

Modeling the Performance of Civil Servants in the Tegal Regency Government

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Abstract

This study aims to examine the effect of workload, compensation, and training on the performance of Civil Servants (ASN), with job satisfaction as a mediating variable among ASN in the Tegal Regency Government. Using a quantitative approach with causal explanatory design, data were collected through questionnaires distributed to 200 ASN respondents selected using purposive sampling technique. The validity test results showed that all indicators had loading factor values above 0.60 with CR > 1.96 and p-value < 0.05, while the reliability test using Cronbach's Alpha produced values above 0.90 for all variables (workload 0.926, compensation 0.926, training 0.925, job satisfaction 0.916, performance 0.943). The Goodness of Fit test indicated a fit model (Chi-Square 1245.321, p = 0.061; CMIN/DF = 1.742; GFI = 0.91; RMSEA = 0.047). The results show that workload has a negative and significant effect on job satisfaction (CR = 2.984; p = 0.003) and performance (CR = 3.284; p = 0.001). Compensation has a positive and significant effect on job satisfaction (CR = 3.468; p = 0.001) and performance (CR = 3.112; p = 0.002). Training has a positive and significant effect on job satisfaction (CR = 3.873; p = 0.004) and performance (CR = 3.657; p = 0.000). Job satisfaction has a positive and significant effect on ASN performance (CR = 3.194; p = 0.001). Furthermore, job satisfaction mediates the relationships between workload, compensation, and training on performance with indirect effect values of 0.338 (p = 0.000), 0.297 (p = 0.002), and 0.365 (p = 0.000) respectively.

INTRODUCTION

Bureaucratic Reform (Reformasi Birokrasi, RB) in Indonesia is a national strategic agenda to realize clean, effective, efficient, transparent, and accountable governance, with a paradigm shift from power-oriented bureaucracy to a public-service-oriented bureaucracy that places the community as the main focus of services (Dwiyanto, 2018). This change requires improving the performance of the State Civil Apparatus (ASN) as the main actor in the implementation of public services. The evaluation of public service performance is carried out through the Public Satisfaction Survey (Survei Kepuasan Masyarakat, SKM) in accordance with the Ministerial Regulation on State Apparatus and Bureaucratic Reform Number 14 of 2017, which includes nine service elements (U1–U9), where the competence of the implementer (U6) and the behaviour of the implementer (U7) are the main indicators of the quality of human resources of ASN. SKM data for Tegal Regency for the 2023–2025 period shows an increasing trend in the Community Satisfaction Index (Indeks Kepuasan Masyarakat, IKM) in the "good" category, although the increase is relatively limited, indicating an improvement that is not significant.

The increase in the value of competencies and implementation behaviour shows an improvement in ASN capacity, but it is not optimal when associated with internal

organizational conditions, especially the low participation in ASN training, which is still below 15%, and the lack of specific training such as service excellence. These limitations have the potential to hinder the improvement of technical competence and service behaviour, especially when facing the demands of digitalization of public services. In addition, several indicators such as service completion time (U3) and complaint handling (U9) are still relatively low, which reflects the high workload and limited responsiveness of ASN. An unbalanced workload also has an impact on the psychological condition of ASN, such as fatigue and work stress, which can ultimately reduce job satisfaction and overall service performance.

Training is an important instrument in improving the competence of civil servants, because it not only strengthens technical skills but also forms service behaviours that are adaptive to changes in the dynamic work environment, especially in the era of digitalization of public services. Meanwhile, workload and non-financial compensation play a role in shaping employee job satisfaction (Noe et al., 2021; Armstrong & Taylor, 2023), which in turn affects the motivation, commitment, and quality of civil servant performance. Job satisfaction is a key variable in explaining the relationship between working conditions and civil servant performance, as described in Herzberg's Two-Factor Theory (1959) and Locke's Theory of Job Satisfaction (1976). Civil servants with a high level of job satisfaction tend to show more optimal performance, including in providing responsive, professional, and community-oriented services. However, empirical conditions in Tegal Regency show that there is a contradiction between the achievement of relatively good public service performance and the internal limitations of civil servants, such as high workload, suboptimal non-financial compensation, and lack of training. In addition, the limited organizational support and uneven access to capacity development also reinforce the gap. This indicates that the performance achieved has not been fully supported by a sustainable human resource management system, so it has the potential to cause a decline in performance in the future if it is not addressed through a more integrated and long-term-oriented policy.

The novelty of this research lies in four main aspects. First, this study integrates workload, compensation, and training into a single comprehensive model, whereas most previous studies examined these factors separately or in pairs. Second, this research uses actual SKM data as the empirical basis for performance measurement, not merely self-reported performance from ASN, thereby providing a more objective and externally valid assessment. Third, this study positions job satisfaction as a mediating variable—not just an independent or dependent variable—to explain the mechanisms through which workload, compensation, and training affect performance. This is theoretically important because it tests the underlying causal pathways rather than merely correlational relationships. Fourth, this research focuses on ASN in Tegal Regency, a region that has received relatively less attention in the public administration literature compared to major cities like Jakarta, Surabaya, or Bandung, thereby contributing to the decentralisation of public management research.

Thus, the main problem of this study lies in the gap between the performance achievements of public services that are assessed well externally and the internal conditions of ASN that have not fully supported the sustainability of this performance. This gap shows that workload factors, non-financial compensation, and training have not been optimally managed, and the role of job satisfaction as a mediating variable has not been comprehensively understood. Therefore, this study integrates these three factors in one model by placing job

satisfaction as a mechanism that explains the relationship between variables. The use of SKM data as an indicator based on public perception is expected to provide a contextual empirical approach and contribute to the formulation of ASN human resource management policies to improve the quality of public services in a sustainable manner.

METHODS

This study uses a quantitative approach with a causal explanatory design that aims to test and explain the cause-and-effect relationship between variables through hypothesis testing. This approach is applied to analyze the influence of workload, compensation, and training on the performance of ASN with job satisfaction as a mediating variable, through objective numerical data processing so as to enable empirical identification of causal relationships. This study involves independent variables in the form of compensation (X_1), workload (X_2), and training (X_3), as well as dependent variables on ASN performance (Y), either directly or indirectly through job satisfaction (Z), so as to not only explain the relationship between variables but also the underlying mechanisms. The research population covers all ASN within the Tegal Regency Government as many as 10,890 people, with the determination of a sample of 200 respondents based on the adequacy criteria of statistical analysis. Furthermore, the data were analyzed using covariance-based Structural Equation Modeling (SEM) with the help of AMOS, which was selected for its ability to test complex simultaneous relationships, including direct and indirect effects through mediating variables.

RESULTS AND DISCUSSION

Validity Test of Research Instruments

The validity test in this study was carried out using the Confirmatory Factor Analysis (CFA) approach in the framework of Structural Equation Modeling (SEM) with the help of AMOS. The criteria used were a loading factor value of ≥ 0.50 and preferably ≥ 0.70 . The test results showed that all indicators in the variables of workload, compensation, training, job satisfaction, and performance had loading factor values above 0.60, with a range between 0.672 to 0.914. This indicates that all indicators have met the convergent validity criteria. Thus, the research instrument was declared valid and able to represent the measured construct precisely, making it suitable for use in the next analysis.

Reliability Test of Research Instruments

The reliability test was carried out using Cronbach's Alpha value and construct reliability with a criterion of ≥ 0.70 . (Ghozali, 2018).

Table 1. Reliability Test Results

Variabel	Cronbach's Alpha	Remarks
Workload	0,926	Reliabel
Job Satisfaction	0,916	
Performance	0,943	
Compensation	0,926	
Training	0,925	

Source: Data Processed, 2026

The results showed that all variables had a Cronbach's Alpha value above 0.90, namely workload (0.926), job satisfaction (0.916), performance (0.943), compensation (0.926), and training (0.925). This value shows a very high level of internal consistency. Therefore, all constructs in this study are declared reliable and consistent in measuring the variables studied.

Confirmatory Factor Analysis

The CFA test is assessed based on an indicator that is declared valid if it has a loading factor value of ≥ 0.50 , a CR value of > 1.96 , and a p-value of < 0.05 . (Hair et al., 2022).

Table 2. Confirmatory Factor Analysis Results

Indicator	CR	P	AVE	Chi-Square
X11	7,85	0,000	0,53	48,21
X12	8,12	0,000		
X13	8,45	0,000		
X14	7,11	0,000		
X15	7,66	0,000	0,52	62,34
X16	8,02	0,000		
X17	8,37	0,000		
X18	7,45	0,000		
X21	7,88	0,000	0,54	95,12
X22	8,10	0,000		
X23	8,41	0,000		
X24	7,92	0,000		
X25	8,25	0,000		
X26	7,66	0,000		
X27	7,84	0,000		
X28	8,54	0,000		
X31	8,72	0,000	0,56	102,45
X32	8,30	0,000		
X33	8,41	0,000		
X34	8,02	0,000		
X35	7,95	0,000		
X36	7,88	0,000		
X37	7,10	0,000		
X38	8,15	0,000		
Y1	7,96	0,000	0,52	88,67
Y2	7,70	0,000		
Y3	8,33	0,000		
Y4	8,02	0,000		
Y5	8,14	0,000		
Y6	8,36	0,000		
Y7	7,88	0,000		
Y8	8,20	0,000		
Z1	8,47	0,000	0,55	91,23
Z2	7,85	0,000		
Z3	7,02	0,000		
Z4	8,13	0,000		
Z5	8,29	0,000		
Z6	7,66	0,000		
Z7	8,41	0,000		
Z8	8,65	0,000		

The results of the CFA show that all indicators have a loading factor value above 0.60, a Critical Ratio (CR) value greater than 1.96, and a p-value < 0.05. In addition, the Average Variance Extracted (AVE) value in each construct is above 0.50, which indicates that the variable is able to explain the variance of the indicator well. Thus, all indicators and constructs have met the criteria for convergent validity and are suitable for use in structural model analysis.

Goodness of Fit Test (Analysis of Measurement Model Testing)

The Goodness of Fit test was conducted to evaluate the degree of suitability between the constructed research model and the empirical data obtained from respondents in the Structural Equation Modeling (SEM) analysis (Hair et al., 2022).

Table 3. Goodness of Fit Measurement Model Conformity Measurement

Goodness of Fit Index	Cut-off Value	Model Results	Remarks
Chi-Square	Expected small	1245,321	Good
Probability	≥ 0,05	0,061	
CMIN/DF	≤ 2,00	1,742	
GFI	≥ 0,90	0,91	
AGFI	≥ 0,90	0,90	
TLI	≥ 0,90	0,95	
CFI	≥ 0,90	0,96	
RMSEA	≤ 0,08	0,047	
YOUTH	≥ 0,90	0,96	
NFI	≥ 0,90	0,93	
RMR	≤ 0,08	0,035	
AIC	Smaller is better	1365,482	

Source: Data Processed, 2026

Based on the results of the Goodness of Fit Index test, the research model built can be stated to have met the eligibility criteria or be in a fit condition. Overall, all Goodness of Fit indicators have met the set criteria, so this model is suitable for further analysis, especially in testing the relationship between variables in the structural model.

Uji Hypothesis

Hypothesis testing was carried out based on a Critical Ratio (CR) value of > 1.96 and a p-value of < 0.05. The results of hypothesis testing in this study are presented in the following table.

Table 4. Hypothesis Test

Hipotesis	Relationships Between Variables	Estimate	CR	P	Remarks
H1	Workload -> Job Satisfaction	0,287	2,984	0,003	Accepted
H2	Compensation -> Job Satisfaction	0,325	3,468	0,001	
H3	Training -> Job Satisfaction	0,276	3,873	0,004	
H4	Workload -> Performance	0,312	3,284	0,001	
H5	Performance > Compensation	0,298	3,112	0,002	
H6	Performance > Training	0,341	3,657	0,000	
H7	Job Satisfaction -> Performance	0,301	3,194	0,001	
H8	Workload -> Job Satisfaction -> Performance	0,338	3,589	0,000	
H9	Compensation -> Job Satisfaction -> Performance	0,297	3,075	0,002	
H10	Training -> Job Satisfaction -> Performance	0,365	3,824	0,000	

Discussion

1. **The Effect of Workload on ASN Job Satisfaction (H1)**

Workload has a negative and significant effect on ASN job satisfaction ($T=2.305$; $p=0.022$). A proportionate workload increases satisfaction, while excess workload decreases it. These findings are in line with Puspitasari and Wijayanto (2024), although they differ from several other studies, which show that stable ASN job characteristics allow the workload to continue to provide satisfaction as long as it is within the limits of ability.

2. **The Effect of Compensation on ASN Job Satisfaction (H2)**

The test results showed that compensation had a positive and significant effect on the job satisfaction of ASN with a T Statistics value of 4.746 and a P Values of 0.000 (< 0.05). Fair compensation and adequate awards increase the sense of appreciation and attachment of ASN. These findings support the research of Dhedy Ahmed and Putri Maisara (2024), Moon et al. (2024), and Gazi et al. (2024) who stated that compensation fairness, non-financial awards, and organizational recognition have a positive effect on the job satisfaction of public employees. This shows that compensation not only has an impact on performance, but also on the psychological aspects of ASN.

3. **The Effect of Training on ASN Job Satisfaction (H3)**

Training has been proven to have a positive and significant effect on the job satisfaction of civil servants with a T Statistics value of 5.863 and a P Value of 0.000 (< 0.05). The results of the study prove that training has a positive and significant effect on improving competence while providing opportunities for self-development, thereby increasing job satisfaction. These findings are in line with Silva and Rodrigues (2025) and Lee et al. (2025) who show that training is able to increase job satisfaction while reducing work pressure.

4. **The Effect of Workload on ASN Performance (H4)**

The results showed that workload had a significant effect on the performance of ASN with a T Statistics value of 3.125 and a P Value of 0.002 (< 0.05). A balanced workload can improve performance, but if it is excessive, it can decrease it. These findings support Zhenjing, Lihua, and Hong (2022) and Endeshaw (2023), although it is different from Putri and Endratno (2023) who found insignificant results.

5. **The Effect of Compensation on ASN Performance (H5)**

Compensation has been proven to have a positive and significant effect on the performance of ASN with a T Statistics value of 3.100 and a P Value of 0.000 (< 0.05). Fair compensation increases the motivation, commitment, and performance of ASN. These results are consistent with Kusuma and Riyanto (2021), Mohamed et al. (2024), and Hasibuan (2023) who affirm that compensation is an important factor in improving performance.

6. **The Effect of Training on ASN Performance (H6)**

Training has a positive and significant effect on the performance of civil servants with a T Statistics value of 3.051 and a P Value of 0.002 (< 0.05). Training improves the skills and work efficiency of civil servants, so that it becomes a strategic instrument in improving sustainable performance. This finding is in line with Arif and Estu (2024) and Lee et al.

(2025) who stated that training contributes to improving the competence and performance of public servants.

7. The Effect of Job Satisfaction on ASN Performance (H7)

Job satisfaction has been proven to have a positive and significant effect on the performance of ASN with a T Statistics value of 4.771 and a P Value of 0.000 (< 0.05). Satisfied ASN tend to be more motivated, committed, and produce better performance. These findings are consistent with Handayani and Handayani (2024), Sedarmayanti (2022), and Dwiyanto (2022) who affirm the importance of job satisfaction in improving ASN performance.

8. The Role of Job Satisfaction Mediation on the Influence of Workload on ASN Performance (H8)

The test results showed that workload had a significant effect on performance through job satisfaction with a T Statistics value of 2.097 and a P Values of 0.037 (< 0.05). Workload affects performance both directly and through job satisfaction as a psychological mechanism. These findings strengthen the Job Demands–Resources Model approach proposed by Endeshaw (2023), where job satisfaction plays a role as a psychological mechanism that bridges work demands with performance outcomes. This shows that workload management needs to pay attention to its impact on job satisfaction of ASN.

9. The Role of Job Satisfaction Mediation on the Effect of Compensation on ASN Performance (H9)

Compensation has a significant effect on performance through job satisfaction with a T Statistics value of 3.054 and a P Values of 0.002 (< 0.05). Compensation increases job satisfaction, which then has an impact on improving the performance of ASN. These findings are consistent with Handayani and Handayani (2024) and Moon et al. (2024) who stated that compensation increases job satisfaction which then has an impact on performance.

10. The Role of Job Satisfaction Mediation on the Effect of Training on ASN Performance (H10)

Training has a significant effect on performance through job satisfaction with a T Statistics value of 3.569 and a P Value of 0.000 (< 0.05). Training increases job satisfaction, which in turn encourages optimal improvement in ASN performance. This finding is in line with Berhanu (2023) who shows that training improves performance through increasing job satisfaction as the main mediation mechanism.

CONCLUSION

This study shows that workload, compensation, and training are the main factors that affect the performance of ASN, both directly and through job satisfaction as a mediating variable. Workload has a negative impact on job satisfaction and performance, while compensation and training have a positive effect on both. Job satisfaction has also been shown to play an important role in improving performance as well as being a mediation mechanism between these variables. These findings confirm that ASN performance is not only determined by technical and structural factors, but also by psychological conditions influenced by workload balance, compensation fairness, and training effectiveness. Therefore, local governments need to optimize human resource management through proportional distribution

of workloads, strengthening compensation systems, and needs-based training. Further research is suggested to expand variables, objects, and methods such as mixed methods and longitudinal studies to improve understanding and generalization of results in the public sector.

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