The Effect of Compensation and Work Motivation on Work Discipline at the Corruption Eradication Commission

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Abstract. This research aims to analyze the effect of compensation and work motivation on employees' work discipline at KPK, both partially and simultaneously, as well as to describe the conditions of the three variables. This quantitative survey collected primary data from 315 KPK employees through questionnaires and analyzed them using PLS-SEM to examine variable relationships and assess model adequacy. The results indicate that compensation falls within the "good" category, while work motivation and work discipline fall within the "very high" category. The structural model testing shows that work motivation has a positive and significant effect on work discipline ($\beta = 0{,}595$; $p < 0.001$) with a large effect size. Compensation also has a positive and significant effect ($\beta = 0{,}127$; $p = 0.002$), although with a small effect size. The R^2 value of 0.414 indicates moderate explanatory power, meaning that 41.4% of the variance in work discipline can be explained by compensation and work motivation. This study concludes that compensation and work motivation have a positive and significant effect on employees' work discipline at KPK, with work motivation serving as the primary determinant. The practical implications highlight the need for HR policies that emphasize both fair compensation and enhanced work motivation, achieved through competency development, career management, supportive environments, and strong leadership. Additionally, the study suggests future research should include more variables and comprehensive designs to better understand work discipline in the public sector.

Keywords: compensation, motivation, work discipline.

INTRODUCTION

Human resources are a key element in ensuring the continuity of an organization and play an important role in determining the success of achieving the goals that have been set (Paroli, 2024). The human resources in question refer to individuals who are ready to contribute and have the competence to support the achievement of organizational goals (Asir, 2022). Therefore, SDM management is strategic to produce employees who have competencies, commitment, and behaviors that are in line with the needs of the organization to achieve its goals (Dessler, 2020).

In line with the importance of the role of human resources, the aspect of human resource management is becoming an increasingly important aspect for the success of modern organizations. In an era of increasingly fierce competition and technological changes that continue to occur, organizations must understand that human resources are the most valuable assets and must be managed wisely (Junaidi et al., 2024). Effective human resource management has an important role in improving organizational performance, both in the public and private sectors (Arokiasamy et al., 2023). In human resource management in the government environment, the main focus is on increasing intellectual capital, implementing performance management that integrates organizational values, designing work that is aligned with organizational goals, and developing a fair reward system that encourages performance improvement (Armstrong, 2020).

One of the important aspects of human resource management that is often a concern is the application of work discipline. Hasibuan (2023) states that discipline is the key to the success of an organization in achieving its goals. Similarly, Haerena (2022) states that

discipline reflects an individual's commitment that grows from within to obey the organization's provisions in order to support the achievement and development of organizational goals. According to Afandi (2018), good work discipline reflects individual responsibility for their duties and is a driving factor for work morale and the achievement of organizational goals.

In the face of the dynamics of current global conditions, public sector organizations in Indonesia are faced with increasingly complex and rising demands for public services. However, according to Kadarisman (2018), the quality of public services in Indonesia is still not fully satisfactory to the community, one of which is due to the weak bureaucratic system. Responding to these challenges, the government issued Law Number 20 of 2023 concerning the State Civil Apparatus (ASN) as an effort to accelerate the transformation of ASN management toward a professional and world-class bureaucracy.

To support the implementation of the Law, it is necessary to enforce ASN discipline, which is regulated through Government Regulation (PP) Number 94 of 2021 concerning Civil Servant (PNS) Discipline. The regulation defines discipline as the ability to obey obligations and avoid prohibitions that have been determined in laws and regulations, which if violated can be subject to disciplinary sanctions. Meanwhile, a violation of discipline is defined as any speech, writing, or act of a civil servant who does not comply with his obligations and/or violates the prohibition of civil servant discipline provisions, whether done inside or outside working hours. Furthermore, in the explanatory part of the PP, it is emphasized that the enforcement of discipline is an important part in forming a productive ASN, based on a career system and work achievement, and has strong moral integrity as a basis for career development. In line with these regulations, various studies have been conducted to examine the relationship between work discipline and performance improvement, both in the private and public sectors. Research on the private sector conducted by Ardian & Sary (2024:6) shows that the better the discipline, the better the employee performance. Research in the public sector shows the same results: work discipline can encourage improved employee performance (Kusumayanti et al., 2022; Raifilsa & Wahyuningtyas, 2023; Djamil et al., 2023).

The importance of work discipline is a special concern for organizations that have a strategic mandate, such as the Corruption Eradication Commission (Komisi Pemberantasan Korupsi/KPK). The KPK is a state institution that carries out the task of preventing and eradicating corruption. In the explanation of Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Corruption Eradication Commission, it is explained that the eradication of corruption can no longer be carried out in an ordinary way, but requires extraordinary efforts. In this regard, KPK employees are required to show high performance in supporting the implementation of institutional duties.

As part of government institutions, the KPK implements a personnel management system based on the State Civil Apparatus (ASN), including in terms of enforcing employee discipline. Government Regulation (PP) Number 94 of 2021 concerning Civil Servant Discipline in Article 3 regulates the obligations of civil servants, including obeying the provisions of laws and regulations and showing integrity and exemplary attitudes, behaviors, speech, and actions to everyone, both inside and outside the service. This is also what should be reflected in KPK employees.

In Government Regulation Number 94 of 2021, it is stated that ASN is obliged to obey

working hours, and this provision is implemented in Perkom Number 1 of 2022 within the KPK through two working time schemes, namely ordinary working hours and flexible working hours. Based on employee attendance data in 2023-2024, there was an increase in the percentage of delays in almost the entire month, with an increase of more than double compared to the previous year. For example, in April 2023 the percentage of employees who were late was only 2.94%, but it increased to 6.65% in April 2024. The results of an interview with the Head of the Personnel Services Section of the KPK Human Resources Bureau on March 11, 2025, also confirmed that there was an increasing trend of delays that began to appear after the full implementation of the ASN system on November 1, 2023. This phenomenon is in line with the views of various experts who state that tardiness is a reflection of low work discipline, as explained by Veithzal Rivai, Afandi, Permatahati & Indiyati, and Wijaya et al., who emphasize that discipline can be seen from the punctuality of entering work, compliance with rules, responsibility, and the effectiveness of the use of working time.

In addition to the high rate of delays, the increase in disciplinary violations is also a concern of the KPK. Based on the results of an interview with the Head of the Yanpeg Human Resources Bureau of the KPK, it is known that throughout 2024 there were 17 disciplinary violations, a significant increase compared to the average of only three violations per year in the 2021-2023 period. This more than fourfold surge shows a quite striking change in employee discipline behavior that has the potential to disrupt the organization's work culture. The data on breaches, although not included in the form of images, show that over the previous three years the number of breaches was stable, but increased sharply in 2024, signaling the emergence of new dynamics that need serious attention from management.

Afandi (2018) states that compensation is one of the factors that affect the level of discipline. In line with this opinion, Gouzali Saydam in Sinambela (2021) states that the amount of compensation given is one of the indicators that also affects the level of employee discipline.

Since the KPK fully implemented the ASN management system, there has been a change in the compensation policy. The phenomenon that occurs related to financial compensation is related to changes in the sanction mechanism for cutting incentives or performance allowances for late attendance at the office. Previously, the deduction was made at 50% per day from non-fixed incentives, but in the new policy it changed to 6.25% to a maximum of 12.5% per day from performance allowances. As an illustration, for a functional employee, previously he experienced a cut of up to IDR 125,000 per day, and now it is only IDR 16,437 to IDR 36,000 per day depending on the time of delay. From the figures above, there is a significant decrease in the amount of deductions.

Based on the results of an interview with the Head of the Yanpeg Human Resources Bureau of the KPK on March 11, 2025, it was explained that the policy change was enforced because the rate of employee delays over the last 12 months was relatively stable below 3%. The leadership at that time assumed that the change in the amount of performance allowance cuts would not have a major impact on employee discipline. However, after the implementation of the new policy, data shows a significant increase in delays of more than 100% from 2023 to 2024.

In this study, the issue of compensation refers to changes in financial compensation policies, especially related to the amount of performance allowance deductions after the change

in the status of KPK employees to ASN. According to Simamora (1997), employees' decisions to attend work can be influenced by satisfaction with the organization's remuneration system, such as salary, promotion, and recognition. Absences, lateness, or early discharge are often influenced by the conditions of the work environment and the applicable compensation system. In fact, there are conditions where employees remain absent even though the absence has an impact on salary cuts. Simamora (1997) also emphasizes that a well-designed compensation program can contribute to improved attendance rates, although in some cases, non-monetary factors such as work involvement and relationships between colleagues also play an important role.

Research on the effect of compensation on work discipline has also been conducted before. Mochklas et al. (2024) state that compensation has a positive and significant effect on work discipline. Similar results were found by Paijan et al. (2024), which show that compensation has a positive and meaningful influence on work discipline. Research in the public sector also shows the same results, namely that compensation has a positive effect on work discipline (Aryani et al., 2021; Saefullah & Tabroni, 2021).

Hasibuan (2023) states that motivation is important because it causes, channels, and supports human behavior so that they are willing to work hard and be enthusiastic about achieving optimal results. Furthermore, Hasibuan (2023) emphasizes that one of the main goals of work motivation is to improve employee discipline, because motivation can affect work attitudes and behaviors, including compliance with organizational rules. According to George & Jones (2012), work motivation can be interpreted as a psychological force in a person that determines the direction of that person's behavior in an organization, the level of effort, and persistence in the face of obstacles. Reno and Wahyuningtyas (2021) emphasize that a high level of work motivation is important for an employee to have because it will encourage him to carry out his work optimally.

One of the commonly used approaches in explaining work motivation is McClelland's theory of needs (Robbins & Judge, 2019), which highlights the need for achievement, which is the drive to excel, achieve success based on certain standards, and strive to achieve success. This need relates to work behaviors that demonstrate commitment to performance achievement, including adherence to work standards such as punctuality in attendance. In line with this, Aprilia (2023) states that high work motivation can encourage employees to be consistently present at work, while low work motivation levels are related to an increased tendency to be absent and late.

In this study, the issue of work motivation is seen through the data on the percentage of employee delays as shown in Table 1.2. Several previous research results support the relevance of tardiness as an indicator of work motivation. Riyanto & Prasetyo (2021) in their research in the public sector stated that work motivation is one of the important factors that affect the performance of ASN. In line with this, Septiady & Setiadi (2022) state that low attendance rates, such as tardiness and absenteeism, are an indication of weak work motivation. August N. Chatton in Zahira et al. (2023) also emphasizes that employees who have high work motivation will show enthusiasm to be on time at the office, complete work on deadline, love their work, and show concern for colleagues.

Research related to the relationship between work motivation and work discipline has been widely conducted in both the private and public sectors. The results of research in the

private sector show that work motivation has a positive and significant influence on work discipline (Mochklas et al., 2024; Sirait & Sray, 2024). The same results are also shown in research in the public sector, namely that work motivation has a positive and significant effect on work discipline (Aryani et al., 2021; Pasulu et al., 2023). Thus, the higher the work motivation that employees have, the better the level of work discipline shown.

Based on the background, the KPK faces an increase in employee delays and an increase in disciplinary violations in 2024, so this study formulates questions related to the conditions of compensation, work motivation, and work discipline in the KPK, as well as the influence of motivation and compensation on employee discipline. In line with that, the purpose of the study is to find out the condition of the three variables and analyze the influence of work motivation and compensation on the discipline of KPK employees. This research is expected to provide theoretical benefits in the form of contributions to the development of human resource management science, especially regarding the relationship between work motivation, compensation, and work discipline in the public sector, as well as practical benefits for the KPK as a consideration in the preparation of operational policies related to improving employee discipline. For researchers, this research is useful as a fulfillment of academic requirements, a real application of the management theory that has been studied, and as a scientific contribution in understanding the influence of work motivation and compensation on employee discipline.

MATERIALS AND METHOD

This study used a quantitative approach with descriptive, causal, non-interventional data characteristics, individual analysis units, and cross-sectional design. A quantitative approach was used to statistically test hypotheses based on empirical data obtained through measurements. This study was causal because it aimed to analyze the cause-effect relationship between the compensation variable, work motivation, and work discipline. The research variables were operationalized through several indicators compiled based on related theories and measured using a Likert scale. All indicators were mapped in a variable operationalization table for easy measurement and analysis.

The research population consisted of ASN employees at the KPK who met the criteria of more than two years of work experience and came from various positions, with a total population of 1,471 employees. The number of samples was determined using the Slovin formula, yielding a minimum of 315 respondents. The sampling technique used purposive sampling based on certain criteria that were considered relevant for the purpose of the study. The distribution of samples was carried out proportionally to each position group so that it was representative. The research data were collected through two sources, namely primary data in the form of questionnaires from KPK employees and secondary data obtained through literature studies.

The data analysis in this study used the Structural Equation Modeling – Partial Least Squares (SEM-PLS) approach with the help of SmartPLS software. The analysis was carried out through the stages of preparing a path model, evaluating the outer model, the inner model, and testing the hypothesis. Outer model testing included evaluation of convergent validity, discriminant validity, and construct reliability using the criteria of outer loading, AVE, Fornell-Larcker, cross-loading, HTMT, Cronbach's Alpha, and Composite Reliability. Meanwhile,

descriptive analysis was used to describe respondents' perceptions of the compensation variable, work motivation, and work discipline based on percentage interval criteria.

The measurement used an ordinal scale and a five-point Likert scale to assess respondents' level of agreement with each statement. The percentage value was then interpreted based on category intervals ranging from very low to very high. The research stages were carried out in a structured manner starting from problem identification, data collection, processing, analysis, to drawing conclusions. This entire procedure ensured that the research answered the main objective, which was to analyze the influence of compensation and work motivation on the work discipline of KPK employees in an empirical and measurable manner.

RESULTS AND DISCUSSION
Inner Model Testing

The internal model evaluation in this study was carried out by measuring three main indicators, namely R2 (determination coefficient), Q2 (predictive relevance), f2 (effect size) and path coefficient significance test.

1. R-Squared (R2)

The coefficient of determination (R^2) according to Hair et al. (2022:195) is an indicator used to assess the extent to which the structural model is able to explain variations in endogenous constructs, which is obtained from the square of the correlation between the actual value and the predicted value of the construct. Thus, R^2 reflects the proportion of variance of the endogenous construct that can be explained by all the exogenous constructs associated with it. Furthermore, an R^2 value of 0.67 is categorized as having strong predictive power, a value of around 0.33 indicates moderate predictive ability, while a value of 0.19 or lower indicates weak predictive ability (Musyaffi et al., 2022).

Table 1. R-Squared Test Results (R2)

	R-square	R-square adjusted
Discipline	0.414	0.410

Source: Processed data (2025)

Based on the test results shown in Table 1, the R^2 value for the Discipline variable is 0.414 with an adjusted R^2 value of 0.410. This shows that 41.4% of the variance in the Discipline construct can be explained by the Compensation and Motivation variables as an exogenous construct in the model. Referring to the R^2 value criteria put forward by Musyaffi et al. (2022), the R^2 value of 0.414 is above the threshold of 0.33 so it can be categorized as having predictive ability at a moderate level.

2. Effect Size (f2)

The measurement of the f^2 effect according to Hair et al. (2022:196) is used to describe the change in the value of R^2 in an endogenous construct when one of its predecessor exogenous constructs is excluded from the model. Referring to Musyaffi (2022:13) that the criteria of f^2 values of 0.02, 0.15, and 0.35 are interpreted as small, medium, and large effects, respectively, while f^2 values of less than 0.02 indicate that the exogenous construct does not have a measurable effect.

Table 2. Effect Size Test Results (f2)

Variable	Effect Size	Category
Compensation	0.025	Small
Motivation	0.556	Big

Source: Processed data (2025)

Based on the test results presented in Table 2, the effect size (f^2) value for the Compensation to Discipline variable was 0.025. Referring to the criteria stated by Musyaffi (2022:13), the value is slightly above the threshold of 0.02 so it is included in the category of small effects. Meanwhile, the f^2 value for the variable Motivation to Discipline was 0.556, which according to the same criteria was above the limit of 0.35 and was categorized as a large effect.

3. Predictive Relevance (Q2)

The Predictive Relevance (Q^2) test is used to assess the extent to which the model has predictive ability against endogenous construct indicators. A value of $Q^2 > 0$ indicates that the model has predictive relevance, while a $Q^2 \leq 0$ indicates the absence of adequate predictive capabilities. In general, a Q^2 value of around 0.02 is categorized as a weak prediction, 0.15 as a moderate prediction, and 0.35 or more as a strong prediction (Musyaffi et al., 2022:13).

Table 3. Predictive Relevance Test Results (Q2)

Variable Leave	Q²predict
Discipline	0.394

Source: Processed data (2025)

Based on the test results presented in Table 3, the Q²predict value for the Discipline construct is 0.394. Referring to the criteria stated by Musyaffi et al. (2022:13), the value is above the threshold of 0.35 so that it is included in the category of having strong predictive relevance.

4. Path coefficients and Hypothesis Test (Bootstrapping)

In structural models, the path coefficient represents the direction and strength of the relationship between latent constructs, with standardized values ranging from −1 to +1 (Hair et al., 2022). A positive value coefficient indicates a unidirectional relationship, while a negative value coefficient indicates an opposite relationship. The greater the absolute value of the coefficient, the stronger the contribution of exogenous constructs in explaining endogenous constructs. The statistical significance of the path coefficient was tested using a bootstrapping procedure that produced t-statistic and p-value. In this study, a significance level of 5% was used with a two-tailed test, so that a relationship is declared significant if the p-value < 0.05 (Musyaffi et al., 2022:31).

Table 4. Path Coefficients Test Results

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Conclusion
Compensation - > Work Discipline	0.127	0.133	0.045	2.824	0.005	Accepted

Work Motivation -> Work Discipline	0.595	0.599	0.048	12.458	0.000	Accepted

Source: Processed data (2025)

Based on the test results presented in Table 4, the Compensation for Work Discipline pathway has a coefficient of 0.127 with a t-statistic value of 2.824 and a p-value of 0.005. A p-value of less than 0.05 indicates that the coefficient of the pathway has a positive and significant effect. The Work Motivation Pathway to Work Discipline has a coefficient of 0.595 with a t-statistic of 12.458 and a p-value of 0.000, so it is also stated to have a positive and significant effect. The value of the Work Motivation to Work Discipline pathway coefficient that is greater than the Compensation for Work Discipline shows that, in this model, the influence of Work Motivation on Work Discipline is relatively stronger when viewed from the magnitude of the path coefficient.

From the results of the above test, it can be concluded that the variables of Compensation and Work Motivation have a significant influence on Work Discipline. Based on Table 4.21, the hypotheses that are declared accepted are as follows:

H1: Compensation has a positive and significant influence on Work Discipline.

H2: Work Motivation has a positive and significant influence on Work Discipline.

The model structure based on the results of the path coefficients test is shown in Figure 4.19 below.
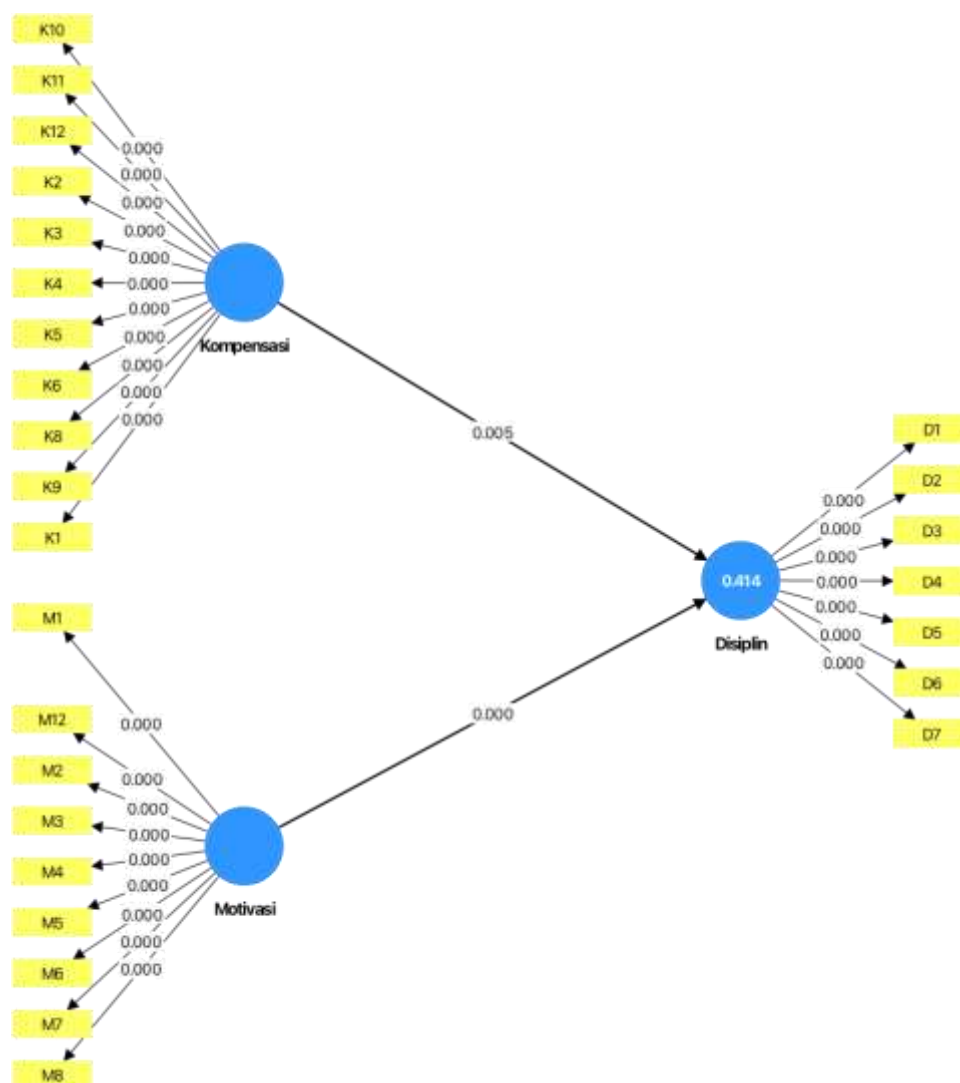
Figure 1. Structure of the Path Coefficient Test Result Model
Source: Processed data (2025)

In this study, the exogenous variables used were compensation and work motivation while work discipline was an endogenous variable. The results of responses from respondents were tested using descriptive analysis and SEM-PLS analysis. The following is a description of the analysis of each variable and the multiplier of each exogenous variable against the endogenous variable.

1. **Compensation Analysis at the KPK**

The compensation variables in the KPK in this study are measured with four dimensions, namely basic salary, incentives, allowances and facilities, each of which consists of several statements. Based on the results of data processing, the average percentage of the compensation variable score was 79.40% which was included in the good category on the continuum line.

Of the four dimensions, the highest score came from the Facilities dimension with a percentage of 87.23% or the very good category. The statement item with the highest percentage score is also in this dimension, namely the statement "The facilities provided can help me in working" with a percentage score of 89.49%. This shows that the facilities provided are very petrified for KPK employees at work. On the other hand, the dimension dimension

with the lowest average percentage is the basic salary with a score of 75.89% or the good category. The statement with the lowest percentage score on the compensation variable is the statement "The basic salary given is in accordance with my expectations" with a percentage score of 71.66% which is included in the good category. This shows that the basic salary given is in accordance with the expectations of the KPK. Although the score on the basic salary dimension is in the good category, the fulfillment of employees' expectations for the basic salary is not as high as the assessment of other compensation dimensions.

Based on research conducted by Konjala & Wulansari (2025) on civil servants in one of the government agencies which shows that compensation is considered good, but the salary dimension gets the lowest score, while facilities and operational support get a higher score. These results are also consistent with the research of Saefullah & Tabroni (2021) which conceptualized public sector employee compensation as a compensation package that includes salaries, incentives, allowances, and facilities, and found that adequate benefits and facilities are perceived positively by employees and play a role in encouraging discipline. In line with that, research conducted by Kornelis et al. (2024) also reported that employee compensation in government agencies is in the category of satisfaction and contributes to the formation of discipline and good performance. The results in this study, where benefits and facilities were rated very well while basic salaries scored relatively lower despite remaining in the good category, showed consistency with the patterns reported in the various studies.

2. Analysis of Work Motivation at KPK

The variables of work motivation at the KPK in this study were measured by three dimensions, namely the need of achievement, the need of affiliation and the need of power, each of which consisted of several statement items. Based on the results of data processing, the average percentage of responses to the work motivation variable was 87.94% which was included in the very high category on the continuum line.

Of the three dimensions, the highest score was obtained from the need of achievement dimension with a percentage score of 91.83% and was included in the very high category. These results show that KPK employees have a very high desire to achieve. However, the statement item with the highest score is in the need of affiliation dimension, namely the statement "I want a culture of mutual respect in the work environment" with a score of 96.05% which is included in the very high category. This shows that although a very high desire to achieve is the dominant motivation at the dimensional level, the need for cultural mutual respect in the work environment becomes a very high motivational aspect at the level of a given item.

Meanwhile, the dimension with the lowest percentage is the need of power with a score of 76.84% which is included in the high category. The statement item with the lowest score also comes from this dimension, namely the statement "I want to get a high position in the organization" with a percentage score of 74.46% which is included in the high category. This shows that although KPK employees have a desire to increase their high positions in the organization, there are some respondents who do not have a high desire regarding the need for power or influence.

Based on previous research by Rahmat & Wahyuningtyas (2022), it is shown that the work motivation of employees in the local government environment is in the very high category, with the need of affiliation dimension obtaining the highest score and the need for power being the dimension with a relatively lower score. Another study by Riyanto & Prasetyo

(2021) also illustrates that the work motivation of civil servants in Indonesia is supported by the drive to excel and carry out their job responsibilities optimally, which is reflected in their high commitment to public duties and services. These results are strengthened by research conducted by Raifilsa & Wahyuningtyas (2023), which found that employee work motivation is in the high category and plays an important role in the formation of discipline and performance. The similarity of the pattern between the results of this study and the various previous studies shows that the strong work motivation character of KPK employees on the need of achievement and establishing harmonious working relationships is in line with the motivation profile of employees in various public sector organizations in Indonesia.

3. Analysis of Work Discipline in KPK

The variables of work discipline in the KPK in this study were measured with two dimensions, namely time compliance and responsibility, each of which consisted of several statement items. Based on the results of data processing, the average percentage of responses for the work discipline variable was 91.51% which was included in the very high category on the continuum line.

The dimension with the highest score is the time adherence dimension with a percentage of 91.82% which is included in the very high category. This shows that KPK employees have a very good level of discipline in terms of complying with attendance requirements and procedures related to attendance. The statement item with the highest score also comes from this dimension, namely the statement "I always report every absence to my boss according to the rules" with a percentage of 95.92% which is included in the very high category. This shows that KPK employees consistently comply with the obligation to report absenteeism to their superiors.

The dimension with the lowest average percentage score is the responsibility dimension, which is 91.21% but is still included in the very high category. This shows that KPK employees have a strong commitment to completing the tasks that are their responsibility. The statement item with the lowest score is in the time compliance dimension, namely the statement "Never be absent/do not work without information" with a score of 88.73% which is included in the very high category. This illustrates that although most employees never leave without a statement, this item still has a relatively lower value than other items.

This pattern is in line with research conducted by Sirait & Sary (2024) which shows that work discipline reflects employees' compliance with organizational rules and procedures, including punctuality and commitment to fulfilling work obligations. The research shows that employees with high discipline generally have regularity in attendance and adherence to work schedules. These results are also consistent with the results of research by Pasulu et al. (2023) which illustrate that the work discipline of public sector employees is reflected in compliance with attendance rules, order in reporting, and the implementation of duties with full responsibility. Pasulu also emphasized that punctuality and responsibility are important indicators of work discipline that support the effectiveness of the implementation of duties in government organizations.

4. Analysis of the Effect of Compensation on Work Discipline at the KPK

Based on the results of the path coefficient test with SEM-PLS, compensation has a positive and significant effect on the work discipline of KPK employees. The value of the compensation path coefficient for work discipline is 0.127 with a t-statistic value of 2.824 (>

1.96) and a p-value of 0.005 (< 0.05), so that the H1 hypothesis which states that "Compensation affects the work discipline of KPK employees" is declared accepted. This means that the better the employee's perception of the compensation they receive, the higher the level of employee work discipline in complying with the provisions of attendance, working time, and procedures for carrying out tasks.

However, in terms of the magnitude of the influence, the value of the effect size (f^2) of compensation for work discipline is 0.025 which is included in the small category, according to the classification used in this study. This suggests that although compensation has a statistically significant influence, compensation's unique contribution in explaining variation in work discipline is relatively limited compared to other variables in the model, particularly work motivation which has a much larger effect size value (0.556). In other words, the work discipline of KPK employees is stronger explained by work motivation factors, while compensation plays a supporting role that remains important but not dominant.

Simultaneously, the variables of compensation and work motivation were able to explain 41.4% of the variation in work discipline (R^2 = 0.414), which in the PLS-SEM research category is included in the moderate explanatory ability. The work discipline Q^2predict value of 0.394 (> 0) also indicates that the structural model has good predictive relevance, so that the combination of compensation and work motivation is not only statistically significant, but also reliable enough to predict the level of employee work discipline.

These results are in line with previous research in the public sector context. Saefullah & Tabroni's (2021) research on civil servants in local government environments shows that compensation that includes salaries, incentives, allowances, and facilities has a positive and significant effect on work discipline. Compensation that is perceived as appropriate and adequate encourages employees to be more compliant with the rules, be present on time, and carry out tasks according to the provisions. The results of Aryani et al.'s (2021) research also show that compensation has a significant effect on the work discipline of Puskesmas employees, so compensation is positioned as one of the important factors that encourage compliance with working hours and organizational procedures. Research by Kornelis et al. (2024) on government agencies found that compensation has a positive and significant effect on work discipline, with the explanation that salaries, honorariums, performance allowances, and social security that are paid in full and on time are related to increased punctuality, compliance with rules, and employee responsibilities in carrying out duties.

The results of research in the private sector, such as Mochklas et al. (2024) and Paijan et al. (2024), also lead to similar results, namely compensation has a positive and significant effect on work discipline and more orderly work behavior. The difference with the results of Romadhon et al. (2022), which showed that compensation had no significant effect on work discipline, indicates that nonfinancial factors such as motivation, leadership, organizational commitment, and work culture can be more dominant determinants in shaping employee discipline. Thus, although compensation in this study was shown to have a positive effect, its effectiveness still depended on the support of nonfinancial factors that regulate work behavior in the context of public organizations.

5. Analysis of the Influence of Work Motivation on Work Discipline at the KPK

Based on the results of the path coefficient test with SEM-PLS, work motivation was proven to have a positive and significant effect on work discipline. The path coefficient value

of work motivation to work discipline was 0.595 with a t-statistic value of 12.458 (> 1.96) and a p-value of 0.000 (< 0.05). Thus, the H2 hypothesis is declared accepted. These results show that the higher the work motivation felt by employees, the higher their level of discipline in complying with the provisions of attendance, working time, and procedures for carrying out duties at the KPK.

In terms of influence power, the effect size (f^2) value of work motivation for work discipline is 0.556 which is included in the large category. This indicates that work motivation makes a substantial and unique contribution to explaining the variation in work discipline, much greater than compensation that has only a small effect size. Together with compensation, the work motivation variable explained 41.4% variation in employee work discipline (R^2 = 0.414), which in the PLS-SEM classification was at a moderate level of explainability. The value of Q^2predict = 0.394 (> 0) also shows that the structural model has good predictive relevance, so that work motivation is quite good to be used to predict the level of discipline of KPK employees.

The results of this study are in line with previous research conducted in the public sector which showed that work motivation is one of the important determinants of employee discipline. Pasulu et al. (2023) in their research found that work motivation has a positive and significant effect on employee work discipline, where employees with higher motivation tend to show better compliance with attendance rules and work orders. Research by Aryani et al. (2021) also shows that work motivation, along with leadership and compensation, has a positive and significant effect on employee discipline in public sector organizations, so that motivation is positioned as an internal drive that strengthens compliance with organizational working hours and procedures. Similar results are shown in a study conducted by Riyanto & Prasetyo (2021), that work motivation and work discipline are key factors in shaping the performance of ASN, where employees who have high motivation tend to maintain discipline as a form of commitment to their duties and responsibilities.

In the private context, Sirait & Sary (2024) in a study on the banking sector showed that work motivation has a positive and significant effect on employee discipline, which is reflected in compliance with working hours, work targets, and operational standards set by management. Mochklas (2024) even found that work motivation plays a mediator in the relationship between compensation and work discipline: compensation that is considered fair increases motivation, and high motivation in turn promotes the formation of better work discipline. The consistency of these findings across sectors reinforces evidence that work motivation is an important psychological mechanism that links employees' perceptions of working conditions with daily disciplined behaviors.

However, in a study conducted by Taohid et al. (2021) reported that work motivation did not have a significant effect on employee work discipline in one of the local government agencies, where the variation in discipline was explained more by other factors such as organizational culture and supervisory supervision. This difference indicates that the strength of motivation on discipline is highly dependent on the organizational context, supervisory system, and applicable work culture norms.

Overall, the results of this study emphasize that work motivation is a key factor in shaping KPK employee discipline, so that strengthening motivation through career development, performance feedback, and a supportive work climate is an important strategy in improving

employee work discipline.

CONCLUSION

The descriptive analysis revealed that compensation at the Corruption Eradication Commission (KPK) was in the good category, while employee work motivation and work discipline were both in the very high category, indicating generally positive perceptions of remuneration alongside strong intrinsic drive and behavioral compliance. Hypothesis testing confirmed that work motivation had a positive and significant effect on work discipline, with a large influence size, meaning higher motivation strongly contributed to elevated discipline levels; similarly, compensation exerted a positive and significant effect, though with a small influence size, suggesting that improvements in salary, allowances, benefits, and perks modestly enhanced discipline compared to motivation's dominant role. For future research, a longitudinal study could explore mediating factors like organizational culture or leadership style to better understand sustained effects on KPK discipline amid evolving ASN policies.

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