



RESEARCH ARTICLE

The Effect of Performance Allowances and Organizational Justice on Employee Performance Through Organizational Commitment at the Bekasi Religious Court Office

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Abstract

The purpose of System Remuneration and Competence on Employee Performance With Discipline Work As Variables Mediation at the Secretariat Directorate General Agricultural Infrastructure and Facilities. Objects studied in study This is employees in the Directorate General Agricultural Infrastructure and Facilities, which are part from the Ministry of Agriculture in Indonesia. Research time September to November 2025. Study This apply approach explanatory analysis, namely purposeful approach For observe and test connection causal between variables independent and variable the proposed dependent in hypothesis. The results of System Remuneration and Competence on Employee Performance With Discipline Work As Variables Mediation at the Secretariat Directorate General Agricultural Infrastructure and Facilities ", the following conclusions can be drawn: remuneration and competence influential positive and significant to discipline work . With Thus, the hypothesis First tested; system remuneration and competence influential positive and significant to performance employee.

Keywords

Agricultural Infrastructure; Discipline Work; Employee Performance.

1 | INTRODUCTION

Agricultural development in Indonesia is directed towards sustainable agriculture, aiming to address the real problems faced by farmers today while considering future challenges (Rivai & Anugrah, 2011). Indonesia, known as an agricultural country, views agricultural development as a crucial part of economic development. This is because the agricultural sector provides more than 50% of employment opportunities compared to other sectors. The agricultural sector plays an essential role in the Indonesian economy, contributing to economic growth, state revenue, foreign exchange, food security, job creation, and providing essential materials for industries, particularly the agro-industry (Fauzi, 2008). One of the defining characteristics of a key sector is its substantial contribution, both directly and indirectly, to the achievement of national economic development goals (Nurif & Mukhtar, 2015). In Indonesia, as a developing nation, agricultural infrastructure development significantly impacts productivity, particularly in rice farming. According to Apriyanto (2007), the government prioritizes agricultural development programs aimed at increasing production, such as the Pancayasa Agricultural Development program.

Human Resource (HR) management is a strategic function in modern organizations and plays a vital role in achieving both short-term and long-term objectives. In the era of globalization and digitalization, organizations face challenges not only in technology and structure but also in managing, motivating, and guiding their human resources to optimize performance (Mondy & Noe, 2005). Employees are no longer seen merely as implementers but as critical assets determining the success of organizations, whether in the public or private sector (Tzafir *et al.*, 2004). Human resources differ from physical assets like money, machines, and materials. They are essential to achieving organizational objectives and must be supported by compensation and career development opportunities. An organization's success depends not only on technology but, more importantly, on the human beings executing the work. The ability to deliver quality results is a significant contribution to organizational performance.

An employee feels pride and satisfaction when their achievements are based on the performance they contribute to the company. Good performance is the desired outcome in the workplace. Employees who meet performance standards, both in terms of quality and quantity, provide essential value to the organization. Human resources are the main assets of an organization, actively planning and carrying out various activities within the organization. They bring thoughts, feelings, desires, and education that contribute to the organizational environment. The Directorate General of Agricultural Infrastructure and Facilities (Directorate General of PSP) is an implementing agency under the Ministry of Agriculture of the Republic of Indonesia, responsible directly to the Minister of Agriculture. The Directorate General of PSP's role includes organizing and implementing policies for infrastructure and facilities provision in agriculture.

The program's objectives reflect the achievements targeted within the Ministry's strategic goals. The first program target from the Directorate General of PSP is "Provision of Agricultural Infrastructure and Facilities that Meet Needs." This includes access to financing and protection for agricultural businesses, water for agriculture, and land availability. The facilities covered include fertilizers, pesticides, and agricultural tools and machinery (alsintan). The second program target is "The Realization of Professional and Bureaucracy-Oriented Services within the Directorate General of Agricultural Infrastructure and Facilities." The third program target is "Accountable and High-Quality Budget Management in the Directorate General." This refers to managing the budget in accordance with government accounting standards and related budgeting regulations. The Directorate General's budget management performance is measured through the "Budget Performance Value" indicator.

In recent years, agricultural infrastructure and facilities have faced dynamic changes and development challenges due to various agricultural sector issues. To support the target of increasing agricultural production and productivity, government-supported agricultural infrastructure and facilities are essential. Based on Presidential Decree Number 117 of 2022 and Minister of Agriculture Regulation Number 19 of 2022, the Directorate General of Agricultural Infrastructure and Facilities was established to handle agricultural infrastructure and facilities. This was further supported by Ministry of Agriculture Decree Number 278/KPTS/OT.050/M/06/2023 regarding the functional scope of the Ministry of Agriculture. Task main points and functions main Directorate General Agricultural Infrastructure and Facilities is push effort provision infrastructure in aspects expansion and protection land agriculture, development and rehabilitation irrigation tertiary, facilitation financing, provision fertilizers and pesticides, as well as tool machine agriculture pre-harvest.

In order to realize accountability in the implementation of main tasks and functions, including management of human resources, policies, and programs of the Directorate General of PSP, it is essential to comply with Government Regulation Number 8 of 2006 regarding the obligation to report financial accountability and institutional performance. This regulation is followed by the Minister of Administrative and Bureaucratic Reform Regulation Number 53 of 2014, which provides technical instructions for performance agreements, performance reporting, and the review of government agency performance reports. Consequently, the Directorate General of PSP compiles its Performance Report based on its Strategic Plan (Renstra), Key Performance Indicators (IKU), and Performance Agreements (PK), which have been signed by the Director General of PSP and the Minister of Agriculture.

The evaluation and analysis of performance achievements refer to the 2024 Performance Agreement document, which includes indicators set as program targets. These include agricultural infrastructure availability, production facility utilization, effective and efficient bureaucracy in agricultural infrastructure, and well-managed budgets for the Directorate General of Agricultural Infrastructure and Facilities. These program targets are measured by quantifiable parameters to provide objective assessments of performance achievements. The first program target is the availability of agricultural infrastructure in accordance with needs, measured by two indicators: the fulfillment of agricultural infrastructure and the establishment of rice field standards as sustainable agricultural land (LP2B). The second program target is the utilization of agricultural production means, which is measured by the utilization of agricultural production tools by the Directorate General of PSP. The third target focuses on the realization of effective and efficient bureaucracy oriented towards excellent service, measured by the implementation of bureaucratic reforms. The fourth program target is accountable budget management for agricultural infrastructure, measured by the IKPA score. Performance indicators include the fulfillment of agricultural infrastructure, the percentage of rice fields that meet LP2B standards, the utilization of production facilities, the implementation of bureaucratic reforms, and the budget performance indicator for the Directorate General of Agricultural Infrastructure and Facilities. The program's performance indicator on agricultural infrastructure availability, according to needs (IKSP-1), has two key performance indicators: fulfillment of agricultural infrastructure and percentage of land established as rice field standards (LP2B). The performance for the agricultural infrastructure fulfillment indicator in 2024 reached 53.41%, while the RPJMN target was 58.04%. The LP2B land establishment indicator achieved 75.10%, below the RPJMN target of 100%. The delay in achieving RPJMN targets was due to budget changes (refocusing). However, performance improved compared to 2023, where the agricultural land irrigation fulfillment reached 37.78%, while in 2024, it reached 39.80%.

The decline in achievements is influenced by activities in irrigation pumping/irrigation piping, water conservation building, and climate anomaly anticipation that were not realized in some areas due to technical issues. The proposed reallocation of these activities between provinces was not approved, further impacting the budget for these activities. Performance is an important factor, as it reflects the efficiency and effectiveness of an institution. Organizations depend on employees to work according to their abilities to achieve optimal results. Performance encompasses mental attitude and behavior, with the goal of achieving quality work outcomes. According to Mangkunegara (2017), performance is the quality and quantity of work achieved by an employee in performing their duties. Gibson *et al.* (2009) also defined performance as the results an individual or group achieves in an organization based on authority and responsibility, aiming to achieve the organization's objectives legally and ethically. Employee performance can be assessed through discipline levels, motivation, skills, and role perception (Stoner, 1989). Bernardin & Russell (1993) and Handoko (2021) also state that performance is a process of evaluating employee work performance.

In human resources research, performance is defined as the actions or tasks that an employee performs, influencing the overall contribution to the organization, including the quality of service delivered (Dipang, 2013). Improving performance is essential for organizations to reach their goals effectively (Choon & Patrick, 2016). Work discipline is a key issue in improving organizational performance. Discipline refers to the awareness and willingness of an employee to obey company regulations and social norms (Hasibuan, 2017). Poor discipline, such as tardiness or leaving early without permission, reduces work effectiveness.

Civil Servants (ASN) in Indonesia are governed by comprehensive laws, including Law Number 5 of 2014, which outlines the rights, obligations, and governance of employees in the public sector. These regulations aim to improve ASN performance through better discipline and work ethic, including in the Directorate General of Agricultural Infrastructure and Facilities. Work discipline for ASN is also addressed in Government Regulation Number 17 of 2010 concerning Civil Servant Management, which emphasizes merit, professionalism, and accountability in management. Discipline is a crucial indicator of performance because it directly impacts career development and sanctions for violations. Research by Salas *et al.* (2022) confirms that good job discipline is essential for high performance. It reflects dedication and commitment, contributing to a positive work environment. This is also supported by studies from Forgiveness (2024) and others, which found that work discipline can significantly improve employee performance.

In human resource management, a key approach to influencing employee behavior and performance is through a remuneration system. This system includes both financial and non-financial rewards that aim to motivate employees, improve loyalty, and create a productive work culture (Beardwell, Holden, & Claydon, 2004). According to Dessler (2020), remuneration is the overall reward (both financial and non-financial) that employees receive in exchange for their service and contribution to the organization. An effective remuneration system not only provides salaries and benefits but also includes corrective elements, such as sanctions for violations. This ensures the system is both compensatory and regulatory, motivating employees and maintaining discipline. The ideal remuneration system should strike a balance between rewards and punishment, offering financial incentives based on performance while enforcing discipline through penalties for violations (Wijaya, 2021). Pradnyani *et al.* (2020) also stated that a good compensation system should have mechanisms for supervision and correcting deviant behavior.

In the Indonesian government bureaucracy, the Performance Allowance (Tukin) policy is one example of how remuneration is used to reward employees based on individual achievements and attendance. Tukin serves as both a

motivational tool and a disciplinary instrument. In this study, Tukin is used as one indicator within the remuneration system, affecting employee discipline and performance. This system aims to improve employee discipline by ensuring compliance with regulations, punctuality, and task completion according to standards. High discipline is essential for the achievement of organizational goals. Without effective discipline, rewards may fail to motivate employees, and punishments may not deter undesirable behavior. Research by Ritonga *et al.* (2024) and Nasution (2019) shows that remuneration systems significantly influence employee discipline. Employees with high competence tend to take responsibility, understand their role, and show internal motivation to perform well. In contrast, employees with low competence are more likely to violate work regulations, make errors, and demonstrate poor discipline.

Competence of Civil Servants (PNS) is an important factor in any public organization. Human resources or employees are the main driving force of an organization to achieve its goals, and therefore must possess competence. In the current era of globalization, every organization is required to be ready to face dynamic changes and competition to compete with other organizations. Employees with competencies, knowledge, and skills are needed to address these challenges, adapt to changes, and compete, as well as to carry out work according to their respective fields, ensuring that the services provided are optimal. According to the Decree of the Head of the State Civil Service Agency of the Republic of Indonesia Number 43 of 2001 concerning the Standard Competence of Employees, competence refers to the abilities and characteristics that government employees must possess in the form of knowledge, skills, attitudes, and behavior in performing their duties and positions. Civil Servants (ASN) are one of the determining factors in a dynamic development process, requiring a larger role in government organizations. Therefore, human resources are the main capital needed in any government organization.

This is crucial because the success of an organization in achieving its objectives is largely determined by the competencies of its human resources. Human resources are an important aspect for the sustainability and development of an organization. Human resources are useful in mastering technology, utilizing capital, managing funds, and generating quality products. The extent to which advanced technology is utilized by an organization is heavily determined by the quality of the human resources operating it. Competence encompasses knowledge, skills, and attitudes required to perform tasks effectively. Sahu *et al.* (2020) explain that employee competence includes both technical and interpersonal skills that enable optimal functioning. Wibowo (2016:152) emphasized that competence encompasses knowledge, skills, and abilities that form a person's capacity to work. A study by Widyoseno & Susanti (2024) showed that employee competence can increase work discipline, which is also considered a critical determinant of employee discipline. Research by Maghfirah (2024) found that discipline improves employee performance. Similarly, studies by Astaridah & Matinni (2021) and others suggest that work discipline significantly influences performance. Research findings from Ilham *et al.* (2020), Widyoseno & Susanti (2024), Rasiwan & Sihotang (2022), and others indicate that work discipline positively and significantly influences employee performance.

This study focuses on employees in the Directorate General of Agricultural Infrastructure and Facilities (Directorate General of PSP), an Echelon I unit under the Ministry of Agriculture, which plays a strategic role in national agricultural infrastructure development. The Directorate General of PSP is responsible for managing irrigation, fertilizers, financing, and agricultural tools and machinery, all directly related to food security. The success of these programs depends heavily on employee performance, including those involved in both technical and administrative functions. Therefore, this study aims to examine how the remuneration system and employee competence contribute to work discipline, which ultimately impacts overall employee performance. The quality of human resources refers to employees who have knowledge, skills, and positive attitudes in their work. Therefore, organizations must take steps to develop and enhance employee competence. Employees are expected to continually hone their knowledge, skills, and abilities to meet the demands of the times and improve their performance within the organization. Thus, this study aims to comprehensively assess the influence of the remuneration system (which includes cutting allowances as a disciplinary measure) and employee competence on work discipline effectiveness, as well as how discipline contributes to improving employee performance in the Directorate General of PSP. The results of this study are expected to contribute both theoretically and practically to the development of human resource management systems in the public sector, particularly related to strategies for improving discipline and performance through fair and effective remuneration policies. Based on the description above, the researcher is interested in conducting research titled "System Remuneration and Competence on Employee Performance With Work Discipline as a Mediating Variable at the Secretariat of the Directorate General of Agricultural Infrastructure and Facilities."

2 | BACKGROUND THEORY

Employee Performance

Performance is combination between behavior with performance from what to expect and the options or part conditions duties assigned to each employee For reach objective organization . In general general performance work refers to how much Good somebody can do her work (Efrina , 2022). According to Mangkunegara (2017: 66), performance is

results Work in a way quality and quantity achieved by a person employee in carry out his duties in accordance with not quite enough the answer given to him. According to Gibson *et al* (2009:164), performance is results work that can achieved by someone or insider group something organization, according to with authority and responsibility answer each, in frame reach objective organization legally and not violate law as well as in accordance with morals and ethics. Yusuf (2010: 115) explains that performance is the result of many individual decisions made continuously by management. *Performance* is generally defined as a person's success in carrying out the tasks or work assigned to them. According to Gibson (2009: 176), a person's performance is determined by their ability and job satisfaction to carry out the work. Therefore, it is concluded that performance is the work achievement or work results (*output*) both in quality and quantity achieved by human resources per unit time period in carrying out their work duties in accordance with the responsibilities given to them. Performance is the result of individual work within an organization. The achievement of organizational goals cannot be separated from the resources owned by the organization, which are driven or run by employees who play an active role as actors in the effort to achieve the organization's goals. Achieving maximum performance will not be separated from the role of leaders in satisfying subordinates' work. Performance is the result of individual work within an organization. The achievement of organizational goals cannot be separated from the resources owned by the organization, which are driven or run by employees who play an active role as actors in the effort to achieve the organization's goals. Achieving maximum performance will not be separated from the role of leaders in satisfying subordinates' work in carrying out their work efficiently and effectively. According to Sulistiyani and Rosidah (2009: 223), a person's performance is a combination of ability, effort, and opportunity that can be assessed from their work results. Simamora (2006: 93) states that employee performance is the degree to which employees achieve job requirements. Performance refers to employee achievements measured against standards or criteria set by the company.

System Remuneration

System remuneration or system compensation is one of the function management source Power the most fundamental human being A organization. System remuneration is component crucial in management source Power designed human For give compensation to employee as reward on contribution to achievement objective organization. More from just tool payment, system remuneration also functions as mechanism motivation and control behavior work in harmony with values and culture organization. According to Dessler (2020: 176), remuneration is overall reward (good financial both financial and non- financial) received by employees as reply service on contribution to organization. System This No only limited to salary principal, but rather A package comprehensively designed in a way strategic For attract, retain, and motivate source Power quality human beings. According to Milkovich *et al* (2014) also stated that remuneration is all form reward financial and non- financial benefits received employee as reply service on work done. System remuneration covers wages principal, allowances, bonuses, incentives, as well as facility others given in a way direct and No direct. Meanwhile, Simamora (2006: 95) explains that system remuneration is overall structure payroll and benefits compensation used organization For attract, motivate, and retain competent employees. System This must designed with notice internal equity and justice external (*external equity*) to be accepted with both by employees . While that, Dessler (2020:152) emphasizes that effective remuneration must reflect connection between performance with compensation given, so that employee feel valued on his contribution and was motivated For maintain or increase productivity Work.

Discipline Work

Discipline Work is measurement to what extent employees comply with norms, rules and procedures in place work. According to Hasibuan (2017: 55), discipline is awareness and willingness somebody For obey all regulation companies and prevailing social norms. This is not just rigid compliance, but rather A attitude respect to rules of the game an organization based on awareness self. Research by Salas *et al.* (2022) confirms that discipline good job is factor key in acquisition high performance. Good discipline reflect dedication and commitment individual to its purpose and also contribute to atmosphere positive in place Work. System *reward and* clear punishment contribute to discipline. Research by Dussault *et al.* (2021) shows that when employee get fair rewards and sanctions, more tend For follow regulations and maintain discipline work. Discipline good job will contribute to the improvement productivity and performance organization in a way overall.

3 | METHOD

Objects studied in study This is employees in the Directorate General Agricultural Infrastructure and Facilities, which are part from the Ministry of Agriculture in Indonesia. Research time September to November 2025. Study This apply approach explanatory analysis, namely purposeful approach For observe and test connection causal between variables independent and variable the proposed dependent in hypothesis. Population used in study This is all employees working at the Ministry of Agriculture Scope Directorate General Agricultural Infrastructure and Facilities as many as 60 employees. In the study This determination sample as representation from population used

as many as 60 samples were taken from employee at the Ministry of Agriculture Scope Directorate General Agricultural Infrastructure and Facilities. Harvesting Techniques sample is sample saturated. According to Sugiyono (2019:245), saturated sampling is technique determination samples taken when all member population made into sample. This means, in study with saturated sampling, no There is selected samples, but rather all over population studied made into respondents or object study.

4 | RESULTS AND DISCUSSION

4.1 Results

Based on the hypothesis test results, this study found several key findings regarding the influence of performance allowances and competence on employee performance through work discipline as a mediating variable. First, performance allowances were found to have a positive and significant impact on work discipline, with a regression coefficient of 0.464. This indicates that a well-managed performance allowance system can improve employees' discipline in carrying out their tasks. In addition, employees' competence also positively affects work discipline, with a regression coefficient of 0.207, suggesting that employees with higher competence are more disciplined in their work. Performance allowances also positively influence employee performance, with a regression coefficient of 0.501, showing that performance-based rewards can increase employee motivation. Similarly, competence positively affects employee performance with a regression coefficient of 0.452. Work discipline was also found to have a significant impact on employee performance, with a regression coefficient of 0.629, reinforcing the argument that discipline plays a crucial role in achieving optimal performance. In this case, work discipline acts as a mediator between performance allowances, competence, and employee performance. The indirect effect of performance allowances on employee performance through work discipline is 0.291, resulting in a total effect of 0.792. Meanwhile, the effect of competence on employee performance through work discipline is 0.130, with a total effect of 0.582. Overall, the findings of this study emphasize the importance of a fair performance allowance system and adequate employee competence in enhancing work discipline, which ultimately leads to improved employee performance.

Table 1. Summary of Hypothesis Test Results

Hip	Variables Exogenous	Mediation	Endogen	Direct	Indirect	Total
H1	System Remuneration	Discipline Work	-	0.464	-	-
	Competence	Discipline Work	-	0.207	-	-
H2	System Remuneration	-	Employee Performance	0.501	-	-
	Competence	-	Employee Performance	0.452	-	-
H3	-	Discipline Work	Employee Performance	0.629	-	-
H4	System Remuneration	Discipline Work	Employee Performance	-	$0.464 \times 0.629 = 0.291$	$0.291 + 0.501 = 0.792$
H5	Competence	Discipline Work	Employee Performance	-	$0.207 \times 0.629 = 0.130$	$0.130 + 0.452 = 0.582$

Source: Processed Primary Data, 2026

Table 1 summarizes the hypothesis test results, highlighting the relationships between system remuneration, competence, work discipline, and employee performance. Hypothesis H1 shows that system remuneration and competence have a direct effect on work discipline with coefficients of 0.464 and 0.207, respectively. Hypothesis H2 indicates a direct effect of both system remuneration (0.501) and competence (0.452) on employee performance. Hypothesis H3 demonstrates that work discipline positively affects employee performance (0.629). Hypotheses H4 and H5 reveal the indirect effects through work discipline, with total effects of 0.792 and 0.582, respectively. This table reflects the key relationships in the study.

4.2 Discussion

Influence of System Remuneration and Competence on Work Discipline at the Secretariat Directorate General of Agricultural Infrastructure and Facilities

System remuneration is formed by four key indicators: fairness and feasibility, performance-based incentives, financial sanctions, and discipline enforcement, along with a transparent system. The strongest indicator supporting the system remuneration variable is financial sanctions and discipline enforcement, specifically employees' satisfaction with their supervisors' oversight and with reductions in allowances for enforcing discipline. The competence variable is formed by indicators of team work ability, conflict management, and integrity and ethics. The conflict management indicator has the strongest support within the competence variable, where employees are careful about time accuracy and the perfection of their work, ensuring no burden falls on others. The work discipline variable is shaped by indicators such as attendance and punctuality, adherence to rules and procedures, work responsibility, time management, and clear communication. The indicator of adherence to rules and procedures has the strongest support for work discipline, as employees show obedience to organizational regulations and work procedures. Based on the hypothesis test, it was found that system remuneration and competence significantly influence work discipline. These findings align with research conducted by Ritonga *et al.* (2024), Nasution (2019), and Widyoseno & Susanti (2024).

Influence of System Remuneration and Competence on Employee Performance at the Secretariat Directorate General of Agricultural Infrastructure and Facilities

System remuneration is formed by four key indicators: fairness and feasibility, performance-based incentives, financial sanctions, and discipline enforcement, with a transparent system. The financial sanctions and discipline enforcement indicator is the most significant, as employees express satisfaction with their supervisors' oversight and with reductions in allowances for discipline enforcement. The competence variable includes indicators of team work ability, conflict management, and integrity and ethics. The conflict management indicator holds the greatest influence, where employees manage time effectively and ensure perfection in work results without burdening others. The employee performance variable is measured by indicators such as work quality, work quantity, reliability, and cooperative attitude. The quantity of work is the most significant indicator, as employees who possess good skills complete tasks with precision and meet deadlines. The hypothesis test results indicate that both system remuneration and competence significantly impact employee performance, aligning with findings from Subandi *et al.* (2023), Sunanto *et al.* (2022), Ritonga *et al.* (2024), Maghfirah (2024), and Anggriawan *et al.* (2023).

Influence of Work Discipline on Employee Performance at the Secretariat Directorate General of Agricultural Infrastructure and Facilities

Work discipline is shaped by indicators such as attendance and punctuality, compliance with rules and procedures, work responsibility, time management, and clear communication. Adherence to rules and procedures is the most significant indicator, reflecting employees' obedience to organizational regulations. The employee performance variable consists of indicators including work quality, work quantity, reliability, and cooperative attitude. The quantity of work indicator has the greatest impact on performance, as employees with strong skills complete tasks efficiently and accurately. The hypothesis test results show that work discipline contributes to the improvement of employee performance, which is consistent with the research findings of Maghfirah (2024), Astaridiah & Matinni (2021), Ilham *et al.* (2020), Widyoseno & Susanti (2024), Rasiwan & Sihotang (2022), Subandi *et al.* (2023), and Ritonga *et al.* (2024).

Influence of System Remuneration on Employee Performance Through Work Discipline at the Secretariat Directorate General of Agricultural Infrastructure and Facilities

System remuneration is formed by four key indicators: fairness and feasibility, performance-based incentives, financial sanctions, and discipline enforcement, along with a transparent system. Financial sanctions and discipline enforcement play the most significant role, with employees expressing satisfaction with their supervisors' oversight and reductions in allowances for discipline enforcement. Work discipline is formed by indicators such as attendance, punctuality, compliance with rules and procedures, work responsibility, time management, and clear communication. Adherence to rules and procedures is the most influential indicator of work discipline, reflecting employees' commitment to organizational regulations. The hypothesis test results show that work discipline does not mediate the relationship between system remuneration and employee performance. This result is not consistent with previous research conducted by Ritonga *et al.* (2024) and Nasution (2019).

Influence of Competence on Employee Performance Through Work Discipline at the Secretariat Directorate General of Agricultural Infrastructure and Facilities

Competence is formed by indicators such as team work ability, conflict management, and integrity and ethics. The conflict management indicator is the most influential in the competence variable, where employees manage their time efficiently and ensure perfection in work, without burdening others. Work discipline is shaped by indicators like

attendance and punctuality, compliance with rules and procedures, work responsibility, time management, and clear communication. Adherence to rules and procedures is the most important indicator of work discipline. The hypothesis test results show that work discipline does not mediate the relationship between competence and employee performance. This finding is inconsistent with the research conducted by Widyoseno & Susanti (2024), Subandi *et al.* (2023), and Ritonga *et al.* (2024).

5 | CONCLUSIONS AND FUTURE WORK

Based on the results of the study titled "System Remuneration and Competence on Employee Performance with Work Discipline as a Mediating Variable at the Secretariat Directorate General of Agricultural Infrastructure and Facilities," several conclusions can be drawn. First, both system remuneration and competence have a positive and significant effect on work discipline. When employees perceive a fair remuneration system and possess the required skills, they tend to show better discipline in their work. This work discipline, in turn, plays a critical role in improving overall performance. Furthermore, the study confirms that both system remuneration and competence have a positive and significant impact on employee performance. Employees who are well-compensated and possess the necessary competence are more likely to perform their tasks effectively and efficiently. The findings emphasize the importance of designing a compensation system that not only rewards employees fairly but also ensures they have opportunities to develop their skills and competencies. The results underline the need for organizations to implement an effective remuneration system and continuous competency development programs. These factors contribute significantly to improving work discipline and employee performance, ultimately supporting the achievement of organizational goals.

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