

The Influence of Education Level, Job Satisfaction, and Compensation on the Performance of State Civil Apparatuses at the Mambi District Office

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ABSTRACT

The purpose of this study was to analyze the effects of educational attainment, job satisfaction, and compensation on the performance of government private institutions in Mambi District Office, Mamasa District, West Sulawesi Province. It was to analyze the impact. Compensation for the performance of state private agencies in the Mambi district office. The analytical method used in this study is multiple regression analysis. Survey data were obtained from the State Civil Affairs Organization of the Mambi District Office of a total of 55 individuals. The research approach is causal and descriptive in character. The results of this study show that: 1) Education level has been shown to have a significant positive impact on ASN performance. H. The higher the level of education, the higher the level of performance of ASNs in the Mambi district office. 2) Job satisfaction has been shown to have a significant positive impact on ASN performance. In other words, the more ASN is satisfied with the results of her work, the better her ASN will perform in the Mambi district office. 3) Rewards have been shown to have a positive and significant impact on ASN performance. That is, the better the compensation, the higher the level of performance, the higher the level of performance of his ASN in the Mambi district office, and the higher the level of 4). Education, job satisfaction, and compensation have all been shown to have a significant positive impact on ASN performance. That is, the higher the level of education, the higher the level of performance due to the results of one's work and the provision of appropriate rewards. Also, his ASN in Mambi District Office is high.

INTRODUCTION

Human Resources (HR) is the most valuable organizational asset that must be managed properly. Human Resources (HR) is the most important part that has a big role in the organization because HR is the part that manages, regulates, and drives the wheels of the organization in achieving goals. Organizations can develop or not depending on the quality of the human resources (HR) owned by the organization; therefore, the quality of HR is the main factor that is needed by the organization as the first step to achieving its goals. Empowerment of human resources is very significant in improving organizational performance. Measuring the quality level of this work means providing an opportunity for state civil servants to find out the level of quality of their work in improving performance (Erwani, 2019).

To realize good governance, human resources are needed who can organize the state and development. To improve human resources who can improve the quality of professionalism is needed. The success of an organization is largely determined by the quality of the people who work in it. Changes and technological developments that are so fast and rapid require the ability of human resources to capture the phenomenon of these changes, analyze their impact on the organization and prepare management. The right resources to deal with these conditions. Human resource management in an organization is not just administrative but rather focuses on how to be able to develop the potential of human resources themselves to be creative and innovative (Suwarno, et al., 2018)

The defining characteristic of an organizational system lies in achieving goals. The strength of an organization lies in its people, not in its systems, producers, or resources. Organizations need potential human resource factors, both leaders and state civil servants in the pattern of assignments and level of education which are determinants for optimizing the performance of state civil servants and leaders. For organizational performance to be properly optimized, organizations must have state civil servants who are knowledgeable and highly skilled, have job satisfaction and adequate compensation and efforts to manage the organization

as optimally as possible so that organizational performance increases.

Education has a very important role in ensuring the survival of the country, because education is a means to improve and develop the quality of human resources. With education human life becomes directed. Education is a learning process carried out through systematic and organized procedures, both technical and managerial, that lasts for a relatively long time. Education is needed by an employee, because it will be able to have a good influence on himself and on the organization. The level of education will also have a strong influence on the performance of state civil servants to carry out and complete the work that has been determined properly,

Education is related to the general increase and understanding of the environment of human life as a whole and the process of developing knowledge, skills/skills, thoughts, character, character and so on. According to Sutrisno (2016) education is the totality of human interaction for the development of the whole person, and education is a continuous process that is always developing. Improving performance required educational programs. The purpose of the education program is as an effort to develop human resources, especially to develop intellectual abilities and human personality. A high level of education is expected to produce quality human resources and be able to make the best contribution to achieving organizational goals (Onibala, et al., 2017).

Organizations must be able to understand what causes job satisfaction to be obtained or not obtained by each individual human resource (HR) in the organization. Job satisfaction will be felt by a worker if there is a match between expectations and the reality that is obtained by a worker. High job satisfaction indicates that the company has been well managed with effective management. Job satisfaction is one of the driving factors for employee performance. In work, job satisfaction is needed by a state civil servant to improve its performance. Basically, satisfaction depends on what the state civil apparatus wants and what the state civil apparatus gets from their work. Satisfied state civil servants will be more productive at work.

State civil servants hope to get a feeling of satisfaction in the organization where they work. Generally, job satisfaction is something that is personal in nature where usually each person has various levels of satisfaction, according to the person. Sutrisno (2016) job satisfaction is the feelings of employees at work. employees get pleasure at work when they get a match for their work, when employees are satisfied then they will work optimally. Job satisfaction is a measure of the state civil apparatus' comfort in carrying out the work results achieved from the organization. The work decisions of the state civil apparatus at the Mambi District Office greatly determine the enthusiasm for work, but there are problems that arise regarding the job satisfaction of the state civil apparatus due to the uneven satisfaction felt by each employee. This concerns whether the placement of state civil servants is in accordance with the competence of their talents, whether financial compensation in the form of salary is given according to their level of competence and motivation in the form of support and good treatment from co-workers and superiors whether it has been felt by the state civil apparatus of the Mambi District Office.

From the results of the study it was stated that there was still an uneven distribution of satisfaction felt by the state civil apparatus of the Mambi District Office, such as in the placement of state civil servants not adjusted to the level of education of employees, the placement of state civil servants who were not in accordance with the competency talent in the field of work, financial compensation in the form of salaries had been perceived fair but bonuses are still not perceived fairly because the award is adjusted to employee competence, and motivational encouragement in the form of support from co-workers and superiors is still not felt. Sinambela (2016) states that job satisfaction is a person's feelings about his work regarding working conditions, work results, and the work itself, which is created by one's (internal) effort and supported by one's external (external) things. Job satisfaction is enjoyed in work, outside work, and in and out of work combinations. If the job satisfaction felt by the civil servants is low, it will have a negative impact on the organization because the performance of the state civil servants will decrease and consequently the performance of the state civil servants will be disrupted. Job satisfaction in carrying out its functions does not stand alone, but is related to performance and levels of reward, influenced by skills, abilities, and individual traits.

The level of education and job satisfaction alone is not enough to guarantee that a state civil servant can motivate himself to work more actively optimally, remuneration from the organization is still needed in a real form, namely compensation. Likewise, the provision of adequate compensation so that it will produce optimal performance at the Mambi District Office. Compensation is a reward or reward for workers who have

contributed to realizing their goals, through activities called work (Onibala, et al., 2017). Compensation is something received by state civil servants as remuneration for their work. Proper compensation will have a positive effect on employee performance. Compensation for state civil servants (ASN) has been regulated in the applicable laws and regulations. The system of providing work compensation based on class has various impacts. One of them is the phenomenon of blind salaries or ASNs who are absent from their jobs but receive the same compensation as state civil servants who have a high workload.

Compensation is a form of cost that must be incurred by the company in the hope that the company will receive rewards in the form of work performance from its employees (Siregar, 2013). Compensation is expected to be able to stimulate or motivate the morale of the state civil servants so that they can provide their best performance for the organization which will have an impact on job satisfaction and quality of service for the state civil servants in various private agencies or BUMN. Because it cannot be denied that compensation is the main goal for most state civil servants working in an organization. Compensation can provide the civil service with growth opportunities and create strong competition among civil servants to have incentives to work more efficiently and proficiently.

Compensation is everything received by state civil servants as remuneration for their work. Compensation is also one of the most effective ways for the civil servants of the Mambi District Office to improve work performance, motivation, and job satisfaction of employees. In addition, the Mambi District Office needs to pay attention to providing compensation to employees. The provision of financial compensation and non-financial compensation to state civil servants is intended as an effort to improve the quality of life of employees. Compensation is important for state civil servants as individuals because compensation is a reflection or measure of the value of the work itself. Compensation programs are also important for state civil servants Mambi District Office,

The importance of the performance of the state civil apparatus is not solely for the benefit of the state civil apparatus concerned, but also for the benefit of the organization. Performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. Performance is an optimal achievement in accordance with the potential possessed by an employee which is always a concern of organizational leaders. According to Armstrong and Baron in Wibowo (2015) performance is the result of work that has a strong relationship with organizational strategic objectives, customer satisfaction, and contributes to the economy. The condition in the Mambi District Office is that there are still civil servants who do not understand their main duties and functions, which hinders performance in program implementation. Besides that, the working ability of the state civil apparatus is still low because it is difficult to accept change and lazy to study new regulations.

Basically, performance appraisal is an important factor used to develop agencies effectively and efficiently. Performance appraisal is carried out to find out the merits of ASN performance in a certain period. Wibowo (2015) states that the management of the performance of civil servants is obtained from information on performance appraisal which aims to assist and improve performance. Apart from acting as a measuring tool to help agencies look ahead on what needs to be done to achieve their goals, performance appraisal is also useful for identifying skills and performance, knowing weaknesses and how to improve an employee's performance. The performance of the state civil apparatus of the Mambi District Office is said to be of high quality and successful in achieving its objectives. quality. Maximum performance of a state civil apparatus can be obtained if the organization is able to direct and develop the potential possessed by the state civil apparatus so that it can work optimally.

RESEARCH METHODS

This study uses a descriptive approach that is explanatory. This research was conducted at the Mambi District Office, Mamasa Regency, West Sulawesi. The analytical method used in this study is the multiple regression analysis method. The types of data in this study are qualitative and quantitative. while the data sources used are primary and secondary. The population in this study consisted of 55 state civil apparatus employees selected using a stratified proportional random sampling method.

RESULTS AND DISCUSSION

Primary data and secondary data have been obtained as accurate information. Furthermore, the data that has been collected is carried out a research description which aims to provide an explanation of the results of the answers from respondents to the statements submitted with the independent variables consisting of variables of education level (X1), job satisfaction (X2), and compensation (X3). The dependent variable is the ASN performance variable (Y).

Education Level Variable

The level of education is the activity of maintaining and increasing the competence of the state civil apparatus (ASN) to achieve organizational effectiveness which is carried out through education and training. The indicators for this variable are: (a) instructor, (b) participants, (c) materials, (d) methods and (e) objectives. An overview of the education level variables, broken down by indicators can be seen in Table 1.

Table 1. Description of Education Level Variables

Indicator	Frequency Distribution of Respondents' Answers					Average Score
	1	2	3	4	5	
Instructor	0 (0%)	0 (0%)	8 (14.5%)	19 (34.5%)	28 (50.9%)	4.36
Participant	0 (0%)	0 (0%)	4 (7.3%)	30 (54.5%)	21 (38.2%)	4.30
Material	0 (0%)	0 (0%)	3 (5.5%)	24 (46.3%)	28 (50.9%)	4.45
Method	0 (0%)	0 (0%)	6 (10.9%)	21 (38.2%)	28 (50.9%)	4,40
Objective	0 (0%)	0 (0%)	9 (16.4%)	18 (32.7%)	28 (50.9%)	4,34
Total and The average of the indicators	0 (0%)	0 (0%)	30 (10.91%)	112 (40.73%)	133 (48.36%)	4.37

Source: Primary Data Processing 2023

Based on the data in Table 1 the average indicator scores of 55 respondents, the largest is the third indicator which is equal to 4.45 with material indicators. This indicator has the biggest contribution in the education level variable. This means that the level of education possessed by the state civil apparatus (ASN) can improve the performance of the state civil apparatus (ASN) which can lead to changes in the work behavior of the state civil servants (ASN) in a better direction.

Job Satisfaction Variables

Job satisfaction is a positive or pleasant emotional statement because of the appreciation of the state civil apparatus (ASN) for certain jobs and work experiences. The indicators for this variable are: (a) the job itself, (b) the relationship with superiors, (c) colleagues, (d) promotions and (e) salary and incentives. Description about job satisfaction variable broken down according to the indicators can be seen in Table 2.

Table 2. Description of Job Satisfaction Variables

Frequency Distribution of Respondents' Answers						Average Score
Indicator	1	2	3	4	5	
The Job Itself	0 (0%)	0 (0%)	8 (14.5%)	25 (45.5%)	22 (40.0%)	4,25
Connection with superiors	0 (0%)	0 (0%)	11 (20.0%)	24 (43.6%)	20 (36.4%)	4,16
Work Colleague	0 (0%)	0 (0%)	4 (7.3%)	22 (40.0%)	29 (52.7%)	4,45
Promotion	0 (0%)	0 (0%)	8 (14.5%)	31 (56.4%)	16 (29.1%)	4,14
Salary and Incentive	0 (0%)	0 (0%)	5 (9.1%)	27 (49.1%)	23 (41.8%)	4,32
Total and the average of the indicators	0 (0%)	0 (0%)	36 (13.09%)	129 (46.91%)	110 (40.00%)	4,26

Source: Primary Data Processing 2023

Based on the data in Table 2, the average indicator scores of 55 respondents, the largest is the third indicator, which is equal to 4.45 with co-worker's indicator. This indicator has the biggest contribution to the variable of job satisfaction. This means that job satisfaction can improve the performance of the state civil apparatus (ASN) which can lead to changes in the work behavior of the state civil servants (ASN) in a better direction.

Compensation Variable

Compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company. The indicators for this variable are: (a) salary, (b) incentives, (c) awards and (d) promotions. An overview of compensation variables, broken down by indicators can be seen in Table 3.

Table 3. Description of Compensating Variables

Frequency Distribution of Respondents' Answers						Average Score
Indicator	1	2	3	4	5	
Wages	0 (0%)	0 (0%)	6 (10.9%)	26 (47.3%)	23 (41.8%)	4,30
Incentive	0 (0%)	0 (0%)	3 (5.5%)	25 (45.5%)	27 (49.1%)	4,43
Award	0 (0%)	0 (0%)	4 (7.3%)	24 (43.6%)	27 (49.1%)	4,41
Promotion Position	0 (0%)	0 (0%)	3 (5.5%)	25 (45.5%)	27 (49.1%)	4,42
Total and Average of indicators	0 (0%)	0 (0%)	16 (7.27%)	100 (45.45%)	104 (47.27%)	4,40

Source: Primary Data Processing 2023

Based on the data in Table 3, the average indicator scores of 55 respondents, the largest is the second indicator which is equal to 4.43 with incentive indicators. This indicator has the biggest contribution in the compensation variable. This means that compensation can improve the performance of the state civil apparatus (ASN) which can lead to changes in the work behavior of the state civil servants (ASN) in a better direction.

ASN Performance Variables

ASN performance is the result of work in quality and quantity achieved by an ASN in carrying out their duties in accordance with the responsibilities given to them. The indicators for this variable are: (a) quality of work, (b) quantity of work, (c) implementation of tasks (d) work standards and (e) responsibility. An overview of ASN performance variables, broken down by indicators can be seen in Table 4.

Table 4. ASN Performance Variable Indicators

Indicator	Frequency Distribution of Respondents' Answers					Average Score
	1	2	3	4	5	
Quality Work	0 (0%)	0 (0%)	2 (3.6%)	21 (38.2%)	32 (58.2%)	4.54
Quantity Work	0 (0%)	0 (0%)	5 (9.1%)	29 (52.7%)	21 (38.2%)	4.29
Implementation Task	0 (0%)	0 (0%)	5 (9.1%)	28 (50.9%)	22 (40.0%)	4.30
Standard Work	0 (0%)	0 (0%)	5 (9.1%)	35 (63.6%)	15 (27.3%)	4.18
Not quite enough Answer	0 (0%)	0 (0%)	3 (5.5%)	24 (43.6%)	28 (50.9%)	4.45
Total and the average of the indicators	0 (0%)	0 (0%)	20 (7.27%)	137 (49.82%)	118 (42.91%)	4.36

Source: Primary Data Processing 2023

Based on the data in Table 4 the average indicator scores of 55 respondents, the largest is the first indicator which is equal to 4.54 with the quality of work indicator. This indicator has the biggest contribution to the ASN performance variable. This means that the state civil apparatus (ASN) must carry out their duties as well as possible for the achievement of organizational goals and not abuse the authority entrusted to them, because with the existence of a state civil apparatus (ASN) who have good behavior can contribute to a good organization. directly or indirectly.

Classical Research Instruments and Assumptions Test

Validity test

A measuring instrument is said to have high validity, if the instrument performs a measuring function that is in accordance with the purpose of the measurement. Statistically, the correlation figures obtained must be compared with a significance level of 5%. The results of the validity test are shown in table 5.

Table 5. Validity Test Results

Instrument		Prob	A = 5%	Ket
Education Level (X1)				
1.	Instructor	0.000	0.05	Valid
2.	Participant	0.000	0.05	Valid
3.	Material	0.000	0.05	Valid
4.	Method	0.000	0.05	Valid
5.	Objective	0.000	0.05	Valid
Job Satisfaction (X2)				
1.	The job itself	0.000	0.05	Valid
2.	Relations with superiors	0.000	0.05	Valid
3.	Work colleague	0.000	0.05	Valid
4.	Promotion	0.000	0.05	Valid
5.	Salary and incentives	0.000	0.05	Valid
Compensation (X3)				
1.	Wages	0.000	0.05	Valid
2.	Incentive	0.000	0.05	Valid
3.	Award	0.000	0.05	Valid
4.	Job promotion	0.000	0.05	Valid
ASN Performance (Y)				
1.	Work quality	0.000	0.05	Valid
2.	Working quantity	0.000	0.05	Valid
3.	Implementation	0.000	0.05	Valid
4.	work standard	0.000	0.05	Valid
5.	Responsibility			

Source: Primary Data Processing 2023

From Table 5 the magnitude of the correlation coefficient of all item statements consists of 1 statement each for variable X. From the results of the calculation of the correlation coefficient all have a probability value smaller than 0.05. Thus, it can be concluded that all statement items are declared valid.

Reliability Test

This test was conducted to determine the extent to which measuring instruments can provide consistent results. The technique used to assess reliability is Cronbach Alpha, by distributing questionnaires to respondents, namely the state civil apparatus (ASN) of the Mambi District Office. A research instrument can be said to be reliable if the alpha is greater than 0.60. The results of the reliability test are shown in table 6.

Table 6. Reliability Test Results

Variable	Coefficient Alpha		Ket
	Cronbach	Critical Value	
1. Level of education	0.734	0.60	Reliability
2. Job satisfaction	0.784	0.60	Reliability
3. Compensation	0.780	0.60	Reliability
4. ASN performance	0.742	0.60	Reliability

Source: Data Processing 2023

Based on the summary of the reliability test results as summarized in Table 6, the overall value of the Cronbach Alpha coefficient is above 0.60 (value > 0.60), so that the statement items in the research variable questionnaire can be used to conduct further research.

Normality test

To guarantee that the data from the research sample has a normal distribution, the data normality test is carried out using the PP Plot of Regression Standardized Residual normal graphic analysis for each variable. The test results show that all data are normally distributed in all variables, both the dependent variable (ASN performance) and the independent variable consisting of level of education, job satisfaction and compensation. The data spreads around the diagonal line and follows the direction of the diagonal line, so the regression model meets the normality assumption.



Figure 1. Normal PP Plot Regression Standardized Residual

The normality assumption test can also be seen from the histogram and normal probability plot between the performance of the state civil apparatus (ASN) as the dependent variable and the Regression Standardized Residual where most of the data is in the normal curve, so it can be said that the data being analyzed meets the normality requirements.

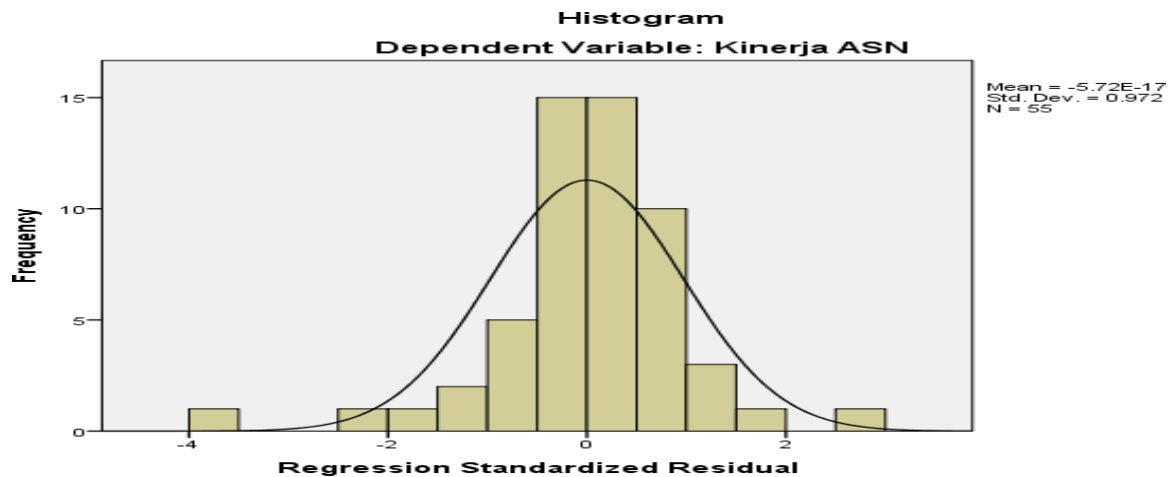


Figure 2. Histogram & Regression Standardized Residual

Multicollinearity Test

Multicollinearity means that there is a perfect or definite linear relationship between some or all the variables that explain the regression model. One of the multicollinearity detections is suspected when R^2 is high and when the zero-degree correlation is also high. Based on this, the results of the analysis with a value of $R^2 = 0.536$ of the three variables which explain that one of them has a significant partial regression coefficient, so that it can be said that there is no multicollinearity. Multicollinearity detection can also be done through the VIF value. If the VIF value is greater than 10 ($VIF > 10$), then it is estimated that there is multicollinearity, but if the VIF value is less than 10 ($VIF < 10$), then it is estimated that there is no multicollinearity.

Table 7. Data Multicollinearity Test

No	Variable	VIF	Information
1	Level of education	1.156	No multicollinearity
2	Compensation Job	1.114	No multicollinearity No multicollinearity
3	Satisfaction	1,160	

Source: Data Processing 2023

From the results of the multicollinearity test using the VIF (variance inflation factor) value on the performance of the state civil apparatus (ASN) in Table 12 above, it can be concluded that there are no multicollinearity problems in the regression model because the VIF (variance inflation factor) value does not exceed 10.

Heteroscedasticity Test

One of the important assumptions of the classical linear regression model is that the variance of each disturbance element, conditional on the chosen value of the explanatory variable, is a constant number equal to σ^2 . This is an assumption of homoscedasticity or the same (homo) spread, that is, the same variance. The opposite of homoscedasticity is heteroscedasticity, which is nothing but a violation of classical assumptions. The following in Figure 4, is the result of processing the heteroscedasticity test data.

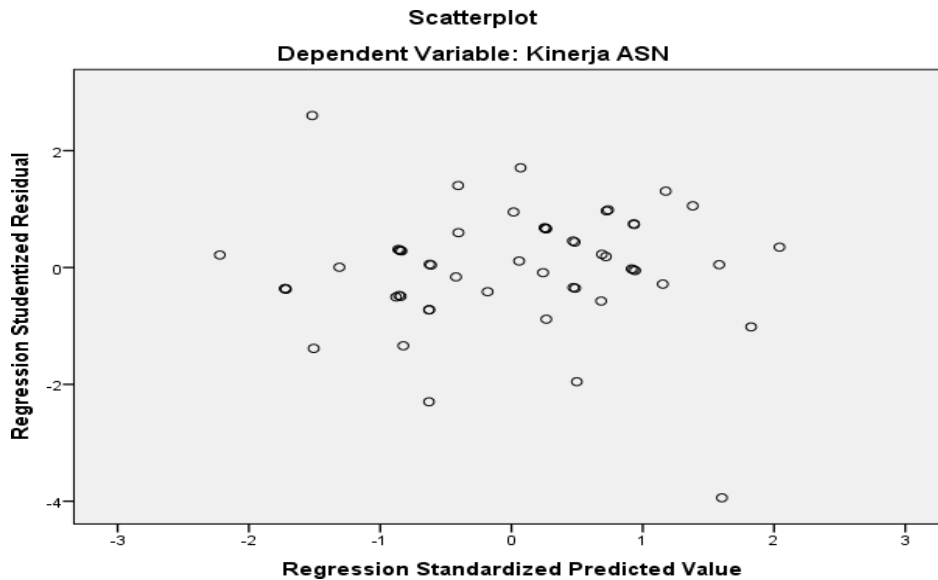


Figure 3. Scatterplot of Residual Distribution

From the above results it can be said that there is no heteroscedasticity in the error variance.
Simultaneous Analysis (Test F)

Simultaneous testing (F-test) was conducted to determine whether all of X_i 's independent variables (Level of Education, Job Satisfaction and Compensation) simultaneously had a significant effect on the dependent variable of ASN performance (Y) at the Mambi District Office. The test is carried out based on the following test hypothesis:

$$H_0; \beta_i = 0 \text{ against } H_a ; \beta_i \neq 0$$

By testing criteria:

If $F_{count} > F_{table}$ or $pvalue < 0.05$, then H_0 is rejected, and H_a is accepted.

If $F_{count} < F_{table}$ or $pvalue > 0.05$, then H_0 is accepted, and H_a is rejected.

If H_0 is accepted, the beta coefficient of the regression is not significantly different from 0, so the regression results obtained cannot be used to make statistical predictions and the independent variable X_i influences the dependent variable Y_i . It also cannot be used to measure whether. Conversely, if H_0 is rejected or H_a is accepted, the regression beta coefficient is significantly different from 0, and the regression results obtained can be used to make statistical predictions. A regression equation can be used to measure whether the independent variable X_i affects the dependent variable Y_i .

Table 8. ANOVA analysis

	Model	Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	4,016	3	1,339	19,626	1
	residual	3,479	51	068		
	Total	7,495	54			

Source: Data Processing 2023

Table 8 illustrates that the independent variables of Xi (education level, job satisfaction, and compensation) all have a positive and significant effect on the dependent variable Y (ASN performance). The Fcount value is 19.626 and the significance level is 0.000 or p-value < 0.05. Then H0 is rejected, and Ha is accepted based on the criteria used to test the hypothesis. This means that all independent variables are significantly different from 0 at the same time.

At the same time, the resulting regression analysis can be used to make statistical predictions to measure impact. The simultaneous influence of the Xi variables on the Y variables is also known from the simultaneity coefficient of determination (R²). This is clear from the results of the simultaneous measurement analysis in Table 14 as follows.

Table 9. Simultaneous Determination Analysis
Summary models

	Model	R	R Square	Adjusted R Square	std. Error of the Estimates
1		.732a	.536	.509	.26118

a. Predictors: (Constant), Compensation, Job Satisfaction, Level of Education

Source: Data Processing 2023

Table 9 shows that the value of the correlation coefficient (R) indicates a relationship between the Xi variable (level of education, job satisfaction and compensation) and the Y variable (ASN performance). The correlation coefficient (R) value of 0.732 means that there is a positive and unidirectional relationship between the Xi variable and the Y variable. The value of R² = 0.536. This means that the influence of the Xi variable (education level, job satisfaction and compensation) simultaneously on the Y variable (ASN performance) is 53.6% and the effect of other variables is 46.4%. This effect is classified as good because it is greater than 50% and significant (Pvalue) = 0.000 (very far below the critical test value $\alpha = 0.05$)

Partial Analysis (t test)

Before presenting a discussion of partial testing, the results of the regression analysis will first be presented from the research data. The presentation of the results of the analysis is intended to present the regression equation obtained in the study.

Table 10. Regression Coefficient and Significance Level
Coefficients^a

Model	Unstandardized Coefficients		standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	.665	.489		1,361	.179
Level of education	.295	.094	.323	3,150	.003
Job satisfaction	.303	.077	.394	3,912	.000
Compensation	.251	.087	.296	2,883	.006

Dependent Variable: ASN Performance

Source: Data Processing 2023

Statistically, the test hypothesis is:

$H_0: \beta_i = 0$ against $H_a: \beta_i \neq 0$. Significance Level (α) = 0.05

Test criteria:

If $t_{count} > t_{table}$, then H_0 is rejected, and H_a is accepted with $\alpha = 0.05$

If $t_{count} < t_{table}$, then H_0 is accepted, and H_a is rejected with $\alpha = 0.05$

From Table 10 partially, all the analysis variables have different probabilities (significance levels), as follows:

1. The education level variable was determined to have a positive and significant impact on State Civil Apparatus (ASN) performance for the Mambi District Office based on subtest results using t-values. -Education level variable had a count value of 3,150 with a significance level of 0.003 ($p < 5\%$). We conclude that the results of this test provide empirical support for the proposed hypothesis of the educational attainment variable. This means that, assuming job satisfaction and constant wage variables, the educational attainment variable has a significant impact on her ASN performance.
2. Based on the results of subtests using t-values, the job satisfaction variable has a positive and significant impact on the performance of the Mambi District Office State Civil Facilities (ASN). The education level variable was 3.912 with a significance level of 0.000 ($p < 5\%$). The results of this test conclude that the proposed hypotheses of job satisfaction variables are empirically supported. In other words, given constant educational attainment and compensation, the job satisfaction variable has a large impact on her ASN performance.
3. Compensation variables have a positive and significant impact on the performance of the State Civil Unit (ASN) of the Mambi District Office based on the results of partial audits using t-values. The compensation variable is 2.883 with a significance level of 0.006 ($p < 5\%$). The results of this test conclude that the proposed hypotheses of reward variables are supported by empirical evidence. This means that the reward variable has a large impact on her ASN performance, assuming that the educational attainment and job satisfaction variables are constant.

Thus, the H_0 hypothesis is rejected, and the H_a hypothesis is accepted for the variable level of education (X_1), job satisfaction (X_2) and compensation (X_3). This means, the regression coefficient obtained from the analysis is significantly different from 0 at a confidence level of 95%. From the results of the analysis obtained all variables that have significantly different regression coefficients with zero, based on these results, the regression equation obtained can be used to perform statistical predictions, including for forecasting and the regression equation obtained is:

$$Y = 0.665 + 0.295X_1 + 0.303X_2 + 0.251X_3$$

The multiple regression equation can be explained as follows:

1. The coefficient $b_0 = 0.665$ means that if the variable level of education (X1), job satisfaction (X2) and compensation (X3) does not change (constant), then the performance of the state civil apparatus (Y) at the Mambi District Office will not change.
2. The coefficient $b_1 = 0.295$ means that every increase in the education level variable (X1), it is expected to increase the performance of the state civil apparatus (Y). The tcount value is 3.150 with a significance level of 0.003 (sig < 0.05) meaning that there is a positive and significant effect between the level of education (X1) and ASN performance (Y), assuming other variables (job satisfaction and compensation) do not change.
3. The coefficient $b_2 = 0.303$ means that every increase in the variable job satisfaction (X2), it is expected to improve ASN performance (Y). The tcount value is 3.912 with a significance level of 0.000 (sig < 0.05) meaning that there is a positive and significant influence between job satisfaction (X2) and ASN performance (Y), assuming other variables (education and compensation levels) do not change.
4. The coefficient $b_3 = 0.251$ means that every increase in the compensation variable (X3), it is expected to increase the performance of the state civil apparatus (Y). The tcount value is 2.883 with a significance level of 0.006 (sig < 0.05) meaning that there is a positive and significant effect between compensation (X3) and ASN performance (Y), assuming other variables (level of education and job satisfaction) do not change.

From the equation it is also known that all the regression coefficients of the analysis results are positive. This means, the relationship between the dependent variable Y_i and the independent variable X_i has the same direction of change. Thus, if the intensity of implementation is carried out on certain independent variables, or on all independent variables together it can be increased, then the performance of ASN at the Mambi District Office will increase. Vice versa if the intensity of implementation is carried out on independent variables jointly reduced, then the performance of ASN at the Mambi District Office will decrease.

CONCLUSION

The level of education has been shown to have a positive and significant effect on ASN performance, which means that the higher the level of education, the higher the performance level of ASN at the Mambi District Office.

Job satisfaction has been shown to have a positive and significant influence on ASN performance, which means that ASNs who feel satisfied with their work results will have a higher level of ASN performance at the Mambi District Office.

Compensation is proven to have a positive and significant effect on ASN performance, which means that the more appropriate the compensation, the better the level of performance, the higher the performance level of ASN at the Mambi District Office.

The level of education, job satisfaction and compensation together has been shown to have a positive and significant effect on ASN performance, which means that the higher the level of education, satisfaction with the results of their work and the provision of appropriate compensation, the higher the performance level of ASN at the Mambi District Office.

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