



RESEARCH ARTICLE

The Influence Of Work Allowances, Work Discipline, And Work Motivation On The Performance Of ASN PTUN Jakarta

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Abstract

To determine the Influence of Performance Allowance and Work Discipline on the Performance of Civil Servants of the Jakarta State Administrative Court Through Work Motivation. This study uses quantitative research with a descriptive approach. This research was conducted at the Jakarta State Administrative Court office on Jalan A. Sentra Primer Baru Timur, Pulo Gebang, East Jakarta City, DKI Jakarta Province. The population in this study was all Civil Servants at the Jakarta State Administrative Court, namely 57 respondents. The sample in this study was taken using a saturated sampling technique. The results are in the form of the Influence of Performance Allowance and Work Discipline on the Performance of Civil Servants of the Jakarta State Administrative Court Through Work Motivation.

Keywords

Work Allowances, Work Discipline, Work Motivation.

1 | INTRODUCTION

The government recognizes that ASN has a very important role in providing services to the public, so ASN is required to always provide maximum performance. According to Usman *et al* (2023), performance is the actual work results achieved by individuals or groups in carrying out their duties. Performance includes goal achievement, productivity, work quality, contribution to organizational success, as well as factors such as motivation, job satisfaction, and commitment to the organization. According to Saputra & Rahmat (2024), performance is the result of work carried out by an individual within a certain period of time, in accordance with predetermined work standards. Based on the definition above, it can be concluded that performance is the actual work results achieved by individuals or groups in carrying out tasks both in quality and quantity carried out over a certain period of time.

Performance is the result of a process measured in a certain period of time based on previously established provisions or agreements. According to Almaududi *et al* (2021) performance is the result of work carried out by a person in order to achieve the goals desired by the organization, or performance is the willingness of a person or group to carry out an activity and perfect it according to their respective responsibilities with the expected results. According to Mangkunegara in Sondakh *et al* (2023) performance is the result of work both in quality and quantity achieved by an employee in carrying out their duties according to the responsibilities given. According to Fahmi in Santi *et al* (2024) performance is the result of a process that refers to and is measured in a certain period of time based on previously established provisions or agreements. According to Rosmaini & Tanjung in Wardhana (2018), Rosmaini & Tanjung (2019 & 2016) said that the term performance is a comparison of work results achieved by employees with predetermined standards.

In an effort to optimize the performance of civil servants (ASN), the government has implemented bureaucratic reforms, which are expected to encourage improvements and enhancements in bureaucratic performance through improving ASN performance. The government, through the Ministry of Administrative and Bureaucratic Reform (MENPAN-RB), has issued a reform policy in the field of human resources, one of which is the arrangement of the performance allowance or remuneration system in government agencies, including the Supreme Court of the Republic of Indonesia and the judicial bodies under it, in this case the Jakarta PTUN.

Based on the Regulation of the Supreme Court of the Republic of Indonesia Number 3 of 2020 concerning the Implementation of the Provision of Employee Performance Allowances within the Supreme Court and the Judicial Bodies Under It, performance allowances are allowances provided to employees within the Supreme Court and the Judicial Bodies under it in accordance with the provisions of Presidential Regulation Number 8 of 2020 concerning Employee Performance Allowances within the Supreme Court and the Judicial Bodies Under It.

As a judicial institution that provides services to the public, ASN PTUN Jakarta is required to always provide excellent service. One indicator is work discipline in implementing the rules and regulations applicable at PTUN Jakarta. According to Ananda (2023) work discipline is the willingness of each employee that arises from within themselves, where the individual is willing to follow all regulations that have been set by the company or organization with a sense of sincerity, joy and is carried out every day during the work period. Meanwhile, according to Hasibuan in Arfansyah (2022) states that work discipline is a person's awareness and willingness to comply with all regulations and social norms that apply in the company. Based on the definition above, it can be concluded that work discipline is the awareness and willingness of each individual that arises from within each employee or staff to comply with all regulations that have been determined and set by the company or organization with a sense of sincerity and joy.

Performance allowance is one of the efforts of a company or organization to retain its employees, with the hope that the employee can improve their work performance and commitment to the organization so that the organization's goals can be achieved. According to Wardhana (2018), Rosmaini & Tanjung (2019 & 2016) allowances are additional income provided by the organization to its employees outside the salary received. According to Mooduto *et al* (2022) defines performance allowance as income other than salary given by the company or organization to employees or employees who actively work based on competence and performance.

The implementation of performance allowances and a high level of awareness of work discipline are expected to influence the performance improvement of every civil servant (ASN) at the Jakarta State Administrative Court. Efforts to improve ASN performance cannot be achieved solely through performance allowances and the implementation of work discipline. A driving force is needed to encourage individuals, in this case ASN, to work diligently and optimally to achieve established organizational targets, namely through work motivation. According to Satria (2021), motivation is a drive that influences a person to achieve a goal. Work motivation stems from an inner desire to develop further. Meanwhile, according to Zahrah *et al.* (2025), motivation is a drive that originates from within or outside oneself, encouraging an individual or group to exert their best effort and potential in achieving something. Based on this definition, it can be concluded that motivation is a drive that arises from within or outside oneself that can encourage or influence an individual or group to exert their best effort and potential in achieving a specific goal.

As a judicial institution tasked with upholding justice, the performance of ASN at the Jakarta State Administrative Court is required to always be optimal in order to realize the vision of the Jakarta State Administrative Court itself, namely

the Supreme Jakarta State Administrative Court. To produce good performance, the organization must pay attention to performance allowances, work discipline and always provide work motivation to every ASN who works in it. Work discipline according to Ilma *et al* (2024) is the obedient nature carried out by employees or staff to always come and go home on time, do the work given well, and comply with all regulations and social norms that apply in the company. Discipline is the main attitude that must be present in human resource management, with higher work discipline, the higher the achievement in work.

Another opinion according to Estiana *et al* (2023) states that discipline is an attitude of respect shown by employees towards company regulations and provisions, thus causing employees to voluntarily adjust to the regulations and matters that have been determined by the company. According to Sulisty and Wijayanto in Ristiyani *et al* (2024) work discipline is an attitude of respect, appreciation, obedience and compliance with applicable regulations, both written and unwritten regulations and being willing and able to carry out and accept sanctions if they violate the duties and authorities that have been given.

Work discipline is also defined by Melda *et al* (2025) as a condition in which people within an organization willingly comply with established regulations. Meanwhile, Jufrizen (2021) states that work discipline is the ability and attitude possessed by employees to control themselves and comply with company regulations in order to achieve goals. Motivation is a word we often hear in everyday life. Motivation itself has been defined by several parties, including according to Uhing (2019), motivation is a fundamental factor that can be used as an incentive for someone to work. According to Syaibani (2021), motivation is a work ethic or encouragement that comes from within or from outside oneself to want to do a job optimally in order to achieve more optimal performance results.

According to Hasibuan in Harahap & Khair (2019) motivation is the provision of driving force that can create work passion for someone so that they want to work effectively, want to cooperate, and its implementation is integrated with all the power and efforts to achieve the desired satisfaction. Based on several opinions that have been expressed above, it can be concluded that work motivation is the provision of driving force that comes from within or outside oneself so that it can influence individuals or groups to create work passion so that they want to work effectively, want to cooperate and its implementation is carried out in an integrated manner to achieve the desired goals.

Every organization naturally wants to achieve its stated goals, and to achieve these goals, the role of the people involved is crucial. To motivate people to align with the organization's desires, it's crucial to understand the motivations of each employee within the organization, as these are the factors that determine how people behave at work. Research by Astaridiah Setianingsih and Nurul Matinni (2021) found that performance allowances and work discipline partially influence employee performance. Another finding, expressed in research by Hendri Dunan and Sindi Yuna Sari (2023), indicates that performance allowances and work discipline significantly influence employee performance. Another study by Agustiani Sambo Layuk and Gunawan Hasmin Tamsah (2019) found that performance allowances have a positive and significant effect on employee performance, while workload has a negative and significant effect on work motivation.

Based on this, it is very interesting to know how the influence of work allowances, work discipline, and work motivation on the performance of ASN PTUN Jakarta, therefore the researcher is interested in conducting research at the Jakarta State Administrative Court with the title *The Influence of Performance Allowances and Work Discipline on the Performance of State Civil Apparatus at the Jakarta State Administrative Court Through Work Motivation*.

2 | BACKGROUND THEORY

Work discipline plays a crucial role in any organization as it directly impacts both individual and team productivity, as well as overall organizational success. Melda *et al.* (2025) define work discipline as a condition in which individuals within an organization willingly adhere to established rules and regulations. This adherence ensures that tasks are completed efficiently, deadlines are met, and organizational objectives are achieved. Additionally, discipline in the workplace fosters a structured environment where employees understand their responsibilities and align their actions with the organization's goals. Jufrizen (2021) further emphasizes that work discipline is not solely about following rules but also involves employees' ability and attitude to control themselves and comply with company policies. This self-regulation is vital in achieving organizational goals. Work discipline extends beyond merely following instructions; it requires employees to actively contribute to the work environment in a way that supports the company's mission and vision. In this regard, work discipline reflects an employee's commitment to their role and the company's objectives, demonstrating their reliability and accountability.

Motivation plays a significant role in both developing and maintaining work discipline. Motivation is a term frequently encountered in everyday life. However, its importance in the workplace is profound. Many scholars have offered various definitions of motivation in the context of work. According to Uhing (2019), motivation is a fundamental factor that drives individuals to perform their tasks. Uhing explains that motivation acts as an internal force that pushes individuals to take action, persevere in their efforts, and complete their tasks. Without motivation, individuals may struggle to stay focused or committed to their responsibilities, leading to poor performance and reduced productivity.

Syaibani (2021) provides a more detailed explanation, stating that motivation is a combination of internal and external factors that encourage individuals to perform optimally. These factors can stem from personal desires or external rewards, such as promotions or recognition. Motivation, therefore, is not only about what employees wish to achieve personally but also about how external elements, such as the work environment and organizational culture, drive them to give their best. When employees feel motivated, they are more likely to invest their time and energy into their work, resulting in better performance and higher satisfaction. Hasibuan, as cited in Harahap & Khair (2019), elaborates on motivation by describing it as the driving force that ignites a person's passion for work. This force encourages employees to work effectively, collaborate with others, and dedicate all their efforts to achieving their goals. Hasibuan also highlights that motivation is not static; it evolves as employees' needs and desires change. As a result, motivation must be nurtured and sustained through positive reinforcement, recognition, and the provision of opportunities for growth.

Motivation and work discipline are closely linked. Motivation provides the energy and drive to perform tasks, while work discipline ensures that employees remain focused and aligned with organizational goals. Together, they create a productive and efficient work environment. Motivation can originate from both internal and external sources, and when harnessed effectively, it encourages employees to work with enthusiasm, collaborate, and ultimately achieve the desired outcomes. Work discipline ensures that these efforts are carried out systematically and with responsibility. By maintaining both motivation and discipline, organizations can achieve long-term success and foster a positive workplace culture.

3 | METHOD

This research was conducted at the Jakarta State Administrative Court office on Jalan A. Sentra Primer Baru Timur, Pulo Gebang, East Jakarta City, DKI Jakarta Province. This research used quantitative research with a descriptive approach. Descriptive quantitative research is research designed to describe and examine the possibility of a causal relationship between variables. According to Sugiyono in Uhing (2019), a population is a generalization area consisting of subjects or objects that have certain characteristics and quantities that have been determined by the researcher to be studied and then conclusions drawn. The population is also not just the number of objects or objects being studied but includes all the characteristics or traits possessed by the subjects or objects. According to Sugiyono in Uhing (2019), a sample is part of the characteristics and quantities possessed by the population, so it can be concluded that the sample is part of the population used for research. The population in this study was all Civil Servants at the Jakarta State Administrative Court, totaling 57 respondents. The sample in this study was drawn using a saturated sampling technique. Saturated sampling is a sampling technique in which all members of the population are used as samples. The reason for using saturated sampling is because the population size is less than 100 respondents, so the entire population was used as the research sample.

4 | RESULTS AND DISCUSSION

4.1 Results

This section discusses the results of a study aimed at examining the impact of work allowances, work discipline, and work motivation on the performance of State Civil Apparatus (ASN) at the Jakarta State Administrative Court (PTUN Jakarta). The research applied a descriptive quantitative approach, focusing on understanding how these variables influence ASN performance. The study involved a total of 57 respondents, all of whom were selected using a saturated sampling technique. This method was chosen to ensure that the entire population of ASN employees at PTUN Jakarta was included in the study, given the relatively small number of participants. The respondents, who represented various roles within the organization, provided a broad understanding of how work allowances, discipline, and motivation can affect overall performance across different departments. By using this sampling technique, the study sought to capture diverse experiences and perspectives from all employees, allowing for more reliable results. The findings of this research are expected to shed light on how performance allowances, a disciplined work culture, and high levels of motivation collectively contribute to improving ASN performance at PTUN Jakarta. These insights may be valuable for developing policies and strategies that can be applied in similar government institutions.

Table 1. Hypothesis Testing (Direct Effect)

Hypothesis	Path Coefficient	t-statistic	p-value	95% Confidence Interval for Path Coefficient Lower Limit	F-square Upper Limit
H1. Performance allowance →	-0.235	1.795	0.073	-0.496	0.014

employee performance						
H2. Performance allowance → work motivation	0.437	3.540	0.000	0.188		0.672
H3. Work discipline → employee performance	0.673	6.813	0.000	0.515		0.907
H4. Work discipline → work motivation	0.450	4.360	0.000	0.248		0.659
H5. Work motivation → employee performance	0.312	2.229	0.026	0.000		0.550

Source: Primary data, processed by researchers in 2025

Based on table 1 above, the following results can be seen.

- 1. The Effect of Performance Allowances on Employee Performance**
 The first hypothesis (H1) was rejected because this study showed that performance allowances had a negative and insignificant effect on employee performance, as explained in the hypothesis testing. The 95% confidence interval for the effect of performance allowances on employee performance ranged from -0.496 to 0.014. However, the presence of performance allowances in improving employee performance had a small effect at the structural level, with an f-square value of 0.102. Realignment of the distribution mechanism and amount of performance allowances is needed to improve employee performance.
- 2. The Effect of Performance Allowances on Work Motivation**
 The second hypothesis (H2) was accepted, as this study showed that performance allowances have a positive and significant effect on work motivation, as described in the hypothesis testing. The 95% confidence interval indicates that the effect of performance allowances on work motivation ranges from 0.188 to 0.672. Therefore, the presence of performance allowances in increasing work motivation has a significant impact at the structural level, with an f-square value of 0.358. The implementation of performance allowances is considered crucial because it can increase work motivation.
- 3. The Effect of Work Discipline on Employee Performance**
 The third hypothesis (H3) was accepted, as this study showed that work discipline has a positive and significant effect on employee performance, as described in the hypothesis testing. At a 95% confidence interval, the effect of work discipline on employee performance ranged from 0.515 to 0.907. Therefore, work discipline has a significant impact on improving employee performance at the structural level, with an f-square value of 0.829. The implementation of good work discipline has successfully improved employee performance, and if the Jakarta State Administrative Court implements a work discipline improvement program, employee performance could increase by up to 0.659.
- 4. The Effect of Work Discipline on Work Motivation**
 The fourth hypothesis (H4) was accepted, as this study showed that work discipline has a positive and significant effect on work motivation, as described in the hypothesis testing. At a 95% confidence interval, the effect of work discipline on work motivation ranges from 0.248 to 0.659. Therefore, work discipline has a significant effect on increasing work motivation at the structural level, with an f-square value of 0.380. The implementation of good work discipline has successfully increased work motivation, and if the Jakarta State Administrative Court implements a work discipline improvement program, performance motivation could increase by up to 0.907.
- 5. The Effect of Work Motivation on Employee Performance**
 The fifth hypothesis (H5) was accepted, as this study showed that work motivation has a positive and significant effect on employee performance, as described in the hypothesis testing. The 95% confidence interval indicates that the effect of work motivation on employee performance ranges from -0.000 to 0.550. However, work motivation has a small effect on improving employee performance at the structural level, with an f-square value of 0.131. Regular programs or activities by management to motivate employees are needed to improve employee performance, potentially reaching 0.550.
- 6. Testing the Mediation Hypothesis (Indirect Effect)**

Table 2. Testing of Mediation Hypothesis (Indirect Effect)

Hypothesis	Path Coefficient	t-statistic	p-value	95% Confidence Interval for Path Coefficient	Upsilon V
				Lower Limit	Upper Limit
H6. Performance allowance → work motivation → employee performance	0.136	1.749	0.080	-0.000	0.307

H7. Work discipline → work motivation → employee performance	0.140	2.308	0.021	-0.000	0.247
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Source: Primary data, processed by researchers in 2025

7. The Effect of Performance Allowances on Employee Performance Through Work Motivation as a Mediating Variable. The sixth hypothesis (H6) indicates that work motivation does not significantly mediate the effect of performance allowances on employee performance, as explained previously. The 95% confidence interval for the effect of performance allowances on employee performance, with work motivation as a mediator, ranges from -0.000 to 0.307. However, this does not rule out the possibility of an effect, as there is a positive relationship in the path coefficient of 0.136, although this effect is small due to its location at the structural level with an Upsilon ν value of 0.019
8. The Influence of Work Discipline on Employee Performance through Work Motivation as a Mediating Variable. The seventh hypothesis (H7) indicates that work motivation significantly mediates the influence of work discipline on employee performance, as explained previously. At a 95% confidence interval, the influence of work discipline on employee performance, with work motivation as a mediator, ranges from -0.000 to 0.247. Although the influence of work motivation as a mediator on work discipline on employee performance is low, as it is at the structural level, the Upsilon ν value is 0.020. Management needs to implement well-scheduled programs or routine activities to motivate employees, thereby further improving employee performance by up to 0.247.

4.2 Discussion

Based on the descriptive analysis of the performance allowance variable, the majority of respondents indicated a tendency to strongly agree. The indicator with the highest value in shaping the performance allowance variable was punctuality, indicating that performance allowances at the Jakarta State Administrative Court are received on time, enabling them to pay for all routine monthly expenses. Based on the descriptive analysis of the employee performance variable, the majority of respondents indicated a tendency to strongly agree. The indicator with the highest value in shaping the employee performance variable was flexibility and sensitivity to change, indicating that civil servants at the Jakarta State Administrative Court are capable of working to meet the Court's expectations and completing assigned tasks. The results of the SEM-PLS analysis indicate that the performance allowance variable has a negative and insignificant effect on employee performance. This study aligns with Herzberg's two-factor theory as cited by Fahrurozi *et al.* (2025), which states that hygiene factors such as salary and benefits only prevent dissatisfaction but are insufficient to directly motivate employee performance. This research aligns with research conducted by Iis Suryaningsih (2022), which stated that performance allowances have a negative and insignificant effect on the performance of IAIN Ternate employees. Similar results were also revealed in research conducted by Bunga Permata Sari and Ranthy Pancasati (2022), which stated that compensation does not significantly affect employee performance. Based on research conducted at the Jakarta State Administrative Court, performance allowances do not affect employee performance because they are a right received by employees based on their position, not on their performance for the month. Instead, the amount of the performance allowance focuses more on attendance and departure times.

Based on the descriptive analysis of the performance allowance variable, the majority of respondents stated that they strongly agreed. The indicator that provided the greatest value in the formation of the performance allowance variable was the punctuality indicator. This indicates that the performance allowance at the Jakarta State Administrative Court is received on time, allowing for the timely payment of all routine monthly expenses. Based on the results of the descriptive analysis of the work motivation variable, the majority of respondents stated that they tended to strongly agree. The indicator that provided the greatest value in forming the work motivation variable was the social needs indicator, such as interaction. This shows that the environment of the Jakarta State Administrative Court is able to act as a forum that can fulfill the needs of each ASN in socializing so that it can become a work motivation for ASN of the Jakarta State Administrative Court. The results of the SEM-PLS analysis indicate that the performance allowance variable has a positive and significant effect on work motivation. These results align with research conducted by Syahrinullah *et al.* (2021), which states that performance allowances have a positive and significant effect on the work motivation of Majene Regency Government Employees. The same finding was also revealed in research conducted by Iwan Perdana *et al.* (2022), which stated that there is a significant influence between allowances and work motivation. Similar results were also revealed in research conducted by Boy Sampurno, Sumadi, and Toni Herlambang (2020), which stated that allowances influence work motivation. Similar research results were also revealed in research by Octavianti (2019), which stated that performance allowances significantly influence work motivation. The results of this study indicate that receiving performance allowances increases ASN at the Jakarta State Administrative Court.

Based on the results of the descriptive analysis of the work discipline variable, the majority of respondents' answers tended to strongly agree. The indicator that provided the greatest value in the formation of the work discipline variable was the indicator of harmonious human relations. This shows that work discipline at the Jakarta State Administrative Court is reflected in the creation of a harmonious atmosphere with coworkers, because harmonious relationships can

improve work discipline. Based on the results of the descriptive analysis of employee performance variables, the majority of respondents stated that they tended to strongly agree. The indicator that provided the greatest value in forming employee performance variables was the flexible and sensitive to change indicator. This shows that ASN at the Jakarta State Administrative Court are able to work to meet the expectations of the Jakarta State Administrative Court and complete the assigned work to completion. The SEM-PLS results show that work discipline has a positive and significant effect on employee performance. These results align with research conducted by Ririn Agustriani *et al.* (2022), which states that work discipline has a positive and significant effect on employee performance at PT Bahtera Bahari Shipyard. A similar finding was also expressed by Astaridah Setianingsih and Nurul Matinni (2021), who stated that work discipline affects employee performance. Similar results were also revealed in research by Hendri Dunan and Sindi Yuna Sari (2023), which stated that work discipline has a significant effect on employee performance in Panjang District, Bandar Lampung. Research conducted by Novia Retno and Ahsin Daroini (2022) also stated that work discipline has a significant effect on civil servant performance. These results indicate that the leadership of the State Administrative Court can further accelerate the discipline of ASN at the Jakarta State Administrative Court to improve performance, which will ultimately lead to improved organizational performance.

Based on the results of the descriptive analysis of the work discipline variable, the majority of respondents' answers tended to strongly agree. The indicator that provided the greatest value in the formation of the work discipline variable was the indicator of harmonious human relations. This shows that work discipline at the Jakarta State Administrative Court is reflected in the creation of a harmonious atmosphere with coworkers, because harmonious relationships can improve work discipline. Based on the results of the descriptive analysis of the work motivation variable, the majority of respondents stated that they tended to strongly agree. The indicator that provided the greatest value in forming the work motivation variable was the social needs indicator, such as interaction. This shows that the environment of the Jakarta State Administrative Court is able to act as a forum that can fulfill the needs of each ASN in socializing so that it can become a work motivation for ASN of the Jakarta State Administrative Court. The SEM-PLS results indicate that work discipline has a positive and significant effect on work motivation. These findings align with research conducted by Benny Dame *et al.* (2021), which found that work discipline has a positive and significant effect on work motivation at Bank Prisma Dana North Sulawesi. This study also aligns with research conducted by Iwan Perdana *et al.* (2022), which found that work discipline significantly influences work motivation. These findings indicate that work discipline, fostered by adherence to applicable regulations, can improve the work motivation of civil servants at the Jakarta State Administrative Court.

Based on the results of the descriptive analysis of the work motivation variable, the majority of respondents stated that they tended to strongly agree. The indicator that provided the greatest value in forming the work motivation variable was the social needs indicator, such as interaction. This shows that the environment of the Jakarta State Administrative Court is able to act as a forum that can fulfill the needs of each ASN in socializing so that it can become a work motivation for ASN of the Jakarta State Administrative Court. Based on the results of the descriptive analysis of employee performance variables, the majority of respondents stated that they tended to strongly agree. The indicator that provided the greatest value in forming employee performance variables was the flexible and sensitive to change indicator. This shows that ASN at the Jakarta State Administrative Court are able to work to meet the expectations of the Jakarta State Administrative Court and complete the assigned work to completion. The SEM-PLS results indicate that work motivation has a positive and significant effect on employee performance. These results align with research conducted by Muskadi *et al.* (2021), which states that work motivation has a positive and significant effect on employee performance at the Financial and Asset Management Agency of Deli Serdang Regency. The same finding was also revealed in research conducted by Medice, Deby Satyo Rusandy (2023), which states that work motivation has a simultaneous and interrelated effect on improving employee performance. Similar results were also revealed in research conducted by Yulianti Silvianti Basyrie, Ahiruddin, and Junaidi (2022), which stated that work motivation has a positive effect on employee performance. Research conducted by Jufrisen, Fadilla Puspita Hadi (2021) also stated that work motivation has a positive and significant effect on employee performance. These results indicate that the leadership of the Jakarta State Administrative Court must provide motivation to ASN at the Jakarta State Administrative Court more regularly to improve performance.

Based on the descriptive analysis of the performance allowance variable, the majority of respondents stated that they strongly agreed. The indicator that provided the greatest value in the formation of the performance allowance variable was the punctuality indicator. This indicates that the performance allowance at the Jakarta State Administrative Court is received on time, allowing for the timely payment of all routine monthly expenses. Based on the results of the descriptive analysis of employee performance variables, the majority of respondents stated that they tended to strongly agree. The indicator that provided the greatest value in forming employee performance variables was the flexible and sensitive to change indicator. This shows that ASN at the Jakarta State Administrative Court are able to work to meet the expectations of the Jakarta State Administrative Court and complete the assigned work to completion. Based on the results of the descriptive analysis of the work motivation variable, the majority of respondents stated that they tended to strongly agree. The indicator that provided the greatest value in forming the work motivation variable was the social needs indicator, such as interaction. This shows that the environment of the Jakarta State Administrative Court is able to act as a forum that can fulfill the needs of each ASN in socializing so that it can become a work motivation for ASN of the Jakarta State

Administrative Court. Based on the SEM-PLS results, it shows that work motivation as an intervening variable positively influences performance allowances on employee performance, although it is not significant. Because it does not have a significant influence, it can be concluded that the work motivation variable cannot mediate performance allowances on employee performance. The results of this study align with those of Tri Maryani and Samtono (2023), who stated that work motivation does not mediate the effect of additional income allowances on employee performance within the Salatiga City Education Office. Research by Gusti Maulana Izhar *et al.* (2021) found that compensation does not significantly impact performance through work motivation. The results of the data path analysis of this study indicate that performance allowances have a negative effect on employee performance when administered directly, while if administered indirectly, there is a change, resulting in a positive, though insignificant, effect. Despite the positive change, work motivation is unable to mediate the effect of performance allowances on employee performance because it has no significant effect.

Based on the results of the descriptive analysis of the work discipline variable, the majority of respondents' answers tended to strongly agree. The indicator that provided the greatest value in the formation of the work discipline variable was the indicator of harmonious human relations. This shows that work discipline at the Jakarta State Administrative Court is reflected in the creation of a harmonious atmosphere with coworkers, because harmonious relationships can improve work discipline. Based on the results of the descriptive analysis of employee performance variables, the majority of respondents stated that they tended to strongly agree. The indicator that provided the greatest value in forming employee performance variables was the flexible and sensitive to change indicator. This shows that ASN at the Jakarta State Administrative Court are able to work to meet the expectations of the Jakarta State Administrative Court and complete the assigned work to completion. Based on the results of the descriptive analysis of the work motivation variable, the majority of respondents stated that they tended to strongly agree. The indicator that provided the greatest value in forming the work motivation variable was the social needs indicator, such as interaction. This shows that the environment of the Jakarta State Administrative Court is able to act as a forum that can fulfill the needs of each ASN in socializing so that it can become a work motivation for ASN of the Jakarta State Administrative Court. The results of SEM-PLS show that work motivation can positively and significantly mediate the influence of work discipline on employee performance. These results align with research conducted by Abdul Karim *et al.* (2024) which states that work motivation can positively mediate the influence of performance allowances on employee performance. This research is also in line with research conducted by Iwan Perdana *et al.* (2022) which states that there is a significant influence between work discipline and employee performance through work motivation. The results of this study indicate that if discipline enforcement is better implemented, coupled with routine work motivation by the leadership of the Jakarta State Administrative Court, it will significantly improve the performance of Jakarta State Administrative Court employees.

5 | CONCLUSIONS AND FUTURE WORK

Based on the results of research and data analysis that have been conducted and outlined in the discussion section, it can be concluded that the performance allowance variable has a negative and insignificant effect on employee performance; The performance allowance variable has a positive and significant effect on work motivation; The work discipline variable has a positive and significant effect on employee performance; The work discipline variable has a positive and significant effect on work motivation; The work motivation variable has a positive and significant effect on employee performance; Work motivation as a mediating variable has a positive but insignificant effect between performance allowances on employee performance; and Work motivation as a mediating variable has a positive and significant effect between work discipline on employee performance.

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