is a description or explanation of the results of primary data collection in the form of questionnaires that have been filled out by research respondents. The population in this study is The State Civil Apparatus (ASN) of the Parigi Moutong Regency Transportation Service obtained a sample of 49 respondents.

4.1.1 Respondent Characteristics by Gender

Table 1. Respondent Characteristics by Gender

Characteristics		Number of Respondents	%
Gender	Man	28	57%
	Woman	21	43%
Total		49	100%

Source: Reprocessed data (2023)

Based on Table 1, it can be seen that the characteristics of respondents based on male gender are 28 respondents and female respondents are 21 people, so the total number of respondents is 49 respondents. This shows that most respondents are male.

4.1.2 Respondent Characteristics Based on Age

Table 2. Respondent Characteristics Based on Age

	Characteristics	Number of respondents	%
Age	< 20	-	%
	20-30	4	8%
	31-40	18	37%
	41-50	22	45%
	51-60	5	10%
Total		49	100%

Source: Reprocessed data (2023)

Based on Table 2, it can be seen that the respondents in this study who were aged <20 years were no respondents, those aged 20-30 years were 4 respondents, those aged 31-40 years were 18 respondents, those aged 41-50 years were 22 respondents, and those aged 51-60 years were 5 respondents. This shows that in general, many respondents are aged between 41 and 50 years.

4.1.3 Respondent Characteristics Based on Education

Table 3. Respondent Characteristics Based on Education Level

	Education	Number of Respondents	%
Senior High School	S2	9	15%
	S1	30	68%
	Senior High School	10	17%
Total		49	100%

Source: Reprocessed data (2023)

Based on Table 3. it can be seen that the respondents in this study who had a Master's degree were 9 respondents, those who had a Bachelor's degree were 30 respondents, and those who had a High School education were 10 respondents. This shows that the majority of respondents have a Bachelor's degree.

4.1.4 Respondent Characteristics Based on Length of Service

Table 4. Characteristics of Respondents Based on Length of Work.

	Length of work	Number of Respondents	%
	1-5 years	4	8%
	6-10 years	16	33%
	11-15 years	23	47%
	15-20 years	6	12%
	20 years and above	-	-
Total		49	100%

Source: Reprocessed data (2023)

Based on Table 4. above, it can be seen that the respondents in this study who have worked for less than 5 years are 4 respondents, while those who have worked for 6-10 years are 16 respondents, those who have worked for 11-15 years are 23 respondents, those who have worked for 15-20 years are 6 respondents and those who have worked for 20 years and above are no respondents. This shows that the majority of respondents have worked for 11-15 years, while the minority of employees have worked for more than 5 years.

4.2 Descriptive Analysis of Variables

The questionnaire used in this study was measured using a Likert scale to ask respondents' responses to the variables of compensation, discipline and work environment that influence the performance of the State Civil Apparatus (ASN) of the Parigi Moutong Regency Transportation Service.

4.2.1 Respondents' Responses to Compensation Variables

Table 5 Respondents' Responses to Compensation Variables

Statement	Respondents' Answers										n	Total Score	Mean
	STS		TS		RR		S		SS				
	f	%	f	%	f	%	f	%	f	%			
I have a salary that matches the work	0	0	0	0	4	8	26	53	19	39	49	211	4.31
I get a decent wage according to my daily needs	0	0	0	0	2	4	39	79	8	16	49	202	4.12
I get additional incentives when working overtime	0	0	0	0	3	6	35	71	11	22	49	204	4.16
I get health benefits	0	0	0	0	0	0	35	71	14	29	49	210	4.28
I get old age benefits or pension	0	0	0	0	2	4	37	75	10	20	49	204	4.16
I get work facilities according to my work needs in the office.	0	0	0	0	2	4	38	77	9	18	49	203	4.14

Source: Processed primary data

Based on Table 5. above, it shows that the highest mean value of respondents' answers to the statement that employees have wages that are in accordance with their work is 4.31 in the very good category. This shows that employees receive appropriate income because each employee is a state civil servant who certainly has an income that is in accordance with their field of work and a fixed income every month. The lowest mean value for the statement that employees receive decent wages according to their daily needs is 4.12 high category. This shows that employees should earn more income to better support their daily living needs so that employee welfare is more guaranteed in the future.

4.2.2 Respondents' Responses to Discipline Variables

Table 6. Respondents' Responses to Discipline Variables

Statement	Respondents' Answers										Total Score	Mean	
	STS		TS		RR		S		SS				n
	f	%	f	%	f	%	f	%	f	%			
I am able to complete the work according to the specified working time.	0	0	0	0	4	8	2	4	2	4	4	21	4.39
I came to the office on time according to office hours.	0	0	0	0	1	2	3	6	1	3	4	21	4.31
I go home from work at the time determined by my superiors.	0	0	0	0	4	8	2	5	1	3	4	20	4.24
I obey the rules that apply in the office	0	0	0	0	2	4	2	5	2	4	4	21	4.41

I obey my superior's orders to work according to the planned goals.	0	0	0	0	4	8	2	5	2	4	4	21	4.3
							5	1	0	1	9	2	3
I feel ashamed if I am careless or make mistakes while working in the office.	0	0	0	0	3	6	3	7	7	1	4	20	4.0
							9	9		4	9	0	8
I maintain good work behavior when providing services to the community.	0	0	0	0	4	8	3	7	8	1	4	20	4.0
							7	5		6	9	0	8

Source: Processed primary data

Based on Table 6. above shows that the highest mean value of respondents' answers to the statement that employees obey the regulations in the office is 4.41 in the very high category. This shows that each employee has a high sense of responsibility for their work so that each job can be completed on time and is able to provide good service because employees obey the established work regulations. The lowest mean value for the statement that employees feel ashamed if they are negligent or make mistakes while working in the office and employees maintain good work behavior when providing services to the public is 4.08 in the high category. This shows that employees have worked well and worked according to the direction of the leadership so that public services will be carried out well.

4.2.3 Respondents' Responses to Work Environment Variables

Table 7. Respondents' Responses to Work Environment Variables

Statement	Respondents' Answers										Total Score	Mean	
	ST		TS		RR		S		SS				n
	S												
	f	%	f	%	f	%	f	%	f	%			
Good workspace lighting so that employees are comfortable while working	0	0	0	0	3	6	3	6	1	2	4	20	4.20
The air temperature in the office is clean and well maintained	0	0	0	0	3	6	2	5	1	3	4	21	4.29
I feel comfortable working in the office because every employee does not make noise while working.	0	0	0	0	2	4	2	5	1	3	4	21	4.35
The color of the workspace adds to my enthusiasm when working	0	0	0	0	3	6	2	5	2	4	4	21	4.38
I have a spacious workspace so it is easy to move around while working in the office.	0	0	0	0	2	4	3	7	1	2	4	20	4.20
I enjoy working because it has a level of job security to avoid work accidents.	0	0	0	0	0	0	3	6	1	3	4	21	4.38
I have a good working relationship with my co-workers in the office.	0	0	0	0	2	4	3	6	1	2	4	20	4.24

Source: Processed primary data

Based on Table 7. above shows that the highest mean value of respondents' answers to the statement that the color of the workspace increases my enthusiasm when working and employees are happy to work because they have a level of work safety to avoid work accidents is 4.38 in the very high category. This shows that employees feel happy when working because the condition of the workspace supports employee enthusiasm so that it can improve employee performance. The lowest mean value for the

question of good workspace lighting so that employees are comfortable when working and employees have a large workspace so that it is easy to move when working in the office is 4.20 in the high category. This shows that leaders must pay attention to the work facilities needed by each employee to support their work activities and leaders must increase cooperation between fellow employees so that each planned work program can be implemented properly according to the planned work objectives.

4.2.4 Respondents' Responses to Performance Variables

Table 8. Respondents' Responses to Performance Variables

Statement	Respondents' Answers										Total Score	Mean
	STS	TS	RR	S	SS	n	f	%	f	%		
Employees prioritize effective work results according to the wishes of their leaders.	0	0	0	0	1	2	2	5	1	3	4	4.37
Employees feel happy when they get additional work from their leaders.	0	0	0	0	4	8	2	5	1	3	4	4.28
Employees ask for advice if they do not understand their work tasks.	0	0	0	0	1	2	2	5	2	4	4	4.43
Employees always work on time	0	0	0	0	4	8	2	5	2	4	4	4.33
I am able to complete the work within the specified time.	0	0	0	0	0	0	3	6	1	3	4	4.33
Every employee maintains his work equipment properly	0	0	0	0	2	4	2	4	2	4	4	4.45

Source: Processed primary data

Based on Table 4.8. above shows that the highest mean value of respondents' answers to the statement that each employee maintains their work equipment well is 4.45 in the very high category. This shows that each employee is able to work together well so that each job can be completed according to the specified time and employees work supported by facilities that can help the work process faster and more precisely. The lowest mean value in the statement that employees feel happy when they get additional work from their leaders is 4.28 in the moderate category. This shows that everyone has shown a responsible work attitude even though they get additional work assignments from their leaders and provide the best service to the community on time.

4.3 Discussion

The results of the hypothesis testing in this study prove that compensation, discipline, and work environment simultaneously have a significant effect on the performance of the State Civil Apparatus (ASN) of the Parigi Moutong Regency Transportation Service. This finding confirms that these three independent variables have a mutually reinforcing relationship in determining the quality and effectiveness of civil servants' performance. Thus, the hypothesis regarding the simultaneous influence of compensation, discipline, and work environment on the performance of the ASN of the Parigi Moutong Regency Transportation Service can be accepted.

4.3.1 The Effect of Compensation on the Performance of ASN of the Parigi Moutong Regency Transportation Service

Compensation is one of the most important instruments in human resource management aimed at increasing motivation, loyalty, and productivity among employees. In the context of civil servants, compensation is not only viewed as a financial reward but also as a form of appreciation for their

contribution, loyalty, and dedication to the institution. Appropriate compensation fosters a sense of belonging and pride among employees toward their organization.

The compensation system applied to ASN within the Parigi Moutong Regency Transportation Service includes base salary, performance allowances, family allowances, and additional facilities such as health insurance and pension guarantees. In addition to financial rewards, non-financial rewards—such as certificates of achievement, career promotion, and public recognition—also play an important role in building work enthusiasm. Employees who feel appreciated for their performance tend to demonstrate increased productivity and higher work discipline.

This study confirms that fair and proportional compensation significantly affects ASN performance. When employees perceive that the compensation they receive aligns with their workload and responsibilities, they are more motivated to perform better. Conversely, when compensation is deemed inadequate or lacks transparency, it can decrease morale and lead to dissatisfaction among employees. The findings of this study reinforce those of Budiyanto (2021), who found that compensation has a significant influence on employee performance. Similarly, Tahar and Sofyani (2020) discovered that a performance-based compensation system can enhance efficiency and organizational commitment, especially within local government institutions.

Empirically, the condition of ASN in Parigi Moutong Regency indicates that the aspect of compensation still requires improvement, particularly in terms of fairness in allowances and transparency in performance-based incentives. Several employees have expressed that additional incentives are not distributed consistently across departments, which can lead to perceptions of inequality. Therefore, the Transportation Service should design a more objective compensation system based on measurable performance indicators (a performance-based reward system) and consider the psychological needs of employees as well.

From a theoretical perspective, these results are consistent with Herzberg's Two-Factor Theory, which classifies compensation as a "hygiene factor" that prevents dissatisfaction at work. While compensation alone may not be a strong motivator, inadequate compensation can significantly reduce morale and performance quality. Therefore, within the ASN context, compensation serves as an external stimulus that triggers intrinsic motivation to provide optimal public service.

In addition to financial rewards, non-material recognition also plays a crucial role. Recognition from superiors, opportunities to attend professional training, and promotion prospects serve as motivational factors that enhance employees' work spirit. Thus, the ideal compensation system should include not only material aspects but also psychological and social dimensions that strengthen emotional ties between employees and their organization.

4.3.2 The Effect of Discipline on the Performance of ASN of the Parigi Moutong Regency Transportation Service

Work discipline is the key to organizational success, especially in public service institutions that require efficiency, punctuality, and accountability. Discipline can be defined as the willingness and ability of employees to comply with organizational rules, both written and unwritten, and to carry out their duties responsibly. It reflects respect, obedience, and awareness toward established regulations, which ultimately contributes to organizational effectiveness.

In the context of the Parigi Moutong Regency Transportation Service, employee discipline includes punctual attendance, adherence to working hours, responsiveness in providing services to the public, and timely completion of tasks assigned by superiors. Discipline also involves maintaining proper conduct within the workplace and complying with ethical codes of behavior expected of civil servants. These aspects must be continually evaluated and strengthened to ensure the effectiveness of public services, particularly morning operational activities that directly serve citizens.

The results of this study support the research of Dehotman (2023), which revealed that work discipline has a significant influence on employee performance. Similarly, Wei, Duraipandi, Junyi, Biao, and Sichen (2024) confirmed that employees with higher discipline levels tend to produce higher-quality work outputs and demonstrate greater accountability toward their assigned duties.

Discipline, in the bureaucratic environment, is not merely about compliance but also about self-management and internal motivation. According to Robbins and Judge (2010), discipline is closely related to self-control and the willingness to adhere to norms that support organizational goals. In this sense, disciplined employees are those who not only obey rules but also internalize the values of professionalism and integrity in their daily activities.

Based on field observations and interviews, it can be concluded that discipline problems among ASN in Parigi Moutong still exist, such as late arrivals, early departures, and slow service delivery. However, improvements have been observed in recent years, particularly after the implementation of the electronic attendance system and routine performance evaluations. The use of digital monitoring tools has encouraged employees to be more consistent and responsible in performing their duties.

From a motivational standpoint, discipline is strongly influenced by leadership behavior. Leaders who provide examples through punctuality, fairness, and consistency tend to foster higher discipline among subordinates. This finding aligns with the social learning theory proposed by Yue, Men, and Ci (2023), which emphasizes that individuals learn and imitate behaviors modeled by influential figures in their environment. Thus, leadership style is a decisive factor in shaping and maintaining disciplinary culture within a government agency. The improvement of discipline within the Parigi Moutong Transportation Service will directly enhance service efficiency and public trust. Citizens will be more satisfied when they receive fast, accurate, and reliable services. Consequently, organizational performance as a whole will improve, contributing to the realization of good governance.

4.3.3 The Effect of the Work Environment on the Performance of ASN of the Parigi Moutong Regency Transportation Service

The work environment is another crucial factor influencing employee performance. It encompasses physical, social, and psychological aspects that affect how employees carry out their daily tasks. A supportive work environment can enhance morale, motivation, and concentration, while a poor environment can lead to fatigue, stress, and decreased productivity. In the Parigi Moutong Regency Transportation Service, the work environment includes factors such as workspace cleanliness, lighting, temperature, equipment adequacy, communication patterns, and relationships among coworkers. A comfortable and safe environment encourages employees to work efficiently and collaborate effectively. Conversely, inadequate facilities or poor interpersonal relations may hinder performance and increase absenteeism.

The findings of this study confirm that the work environment significantly affects employee performance. This is consistent with research conducted by Budiyo (2021), which both found that employees working in a positive environment demonstrate higher levels of satisfaction and productivity compared to those in unsupportive conditions. Moreover, Ito, Sato, Yumoto, Sasaki, and Ogata (2022) revealed that psychological safety and interpersonal trust within the workplace play a vital role in boosting employee engagement and reducing burnout. These findings indicate that the work environment not only influences physical comfort but also psychological well-being, which in turn affects the overall performance of civil servants.

Empirical observations within the Parigi Moutong Transportation Service reveal that the physical environment has gradually improved. Office spaces have been reorganized for better air circulation and accessibility, and the availability of digital infrastructure has been increased to support administrative processes. However, challenges remain in maintaining communication harmony and minimizing inter-departmental conflicts. Establishing a collaborative and respectful culture among employees is necessary to create a truly productive work atmosphere.

From the theoretical point of view, this finding aligns with Lewin's Field Theory, which suggests that human behavior is a function of the individual and their environment ($B = f(P,E)$). Accordingly, a conducive environment influences attitudes, behaviors, and performance outcomes. If employees feel physically comfortable and socially supported, they tend to exhibit higher motivation and creativity, leading to improved work results.

4.3.4 The Simultaneous Influence of Compensation, Discipline, and Work Environment

When analyzed together, compensation, discipline, and work environment have a simultaneous and reinforcing effect on employee performance. Compensation acts as an external motivator, discipline serves as an internal regulator, and the work environment provides the contextual support system necessary for optimal performance. The interaction of these three variables creates a holistic framework that determines how effectively civil servants carry out their responsibilities.

For example, a fair compensation system can encourage employees to maintain discipline, while a positive work environment can amplify the motivational effect of compensation. On the other hand, a lack of discipline or poor environmental conditions can nullify the positive effects of financial incentives. Therefore, the management of these three factors must be integrated and balanced. This finding is supported by Adha, Respati, and Nasir (2022), who emphasized that employee performance is best improved when material rewards, organizational culture, and self-discipline are aligned. Similarly, Nusraningrum, Rahmawati, Wider, Jiang, and Udang (2024) noted that the work environment mediates the relationship between motivation and performance, highlighting the importance of creating an environment that supports behavioral consistency and professional ethics.

4.3.5 Practical and Theoretical Implications

The practical implications of this study are significant for local government management. For the Parigi Moutong Regency Transportation Service, it is recommended to:

1. Revise the compensation structure to ensure fairness and transparency, incorporating performance-based bonuses that reward innovation and service quality.
2. Strengthen disciplinary enforcement through consistent supervision, digital attendance systems, and periodic evaluations that include behavioral indicators.
3. Enhance the work environment by improving office facilities, providing adequate work tools, and fostering teamwork through leadership training and inter-departmental collaboration.

Theoretically, this study contributes to the enrichment of public sector management literature by confirming the relevance of private-sector motivational theories (such as Herzberg's and Lewin's theories) in the bureaucratic context. It also highlights that employee performance in the public sector cannot be improved solely through financial incentives; psychological and environmental factors play an equally critical role.

4.3.6 Research Reflection and Future Directions

During the research process, several contextual insights emerged. It was observed that some employees exhibit strong motivation despite limited financial incentives, indicating the presence of intrinsic motivation and public service values. This suggests that future research should integrate spiritual motivation and organizational commitment variables to provide a more comprehensive understanding of ASN performance dynamics. Furthermore, longitudinal research is recommended to evaluate how sustained improvements in compensation, discipline, and work environment influence long-term performance outcomes. Future studies could also explore the mediating role of job satisfaction, leadership style, or organizational culture to strengthen the theoretical framework.

5. Conclusions

5.1 Conclusion

Based on the results of the analysis that has been carried out, it can be concluded that:

1. Compensation, discipline and work environment have a simultaneous effect on the performance of the State Civil Apparatus (ASN) of the Parigi Moutong Regency Transportation Service.

2. Compensation has a significant effect on the performance of the State Civil Apparatus (ASN) of the Parigi Moutong Regency Transportation Service.
3. Discipline has a significant effect on the performance of the State Civil Apparatus (ASN) of the Parigi Moutong Regency Transportation Service.
4. The work environment has a significant effect on the performance of the State Civil Apparatus (ASN) of the Parigi Moutong Regency Transportation Service.

5.2 Acknowledgement

The authors would like to express their sincere gratitude to the Head of the Transportation Service of Parigi Moutong Regency for granting permission and support to conduct this research. Special appreciation is also extended to all employees of the Transportation Service who participated as respondents and provided valuable information for the completion of this study. The authors are deeply thankful to Universitas Alkhairaat, Palu, Indonesia, for the academic guidance, research facilities, and administrative assistance that made this study possible. The constructive feedback from colleagues and reviewers has been instrumental in improving the quality of this paper. This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors. However, the study was supported non-financially through institutional resources, such as access to data, documentation, and permission from the local government office. Lastly, the authors express heartfelt appreciation to their families for their continuous encouragement and moral support throughout the research process.

References

- Adha, Y., Respati, H., & Nasir, M. (2022). The Role of Performance, Motivation, Work Discipline and Organizational Culture in the Indonesian Air Force. *Cross Current Int J Econ Manag Media Stud*, 4(5), 161-168. doi:<https://doi.org/10.36344/ccijemms.2022.v04i05.011>
- Alhempri, R., Onu, L., Ola, L., Junaidi, A., Sahlan, Satriadi, D., . . . Endri, E. (2024). Effects of Leadership and Work Discipline on Employee Performance: The Mediation Role of Work Motivation. *Quality - Access to Success*, 25, 372-380. doi:<https://doi.org/10.47750/QAS/25.198.39>
- Avrilian, L. V., & Fuad, E. N. (2024). *The Effect of Compensation and Job Satisfaction on Turnover Intention Through Employee Engagement in Employees of PT Permodalan Nasional Madani Mekaar Jepara Branch*. Paper presented at the Proceedings Economics, Business, Entrepreneurship, and Sustainability Conference.
- Budiyanto, A. (2021). Pengaruh Kompensasi, Disiplin Kerja, Lingkungan Kerja Dan Stres Kerja Terhadap Kinerja Karyawan Pada Pt Suryamas Gemilang Lubricant. *Esensi: Jurnal Manajemen Bisnis*, 24(1), 22-43. doi:<https://doi.org/10.55886/esensi.v24i1.226>
- Dehotman, K. (2023). Relation of Working Discipline and Employee Performance. *International Journal of Applied Management and Business*, 1, 60-66. doi:<https://doi.org/10.54099/ijamb.v1i2.689>
- Ito, A., Sato, K., Yumoto, Y., Sasaki, M., & Ogata, Y. (2022). A concept analysis of psychological safety: further understanding for application to health care. *Nursing Open*, 9(1), 467-489. doi:<https://doi.org/10.1002/nop2.1086>
- Konjala, W. Q., & Wulansari, P. (2025). The influence of compensation and motivation on the performance of civil servants at The Population and Civil Registry Office of Bandung District. *Journal of Multidisciplinary Academic Business Studies*, 2(2), 97-112. doi:<https://doi.org/10.35912/jomabs.v2i2.2671>
- Lina, R. (2022). Penerapan Otonomi Daerah Pada Sektor Pelayanan Dan Prinsip Good Governance (Studi Pada Pelayanan Terpadu Satu Pintu Di Kota Bekasi). *Acta Law Journal*, 1(1), 48-63. doi:<https://doi.org/10.32734/alj.v1i1.9825>
- Mahato, S., & Kaur, J. (2023). The Impact of Compensation and Reward System on the Performance of Employees. *Shanlax International Journal of Management*, 10, 10-16. doi:<https://doi.org/10.34293/management.v10i4.6177>
- Nugroho, S. H., Said, M., & Said, L. R. (2025). The effect of work environment, compensation, career development, leadership, and workload on job satisfaction with work motivation as an

- intervening variable. *Annals of Human Resource Management Research*, 5(3), 571-593. doi:<https://doi.org/10.35912/ahrmr.v5i3.2826>
- Nusraningrum, D., Rahmawati, A., Wider, W., Jiang, L., & Udang, L. N. (2024). Enhancing employee performance through motivation: the mediating roles of green work environments and engagement in Jakarta's logistics sector. *Frontiers in sociology*, 9, 1392229. doi:<https://doi.org/10.3389/fsoc.2024.1392229>
- Olivia, M., Rizky, M., & Ramadhani, D. (2024). Analysis of compensation and work environment in improving employee performance. *Indonesian Journal of Multidisciplinary Science*, 3, 350-354. doi:<https://doi.org/10.55324/ijoms.v3i4.803>
- Pentury, G., & Usmany, P. (2023). Job Satisfaction Mediates the Effect of Work Environment and Competence on Performance. *International Journal of Social Science and Business*, 7, 335-343. doi:<https://doi.org/10.23887/ijssb.v7i2.53822>
- Prasetyo, I., Endarti, E. W., Aliyyah, N., Rusdiyanto, R., Kalbuana, N., & Rochman, A. S. u. (2021). Effect of compensation and discipline on employee performance: a case study Indonesia. *Journal of Hunan University (Natural Sciences)*, 48(6), 277-298. doi:<http://jonuns.com/index.php/journal/article/view/617>
- Robbins, S. P., & Judge, T. A. (2010). Essentials of organizational behavior 10th *Upper Saddle River, NJ: Pearson Education*.
- Rohida, L., Irawati, I., & Abdoellah, O. (2024). Candradewini.(2024). The impact of remuneration to performance in public university in Indonesia. *Journal of Infrastructure, Policy and Development*, 8(3), 3583. doi:<https://doi.org/10.24294/jipd.v8i3.3583>
- Sjarifudin, D., Widyastuti, T., Renwarin, J. M. J., & Suroso, S. (2025). The Influence of self-efficacy, work discipline, and compensation on employee performance through work motivation in textile and garment companies in West Java. *Annals of Human Resource Management Research*, 5(2), 277-294. doi:<https://doi.org/10.35912/ahrmr.v5i2.2953>
- Sugiyono. (2013). *Metode Penelitian Kuantitatif dan Kualitatif dan R&D*. Bandung: CV Alfabeta.
- Tahar, A., & Sofyani, H. (2020). Budgetary Participation, Compensation, and Performance of Local Government Working Unit: The Intervening Role of Organizational Commitment. *Journal of Accounting and Investment*, 21. doi:<https://doi.org/10.18196/jai.2101142>
- Thapa, R. (2023). The Impact of Compensation towards Employees' Performance: Employees' Motivation as the Mediating Role. *The Spectrum*, 1, 79-95. doi:<https://doi.org/10.3126/spectrum.v1i1.54942>
- Tidd, J., & Bessant, J. (2018). Innovation management challenges: From fads to fundamentals. *International Journal of Innovation Management*, 22(05), 1840007. doi:<https://doi.org/10.1142/S1363919618400078>
- Wei, L., Duraipandi, O., Junyi, L., Biao, L., & Sichen, L. (2024). The Impact of Employee Discipline on Organization Performance. *International Journal of Computational and Experimental Science and Engineering*, 10. doi:<https://doi.org/10.22399/ijcesen.3728>
- Yue, L., Men, C., & Ci, X. (2023). Linking perceived ethical leadership to workplace cheating behavior: A moderated mediation model of moral identity and leader-follower value congruence. *Current Psychology*, 42(26), 22265-22277. doi:<https://doi.org/10.1007/s12144-022-03279-5>
- Zaskia, D., Sukri, S., & Basir, A. (2025). The influence of work discipline and workload on employee performance Andi Djemma RPH, North Luwu Regency. *Journal of Multidisciplinary Academic and Practice Studies*, 3(2), 111-122. doi:<https://doi.org/10.35912/jomaps.v3i2.3186>
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of employees' workplace environment on employees' performance: a multi-mediation model. *Frontiers in Public Health*, 10, 890400. doi:<https://doi.org/10.3389/fpubh.2022.890400>