



# The Effect of Additional Employee Income on the Performance of State Civil Apparatus at the Regional Research and Innovation Agency of Central Sulawesi Province

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## ABSTRACT

This study aims to analyse the effect of work productivity and work discipline on employee performance at the Regional Research and Innovation Agency of Central Sulawesi Province. The research method uses a quantitative approach with multiple linear regression analysis. The research sample amounted to 48 respondents. The results showed that simultaneously work productivity and work discipline had a significant effect on employee performance with an F-count value of 22,114 and a significance of 0.000. Partially, work productivity has a positive and significant effect on employee performance with a regression coefficient of 1.077 and a significance of 0.022. The work discipline variable also has a positive and significant effect on employee performance with a regression coefficient of 1.853 and a significance of 0.003. The R-square value of 0.496 indicates that the work productivity and work discipline variables are able to explain the variation in employee performance by 49.6%, while the remaining 50.4% is explained by other variables not studied. This research makes an important contribution to the development of human resource management in the public sector, especially in efforts to improve employee performance through optimising productivity and work discipline.

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## INTRODUCTION

In the era of globalization and the increasingly complex dynamics of community development, the role of the State Civil Apparatus (ASN) as the backbone of the government is becoming increasingly crucial. ASN is required to be able to provide excellent service to the community, carry out government functions effectively and efficiently, and become agents of change in realizing good governance. However, the reality often shows that there is a gap between expectations and reality related to the performance of civil servants in various government agencies. One of the factors that is believed to have a significant influence on the performance of ASN is the aspect of remuneration or the payroll system. In this context, the provision of additional employee income is one of the policy instruments implemented by the government to improve welfare while encouraging the improvement of ASN performance (Cici. et.al. 2021).

Improving the performance of civil servants is very important to achieve more effective and efficient government goals, so this policy is expected to have a positive impact. This policy is also in line with the government's efforts to create a more productive and responsive work environment to the needs of the community. (Liana et al., 2024) The additional employee income policy is expected to increase the motivation and commitment of civil servants in carrying out their duties and responsibilities. However, to achieve this goal, it is important for the government to conduct periodic evaluations of the implementation of this policy and its impact on the performance of ASN. Regular evaluation will help in identifying the challenges faced in the implementation of this policy and ensure that the goal of improving ASN

performance can be achieved to the maximum. In addition, the involvement of ASN in the evaluation and feedback process is very important to create a conducive work atmosphere and support continuous performance improvement.

The active involvement of ASN in evaluation can also strengthen the sense of ownership of the policies implemented, thereby encouraging improvement in overall performance (Afiola, n.d.). This involvement also allows ASN to provide constructive input that can be used for future policy improvements, making the evaluation process more inclusive and effective. The involvement of civil servants in evaluation not only improves performance, but also creates a greater sense of responsibility for the success of government programs. Thus, it is important for the government to ensure that the evaluation mechanism implemented can accommodate input from ASN effectively. This mechanism will help in creating transparency and accountability, which in turn can strengthen public trust in government performance. In addition, effective performance appraisals need to involve constructive feedback from ASNs to identify and address problems that exist in the work environment (Cpr et al., n.d.).

In the context of bureaucratic reform in Indonesia, the implementation of additional employee income cannot be separated from broader efforts to improve the professionalism of civil servants. Law Number 5 of 2014 concerning the State Civil Apparatus has provided a strong legal basis for the development of a merit system in ASN management. Additional employee income, in this case, is expected to be an instrument that supports the implementation of the merit system by providing incentives for employees who perform well.

The provision of additional employee income to the performance of ASN is a study that is not only academically important, but also has significant practical implications for efforts to improve the quality of governance in Indonesia (Rakhman et.al. 2021). This result is expected to make a meaningful contribution in realizing the figure of ASN who is professional, has integrity, and is able to provide excellent service to the community, in accordance with the vision of bureaucratic reform that has been launched. Through this introduction, the background, urgency, complexity, and various aspects that need to be considered in providing additional employee income to ASN performance have been explained.

The provision of Additional Employee Income (TPP) for State Civil Apparatus (ASN) in the Central Sulawesi Provincial Government is regulated in Governor Regulation Number 3 of 2023. The TPP aims to improve the performance, discipline, and public services of ASN by providing incentives that are in accordance with the workload, working conditions, and work performance. ASN who meet certain criteria, such as Civil Servant Candidates (CPNS), Civil Servants (PNS), and Government Employees with Employment Agreements (PPPK), are entitled to receive TPP.

## METHODS

In the study, the author uses a quantitative method that aims to determine the relationship between the additional variables of employee income and the performance variables of the state civil apparatus by using an explanatory approach. Explanatory research is a study that explains the casual relationship between the variables used in the study. The research was conducted for 3 months, from October to December 2024. This research was conducted at the office of the Regional Research and Innovation Agency of Central Sulawesi Province. Jl. Garuda No. 30A Palu. Central Sulawesi

## Data Analysis Methods

Multiple regression analysis is to see the influence between independent variables on bound variables. This study uses a multiple regression analysis model. Where in the case of multiple regression there is one dependent variable and more than one independent variable. In this study, the dependent or bound variables are employee performance and independent or independent variables are the variables of work productivity, work discipline and employee performance.

## RESULTS

Multiple Linear Regression is one of the Parametric statistical tools with the function of analyzing and explaining the relationship between two or more research factors with different names, through observation on several observation results in various fields of activity. Related to this study, the Multiple Linear Regression Parametric Statistics analysis tool was used to determine the influence of independent variables (X1, and X2) on dependent variables (Y). In the context of this study, Multiple Linear Regression was used to measure the influence of human resource development consisting of work productivity (X1), and work discipline (X2), on employee performance at the Regional Research and Innovation Agency of Central Sulawesi Province. According to the results of the Multiple Linear Regression analysis using the help of the SPSS 23 computer, the results of the study were obtained from 48 respondents with the alleged influence of additional employee income of the two independent variables (work productivity and work discipline) on employee performance at the Regional Research and Innovation Agency of Central Sulawesi Province, the results of the calculation can be found as follows:

**Table 1.** Multiple Regression Calculation Results

<b>Dependent Variable Y = Employee Performance</b>				
Variable	Coefficient Regression	Standard Error	t	Sig.
C = Constant	13,560	7,601	1,784	0,081
X1 = Work Productivity	1,077	0,452	2,382	0,022
X2 = Work Discipline	1,853	0,591	3,138	0,003
R-Square = 0.704 F-Stats = 22,114 Adjusted R-Square = 0.496 Sig. F = 0.000 Adjusted R-Square = 0.473				

Source : Primary data after processing (2024)

The above equation shows that the independent variables analyzed in the form of variables (X1 and X2) have an influence on the dependent variable (Y) of the employee performance regression analysis model at the Regional Research and Innovation Agency of Central Sulawesi Province can be seen as follows:

From the above equation it can be explained:

For a constant value of 13,560, it means that the performance of employees at the Regional Research and Innovation Agency of Central Sulawesi Province before the existence of independent variables of work productivity and work discipline is 13,560.

Work productivity (X1) with a regression coefficient of 1.077 means that there is a positive influence between work productivity and employee performance. This means that the better the work productivity at the Regional Research and Innovation Agency of Central Sulawesi Province, the better the performance of employees.

Work discipline (X2) with a regression coefficient of 1.853 means that there is a positive influence between work discipline and employee performance. This means that the better the work discipline at the Regional Research and Innovation Agency of Central Sulawesi Province, the better the performance of employees.

### First Hypothesis Testing

The simultaneous test is a test to find out whether the independent variable (X) studied has an influence on the dependent variable (Y) means all independent variables, namely work productivity (X1), and work discipline (X2) with dependent variables on employee performance at the Regional Research and Innovation Agency of Central Sulawesi Province, based on table 1 of the calculation results obtained  $F_{cal} = 22.114$  at the real level  $\alpha = 0.05$  or  $\text{sig} < 0.05$ . From the table it shows that the significance value = 0.000. Thus, it can be stated that together (simultaneously) the free variables have a significant influence on the non-free variables.

From Table 1, it can be seen that the results of the determination test (model reliability) show the value of R Square = 0.496 or = 49.6%. This means that 49.6% of the variables are not free to be influenced by independent variables, the rest are not free variables are influenced by other variables that are not studied such as (work culture, work environment, work facilities, leadership, etc.).

Thus, the first hypothesis states that: additional employee income (work productivity and work discipline) on employee performance in The Regional Research and Innovation Agency of Central Sulawesi Province based on the results of the F-Test turned out to be proven.

### Testing the Second, and Third Hypotheses

The partial test is intended to see the effect of each independent variable on its non-free variable, as follows:

#### Work productivity (X1)

For the work productivity variable, the calculation results showed that the regression coefficient value was 1.077, while the significance level was 0.022. Thus the sig value  $< 0.05$  at the 95% confidence level. So it can be stated that the variable of work productivity has an effect and is significant on the performance of employees at the Regional Research and Innovation Agency of Central Sulawesi Province. With demimkian, the second hypothesis that states "Work productivity has a significant effect on employee performance in

Regional Research and Innovation Agency of Central Sulawesi Province” based on the results of the t-test, it turned out to be proven.

### **Work Discipline (X2)**

For the work discipline variable, the calculation results showed that the regression coefficient value was 1.853, while the significance level was 0.003. Thus the sig value  $< 0.05$  at the 95% confidence level. So it can be stated that the variable of work discipline has an effect and is significant on the performance of employees at the Regional Research and Innovation Agency of Central Sulawesi Province. With a third hypothesis that states "Work discipline has a significant effect on employee performance at the Regional Research and Innovation Agency of Central Sulawesi Province" based on the results of the t-test, it turned out to be proven.

## **DISCUSSION**

Based on the results of the hypothesis testing that has been carried out, then a discussion will be carried out on the results of the analysis on the influence of additional employee income (work productivity and work discipline) on employee performance at the Regional Research and Innovation Agency of Central Sulawesi Province.

### **The Effect of Additional Employee Income (Work Productivity and Work Discipline) on Employee Performance**

Based on the results of the simultaneous influence test Additional employee income (work productivity and work discipline) to employee performance at the Regional Research and Innovation Agency of Central Sulawesi Province. This illustrates that these two variables have an effect on additional employee income.

Additional employee income (TPP) is an important component of the remuneration system which aims to improve the welfare of employees in carrying out their duties and responsibilities. The provision of TPP has a significant impact on various aspects of employee performance, especially in terms of work productivity and work discipline. Work productivity, the provision of TPP provides a positive encouragement for employees to increase work output. When employees feel that their contributions are financially rewarded, they tend to be more motivated to produce quality work and achieve set targets. This increased work productivity is reflected in various indicators, such as faster achievement of work targets, improved quality of work results, and efficiency in the use of resources.

Additional employee income also plays a role in creating a competitive but healthy work environment. Employees will compete to show their best performance because of a clear and measurable reward system. This creates a results-oriented work culture and encourages innovation and creativity in task completion. Employees are no longer just working to fulfill obligations, but are motivated to make maximum contributions to the organization.

In the context of work discipline, additional employee income functions as an effective controlling instrument. The system of providing additional employee income associated with the level of attendance, punctuality, and compliance with organizational rules encourages employees to be more disciplined in carrying out their duties. Employees become more aware of the importance of adhering to working hours, attending meetings on time, and completing tasks according to set deadlines.

This improvement in work discipline has a positive impact on the overall effectiveness of the organization. When all employees carry out their duties with high discipline, coordination between work units becomes smoother, services to stakeholders are more optimal, and organizational targets can be achieved more efficiently. Good work discipline also creates an atmosphere of professionalism that supports the achievement of the organization's vision and mission. However, it should be understood that the effectiveness of additional employee income in improving employee performance is highly dependent on the management system implemented. The system of providing additional income for employees must be designed in a fair, transparent, and measurable manner. The assessment criteria used in determining the amount of the TPP must be clear and accountable. This is important to avoid social jealousy and ensure that the TPP system actually serves as a performance motivator.

The implementation of the employee income supplement system must also be supported by an effective monitoring and evaluation mechanism. Organizations need to have adequate tools and information systems to monitor and measure employee performance objectively. These data then become the basis for determining the amount of TPP that will be received by each employee. The additional impact of employee income on employee performance is also reflected in the improvement of the quality of public services. Motivated and disciplined employees tend to provide better service to the community. This is in line with the demands of bureaucratic reform that prioritizes professional and quality public services. In addition, additional employee income has a strategic role in preventing corrupt practices and abuse of authority. When employees feel that their income is sufficient and in accordance with the workload, the tendency to take

actions that are detrimental to the organization can be minimized.

### **The Effect of Work Productivity on Employee Performance**

Based on the results of the calculation of multiple regressions on the variables of work productivity, it has a significant effect. This illustrates that work productivity has a one-way relationship between work productivity and employee performance. This means that the higher the level of work productivity shown by employees, the higher the level of performance produced. This positive relationship reflects that efforts to increase work productivity can be one of the effective strategies in improving overall employee performance. The influence of work productivity on employee performance is statistically significant. This means that the relationships identified are not the result of chance, but rather reflect a reliable pattern in the population being studied. This level of significance provides confidence that the results of the research can be generalized to a broader context with an adequate level of confidence.

These findings are in line with various theories of human resource management that emphasize the importance of work productivity in achieving optimal organizational performance (Armstrong & Taylor, 2020; Mathis et al., 2016). Work productivity, as a measure of efficiency in converting inputs into valuable outputs, plays a crucial role in determining the success of an organization. When employees are able to optimize the use of available resources and produce maximum output, this directly contributes to improved performance.

In a practical context, the results of this study provide important implications for organizational management. First, organizations need to pay special attention to factors that can increase employee work productivity, such as training and competency development, providing adequate technology and equipment, and creating a conducive work environment. Second, the performance appraisal system should also consider the productivity aspect as one of the main indicators in employee evaluation. Furthermore, a larger regression coefficient indicates that the effect of work productivity on employee performance is elastic. This means that relative changes in work productivity will result in greater changes in employee performance. This phenomenon confirms that investment in increasing work productivity can provide greater returns in the form of improved performance.

Development of policies and programs aimed at increasing work productivity. Organizations can design targeted interventions, such as the implementation of a more effective performance management system, the development of relevant training programs, or the application of technology that can improve work efficiency. High work productivity is often closely related to employee motivation levels. When employees feel motivated, they tend to show higher productivity, which in turn contributes to improved performance. Therefore, organizations need to pay attention to motivational factors, both intrinsic and extrinsic, that can drive work productivity.

The results of the analysis also show the importance of consistency in efforts to increase productivity. Given the significant relationship between productivity and performance, organizations need to ensure that productivity improvement efforts are carried out on an ongoing basis and not sporadic. This can be achieved through the establishment of clear work standards, periodic monitoring and evaluation, and providing constructive feedback to employees.

The importance of a comprehensive performance measurement system. Organizations need to develop metrics that can measure not only final output, but also work productivity as one of the determinants of performance. A good measurement system will help organizations in identifying areas that need improvement and developing the right strategies to increase productivity. The results of multiple regression analysis showing the positive and significant influence of work productivity on employee performance provide a comprehensive understanding of the importance of focusing on increasing productivity in the context of human resource management. These findings can be the basis for the development of strategies and policies aimed at improving organizational performance through optimizing employee work productivity.

### **The Effect of Work Discipline on Employee Performance**

Work discipline is one of the key factors that determine the success and effectiveness of organizational performance, especially in government agencies such as the Regional Research and Innovation Agency. The concept of work discipline is not simply understood as formal compliance with regulations, but more comprehensively includes individual attitudes, behaviors, and commitments in carrying out the duties and responsibilities imposed on them. In the context of the research conducted, the variables of work discipline were analyzed in depth to understand their contribution to improving employee performance.

The results of statistical calculations show significant empirical evidence regarding the influence of work discipline on employee performance. The value of the regression coefficient indicates a strong positive relationship between the level of work discipline and performance achievement. This means that every one unit increase in the work discipline variable will have an impact on improving employee performance, assuming other variables are fixed or constant. Methodologically, the significance of the research is proven through statistical tests with a level of significance. This indicates that the relationship between work

discipline and employee performance does not occur by chance, but has a strong scientific foundation. Thus, it can be concluded that the variable of work discipline has a real and significant influence on the performance of employees at the Regional Research and Innovation Agency.

Work discipline in the context of public organizations cannot be ignored. The Regional Research and Innovation Agency of Central Sulawesi Province as an institution engaged in research and development requires human resources who have a high level of discipline. Work discipline is not only concerned with attendance or punctuality, but includes more comprehensive aspects such as commitment to tasks, adherence to procedures, responsibility, and consistency in carrying out work. Some indicators that can describe work discipline include punctuality, frequency of attendance, adherence to regulations, responsibility for work, and ability to work together. Each of these indicators has its own contribution in shaping optimal employee performance. For example, punctuality doesn't just mean arriving on time, but it also includes the ability to complete work according to set targets.

This research provides important implications for the management of the Regional Research and Innovation Agency in developing strategies to improve employee performance. The main focus should be directed to systematic efforts to build a strong discipline culture. Theoretically, the results of this study are in line with various previous studies that confirmed the positive relationship between work discipline and performance. This strengthens the argument that discipline is one of the main predictors of the success of individuals and organizations in achieving the goals that have been set.

It is interesting to note that the influence of work discipline is not simple linear, but complex and influenced by various internal and external factors. Internal factors include individual motivation, commitment, and awareness, while external factors include the organization's management system, leadership, and culture. In the context of the Regional Research and Innovation Agency, work discipline has special significance considering the nature of work that demands precision, creativity, and innovation. Employees who have high discipline tend to be more able to produce innovations and meaningful contributions to regional development. Statistical analysis shows that work discipline is not just a supporting variable, but a key factor in determining employee performance.

A holistic approach in managing human resources within the Regional Research and Innovation Agency. Work discipline cannot be seen as a static concept, but rather a dynamic one that requires continuous attention from all stakeholders. Thus, it provides an empirical overview of the relationship between work discipline and performance, but also offers a strategic perspective on organizational capacity building. Through a deep understanding of the role of work discipline, the Regional Research and Innovation Agency can optimize the potential of human resources in achieving its vision and mission.

## CONCLUSION

Work productivity (X1) has a positive and significant effect on employee performance with a regression coefficient of 1.077 and a significance of 0.022.

Work discipline (X2) had a positive and significant effect with a regression coefficient of 1.853 and a significance of 0.003.

Simultaneously, work productivity and work discipline had a significant influence on employee performance with an F value of 22.114 and a significance of 0.000.

R Square value = 0.496 or = 49.6%. This means that 49.6% of the variables are not free to be influenced by independent variables, the rest are not free variables are influenced by other variables that are not studied such as (work culture, work environment, work facilities, leadership, etc.).

## SUGGESTION

The Regional Research and Innovation Agency of Central Sulawesi Province needs to develop a more effective performance management system with a focus on increasing work productivity through training, competency development, and the provision of adequate technology.

The organization strengthens the implementation of an objective and measurable performance monitoring and evaluation system to ensure the effectiveness of the TPP in increasing productivity and work discipline.

It is necessary to develop programs that encourage a strong culture of work discipline, not only focusing on attendance but also on aspects of work quality, responsibility, and consistency in carrying out duties.

The TPP award system should be designed in a fair and transparent manner with clear assessment criteria to avoid social jealousy and ensure its effectiveness as a performance motivator.

Organizations need to pay attention to motivational factors, both intrinsic and extrinsic, that can drive increased employee productivity and work discipline.

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