

The Effect of Compensation, Motivation and Work Ethics on The Performance of Employees of The Directorate General of Human Rights Ministry of Law and Human Rights Republic of Indonesia South Jakarta

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Abstract

This research aims to analyse the influence of compensation, motivation and work ethics on the performance of employees of the Directorate General of Human Rights, Ministry of Law and Human Rights of the Republic of Indonesia. This type of research is quantitative, with data analysis methods using descriptive and inferential analysis methods. Meanwhile, the data analysis tool uses multiple linear regression. The data used is primary data obtained through a closed questionnaire given to 100 respondents assisted by using the Spss program application version 23.0. The research results prove that compensation, motivation and work ethics partially and significantly affect employee performance. This means employee performance will increase if employee compensation, motivation and work ethics are improved. It is hoped that the results of this research can be useful for institutions in improving the performance of their employees.

Keywords: Compensation, Motivation, Work Ethics, Employee Performance

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1. Introduction

The Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia must assist the President in organising government in human rights. To support the implementation of government administration to run well, efficiently, and effectively, it is necessary to have employees who perform well. Performance is the keyword for every activity and activity of the organisation. This is because high employee performance will have a positive impact on the performance of the institution or organisation. Today's organisations face an era of global competition, high competition challenges, rapid advances

in information technology, customer demands and increasingly critical service user demands.

The concept of performance is a change or paradigm shift from the concept of productivity, where, in the past, the concept of productivity held a role in measuring every success of individuals and organisations. According to Andersen (1995), the new productivity paradigm is performance that demands actual measurement of organisational performance, not only efficiency or physical dimensions but also non-physical dimensions (*intangible*).

According to Bernardin (2001, 143), performance is a record of HSIL produced (generated) on specific job functions or activities carried out during a certain period. According to Ricard (2003), performance is related to productivity and effectiveness. Productivity compares the number of goods and services produced with labour, capital, and other resources used in the production process (Kiner, 1988). On the other hand, a notion of performance is seen from the behavioural side. Murphy (1990) states that performance is a set of behaviours relevant to organisational goals where the person works.

Table 1. Employee Performance Directorate General of Human Rights

Assessment Components	Target (%)	Achievement (%)		
		2019	2020	2021
Responsible	100	80	82	82
Discipline	100	84	86	85
Quantity	100	82	84	81
Timeliness	100	85	89	88
Effectiveness	100	81	85	83
Productivity	100	81	87	84
Average Per-Year (%)		82	86	84

Data processed, 2023

From the results of the employee performance table at the Directorate General of Human Rights, it is known that in 2019, the average percentage of employee performance realisation of the Directorate of Human Rights was 82% of the target of 100%. In 2020, the average percentage of employee performance increased by 4% to 86% of the set target, while in 2021, employee performance decreased to 84%. It is known that the performance of employees per year experiences fluctuations where there are ups and downs in employee performance at the Directorate General of Human Rights. This indicates that employee performance has not been optimal because it has not reached the target set by the institution by 100%. In this regard, the Directorate General of Human Rights seeks to improve the performance of its employees further. Many factors that can improve employee performance in this study include factors that can affect performance are compensation, motivation, and work ethic.

Compensation affects employee performance, reflecting an organisation's efforts to retain employees. Compensation given to employees dramatically affects the level of job satisfaction and motivation, as well as work results. Employees need expectations about rewards if a certain level of performance has been achieved. Handoko (2016) states that establishing an effective compensation system is integral to human resource management because it helps attract and retain talented employees. In addition, the compensation system is everything employees receive as a form of compensation for their work.

Compensation affects employee performance, as stated by Asmawana, H.A. Muhiddin Daweng and Ismail Badollahi (2018) in their research entitled The Effect of Compensation on

Employee Performance at the Makassar City Trade Office, that compensation has a positive and significant effect on employee performance. Research conducted by Angel KralitaPoluakan, Roy F. Rantuwene and Sofia A.P. Sambul (2019) said that compensation affects the performance of PT. PLN (Pesero) UP3 Manado. Another study conducted by Ervina, Ferdinand and Meitiana (2023) said that compensation has a positive and significant effect on the performance of PT employees. Pos Indonesia Palangkaraya Post Office. Another study by Elizabeth Marcelia, Suryono Efendi and Edi Sugiono (2022) said there was a significant impact on employee performance at the Muara Tawar Project PLTGU.

Work motivation is a motivating factor for employees in an institution or organisation. Therefore, motivation needs special attention from the management of an institution or organisation. Motivated employees will work with enthusiasm and pleasure in carrying out their work. Motivation is one of the factors that encourage someone to do certain activities. Therefore, it is often interpreted as a driving factor for one's behaviour (Istiqomalia, 2018). Motivation is a condition in a person that encourages his desire to carry out certain activities to achieve goals (Tahir, 2014). The results of research by Cion Orocoma, Tinneke M. Tumbel and Sandra Ingried Asaloei (2018) said that work motivation has a positive and significant effect on the performance of PT. Taspen (Pesero) Manado Branch. Another study conducted by P.Ayu Asri Wulandari and I.W. Bagia (2020) said that work motivation positively affects the performance of Seririt III Health Center employees. Research by Sri Mardiana, Vega Anismadiyah and Anum Supandi (2020) said that work motivation has a positive and significant effect on the performance of employees of East Ciputat District, South Tangerang City.

Employees with high work ethics and sufficient ethical criteria will help the company be recognised by competitors and progress by having employees with good ethics. Kawiana (2020) stated that HR activities can also direct positive changes in ethics and play an essential role in the company's ethical efforts. Employee performance is very influential for the success of an organisation or company. Muhammad Chaidir's research (2013) results said that work ethics positively affect employee performance. Likewise, the research results by Agustina Massora (2019) said that work ethics positively and significantly affect employee performance. Furthermore, the research results by Nurul Khairunnisa Kobis, Asna Aneta and Juriko Abdussamad (2023) said that ethics positively and significantly affect employee performance.

Based on the background of the problems described above, the author is interested in conducting research entitled "**The Effect of Compensation, Motivation and Work Ethics on the Performance of Employees of the Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia, South Jakarta.**"

1.1. Employee Performance

Performance is the degree of achievement of results on implementing specific tasks. Performance results from work that strongly relates to organisational strategic goals, customer satisfaction and economic contribution (Armstrong and Baron (2007). Performance stands for work energy kinetics, equivalent to performance in English. Performance is the output produced by a job or profession's functions or indicators at a particular time (Wirawan, 2009). Performance also means the results achieved by a person, both quality and quantity, by the responsibilities given to him. Sinambela (2012). Employee performance is essential

because, with this performance, it will be known how far the employee can carry out the duties assigned to him. Indicators to measure individual employee performance are several indicators (Robbins, 2016) as follows: (1) Quality of work, (2) Quantity, (3) Timeliness, and (4) Effectiveness.

1.2. Compensation

Compensation is a Human Resource Management (HRM) function that deals with any reward individuals receive for performing organisational tasks (Ivancevich, 1995). Meanwhile, according to Mondy (2008), compensation is the total of all employee rewards rather than the services they have provided. According to Sihotang (2007: 220), Compensation is the overall arrangement of remuneration for employees and managers, both in the form of financial and goods and services received by each employee. Compensation is all income in the form of money, direct or indirect goods received by Pegawai in return for services provided to the organisation (Hasibuan, 2017). According to Simamora, quoted from A Setya Jodi (2021), there are several compensation indicators, as follows: (1) Wages and salaries; (2) Incentive; (3) Allowances; and (4) Facilities

1.3. Motivation

Motivation is a vital factor in the organisation because if motivation is done correctly and well, it can spur employees to work well and correctly. Motivation is also a condition in every human being that encourages his desire to do or not do something (Achmad et al., 2023, p. 36). Siagian (2011) states that motivation is a psychological characteristic of human activities that contributes to a person's level of commitment, including factors that cause, channel, and maintain human behaviour in a specific direction and determination to achieve desires. Indicators of measurement of work motivation, Main (2012) as follows: (1) Proper work administration; (2) Working conditions; (3) Facilities; and (4) Health insurance.

1.4. Work Ethics

Work ethics is a set of positive, high-quality work behaviours rooted in a strong awareness and belief in a holistic work paradigm. Ethics is the study of moral issues and choices. Ethics comes from Greek (ethos), which means attitude, personality, disposition, character, and belief in something. (Kreitner & Kinicki, 2014). Ethics is one branch of philosophy; the goal is to study moral and immoral behaviour, to make reasonable considerations, and finally, to arrive at adequate recommendations that are undoubtedly acceptable to a particular group or individual. He further suggested that work ethics are attitudes, views, habits, characteristics of a person or traits about the way of working that a person, a group or a nation has. (Ernawan, 2007). According to Asifudin who was quoted (Jamil, 2007) stated that the indicators of work ethics are as follows:

Responsible. Every job requires responsibility, attention and care. Responsibility means having all obligations and workloads according to the boundaries that exist within the company.

Positive Work. A positive work environment will build strong working relationships with colleagues, subordinates, leaders, and all organisational stakeholders. Every employee in the workplace must prepare a work habit that focuses on the essential things to create a positive work ethic.

Work Discipline. Discipline has been instilled in all of us since birth. A disciplined attitude and more organised work also bring good ethical values to the current organisational environment.

Diligent. Someone with a work ethic always behaves energetically and totally at work, pushing himself to act and achieve optimal performance, and strongly believes in doing their work sincerely and sincerely. When work ethics are carried out wholeheartedly, it violates the law at work to zero.

Education. Work ethics cannot be separated from the quality of human resources. Increasing human resources will give someone a hard work ethic. Kawiana (2020) states that ethics are the principles of implementing rules against individuals or groups, especially the standards you use to decide your actions. Asifudin, quoted by Lilies et al. (2020), indicators of work ethics are (1) Responsibility, (2) Positive Work, (3) Discipline, and (4) Diligence.

2. Research Methods

2.1 Research Objects

The object of research in this study is employee performance, which is influenced by compensation, motivation and work ethics. This research was conducted at the Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia.

2.2. Data Sources and Types

According to V.Wiratna Sujarweni (2018), the data source is the subject from which the research data was obtained. The data source in this research is an employee of the Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia who was used as a research respondent. In survey research, the primary data is point data (*cross-section data*). Therefore, the data used in this study are primary.

2.3. Analysis Methods

The data analysis method is a stage of the research process where the data that has been collected is managed and processed to answer existing problems. This data processing process is called data analysis. This data processing process tests the research focus variables: compensation, motivation, and work ethics as independent or independent variables and employee performance as independent or dependent variables.

3. Results and Discussion

3.1. Results

The validity test is used to test the accuracy and as a measuring tool for questionnaire results so that it can prove whether the questionnaire can be used or not. The validity test compares the calculated t values and table t. If the calculated t value is greater than the table t value and is positive, then the questionnaire is valid. This study was tested using a Sig level of 5% (0.05), with n = 100, and a t table of 0.196 was obtained.

Variable	Question	r Calculate	r Table	Information
Compensation (X1)	P_1	0.727	0.196	Valid
	P_2	0.707	0.196	Valid
	P_3	0.648	0.196	Valid
	P_4	0.669	0.196	Valid
Variable	Question	r Calculate	r Table	Information
	P_1	0.861	0.196	Valid

Motivation (X2)	P_2	0.822	0.196	Valid
	P_3	0.860	0.196	Valid
	P_4	0.884	0.196	Valid
Variable	Question	r Calculate	r Table	Information
Work Ethics (X3)	P_1	0.857	0.196	Valid
	P_2	0.884	0.196	Valid
	P_3	0.873	0.196	Valid
Variable	P_4	0.900	0.196	Valid
	Question	r Calculate	r Table	Information
	Employee Performance (Y)	P_1	0.813	0.196
P_2		0.856	0.196	Valid
P_3		0.896	0.196	Valid
Variable	P_4	0.858	0.196	Valid
	Question	r Calculate	r Table	Information

Based on the table above validity test results using the SPSS Program, all variables show valid results because the t-value is calculated $>$ the t-value of the table.

Reliability tests are carried out to determine whether the measuring instrument will get accurate and consistent measurements if measurements are made again. Testing is carried out using the Alpha Craonbach technique with a reliable limit of 0.6 to see whether the measurement is reliable. This reliability test follows after the validity test with a valid statement value. If the *value of Alpha Cronbach* is greater than the r table (0.6), then it is reliable.

No	Variable	Reliability	R Table	Information
1	Compensation (X1)	0,628	0,6	Reliable
2	Motivation (X2)	0,878	0,6	Reliable
3	Work Ethics (X3)	0,901	0,6	Reliable
4	Employee Performance (Y)	0,879	0,6	Reliable

Based on the table above, it can be seen that all variables, namely Compensation (X1), Motivation (X2), Work Ethics (X3) and Employee Performance (Y), show that Cronbach's Alpha value is more significant than r table, meaning that all variables can be declared reliable or have met the test requirements.

The normality test tests the data of the independent and dependent variables in a customarily distributed regression model. In this study, the normality test was carried out using *Kolmogorov Smirnov's One Sample* test, with a significance value of 0.05, meaning that the data can be said to be generally distributed if $\text{Sig} > \alpha$ (0.05)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,60077827
Most Extreme Differences	Absolute	,073
	Positive	,067
	Negative	-,073
Test Statistic		,073
Asymp. Sig. (2-tailed)		,200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

The normality test results show that the value of Asymp.Sig (2-tailed) is 0.200, so it can be said that the data is normally distributed because of the significance of $0.200 > 0.05$. A good regression model is a regression model that does not occur in multicollinearity; to find out whether multicollinearity occurs or not, it is necessary to detect it. The way to detect multicollinearity in this regression model is to look at the value of the *Variance Inflation Factor* (VIF); if the result of $VIF < 10$ and $tolerance > 0.1$, this means that there is no multicollinearity, but if the opposite, then multicollinearity occurs. The results of the analysis carried out are as follows:

Coefficients^a

Type		Collinearity Statistics	
		Tolerance	VIF
1	Compensation (X1)	,941	1,062
	Motivation (X2)	,496	2,017
	Work Ethics (X3)	,495	2,019

a. Dependent Variable: Employee Performance (Y)

The test results in the table above show that the VIF is all smaller than 10, and the tolerance level is above 0.1. So, it can be said that the regression model is stated not to occur in multicollinearity.

Autocorrelation tests test the presence or absence of relationships between data in research variables. A good regression model is free from autocorrelation. This autocorrelation test uses the Durbin-Watson (DW) test. The test criterion is that if $DU < DW < 4-DU$, then it is said that in this model, there is no autocorrelation.

Model Summary ^b	
Type	Durbin-Watson
1	1,904

b. Dependent Variable: Employee Performance (Y)

Based on the results of the autocorrelation test as seen above, the DW value is 1.904 with a significance of 0.05, the sample number of 100 respondents and the number of independent variables as much as 3 ($k = 3$), the value of $dL = 1.613$ and the value of $DU = 1.736$, then based on the above formulation $DU < DW < 4 - DU$ is as follows: $1.736 < 1.904 < 4 - 1.736 = 2.264$ Looking at this criterion, it can be said that in this model there is no autocorrelation.

The heteroscedasticity test is used to determine whether, in a regression model, there is a difference in variance from the residuals of one observation to another. A good regression model is homoscedastic or free from symptoms of heteroscedasticity. The regression model can be considered free from heteroscedasticity if the significance value > 0.05 . To determine the presence or absence of heteroscedasticity, the Glejser Test is carried out, which is to regress from the independent variable to Abs RES. The results of the heteroscedasticity test can be known from the following results:

		Coefficients ^a				
Type		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,904	,807		2,359	,020
	Compensation (X1)	-,047	,040	-,121	-	,249
	Motivation (X2)	-,007	,060	-,018	-,123	,903
	Work Ethics (X3)	,002	,059	,006	,039	,969

a. Dependent Variable: Abs_RES

Looking at the test results as listed in the table above, it can be stated that in this model, there is no heteroscedasticity because all independent variables have values greater than 0.05

The F (*Goodness of fit*) test tests whether the model is suitable. To see whether or not this model is feasible, the F count is compared with the F table. If the F count is greater than the F of the table and the significance level is less than 0.05, then it can be said that the model is feasible to use.

ANOVA ^a						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	307,063	3	102,354	38,733	,000b
	Residuals	253,687	96	2,643		
	Total	560,750	99			

a. Dependent Variable: Employee Performance (Y)
b. Predictors: (Constant), Work Ethics (X3), Compensation (X1), Motivation (X2)

In this study, F was calculated with a value of 38,733, with a significance value 0.000. F table is obtained from the value of the free degree df (residual) with df regression of 3 and df residual of 96 and a confidence level of 5% ($\alpha = 0.05$) obtained F table of 2.70 Because F count is expressed greater than f table ($38.733 > 2.70$) with a significance value level of $0.000 < 0.05$. It can be said that this model is worth using.

The coefficient of determination test is used to see how strong the influence of the independent variable, namely compensation, motivation and work ethics, on the dependent variable, namely performance.

Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740a	.548	.533	1,626
a. Predictors: (Constant), Work Ethics (X3), Compensation (X1), Motivation (X2)				
b. Dependent Variable: Employee Performance (Y)				

From the results of the analysis above, it can be seen that the R Square is 0.548 or if the percentage becomes 54.8%, which means that employee performance variables are influenced by compensation, motivation and work ethics variables by 54.8% while other variables outside this model influence the remaining 45.2%.

Multiple Linear Regression Analysis determines how much influence the independent variable or independent variable has on the dependent variable or dependent variable. In this study, we will see how much influence Compensation (X1), Motivation (X2), and Work Ethics (X3) have on Employee Performance (Y).

Coefficients ^a						
Type		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,165	1,223		2,589	,011
	Compensation (X1)	,171	,061	,199	2,813	,006
	Motivation (X2)	,225	,091	,240	2,466	,015
	Work Ethics (X3)	,432	,089	,474	4,863	,000
a. Dependent Variable: Employee Performance (Y)						

Based on the results of the analysis in the table above, the multiple linear regression equation can be known as follows:

$$\text{Employee Performance} = 0.199 \text{ Compensation} + 0.240 \text{ Motivation} + 0.474 \text{ Work Ethics}$$

The regression coefficient of the compensation variable is 0.199 with a positive sign, which means that if compensation is increased by one unit, employee performance will increase by 0.199, assuming the other variables are constant or unchanged.

The regression coefficient of the motivation variable is 0.240 with a positive sign, which means that if the motivation variable is increased by one unit, employee performance will increase by 0.240, assuming the other variables are constant or unchanged.

The regression coefficient of the Work Ethics variable of 0.474 with a positive sign means that if the Work Ethics variable is increased by one unit, Employee Performance will increase by 0.474, assuming the other variables are constant or unchanged.

The hypothesis test determines whether each independent variable (X) positively and significantly affects the dependent variable (Y).

Testing of the compensation variable obtained t calculated with a value of 2.813 > t table 1.984 at a signification level of 0.006 < 0.05. So, it can be interpreted that compensation has a positive and significant effect on the performance of employees of the Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia.

Testing of the motivation variable obtained a calculated t value of 2.466 > t table 1.984 at a signification level of 0.015 < 0.05. So, it can be interpreted that motivation has a positive and significant effect on the performance of employees of the Directorate General of Human

Rights of the Ministry of Law and Human Rights of the Republic of Indonesia.

Testing of work ethics variables obtained a calculated t value of $4.863 > t$ table 1.984 at a signification level of $0.000 < 0.05$. This means that work ethics have a positive and significant effect on the performance of employees of the Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia.

3.2. Discussion

The Effect of Compensation on Employee Performance

Based on the multiple linear regression analysis results, the compensation variable's regression coefficient is 0.199 . It has a positive sign, which means that if compensation is increased by one unit, employee performance will increase by 0.199 , assuming the other variables are constant. A positive sign indicates that employee performance will improve if compensation is managed correctly. Similarly, the results of hypothesis testing or t -tests show that t count $> t$ table is the value of t count $2.813 > t$ table 1.984 and obtained a significance value smaller than 0.05 , which is $0.006 < 0.05$. This means that compensation positively and significantly affects employee performance at the Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia. This is also reinforced by the results of descriptive analysis, which shows that the average mean of the compensation variable is 3.40 , which means that most respondents agree with the existence of correct and good compensation management to improve employee performance. This is also reinforced by several previous research results, such as the research conducted by Sari et al. (2020) on compensation simultaneously affecting employee performance. This shows that if compensation is managed correctly, it will motivate employees to excel and work hard.

The Effect of Motivation on Employee Performance

The multiple linear regression analysis results show that the Motivation variable's regression coefficient is 0.240 . It has a positive sign, which means that if motivation is increased by one unit, employee performance will increase by 0.240 , assuming the other variables are constant or unchanged. In addition, a positive sign indicates that employee performance will also increase if motivation is increased. This is followed by the analysis results, which were carried out through several tests. The results of hypothesis testing or t -tests show that t count $> t$ table is the value of t count $2.466 > t$ table 1.984 and with the obtaining of a significance value of < 0.05 , i.e. ($0.015 < 0.05$). This shows that motivation positively and significantly affects employee performance at the Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia. In addition, it was also reinforced by the results of descriptive analysis of the questionnaire submitted to respondents, which received an average mean result of 3.93 . This means that most of the respondents' answers agreed with motivating employees to improve their performance and encourage them to work optimally in carrying out their duties. This statement is also reinforced by several previous research results, such as research conducted by Saptianingsih (2020). Motivation positively influences the performance of production employees at PT Nyonya Meneer Semarang. Research conducted by Riyo Al Mufqi, Achmad Cik and Kumba Digdowiseso (2023) in a study entitled *The Influence of the Work Environment, Work Motivation and Work Discipline on Employee Performance at The Depok City National Narcotics Agency Office* states that motivation has a positive and significant effect on employee performance. This shows that motivation is the primary factor for an employee to work well

and make an optimal contribution to the organisation, institution, or institution where he works.

The Influence of Work Ethics on Employee Performance

Work Ethics has a positive effect on Employee Performance as shown by the results of Multiple Linear Regression analysis where the Regression coefficient for the Work Ethics variable is 0.474, which means that if Work Ethics is increased by one unit, Employee Performance will increase by 0.474, assuming other variables are constant. On the other hand, the test results carried out with a hypothesis test or t-test show that $t \text{ count} > t \text{ table}$ is the value of $t \text{ count } 4.863 > t \text{ table } 1.984$ and with the obtaining of a significance value of < 0.05 , i.e. $(0.006 < 0.05)$. This shows that work ethics positively and significantly affect employee performance at the Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia. In addition, the analysis results were based on a descriptive method, and the data obtained through the questionnaire submitted to respondents obtained an average mean result of 3.88. This means that most of the respondents' answers agreed with having a good work ethic in an organisation or a government institution. This is also reinforced by several previous research results, such as those conducted by Budianto et al. (2018), which stated that work ethics have a positive and significant effect on the performance of PT. Ramayana Lestari Sentosa, Tbk. Samarinda Square Branch means that the better the work ethic in the company, the better the employee performance will be produced.

4. Conclusion

Based on the research results and discussion on the effect of compensation, motivation and work ethics on employee performance at the Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia.

The three variables, namely Compensation, Motivation and Work Ethics, positively and significantly affect Employee Performance at the Directorate General of Human Rights, Ministry of Law and Human Rights of the Republic of Indonesia.

The multiple linear regression analysis results show that work ethics has a more dominant influence on employee performance at the Directorate of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia.

Compensation affects Employee Performance at the Directorate General of Human Rights of the Ministry of Law and Human Rights of the Republic of Indonesia.

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