

The Effect Of Work Motivation, Compensation, Work Discipline And Leadership On The Performance Of State Civil Servants With Religiosity As A Moderation Variable (Case Study At The Ministry Of Religion Of Jambi City)

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ABSTRACT

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This study aims to find out and analyze the influence of motivation on employee performance, the effect of compensation on employee performance, the influence of discipline on employee performance, the influence of leadership on employee performance and the influence of motivation, compensation, discipline and leadership on employee performance through religiosity at the Ministry of Religion of Jambi City. This research is a quantitative field research, the method used is SEM PLS using the Smart PLS 3 application. This research was conducted at the Ministry of Religion of Jambi City with a total of 68 respondents. Based on the results of the study, it was found that motivation has a positive and significant effect on employee performance, compensation has a positive and significant effect on employee performance, discipline has a negative effect on employee performance, leadership has a negative effect on employee performance and religiosity weakens the influence of motivation, compensation, discipline and leadership on employee performance. It can be concluded that the motivation and compensation variables have a positive influence on employee performance while the discipline and leadership variables have a negative effect on employee performance and the religiosity variable weakens the influence of independent variables on dependent variables.

Keywords: Motivation, Compensation, Discipline, Leadership, Religiosity, Performance

INTRODUCTION

Performance is the results obtained related to the behavior of the accomplishments performed and refers to the actions of the work completed (Stolovitch *et al.*, 1992). To produce good performance of ASN employees, it is necessary to provide encouragement or work spirit from all parties, both from the boss and from the work environment and the government, so that it can motivate ASN to be more active and diligent when doing work.

Work motivation can encourage a person to be more responsible in carrying out the mandate and tasks given. According to Nawawi (2005), the word motivation in language can be interpreted as an encouragement, cause or form of individual reason in carrying out something. One way to motivate ASN employees is to provide compensation. The compensation provided can be in the form of salary, performance allowances and incentives.

Sastrohadiwiryo (2015) explained that compensation is reciprocity or a return for services paid from an organization or group to workers because the workers have made a contribution in the form of thoughts and energy for the improvement of the organization for the specified goals. The salary of ASN employees is also determined by the performance of the ASN employee.

In order to get appropriate compensation, there needs to be awareness in the application of work discipline for each employee. Saluy *et al.* (2018) describes a work discipline including a form of employee behavior that is in harmony with the rules of the organization he works for. Work discipline is vital in the management of ASN employees. The discipline of ASN employees depends on self-awareness and also the firmness of a leader in a Government Agency.

A leader must be able to be a good, firm and professional role model in carrying out the mandate that has been carried out. In order to encourage and increase the awareness of ASN employees in obeying applicable rules. Thoha (1983) explained about leadership, leadership is an individual who has competence in influencing the behavior of other individuals. Leaders play an important role in a government agency, a good leader can set a good example for other ASN employees to get results from work in accordance with the provisions.

ASN employees are public servants needed by the community in order to achieve the desired goals. To produce good performance, it is also necessary to have religiosity in each individual ASN employee. Religiosity is the capacity to embrace religion or belief in God, where there is a sense of certainty that there is an intervention that regulates the lives of the entire universe (Yulianto, 2014). The behavior of God Almighty should be applied to various work activities carried out by State Civil Apparatus Employees within the scope of the Office of the Ministry of Religion of Jambi City.

Previous studies explained that an employee with high motivation will have a good job completion rate as well and vice versa for employees who have poor job completion show a poor level of motivation. As the results of the study of Eroğlu *et al.* (2020) explain that a

motivation has a positive and significant effect on the employment of employees who work as salespeople in Çanakkale Province and Bursa.

And the provision of compensation is also able to improve employee performance in achieving the goals of each Agency. The findings show that although the compensation system perceived by customer-facing hotel employees reduces the intention to move, it improves the job performance of 5-star hotel employees in Nigeria conducted by (Ohunakin *et al.*, 2022).

Discipline in obeying the rules that apply to self-awareness can certainly affect the improvement of employee performance so that there will be no violations or sanctions from superiors and Government Agencies. Based on the results of O'Logbon's (2020) research, the results obtained show that work discipline has a function to improve employee performance.

The role of a leader is very important in a Government Agency in order to be able to move someone in carrying out the tasks that have been determined, so it can have an influence in improving their performance. Qalati *et al.* (2022) In his research, it is stated that the social bond between employees and leaders determines employee performance in the context of SMEs in Pakistan.

Based on these problems, the researcher wants to carry out a study by using performance variables as dependent variables as well as variables of work motivation, compensation, work discipline and leadership as independent variables and adding religiosity as a moderation variable which is a *novelty* in this study. The title of this study is "The Influence of Work Motivation, Compensation, Work Discipline and Leadership on the Performance of State Civil Apparatus Employees with Religiosity as a Moderation Variable (Case Study at the Ministry of Religion of Jambi City)".

METHOD

The method used in this study is quantitative. This research was conducted at the Ministry of Religion of Jambi City. The population in this study is all employees of the Ministry of Religion of Jambi City who are also used as samples. There are three variables in this study, namely dependent variables, independent variables, and moderation variables. The dependent variable in this study is employee performance. The independent variables in this study were work motivation, compensation, work discipline and leadership. The moderation variable in this study is religiosity.

Sabuhari *et al.* (2020) employee performance has indicators, namely, work quality, quantity, punctuality, effectiveness, independence and work commitment. Murdjianto (2001) stated that performance is a form of work that has been successfully obtained by an individual or community group in an organization that is in harmony with rules and responsibilities. Gibson *et al.* (2006) Defining motivation is the power to motivate an employee to be able to cause and direct behavior. There are various indicators of a motivation Sedarmayanti (2018) appropriate salary, supervision, policies, and employment relationships.

Hasibuan (2010) explained that compensation is all income in the form of goods directly or indirectly or money earned by workers as part of the company's remuneration. The indicators are Afandi (2018) wages and salaries, incentives, allowances and facilities. Discipline is the availability of individuals that emerges as a form of personal awareness in obeying the rules in the company (Handoko, 2001). Indicators of Work Discipline Dewi *et al.* (2019) time, rules and responsibilities.

Leadership indicators are put forward by Saputri *et al.* (2020) decisions, work standards, attitudes, challenges and rewards. Robbins (1996) explained that leadership is the power to change an organization according to predetermined targets. Sugiyono (2017) The moderation variable is a variable that has an influence, whether it weakens or strengthens the correlation of independent variables to dependents. This variable can be said to be the second independent variable. Religiosity is the potential to have religion and belief in God, believing that there are abilities that are beyond the limits of humans in this life (Yulianto, 2014).

The data collection method used in this study is the questionnaire method In this study with data analysis using the *Partial Least Square* (PLS) approach. PLS is a *Structural Equation Modeling* (SEM) equation model that is the basis of a variant. According to Ghozali (2006), PLS is included in the aspect of preferences that change from the SEM approach from one that has a covariance base to a variant basis.

RESULT AND DISCUSSION

Outer Model

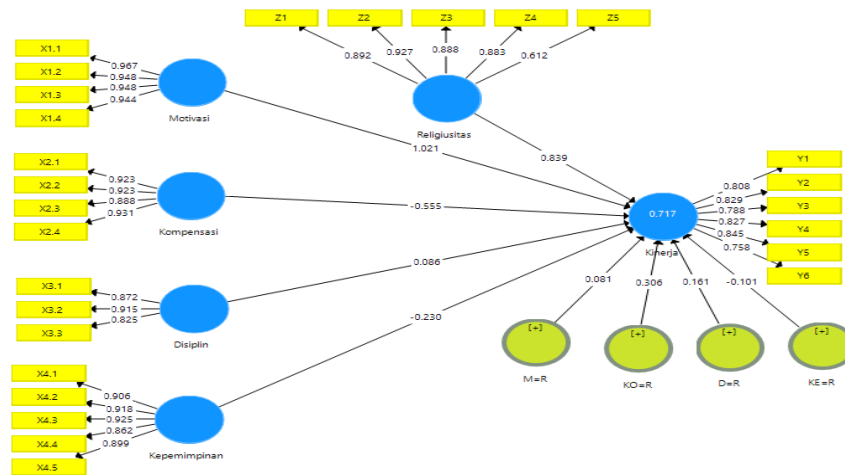
Composite reliability is used to describe the output of view latent variable coefficients and has two criteria, namely, *composite reliability* and *Cronbach's alpha* with a value above 0.70 can be said to be valid and reliable. The *minimum Average Variance Extracted* (AVE) value must be 0.50. The results of the reality measurement can be seen in the following table:

Table 1 Composite reliability test results

Variabel	Cronbach's Alpha	Composite Reliability	AVE	Remarks
Motivation (X1)	0.965	0.975	0.906	Reliabel
Compensation (X2)	0.937	0.954	0.840	Reliabel
Discipline (X3)	0.841	0.904	0.759	Reliabel
Leadership (X4)	0.943	0.956	0.814	Reliabel
Religiusitas (Z)	0.896	0.926	0.719	Reliabel
Performance (Y)	0.895	0.919	0.655	Reliabel

Source: SmartPLS 3 Processed Results (2023)

Based on the table, the results show that *the composite reliability value and Cronbach's alpha* are all greater than 0.70. The overall AVE value is also higher than 0.50. So all of them are called valid and reliable and can be continued to the next test:

Figure 1. Outer Model Research Model

Source: SmartPLS 3 Processed Results (2023)

Discriminant validity *testing* is useful in testing indicators through constructs whether they have correlations from various other construct indicators. When the construct relationship in the degree item is higher than the other construct relationship, so that the construct that is the basis can make a better prediction of block size than other block degrees. An estimated *loading factor* above 0.70 is called a valid structure size.

Table 2 Results of the Discriminant Validity Test

Variabel	X3	X4	Y	X2	X1	Z
Discipline (X3)	0.871					
Leadership (X4)	0.825	0.902				
Performance (Y)	0.628	0.662	0.810			
Compensation (X2)	0.738	0.778	0.436	0.916		
Motivation (X1)	0.692	0.745	0.482	0.935	0.952	
Religiusitas (Z)	0.779	0.909	0.751	0.645	0.604	0.848

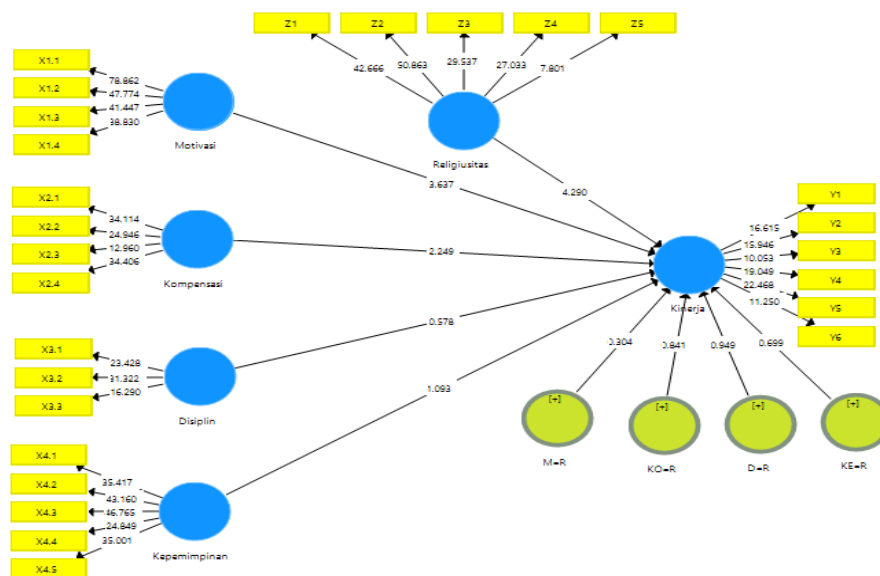
Source: SmartPLS 3 Processed Results (2023)

Based on the *discriminant validity test*, it is shown that if each variable has been met, it can be seen through the square root of AVE that it is higher than the correlation coefficient of the construct in each column.

Inner Model

The evaluation of the structural model (*inner model*) in this study was related to testing the compatibility of the *R-Squared (R²)*, *Q-Square* and *path coefficient models*.

Figure 2. Inner Model Research Model



Source: SmartPLS 3 Processed Results (2023)

R-Square Analysis

The determination coefficient is a measurement in describing the strength of the model in explaining dependent variables. This structure is called *R-square* estimation. Structural models are something in making predictions from correlations in latent variables. The *R-square* estimate of 0.75 is a strong category, the *R-square* estimate of 0.5 describes a moderate model, and the *R-square* estimate of only 0.25 indicates a relatively low model.

Table 3 *R-Square* Test Results (R2)

Variabel	<i>R Square</i>	<i>R Square Adjusted</i>
Performance	0.717	0.673

Source: SmartPLS 3 Processed Results (2023)

Based on the table, the *R-Square* value (R2) is 0.717 or equal to 71.7%. The estimate describes the level of motivation, compensation, discipline and leadership showing a contribution, namely 71.7% of the performance of ASN employees. While the rest, namely 28.3% of the performance of ASN employees, is due to variables that are outside the model.

Q-Square

According to Ghazali (2014), R2 estimation can be used to see how well the model produces observation and estimation parameters. A *Q-square* value of > 0 means that the model has a good predictive relationship. The value of *Q-square predictive relevance* can be measured as follows:

$$\begin{aligned}
 Q2 &= 1 - (1 - R2 \text{ Performance of ASN employees}) \\
 &= 1 - (1 - 0,717) \\
 &= 1 - 0,283 \\
 &= 0,717
 \end{aligned}$$

Based on the calculation results, the *Q-square estimate* was obtained, which is 0.717, which means higher than 0 so it can be called good.

Path Coefficient

The researcher used *the path coefficient* to test the hypothesis. In order for a variable to be said to accept the proposed hypothesis, the indicator value that can be used is to look at *the p-value* which must be ≤ 0.05 or by using a *t-statistic value* with a value of ≥ 1.96 .

Table 4. Path Coefficients Test Results

Variabel	T Statistics	P Values
Performance Motivation >	3.534	0.000
Performance > Compensation	2.158	0.031
Discipline -> Performance	0.547	0.585
Leadership -> Performance	1.093	0.275
Moderation X1 -> Performance	0.288	0.774
Moderation X2 -> Performance	0.846	0.398
X3 Moderation -> Performance	0.917	0.360
X4 Moderation -> Performance	0.630	0.529

Source: SmartPLS 3 Processed Results (2023)

Discussion

Motivation has an influence on the performance of ASN employees at the Ministry of Religion of Jambi City. Research by Atikah et al., (2024) shows that motivation has a positive and significant influence on the performance of ASN employees in various agencies, including the Ministry of Religious Affairs.

Compensation has an influence on the performance of ASN employees at the Ministry of Religion of Jambi City. This is in line with the findings of Helenia (2023) that fair compensation is positively related to job satisfaction and employee performance. This happens because the provision of wages and salaries is in line with the level of position, class and period of service. The existence of adequate facilities can also be a means of supporting infrastructure in achieving the desired performance. (Haerani, 2023).

Discipline has no influence on the performance of ASN employees at the Ministry of Religion of Jambi City. Although work discipline is generally considered important, in the context of the Ministry of Religion of Jambi City, other factors such as motivation and work ethic may have more influence on employee performance. This shows the need for a more holistic approach in improving employee performance.

Leadership has no influence on the performance of ASN employees at the Ministry of Religion of Jambi City. Research by Maulana et al., (2024) shows that transformational

leadership can improve employee performance, but if leaders do not set a good example, this does not happen. In another study, leadership was found to have no significant effect on employee performance, indicating that other factors such as work discipline were more dominant (Rajaguguk, 2023).

Religiosity cannot moderate the influence of motivation, compensation, discipline and leadership on the performance of ASN employees at the Jambi City Ministry of Religion. In the context of ASN, religiosity should be able to increase other variables so that it affects employee performance, but the results show the opposite. As the findings of Mahrus & Hasbi (2023) show that religiosity does not have a significant influence on the performance of ASN employees.

CONCLUSION

Based on the results of the study, it can be concluded that work motivation and compensation have a positive and significant effect on the performance of State Civil Apparatus Employees at the Ministry of Religion of Jambi City, which shows that increasing motivation and providing appropriate compensation can encourage improvement in employee performance. Meanwhile, work discipline and leadership do not have a significant effect on performance, so these two variables have not become the main factors in determining the level of employee performance at the research site. In addition, religiosity as a moderation variable is not able to moderate the influence of work motivation, compensation, work discipline, and leadership on employee performance. Thus, efforts to improve the performance of ASN at the Ministry of Religion of Jambi City are more effectively directed at increasing work motivation and providing fair and adequate compensation, accompanied by strengthening the implementation of religious values in work behavior in order to make a more tangible contribution to the achievement of organizational goals.

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