The Influence of Work Discipline, Work Motivation, and Compensation on Employee Performance

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ABSTRACT

This research aims to determine and analyze work discipline, work motivation and compensation which simultaneously influence employee performance at the National Institute for Social Seguransa. Quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the hypothesis. has been established. The results of the research are that Work Discipline has a positive and significant effect on Employee Performance with (t count=2.908; sig. 0.006), Work Motivation has a positive and significant effect on Employee Performance with (t count= 4.140; sig. 0.000), Compensation has no positive effect and significant on Employee Performance, Work Discipline (t count = 0.562; sig. 0.577), while Work Motivation and Compensation have a positive and significant effect on Employee Performance with a value (F count 29.035; sig. 0.000 or less than 0.05).

KEYWORDS: Work Discipline, Work Motivation, Compensation, Employee Performance

I. INTRODUCTION

Civil Servants in Timor - Leste are an element of the state apparatus to help run the Timor - Leste government. The position and role of civil servants in every government is very determining, because civil servants are the backbone of government in carrying out national development. Timor - Leste is a newly independent country, which is still trying to implement a government system that is suitable for the country. One system that has attracted the attention of many parties, including the international community, is the pension system for Civil Servants (PNS). Timor - Leste Government Legal Regulations for pension funds issued by the National Institute for Social Seguransa (INSS) legal regulations or Lei No.12/2016 de novembro The Timor - Leste Government has established a Law that regulates the Civil Servant pension system. Previously, the Timor - Leste Government did not have clear provisions regarding the Pension System for Civil Servants, both regarding age and old age

benefits. The government only allows civil servants who feel they can no longer work to stop working, and the government continues to pay their salaries every month. Decisions and policies issued by the government always invite controversy from Civil Servants towards the Comissão da Função Pública Institution/Public Service Commission, where this institution was established by the Government with the aim of managing and implementing a program that promises retirement benefits for Civil Servants in Timor - Leste, and this institution collaborates with the Ministerio Soliadaridade Social é Inkluzaun/Institute for Social Security Institutions to manage social security funds for Timorese - Leste citizens who have entered old age.

This encourages the Timor - Leste government to continue looking for various alternatives to find a suitable system to implement, related to pension fund regulations for Civil Servants and company employees. On the other hand, many Civil Servants and other private sectors are demanding fairness in the policy of implementing a pension fund payment system that is in accordance with the length of time they have served the state, and based on existing law a person is said to retire when they are 60 years old, but there is no provision yet. the law is certain and required, so that if someone still feels productive he can still do his work at that agency. And also recipients of death pension benefits where wives/husbands of Civil Servants can receive pension benefits for 1 year for those aged 50 years and under, and for those aged 50 to 59 years will receive a pension for 2 years, if the employee's spouse Those aged 60 years and over will receive a pension for the rest of their lives.

For employees who are actively working, at the age of 60 they can submit a retirement application letter to the Public Service Commission and to the National Institute for Social Security (INSS). This assessment acts as feedback about various things such as ability, fatigue and potential which is useful for determining goals, paths, plans and career development. Timor - Leste civil servant disciplinary regulations Lei Função Público No.08/2004 de junho, Civil servant disciplinary regulations are regulations that regulate obligations, prohibitions and sanctions if obligations are not obeyed or violated by Civil Servants. With the aim of educating and developing civil servants, those who violate obligations and prohibitions are subject to sanctions in the form of disciplinary penalties. Lei Função Público Law No.08/2004 de junho paragraph 1 which regulates the working hours of employees who work in government agencies must work for 8 hours but employees who work in Timor - Leste offices do not comply with these regulations so they commit violations -unwanted violations by the government.

II. LITERATURE REVIEW

Discipline is the most important operative function of Human Resource Management because the better the employee's discipline, the higher the work performance they can achieve. Without good employee discipline, it is difficult for a company organization to achieve optimal results. According to Siswanto (2001: 278), discipline is an attitude of respect, obedience and obedience to applicable regulations both written and unwritten and being able to carry them out to receive sanctions if he violates the duties and authority given. According to Siswanto Sastrohadiwiryo (2002; 291) Work Discipline is an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten and being able to carry them out and not avoiding receiving sanctions if they violates the duties and authority given to him.

According to Singodimedjo in Edy Sutrisno (2009) that "discipline is an attitude of a person's willingness and willingness to obey and comply with all regulatory norms that apply around him." According to Hasibuan (2011), discipline is: "a person's awareness and willingness to obey all applicable regulations and social norms." Keiht Davis in Mangkunegara (2009) said "Work Discipline is defined as the implementation of management to strengthen organizational guidelines."

Sinambela (2016:335) said that work discipline is the awareness and willingness of employees to comply with all organizational regulations and applicable social norms. Thus, work discipline is a tool that leaders use to communicate with employees so that they are willing to change their behavior to follow the established rules of the game. Discipline must be enforced in an organization. This means that without the support of good employee work discipline, it is difficult for the organization to realize its goals. Work discipline is defined as an attitude, behavior and actions that comply with the regulations of the organization in written or unwritten form. Therefore, in practice, if an organization has implemented most of the regulations that most employees adhere to, then discipline can be enforced (Darmawan, 2013: 41). So, discipline is the key to the success of an organization in achieving its goals or a person's willingness and willingness to obey and comply with all regulatory norms that apply around them.

According to Siswanto (2001: 278), discipline is an attitude of respect, obedience and obedience to applicable rules both written and unwritten and being able to carry them out to receive sanctions if they violate the duties and authority given. What differentiates the previous research concept from the concept that I researched is the aim and ability of permanent and contract employees in dealing with discipline at INSS, namely by providing satisfactory results for the Institution, permanent and contract employees provide satisfactory results to be able to become role models at INSS, remuneration for services provided by permanent and contract employees of INSS to the Institution in the form of loyalty towards superiors and the Institution, justice obtained by permanent employees and contract employees at INSS, namely by receiving annual leave, salary, pension and also holiday allowances or THR, Waskat (attached supervision) which carried out by superiors at INSS are very strict. The sanctions given by the INSS Institution to permanent and contract employees are also very large, namely by being suspended from work for 1 month without receiving a salary. Be more disciplined, namely by arriving on time and completing all tasks given by your superiors quickly. The human relations that occur at INSS are mutual concern from superiors to subordinates. If the employee often arrives not on time, the leader always reprimands the employee verbally and if he frequently arrives late, a warning letter will be given. If the warning letter is given three times in a row and there are no significant changes, the INSS Institution will follow up with the Inspection section and will send a report to the public service commission (KFP) for legal processing, namely by being expelled from work or temporarily dismissed. In general, KFP (Public Service Commission) is the institution that controls all permanent and contract employees who work in Timor - Leste, and has the right to expel employees from their place of work, namely from the Public Service Commission itself if the employee often neglects his duties and is not disciplined. .

Motivation is one of the things that influences human behavior. Motivation is also known as driving desires, supports or needs that can make someone enthusiastic and motivated to fulfill their own desires, so that they can act and act in certain ways that will lead to the desired direction. optimal. Motivation functions as a driving force or encouragement for employees to want to work diligently to achieve company goals well. Herzberg, (2011: 93), states that motivation is a psychological process that takes place in interactions between different personalities to fulfill human needs. From this process, impulse (motive) is produced in the form of will. Willingness and desire to act/do through decision making. According to Richard L. Daft (2006) that: "Motivation refers to a person's internal or external forces that generate enthusiasm and resistance to carry out a certain series of actions." According to Husaini Usman (2011) that: "Motivation is a person's background desire or need so that he is motivated to work." According to Veithzal Rivai and Ella Jauvani Sagala (2009) that: "Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals." According to Robbins and Judge (2013), "Motivation is a process that explains the intensity of , the direction and persistence of an individual to achieve his goals". According to Hasibuan (2007:141), work motivation is a way of directing the power and potential of subordinates so that they are willing to work together productively and succeed in achieving and realizing predetermined goals. According to Liang Gie (in Yusuf, 2015:264), motivation is work that carried out by managers in inspiring, encouraging and encouraging other people, in this case their employees, to take certain actions. According to Stokes (1966) in Kadarisman (2012: 278) Work Motivation is an incentive for someone to do their job better, it is also a factor that makes the difference between success and failure in many things and is an emotional energy that is very important for a new job. .

According to Wilson Bangun (2012:11) Work Motivation is encouragement for employees to carry out their work better. According to Kadarisman (2012: 278) Work Motivation is the driving force or motivation within a person to want to behave and work diligently and well in accordance with the duties and obligations that have been given to him. From the opinions above, it can be concluded that motivation is a condition that encourages or causes someone to carry out an action or activity that takes place consciously with the aim of improving employee work performance. According to Robbins and Judge (2013), "Motivation is a process that explains the intensity, direction and persistence of an individual to achieve their goals." The concept of work motivation according to experts Sondang P. Siagian (2008; 138) expressed his view that work motivation is having the driving force to make employees carry out their duties and responsibilities. In fulfilling obligations, it is aimed at meeting the company's targets, the outline of which is contained in the vision and mission. Basically, there are many types of Work Motivation indicators and can be chosen according to the character of each individual, enthusiasm, will and desire to work are the keys that can strengthen motivation that needs to be improved. If you don't have these three, you are very concerned that it will have negative impacts such as being lazy at work or not focusing on your work. What differentiates the theoretical concept of experts from what the author researched is that work motivation indicators are determined by the employee's work responsibilities, work performance is demonstrated by the employee to the INSS Institute, the employee has the opportunity to advance by showing the results or output of their work, Recognition from superiors to employees for the performance and

achievements shown through their work, and challenging work is also a motivation for employees at INSS to progress further in the future.

Compensation is something that employees receive in lieu of contributing their services to the company. Compensation is the implementation of human resource management functions related to all types of individual pricing. According to Sedarmayanti (2010: 239), compensation is everything that employees receive as compensation for their work. Furthermore, Dessler (2007: 85) stated that employee compensation is any form of payment or reward given to employees and arises from the employee's employment. According to Hasibuan (2000: 108), compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Werther and Davis in Hasibuan (2000: 18) state that compensation is what a worker receives in return for the work he provides, whether hourly wages or periodic salaries designed and managed by the personnel department. Rivai (2004: 357), compensation is something that employees receive as a replacement for their service contribution to the company. The definition above is in line with that stated by Handoko (2010: 155), compensation is everything that employees receive as remuneration for their work. According to Widodo (2015), compensation is an award or reward received by employees given by the company based on their contribution or good performance in an organization. According to Sunyoto (2012), compensation is an important component in the relationship with employees. If managed well, compensation helps a company to achieve its goals and acquire and retain good employees. On the other hand, without sufficient compensation, existing employees are very likely to leave the company and re-assignment is not easy. The result of dissatisfaction with payments will reduce performance, increase complaints and frequent absences.

Compensation is a complex and difficult matter, because it involves the basis of feasibility, logic, rationality and accountability, as well as involving emotional factors from the workforce aspect. Compensation is provided with the aim of providing stimulation and motivation to workers to improve work performance, as well as production efficiency and effectiveness. Employee job satisfaction lies in one factor, namely compensation, which is everything that workers receive as a reward for the work they have done (Rachmawati, 2008: 143). According to Widodo (2015), compensation is an award or reward received by employees given by the company based on their contribution or good performance in an organization. What differentiates the theoretical concept of experts from what the author researched is that the compensation indicator consists of the basic salary received by permanent employees and contract employees every month at INSS, that is, contract employees have a higher salary than permanent employees due to the law that applies to permanent employees. namely based on the General Regime set by the Public Service Commission (KFP) which is in accordance with (Level and Escalon) while the salary for contract employees is non-level so that the salary received by contract employees is greater than that of permanent employees, but the period/time for contract employees is only valid once a year, if based on the results of the performance evaluation the contract period is good, the contract period will be extended, but if the contract employee's performance is not good, the contract employee will be dismissed from the job. The variable salary received from employees is in the form of incentives according to the workload carried out by the employee. The benefits received by permanent employees and INSS contract employees are in the form of holiday allowances,

as well as salaries or subsidies for the 13th month. Etymologically, performance comes from work performance. As stated by Mangkunegara and Widodo (2015: 131) that the term performance comes from the words Job performance or actual performance (work achievement or actual achievement achieved by a person) "namely the results of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with with the responsibilities given to him." Good quality performance cannot be obtained by just turning the palm of your hand, but it must be done with hard work and high discipline, both in the short and long term. According to Bangun Wilson (2012: 231) Employee performance is the work results achieved by a person based on job requirements. According to Suyadi Prawirosentono (2008:2) Employee performance (performance) is the work results achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities. According to A. A Anwar Prabu Mangkunegara (2010: 9) Employee performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

Performance is the condition of a group where there are clear and fixed goals that are felt to be important and integrated with individual goals (Panggabean, 2004:21). According to Pabundu Tika (2008:121), performance is the result of work functions/activities of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain time period. Employees who have high performance, the work will be completed more quickly, damage will be reduced, absenteeism will be minimized, the possibility of employee turnover can be reduced to a minimum. This all means that it is hoped that not only work productivity can be increased, but the costs incurred will also be reduced (Nitisemito, 2002: 160). Hasibuan (2008:124), says that performance comes from the words work performance or the actual achievements achieved by someone in their field of work. The definition of performance as the result of work in terms of quality and quantity achieved by an employee in carrying out tasks in accordance with the job responsibilities given by the organization or company where the person works. According to Robbins (2003), employee performance is a function of the interaction between ability and motivation. Faustino Gomes (1995) states that employee performance is a record of results or outputs resulting from a certain job function or certain activities in a certain period. According to Mathis (2002: 78), employee performance is what an employee does which influences how much they contribute to the organization, namely in terms of quality, output quantity, output period, presence at work, and cooperative attitude. From the definitions above, it can be concluded that employee performance is a comparison of the quality and quantity of work results achieved by an employee in carrying out his duties with the work standards set by the organization.

III. METHODOLOGY

A research will be successful if it is carried out using the right method. By using the correct method, it is hoped that researchers will obtain objective results. The research method used in this research is a quantitative research method, where the researcher places more emphasis on numerical data and analyzes it with statistics

in order to test the hypothesis so that the significance of the relationship between the variables studied is obtained.

According to (Sugiyono, 2015:14), quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the hypothesis that has been established.

The location of this research was carried out at the INSS office under the Ministry of Social Affairs. The object of this research is civil servants who work at INSS. This research was conducted in April 2023.

Population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2015: 80). Therefore, the population in this study was all civil servants working at INSS, totaling 120 people, but those selected for research were 50 people.

According to Sugiyono (2015: 62), the sample is part of the population. There are several steps in using the technique, starting from determining the population, searching for data, selecting samples, and determining the sample size. The sampling technique used in this research is a saturated sample. Saturated sampling is a sampling technique that will be used if all samples come from all members (Sugiyono, 2015). It is explained that the higher the precision desired, the smaller the error rate that must be determined. So the sample in this study was several civil servants working at INSS, totaling 50 people. The sample size in this study was determined based on the Slovin formula with a precision of 7% Yusuf, (2014:170) as follows:

$$n = \frac{N}{1 + (Ne^2)}$$

Information :

n = Number of Samples

N = Number of Population

e = Precision

Based on this formula, the research sample size is:

$$n = \frac{N}{1 + N(e)2}$$
$$n = \frac{120}{1 + 120(0.07)^2}$$
$$n = 50$$

The number of research samples was carried out using proportional random sampling, as shown in the attachment and Table 4.2. The determination of employees who were research respondents for each director was

carried out randomly, this was intended so that every employee in the organization had the same opportunity, Yusuf, (22014: 153).

Employee performance (performance) is the work result achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities.

Motivation is all the forces within a person that provide power, direction and maintain the behavior concerned. In our daily lives, motivation is defined as the entire process of providing encouragement or stimulation to employees, so that they are willing to work willingly without feeling forced.

Work discipline encourages work enthusiasm, work enthusiasm, and the realization of company, employee and community goals. Therefore, discipline must be enforced in a company organization, without the support of good employee discipline it is difficult for a company to realize its dreams.

Compensation is an award or reward received by employees given by the company based on their contribution and good performance in an organization. Goals and acquiring, and maintaining, good employees. On the other hand, without sufficient compensation, existing employees are very likely to leave the company and re-assignment is not easy.
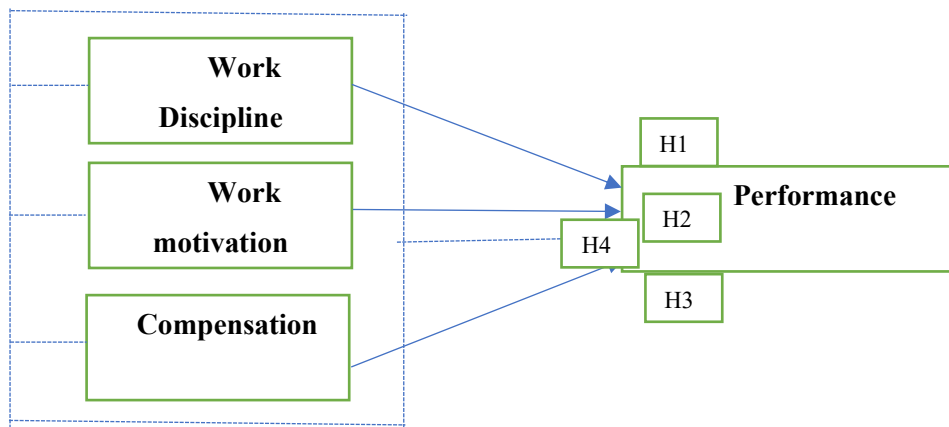

Figure 01 - Conceptual Framework Drawing

Information:

X1= Work Discipline - (Siswanto (2001: 278))

X2= Work Motivation - (Hasibuan (2007:141))

X3= Compensation - (Widodo (2015))

Y= Performance - (Suyadi Prawirosentono (2008:2))

IV. FINDINGS

Based on the object of my research, namely at the INSS office or the National Institute for Social Security of Timor-Leste. Andlegal regulation No.12/2016 de 14 novembro, the Government of Timor - Leste has enacted a Law regulating the Civil Servant pension system in Timor - Leste. The Social Security System is the right of every human being based on the Universal Declaration of Human Rights based on the rule of law paragraph 220, namely Every person has rights and can socialize, economic, social and cultural rights, with this the Timor-Leste government has issued a law in the RDTL Constitution paragraph 560, namely that all citizens of Timor - Leste have the right to receive social assistance and social security and the government of Timor - Leste gives permission to implement social assistance and social security with existing capabilities. The mission, vision and objectives of INSS or the National Institute for Social Security are to provide social security assistance for all citizens of Timor-Leste based on humanitarian principles, the principle of benefit, and the principle of social justice for all the people of Timor-Leste and the national social security system aims to provide guarantees so that the basic needs of a decent life are met for each participant or member of their family.

INSS is a government institution that was established from 2017 until now, under the Ministry of Social Solidarity and Inclusion (MSSI) and has 120 permanent and contract employees, 33 permanent civil servants, some of whom occupy structural positions, and 87 contract employees. which is a professional technique of INSS itself, compensation for civil servants follows the rules of the legal entity KFP (Timor-Leste Public Service Commission), namely the General Regime, while contract employees have Special Regime status, so there is no uniformity in terms of compensation and salary, so for those with employee status They still have to choose two options, namely returning to work at the respective agency where they were before being transferred, or choosing to become a contract employee so they can get a bigger salary or compensation. Several studies have proven that the performance of contract employees is better than permanent employees because contract employees still want to be promoted, while those who are still permanent employees feel secure in their position, so research results often prove that the performance of permanent employees is less than satisfactory. At INSS there are two types of compensation, namely direct and indirect, indirect, namely in the form of holiday bonuses (shopping vouchers) etc.The characteristics of respondents based on research results prove that some respondents are not satisfied with variable salaries or incentives that are appropriate to their workload, because their work is more than the salary/compensation they receive. So Hypothesis 3 is rejected.

A. Respondent Characteristics

The characteristics of respondents in this study are based on gender, age group, marital status, education level, years of service. Questions regarding the characteristics of respondents are important in this research because they can explain or provide an overview of the identity of the respondents in the research, because by describing the identities of the respondents in the research, the composition and position of the respondents in this research will be known, which in the end can be analyzed to draw a conclusion. to support this research.

Table 5.1 below presents data on the characteristics of research respondents which shows that the respondents were 50 employees at the National Institute for Social Seguransa, in accordance with the previously applied sample size determination.

Table 1 - Characteristics of research respondents at the National Institute for Social Security (INSS) Timior-Leste.

Category		Frequency	Percentage
Gender	Man	30	60
	Woman	20	40
	Amount	50	100%
Age	25 – 30	3	6
	31 – 35	20	40
	36 – 40	20	40
	40	7	14
	Amount	50	100%
Length of working	1 to 5 years	3	6
	6 to 10 years	15	30
	More than 10 years	32	64
	Amount	50	100%
Last education	SENIOR HIGH SCHOOL	2	4
	D3	4	8
	S1	38	76
	S2	6	12
	Amount	50	100%

Source: SPSS output data,

Based on table 5.1, it is known that the frequency of male respondents is 30 respondents (60%) while the female respondents are 20 respondents (40%), the total number is 50 (100%) respondents.

Classification of respondents according to age, there were 3 respondents aged 25-30 years (6%), respondents aged 31-35 years there were 20 respondents (40%), respondents aged 36-40 years there were 20 respondents (40%)

and respondents aged over Of the 40 years there were 7 respondents (14%), the total number of respondents was 50 (100%) respondents.

The classification of respondents according to length of work period had a work period of 1 to 5 years amounting to 3 people (6%), having a work period of 6 to 10 years totaling 15 people (30%) and having a work period of more than 10 years totaling 32 people (64%) , the total number is 50 (100%) respondents.

The classification of respondents according to level of education had 2 people (4%) with high school education, 4 people with D3 education (8%), 38 people with first degree, 6 people with second degree (12%), 50 people in total. (100%) respondents.

B. Validity and Reliability Test

Instrument testing techniques are carried out using validity tests and reliability tests so that the data produced is of high quality and can be accounted for.

1) Validity Test Results

The validity test is used to measure whether a questionnaire is valid or not. This test was carried out using Pearson Correlation, where the guidelines for a model can be said to be valid if the significance level is below 0.05. for the r value, the 95% confidence rate table or 5% significance $\alpha = 0.05$ can be searched based on the number of respondents.

The r table value at df = 116 and $\alpha = 0.05$ is 0.279, so the conclusion is as follows:

a) If the Corrected Item-Total Correlation value <0.279 then the question item is declared valid.

b) If the Corrected Item-Total Correlation value is >0.279 then the question item is declared valid.

The results of testing the SPSS for Windows version 22 application to test the validity of the questionnaire data instrument for each variable are as follows:

Table 2 - Work Discipline Validity Test - Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	22.7600	5,411	,508	,607
X1.2	22.8200	5,008	,637	,568
X1.3	22.8200	5,620	,631	,591
X1.4	22.7200	5,389	,476	,615
X1.5	22.9600	5,835	,464	,623
X1.6	23.0800	6,483	.173	,691
X1.7	23,0000	6,612	.122	,704

| X1.8 | 22.9600 | 7,345 | -.043 | ,716 |

Data source processed 2023

The results of the validity test show that the question items regarding Work Discipline, which totaled 8 question items, were filled in by 50 respondents, showing that the questions were valid for items 1, 2, 3, 4 and 5, because the calculated R value was greater than the R table. Invalid for items 6, 7, and 8, because the calculated R value is smaller than the R table. The Rtable value with a total of N=50, significant 5% is 0.279, for indicator 1 the rcount is 0.508>0.279, indicator 2 has the rcount 0.637>0.279, indicator 3 has the rcount 0.631>0.279, indicator 4 has the rcount 0.476>0.279, indicator 5 has the rcount 0.464>0.279, indicator 6 has an rcount of 0.173<0.279, indicator 7 has an rcount of 0.122<0.279, indicator 8 has an rcount of 0.043<0.279.

Table 3 - Validity Test of Work Motivation - Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	13.9800	2,714	,706	,604
X2.2	13.9000	2,704	,707	,603
X2.3	13.8600	3.102	,706	,625
X2.4	13.8800	4,067	,078	,847
X2.5	14.0600	3,568	,451	,711

Data source processed 2023

The results of the validity test show that the question items about Work Motivation, which consist of 5 question items, filled in by 50 respondents, show that the questions are valid for items 1, 2, 3 and 5, and are not valid for item 4 because the calculated R value is greater than the R table. The Rtable value with a total of N=50, significant 5% is 0.279, for indicator 1 the rcount is 0.706>0.279, indicator 2 has the rcount 0.707>0.279, indicator 3 has the rcount 0.706>0.279, indicator 4 has the rcount 0.078<0.279, indicator 5 has the rcount 0.451>0.279.

Table 4 - Compensation Variable Validity Test - Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X3.1	6.5800	1,024	,380	,861
X3.2	6.6800	,712	,575	,275
X3.3	6,7000	,827	,597	,296

Data source processed in 2023

The results of the validity test show that the question items regarding Compensation, which amounted to 3 question items, were filled in by 50 respondents, showing that the questions were valid for items 1, 2 and 3, because the calculated R value was greater than the R table. The Rtable value with a total of N=50, significant 5% is 0.279, for indicator 1 the rcount is 0.380>0.279, indicator 2 has an rcount of 0.575>0.279, indicator 3 has an rcount of 0.597>0.279, meaning that all indicators 1, 2, and 3 are valid.

Table 5 - Validity Test of Employee Performance Variables - Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1	10,4000	1,510	,533	,651
Y.2	10,4000	1,592	,710	,541
Y.3	10,1000	1,929	,485	,675
Y.4	10.5600	1,966	,354	,746

Data source processed 2023

The results of the validity test show that the question items regarding Employee Performance, which amounted to 4 question items, were filled in by 50 respondents, showing that the questions were valid for items 1, 2, 3, and 4, because the calculated R value was greater than the R table. The Rtable value with a total of N=116, significant 5% is 0.279, for indicator 1 the rcount is 0.533>0.279, indicator 2 has the rcount 0.710>0.279, indicator 3 has the rcount 0.485>0.279, indicator 4 has the rcount 0.354>0.279, meaning that all indicators are valid 1, 2, 3, and 4.

2) Reliability Test.

Once it has been determined that the questionnaire created in this research is valid, it is then continued with a reliability test which can only be carried out on questions that already have validity. Its use is to find out the extent to which the measurement results remain consistent if measurements are made twice or more on the same symptom. The reliability test was carried out using a Cronbach Alpha coefficient greater than 0.60. A reliable instrument will produce data that matches actual conditions. The results of the SPSS v.22 analysis for the reliability test of the instrument on the four variables contained in the questionnaire can be seen below:

Table 5.6 - Reliability Test

Variable	Alpha Cronbach	Provision	Information
Work Discipline	0.675		Reliable
Work motivation	0.738	0.60	Reliable
Compensation	0.615		Reliable
Employee Performance	0.721		Reliable

Source: SPSS 2023 Output Data

The results of the analysis above show that the Cronbach's Alpha value for all statements of the variables Work Discipline, Work Motivation and Compensation on Employee Performance > 0.60. So it can be concluded that all instruments in the Work Discipline, Work Motivation and Compensation variables for Employee Performance in this question are reliable.

C. Description of Research Variables

Descriptive analysis was carried out to obtain information about respondents' responses to the statement items contained in the questionnaire. Descriptive analysis also shows the average score of respondents' responses for each statement/indicator item in the research variable. The variables described in this research are:

Work discipline (X1), Work Motivation (X2) Compensation (X3), and Employee Performance (Y)

Interpretation of the average score of respondents' responses in this study uses a range of values as shown in Table 5.2

Table 5.7
Interpret Respondent Response Scores

Rating Range	Interpretation			
	Work Discipline	Work motivation	Compensation	Employee Performance
1.00 – 5.00	Strongly disagree	Strongly disagree	Strongly disagree	Very low
5.00 – 7.50	Don't agree	Don't agree	Don't agree	Pretty good
7.50 – 10.00	Agree	Agree	Agree	Good
10.00 – 15.00	Strongly agree	Strongly agree	Strongly agree	Very high

Source: data processed 2023

a) Description of Work Discipline Variables (X1)

Work Discipline (X1), is an attitude, behavior and actions that comply with the regulations of the organization in written or unwritten form. Most of the regulations are obeyed by the majority of employees. The measurement of the Work Discipline variable in this study consists of 8 dimensions. namely: Having goals and the ability to complete all the work assigned (X1.1), Being a role model in the workplace (X1.2), Having remuneration towards others (X1.3), Having fairness in terms of work (X1.4) , Receive supervision of the work given by superiors (X1.5), Receive sanctions from superiors if they make mistakes (X1.6), Receive firmness from superiors in terms of work

that must be completed from human relations from superiors (X1.7), Have humanitarian relations with fellow employees (X1.8).

Table 8 - Descriptive of respondents' responses to the indicators in Work Discipline Variable (X1)

Dimensions		Indicator	Respondent				Average	Note.
			1	2	3	4		
X1	Work Discipline (X1)	Have goals and the ability to complete all work assigned (X1.1)	0	5	20	25	10	Good
		Is a role model in the workplace (X1.2)	0	5	21	23	9.8	Pretty good
		Having reciprocity towards others (X1.3)	0	1	31	18	10.4	Very good
		Have fairness in terms of work (X1.4)	0	6	16	29	10.2	Very good
		Receive supervision of work assigned by superiors (X1.5)	0	5	32	16	10.6	Very good
		Receive sanctions from superiors if they make mistakes (X1.6)	0	9	30	13	10.4	Very good
		Receiving firmness from superiors regarding the work that must be completed from human relations from superiors (X1.7)	0	8	9	28	9	Pretty good
		Have humanitarian relations with fellow employees (X1.8)	0	2	38	12	10.4	Very good

Table 8 shows that in general the respondents' responses to the statement items in the Work Discipline variable are indicated by an average score of 10 good categories. This means that the employees at the National

Institute for Social Seguransa are satisfied with the conditions and conditions that exist there. The dimension that has the highest score on this variable is that employees at INSS receive supervision of work given by superiors X1.5 with a score of 10.6 in the good category. Based on this, it can be said that employees at the National Institute for Social Security (INSS) have a higher perception of this situation. According to Sondang P. Siagian (2005: 135), supervision is the process of observing the implementation of the entire organization to ensure that all work being carried out is in accordance with the desired plan. Good discipline reflects a person's sense of responsibility for the tasks given to employees. Because as an organization/company develops and the technology used by the company increases, changes occur frequently and the work that will be carried out by the workforce becomes more extensive, so discipline needs to be implemented so that the goals of the organization/company can be achieved. So if this can be resolved then the level of employee work performance will be higher.

The Work Discipline variable is measured based on the research indicators of Siswanto (2001: 278), namely that discipline is an attitude of respect, obedience and obedience to applicable regulations both written and unwritten and being able to carry them out to receive sanctions if he violates his duties and authority. which are given. The indicator that has the lowest respondents in this dimension is receiving firmness from superiors in terms of work that must be completed from human relations from superiors with an average value or score of 9 (X1.7). Then followed by employees who are role models in the workplace (X1.2) with a score of 9.8. Based on this, it can be said that employees at INSS have a lower perception of superiors' assertiveness in terms of work that must be completed from human relations and also employees are role models at INSS.

b) *Description of Work Motivation Variables (X2).*

Work motivation(X2)is a process that explains the intensity, direction and persistence of an individual to achieve their goals. The work motivation variable is measured based on research indicators, namely: Able to work with a full sense of responsibility (X2.1), Having good work performance (X2.2), Having the opportunity to advance (X2.3), Receiving recognition from superiors for work (X2.4), Feel happy to accept the work challenges given (X2.5)

Table 9 - Descriptive of respondents' responses to the indicators in Work Motivation Variable (X2)

Dimensions		Indicator	Respondent				Average	Note.
			1	2	3	4		
X2	Work Motivation (X2)	Able to work with a full sense of responsibility (X2.1)	0	5	18	27	10	Good

Have good work performance (X2.2)	0	5	14	31	10	Good
Have the opportunity to advance (X2.3)	0	1	20	29	10	Good
Receiving recognition from superiors for work (X2.4)	0	5	13	32	10	Good
Feel happy to accept the work challenges given (X2.5)	0	1	30	19	10	Good

Table 5.9 shows that in general the respondents' responses to the statement items in the Work Motivation variable are indicated by an average score of 10 good categories. This means that the employees at the National Institute for Social Seguransa are satisfied with the conditions and conditions that exist there. The 5 dimensions have the same score, namely the variable Able to work with a full sense of responsibility (X2.1), Having good work performance (X2.2), Having the opportunity to advance (X2.3), Receiving recognition from superiors. work (X2.4), Feel happy to accept the work challenges given (X2.5) with an average score of 10 good categories. Based on this, it can be said that employees at the Instituto National Social Seguransa (INSS) have the same perception of work motivation.

c) *Description of Compensation Variables (X3).*

Compensation(X3)is an award or reward received by employees given by the company based on their contribution or good performance in an organization. Compensation variables are measured based on research indicators, namely: Getting an appropriate basic salary (X3.1), Getting a variable salary or incentives that are appropriate to the workload (X3.2), Getting holiday allowances every year (X3.3).

Table 10 - Descriptive of respondents' responses to the indicators in Compensation Variable (X3)

	Dimensions	Indicator	Respondent				Average	Note.
			1	2	3	4		
X3	Compensation (X3)	Get the appropriate basic salary (X3.1)	1	0	27	22	10	Good
		Receive a variable salary or incentives that are	0	3	29	18	10	Good

		appropriate to the workload (X3.2)						
		Get holiday allowance every year (X3.3)	0	1	34	15	10	Good

Table 5.10 shows that in general the respondents' responses to the statement items in the Compensation variable are indicated by an average score of 10 good categories. This means that employees at the National Social Seguransa Institute are satisfied with the compensation available there. The 3 dimensions have the same score, namely the variable: Getting an appropriate base salary (X3.1), Getting a variable salary or incentives that match the workload (X3.2), Getting holiday allowances every year (X3.3) with an average score of 10 good categories. Based on this, it can be said that employees at the National Institute for Social Security (INSS) have the same perception of compensation.

d) Description of Employee Performance Variables (Y).

Employee Performance (Y) is the work result achieved by a person within a certain period of time in the organization. Thus, performance is an important element in management. What is meant by performance is the result or overall level of success of a person during a certain period in carrying out tasks based on various measures, such as work standards, targets, or criteria that have been determined previously and have been agreed together. The Employee Performance Variable (Y) is measured based on research indicators, namely: Always maintaining excellent work quality. (Y1.1), Complete all work assigned by superiors (Y.1.2), Complete work according to the time given (Y.1.3), Complete work according to the budget provided (Y.1.4).

Table 11 - Descriptive of respondents' responses to the indicators in Employee Performance Variables (Y)

Dimensions		Indicator	Respondent				Average	Note.
			1	2	3	4		
Y	Employee Performance (Y)	Always maintain excellent quality of work. (Y1.1)	0	5	19	26	10	Good
		Complete all work assigned by superiors (Y.1.2)	0	1	27	22	10	Good
		Complete work within the given time (Y.1.3)	0	1	12	37	10	Good

		Complete work according to the budget provided (Y.1.4)	0	3	31	16	10	Good

Table 11 shows that in general the respondents' responses to the statement items in the Employee Performance variable are indicated by an average score of 10 good categories. This means that employees at the National Social Seguransa Institute have good performance. The 4 dimensions have the same score, namely the variable Always maintaining the quality of work very well. (Y1.1), Complete all work assigned by superiors (Y.1.2), Complete work according to the time given (Y.1.3), and Complete work according to the budget provided (Y.1.4) with an average score of 10 good category. Based on this, it can be said that employees at the National Social Security Institute (INSS) have the same perception of employee performance.

D. Research Model Analysis Results

Data management for the analysis of this research model uses the SPSS for Windows version 22 application test results model.

1) Descriptive Statistics

Table 12 - Descriptive Statistics Test - Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TTLX1	50	19.00	31.00	26.1600	2.72823
TTLX2	50	10.00	20.00	17.4200	2.17678
TTLX3	50	8.00	12.00	9.9800	1.26958
TTLY	50	8.00	16.00	13.8200	1.68656
Valid N (listwise)	50				

Data source processed 2023

Based on the distribution and behavior of this research sample data shows that the maximum score achieved is16and a minimum total score of8. And the respondents' responses are based on the questionnaire on the Employee Performance variable (Y), the mean value is13.82; Std. Deviation is 1.68, variableWork Discipline (X1)shows that the maximum score achieved is 31and a minimum total score of19. Mean value of26.16; Std. Deviation of2.72, variableWork Motivation (X2)shows that the maximum score achieved is20and a minimum total score of10. Mean value of17.42; Std. Deviation of2.17, while the Compensation variable (X3) shows that the maximum score achieved is12and a minimum total score of8. Mean value of 9.98; Std. Deviation of1.26.This shows that the lower the standard deviation and the closer it is to 0, it shows that there is a data similarity relationship that has a low deviation.

2) Measurement Model

a) *Normality test*

The normality test used in this regression model is the non-parametric Kolmogrof-Simornov (KS) statistical test. The significance value of a normally distributed residual is if the asymp value. Sig (2-tailed) in the one-sample Kolmogrof-Simornov test is greater than $\alpha = 0.05$

Table 13 - Normality test - One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		50
Normal Parameters, b	Mean	.0000000
	Std. Deviation	.99147669
Most Extreme Differences	Absolute	,165
	Positive	,165
	Negative	-.149
Statistical Tests		,165
Asymp. Sig. (2-tailed)		.202c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Data source processed 2023

The Kolmogorof-Smirnov (KS) value is 0,202which is greater than $\alpha = 0.05$. So, the hypothesis which states that the residual data is not normal is rejected or in other words it can be concluded that the model residuals are normally distributed.

b) b). Multicollinearity Test

The Multicollinearity Test is useful for testing whether the regression model finds a correlation between independent variables. The way to find out whether there are deviations from the multicollinearity test is to look at the Tolerance and VIF values for each independent variable, if the Tolerance value is > 0.10 and the VIF value.

Table 14 - Multicollinearity Test - Coefficients

| Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Statistical Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,576	1,689		,341	,735		
	TTLX1	,220	,076	,355	2,908	,006	,503	1,987
	TTLX2	,393	,095	,507	4,140	,000	,501	1,994
	TTLX3	,066	.117	,050	,562	,577	,961	1,041

a. Dependent Variable: TTLY

Data source processed 2023

The results of the multicollinearity test show that the Pearson Correlation value for all variables is ≤ 10. This shows that all variables in this study do not have ultcollinearity with other variables in the model.

 c) Heteroscedasticity test

Test Heteroscedasticity is carried out to find out whether in a regression model there is an inequality of variance from the residuals of one observation to another observation, it is still called homoscedasticity, while for different variances it is called heteroscedasticity. According to Umar (2000) a good regression model is a heteroscedastic model. The way to predict it is:

a. The data points spread above and below or around the number 0.

b. Data points do not collect only at the top or bottom.

c. The distribution of data points should not form a wavy pattern that widens then narrows and widens again.

d. The distribution of data points should not be patterned (Lubis, 2007)

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: TTLY
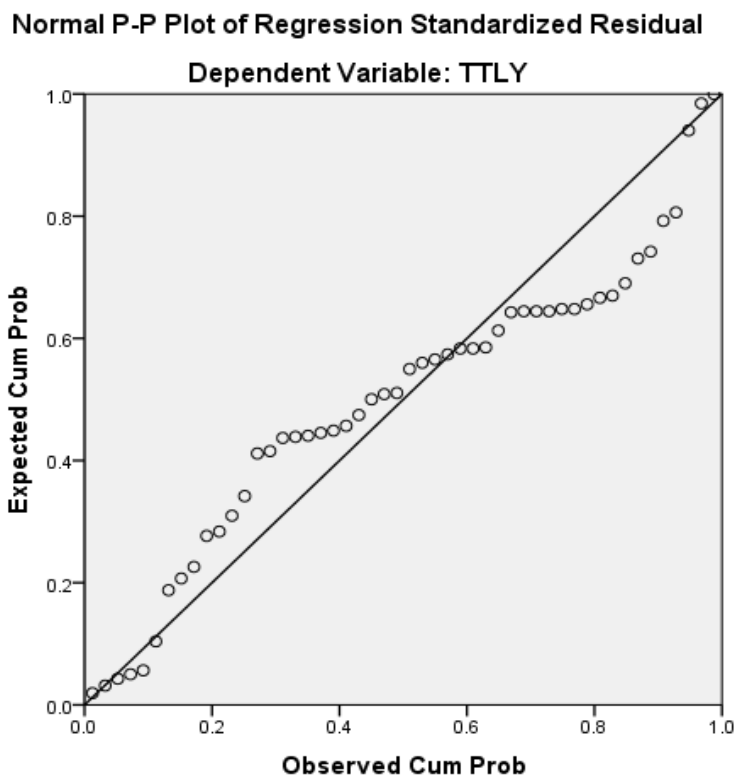
Based on the results of the heteroscedasticity test, the distribution of points corresponds to the indicators mentioned by Umar (2000), so that the variance can be expressed as different or heteroscedastic.

 d) Coefficient of Determination Test (R2)

Table 5.15 - Coefficient of Determination Test - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809a	,654	,632	1.02330
a. Predictors: (Constant), TTLX3, TTLX1, TTLX2				

Data source processed 2023

The results of the Adjusted R Square coefficient of determination test show that the significance value is 0.000 <0.05 and the R square is 0.632. This means that the regression equation obtained is reliable or the model used is fixed and can be used to predict the influence of Work Discipline, Work Motivation and Compensation on Employee Performance which is 63.2% while 36.8% is determined by other factors outside the model. unexplored research such as service or leadership styles.

- **Regression Equation Results**

To make it easier to read the results and interpret the regression analysis, an equation form is used. The equation or model contains constants and regression coefficients obtained from the results of data processing that has been carried out previously. The regression equation that has been formulated is then processed with the help of the SPSS Version 22 program to obtain the final equation as follows:

$Y = 0.576 + 0.220X1 + 0.393X2 + 0.066X3$

The constant (a) = 0.576 means that the performance of employees of the National Institute for Social Seguransa will have a value of 0.576 if the variables work discipline (X1), work motivation (X2) and compensation (X3) do not influence the performance of employees of the National Institute for Social Seguransa. Or in other words, if all independent variables are zero, then employee performance will be worth 0.576. The value of the regression coefficient $\beta 1$ of 0.220 in this study shows that every increase in the work discipline variable (X1) has a positive effect on employee performance (Y). This shows that when the work discipline is one unit it will increase employee performance by 0.220. The value of the regression coefficient $\beta 2$ is 0.393 in this study, indicating that every increase in the work motivation variable (X2) has a positive effect on employee performance (Y). This shows that when work motivation is one unit it will increase employee performance by 0.393. The value of the regression coefficient $\beta 3$ is 0.066 in this study, indicating that each decrease in the compensation variable (X3) does not have a positive effect on employee performance (Y). This shows that when compensation decreases, employee performance will also decrease by 0.066.

3) Measurement Model (inner-model)

a) Structural model testing (Inner-Model)

The next testing stage is to complete the inner model with the help of statistical regression methods. A number of criteria in inner model testing used in this research are R-Square (R2), Q-Square Predictive Relevance, and GoF Determination Coefficient (Goodness of Fit). It is an overview that states how well the sample regression line fits the data. The coefficient of determination aims to measure the proportion of variation in the dependent variable that is explained by regression. The R2 value ranges from 0 to 1, if R2 = 0 it means there is no perfect relationship. Meanwhile, if the value of R2 = 1 then there is a relationship between the variations of Y and X or the variations of Y can be explained by X as a whole.

a. R-Square (*R2)*

R-Square Coefficient(R2)shows some of the influences and strengths of the exogenous variables Work Discipline/X1, Work Motivation2, and X Compensation3able to influence the endogenous variable Employee Performance (Y) in the research model. The R2 coefficient has a value range between 0 and 1. The closer the value is to 1, the R2 coefficient means that the influence of the exogenous variable is greater and stronger on the endogenous variable. Hair et al, 2010: Hopkins, 2015. Conversely, if the value is close to 0 (zero) The R2 coefficient means that the exogenous variable is getting smaller and has a weaker influence on the endogenous variable. The criteria for the strength and weakness of the influence of exogenous variables on endogenous variables are based on the R2 coefficient, shown in table 4.8.

Table 16 - The strength and weakness of the influence of exogenous variables on endogenous variables based on the R2 coefficient

R2 coefficient	Information
0.02	*Small*
0.13	*Medium*
0.26	*Large*

Cohen, 1988:413-414

b. Goodness of Fit (GoF)

Goodness of Fit (GoF) is a test of the feasibility of a research model to determine the accuracy of the sample regression function in estimating the actual value Ghozali, (2012:85). The GoF value is in the range of values between 0 and 1 (Akter et al, 2011: hair et al, 2010). A GoF value that is closer to one means the model is getting better, and vice versa, the closer the value is to zero, the model is said to be getting worse. The GoF calculation formulation is the square root of the average communality or Average Variance Extracted (AVE) value multiplied by the average R-Square. The GoF formulation is as follows et al (2011):

$$GoF = \overline{\sqrt{(AVE \times R2)}}$$

Information :

GoF   : Goodness of Fit
AVE   : Average Communality
R2   : Average R^2

The strength and weakness of the research model, based on the GoF value, according to Akter et al. (2011) is shown in Table 4.10, as follows:

Table 17 - The strengths and weaknesses of the research model Based on Goodness of Fit (GoF) value

GoF value	Information

0.10	*Small*
0.25	*Mediun (Medium)*
0.36	*Large*

Akter et.al (2011).

E. Hypothesis Testing Results

Hypothesis testing in this research uses T testing and F testing.

1) T test

The significance T test in the research was carried out to determine the significance and direction of the influence of the dependent variable on the independent variable in the submission of 3 (three) hypotheses in the previous chapter.

Table 18 - T Test Results - Coefficients					
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	Q	Sig.
1	(Constant)	,576	1,689		,341	,735
	TTLX1	,220	,076	,355	2,908	,006
	TTLX2	,393	,095	,507	4,140	,000
	TTLX3	,066	.117	,050	,562	,577
a. Dependent Variable: TTLY						

Data source processed 2023

If the significance value is <0.05 then it can be stated that the hypothesis is accepted, so there is a significant influence between the independent variable and the dependent variable.

a) The Influence of Work Discipline on Employee Performance

In Hypothesis 1 (H1) it is stated that Work Discipline is positive, meaning that these two variables have a significant and influential effect on employee performance. This is shown to be statistically significant at the 5% level (t value = 2.908; sig. 0.006), positive because the significant value is greater than 0.05 (≤0.05). Based on the test results, Hypothesis 1 (H1), which was formulated that Work Discipline has a positive and significant effect on Employee Performance, was accepted.

b) The Influence of Work Motivation on Employee Performance

In Hypothesis 2 (H2) it is stated that Work Motivation is positive, meaning that these two variables have a significant and influential effect on employee performance. This is shown to be statistically significant at the 5% level (tcount = 4.140; sig. 0.000). Based on the test results, Hypothesis 2 (H2) Ho is rejected and Ha is accepted, so it can be concluded that work motivation (X2) has a significant effect on employee performance (Y), the

conclusion (X2) is accepted. This is reinforced by the significant value of 0.000 which is smaller than 0.05, so the motivation of INSS employees influences employee performance.

c) *The Effect of Compensation on Employee Performance*

In Hypothesis 3 (H3) it is stated that Compensation does not have a positive and significant effect on Employee Performance. This is shown to be statistically significant at the 5% level (t value = 0.562; sig. 0.577).

Based on the test results, Hypothesis 3 (H3)Ho is accepted and Ha is rejected, so it can be concluded that compensation has no effect on employee performance, reinforced by the significant value of 0.562 which is greater than 0.05. So the compensation given by INSS employees has no effect on employee performance.

2) *Anova F test*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	91.212	3	30,404	29,035	,000b
	Residual	48,168	46	1,047		
	Total	139,380	49			
a. Dependent Variable: TTLY						
b. Predictors: (Constant), TTLX3, TTLX1, TTLX2						

Table 19 - F Test Results
ANOVAa

Data source processed 2023

Based on the test results showing a significance level of 0.000 or less than 0.05, it can be concluded that the model used meets the Goodness of Fit requirements. Based on the f test, it shows that in regression the factors of Work Discipline, Work Motivation and Compensation influence Employee Performance.

F. Discussion of Research Results

1) *The Influence of Work Discipline on Employee Performance*

The results of this research based on the data above show that work discipline has an effectpositive and significant spirit towards employee performance, this means that employees are able and aware of the importance of discipline in their activities in carrying out and achieving the tasks that have been targeted by their institution. Employee discipline at the National Institute for Social Security is good, but this must always be paid attention to and improved in order to improve employee performance. Why this has an effect is becauseemployees at INSS are able and aware of the importance of work discipline in their activities in carrying out work and achieving tasks that have been set by INSS, and with good work discipline from employees such as arriving on time, obeying the regulations at INSS they will be able to improve the performance of these employees, so that INSS targets can be achieved.According to:Research resultThis is consistent with what research has doneSiti Aniqoh Shofwani, Ahmad Hariyadi (2019), Research results show that work discipline partially has a positive and significant effect on the performance of Muria Kudus University employees.

This research is also consistent with the research of Any Isvandiari (2017). The results of this research found that work discipline partially influences the performance of employees in the PG Production Department. Meritjan Kediri.

This research is also consistent with research by Sri Lestari (2017), the results of work discipline research influence employee performance at the Department of Industry and Trade in Depok City.

This research is also consistent with research by Anissaul Istifadah and Budi Santoso (2019), the results of work discipline research influence employee performance at PT Livia Mandiri Sejati Banyuwangi.

This research is also consistent with research by Doni Marlius and Ilin Pebrina (2022). The results of this research show that monkey discipline has a positive and significant effect on employee performance at Pt. Indonesian Palm Oil Calendar.

What is different from my research and previous researchers is that the places and locations, agencies and questionnaires are really related to the real situation that occurred at INSS.

2) The Influence of Work Motivation on Employee Performance

The results of this research based on the data above show that work motivation is positiveand significant to employee performance, this means that the existence of motivation from superiors to subordinates can be seen from the results of respondents so that it can encourage or help improve employee performance at the National Institute for Social Seguransa. If there is work motivation, it can be seen that it is easier to achieve good employee performance and will be expected in this agency.

Why this has an effect is becauseMotivated employees can increase their performance, but also increase commitment to work, so that employees can make the best effort to encourage high employee job satisfaction and can have a positive impact on INSS performance,According to:The results of this research are consistentand the results of research conducted bySiti Aniqoh Shofwani, Ahmad Hariyadi (2019), Research results show that work motivation partially has a positive and significant effect on the performance of Muria Kudus University employees.

This research is also consistent with research by Anissaul Istifadah and Budi Santoso (2019), the results of research on motivation influence employee performance at PT Livia Mandiri Sejati Banyuwangi.

This research is also consistent with research by Doni Marlius and Ilin Pebrina (2022), the results of this research show that motivation has a positive and significant influence on employee performance at Pt. Indonesian Palm Oil Calendar.

This research is also inconsistent with Sri Lestari's (2017) research, the results of work motivation research have no effect on employee performance at the Department of Industry and Trade in Depok City.

3) The Effect of Compensation on Employee Performance

The results of this research based on the data above show that compensation does not have a positive and significant effect on employee performance,This shows that if the government provides fair compensation and is

not much different from what employees expect, employees will feel satisfied, and satisfaction will trigger employees to continue to improve their performance, so that government goals and employee needs will be achieved simultaneously. On the other hand, if the government provides compensation that is unfair and very different from employees, employees will tend to provide low performance.

Why this has an effect is becauseCompensation is one of the motivations for employees to maintain good performance, therefore INSS must pay attention to the importance of compensation so that there is good feedback from employees to realize INSS's goals in the future.According to:The results of this research are consistent with research by Sri Lestari (2017), the results of compensation research have no effect on employee performance at the Department of Industry and Trade in Depok City.

This research is also consistent with research by Doni Marlius and Ilin Pebrina (2022), the results of this research show that compensation has no effect on employee performance at Pt. Indonesian Palm Oil Calendar.

The research results are not consistent with researchwhich is conducted bySiti Aniqoh Shofwani, Ahmad Hariyadi (2019), research results show that partial compensation has a positive and significant effect on the performance of Muria Kudus University employees.

This research is also inconsistent with the research of Any Isvandiari (2017), the results of partial research between compensation variables influence the performance of PG Production Department employees. Meritjan Kediri.

This research is also inconsistent with the research of Anissaul Istifadah and Budi Santoso (2019), the results stated that compensation had an effect on employee performance at PT Livia Mandiri Sejati Banyuwangi.

4) *The Influence of Work Discipline, Work Motivation and Compensation on Employee Performance*

The results of this research based on the data above show that work discipline, work motivation and compensation have a positive and significant effect on employee performance,This means that the performance of a process is referred to and measured over a certain period of time based on previously established provisions or agreements. The performance of the employees of the National Institute for Social Seguransa is seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the Government.

This research is consistent with the research of Siti Aniqoh Shofwani, Ahmad Hariyadi (2019), the results of the research show that the variables of compensation, motivation and work discipline simultaneously have a positive and significant effect on the performance of Muria Kudus University employees.

This research is also consistent with research by Sri Lestari (2017), the results of research on work motivation, work discipline and compensation together on employee performance at the Department of Industry and Trade in Depok City.

This research is also consistent with research by Anissaul Istifadah and Budi Santoso (2019), the results of research that compensation, motivation and work discipline simultaneously influence employee performance at PT Livia Mandiri Sejati Banyuwangi.

This research is also consistent with research by Doni Marlius and Ilin Pebrina (2022), the results of research on motivation, compensation and work discipline simultaneously influence employee performance at PT. Indonesian Palm Oil Calendar.

G. Implications

The results of this research have provided findings in accordance with the constructs used in the discussion. On the basis of all these things, the theoretical and applied implications of the research results can be put forward.

1) Theoretical Implications

The results of this research can contribute to theoretical implications based on the results of instrument and regression testing that have been carried out in previous chapters as follows:

Theoretically, it is important to measure employee performance by public service agencies. By knowing the weaknesses and strengths, obstacles and incentives, or various success factors for the performance of employees and institutions, the path to professionalization is opened, namely correcting the mistakes made so far.

2) Applied Implications

Based on the conclusions presented by the author, the research implications for interested parties are as follows:

1) Add data collection methods such as observation and interviews to get more accurate results.
2) Further research could consider examining the extent to which work discipline, work motivation and employee performance compensation influence the welfare of village communities..

3) Research Limitations

A limitation that may influence the results of this research is that the sample of respondents used in this research is still a relatively limited number of Civil Servants (PNS). Therefore, future research should aim at a broader research subject by including all the performance of other employees in Timor-Leste.

V. CONCLUSION AND RECOMMENDATIONS

Based on the results of the research findings and hypothesis testing that has been proposed, it can be concluded that:

1. Work Disciplinepositive and significant effect on employee performance,This means that the higher the work discipline, the higher the employee's performance because discipline itself is an integral part of the rules that can create effective and efficient working conditions.

2. Work Motivation has a positive and significant effect on Employee Performance,This means that employee performance will increase if there is motivation. With work motivation, it can be seen that it is easier to achieve good performance and will be expected in the agency.

3. Compensation does not have a positive and significant effect on employee performance,This shows that the government does not provide fair compensation and is not much different from what employees expect, so employees will feel dissatisfied, and satisfaction will trigger employees to continue to improve their performance..

4. Work Discipline, Work Motivation and Compensation have a positive and significant effect on Employee Performance,This means that the performance of a process is referred to and measured over a certain period of time based on previously established provisions or agreements. Performance is seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

Based on the results and conclusions of all this research, the author can provide several suggestions, namely:

1. From the data obtained, INSS should pay more attention to the direct financial compensation given to employees, especially salaries and bonuses, because this affects employee discipline in the workplace. According to several employees at INSS, one of the reasons why employees often take less disciplinary actions is that employees are less satisfied with the salaries they receive, because for the last five years the government through INSS has not increased existing salaries or bonuses. Where employees feel that their work is not appreciated. Paying attention to salaries and bonuses can be done by paying attention to employee needs, and also giving bonuses to employees who excel, for example giving bonuses to employees who are able to complete work exceeding predetermined targets or giving bonuses to divisions whose work results over a certain period of time are consistent. continuously above the set target average. Giving bonuses can also be intended to make employees more motivated to work better. By paying attention to the suitability of employee salaries and bonuses, it is hoped that employee motivation and employee satisfaction will increase so that the level of employee discipline at INSS will also increase, resulting in employee performance also increasing.

2. INSS also needs to pay attention to punctuality, based on the results of observations so far it is known that many employees often arrive late either when they start work or when they finish their break. In improving punctuality and work discipline in attendance. It is hoped that INSS can implement a reward and punishment system. To employees at INSS. Don't just focus on sanctions and punishments. Apart from that, INSS can also use attendance system technology using

fingerprints or attendance ID cards. This machine can also help INSS to determine bonuses, salaries, and also sanctions/punishments based on employee attendance data. This aims to make employees appreciate time more and also be more disciplined, because if they are late they will receive consequences in the form of verbal warnings, warning letters and even being laid off, and also if the employee always arrives on time, then they will get a bonus.

3. Suggestions for academics or other parties who are interested in continuing this research study can use other variables that can influence work discipline by using different research objects. And also other researchers can look for further topics that can be used to develop this research topic.

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