

# **Public Service Motivation through Responsibility and Reward and Punishment and Its Impact on Discipline of Regional Secretariat Employees**

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## **Abstract**

This analysis aims to examine the impact of transparency, compensation, and punishment on the discipline and morale of public services at the Regional Secretariat of the Mamuju district. This study was undertaken using a quantitative approach to describe the location of the variables measured and the relationship between one variable and the other. The population of this sample was 467 staff members of the District Secretariat of Mamuju. Determine the representative sample size of 83 individuals to consider using the Slovene formula. Path mapping is the method used for the test analysis. The findings revealed that transparency has a substantive and essential impact on the public service motivations of the Mamuju District Secretariat. Remuneration and punishment have a positive and significant influence on public services' stimulation at the Mamuju District Secretariat. Specific duties have a positive and significant impact on the discipline of the office. The Mamuju District Secretariat, remuneration, and penalties have, in part, a positive and significant effect on the domain of the Mamuju Regency Office, and the stimulation of public utilities has a positive and significant impact on it.

**Keywords:** Responsibility, Reward and Punishment, Discipline, Motivation for Public Service, Indonesia

## **1. Introduction**

One of the essential factors required in the company is the implementation of public programs and human resources. In carrying out their tasks to achieve successful results, workers need to be inspired to achieve corporate targets by job behavior (Agus Dwiyanto. 2012).

Mamuju is a city with a high degree of community demand for public services, and hence involves the government's involvement in addressing all aspects of public service needs. Employee motivation is one of the elements that must be addressed when providing reliable public facilities for the city. Quality human capital with a well-disciplined mindset is required to empower public servants (Rahawarin et al., 2020; Sawitri et al., 2019; A Umar et al., 2020). Employee discipline is closely tied to the advancement of professional public services (Rahawarin et al., 2020; Akmal Umar et al., 2019; Yusriadi Yusriadi & Misnawati, 2017).

To help workers gain a healthy inspiration for public service, organizations should pay heed to many other items, such as incentives or awards. Punishment is another aspect that can also impact employee compliance. If excellent performance needs to be celebrated correctly, so if it violates the organization's laws, it should be punished or punished appropriately and equally. Apart from reward and washing, other aspects improve the discipline of workers, in particular responsibility. Preliminary interviews with Mamuju Regency Regional Secretary showed many issues with Mamuju District officials, including low staff discipline, regular late and early arrivals, and decreased absenteeism.

On the other hand, some of the workers interviewed at the time of the initial observation indicated that the financial benefits offered did not fulfil the employees' standards (Gani et al., 2019; Y Yusriadi et al., 2020). Give success incentives that do not improve employee productivity and workplace satisfaction. Furthermore, the implementation of the rules on the discipline of employees' employment has not been satisfactory, especially in the use of working time.

## **2. Literature Review**

### **2.1. Motivation of the definition of the Public Service**

In general, the principle of motivation refers to the force that inspires, guides, and perpetuates a person's actions (Agung et al., 2016); (Yusuf et al., 2018). In the meantime, public service or PSM motivation is one aspect of a specific reason that can be viewed as a motivating force that incorporates ideas, principles, and attitudes beyond personal and organizational interests and inspires workers (employees) to support others and lead Dharma commitments. For the protection of organizations and communities; (Perry, James L, And Porter, Lyman W in Syamsir 2011).

From a linguistic point of view, the concept of public service motivation refers to public service motivation (PSM) developed by scientists in the field of public administration in the West. This principle is important as a motivation to inspire staff or employees to offer the best service to the community (Guswandi et al., 2020).

### **2.2. A conscientious person**

According to Alex Nitisemito in Suwardi and Amin (2010), the work's responsibility is to do the job thoroughly, not delaying time so that the work is more improved, quality, and accountable from an official and legal point of view (Bin Tahir et al., 2019).

Thanks to good transparency, it is hoped that work can be done efficiently and produce better results so that efficiency depends on moral factors and other factors that influence productivity. These are ethical factors that also play a significant role (Bakhoury Zenon). , in 2007). Responsibility is one of the personal qualities which must be instilled in an individual to become a person without blemish. Mustari (2011) claims that responsibility is one's approach and actions to fulfill one's obligations and duties towards oneself, society, the world (natural, social, and cultural), the state, and God.

### **2.3. Rewards and Punishment**

The reward is an opportunity that ties salaries based on maximizing the efficiency of workers to gain a competitive advantage (Simamora, 2004). Punishment or punishment is an adverse or undesirable result of such behavior (Ivancevich in Siahaan, 2013). Discipline is a threat of punishment aimed at correcting employee errors, compliance with relevant laws, and offering guidance to the offender (Mangkunegara, 2013; Kanto et al., 2020; Umanailo, 2020; Umanailo et al., 2021).

Arwar and Dunija (2016) say that if the reward is positive, the penalty is negative (Bin Tahir & Hanapi, 2020). However, if corrections are enforced acceptably and equitably, this can be a tactic to inspire workers to improve efficiency or job discipline. The Rivai Penalty Indicators in Koencoro (2013) can be defined as follows: light sentences, light sentences, and low sentences.

### **2.4. Discipline**

Discipline derives from the word 'disciple,' which means followers or adherents. In contrast, work discipline is a structure that involves laws, rules, and procedures that govern actions, either individually or in groups, within an organizational system. (Machasin & Susi, 2011).

According to Rivai (2011), job discipline is a method used by managers to interact with workers to improve their actions and increase their understanding and ability to comply with all company rules and prevailing social norms. Discipline is one aspect that a company must recognize and apply if it is to increase its employees' efficiency. Tohardi (2002), therefore, notes that many things can be done to impose discipline, including punishment and reward, fairness and firmness, motivation, outstanding leadership, a favorable climate, and ergonomics.

### 3. Method

This research uses a quantitative approach to describe the role of the variables under study and the relationship between one variable and the other. The method of analysis used in this study is the path analysis model using Smart PLS 3.2.8 software.

The estimated time required to research the work's completion is approximately three months from August to October 2020. The research site is situated in the Mamuj District Office.

The population of this sample was a total of 467 staff members of the Mamuju Regency Regional Secretariat. I was determining the number of pieces deemed representative using the Slovene formula to obtain a sample of 83 individuals.

Data collection was carried out at different locations (Sugiyono, 2016), namely:

- Documentation, please. The documentation needed for this study is in the form of various documents presenting or explaining essential research-related data and details.
- Questionnaires, please. Provide respondents with a questionnaire (sample). This questionnaire is structured in the form of written questions asked by the respondents.

The scientist will construct a path diagram picture used to illustrate the problem and identify structural equations to establish the relationship between the path diagram variables. Depending on the research goals, it might be possible to use the path analysis approach for the design of the test hypothesis. It is used to examine patterns of relationships between variables. This model aims to evaluate the direct or indirect effect on the dependent variable of a group of independent (external) variables (internal). According to Sugiyono (2016), the path parameter is the regular regression coefficient, i.e., the regression coefficient, which is determined from the database set to the record number (Z-score). Based on the research objectives, the test hypothesis's design that can be achieved is the design of the test hypothesis in this report, which is provided based on the research objectives. The trust level used is 95 percent, so the accuracy or maximum inaccuracy is 5 percent = 0.05. (p-value). And generate a value of 1,66 t-table (Ghozali, 2006).

### 4. Results and Discussion

In this analysis, bootstrapping measurements were conducted to verify the hypothesis using Smart PLS 3.2.9 to see the direct and indirect effects (mediation). Centered on the data processing table for Smart PLS 3.2 apps. The results of the testing of the hypothesis of direct and indirect impact can then be defined as follows:

**Table 1.** Direct Effect Hypothesis Test

	Original sample	T Statistic (O/STDV)	V Values
Public Service Motivation => Work Discipline	0,158	2,752	0,006
Reward and Punishment => Work Discipline	0,491	9,396	0,000
Reward and Punishment => Public Service Motivation	0,310	2,818	0,005
Responsibility => Work Discipline	0,360	6,654	0,000
Responsibility => Public Service Motivation	0,613	5,554	0,000

**Table 2.** Indirect Effect Hypothesis Test

	Original sample	T Statistic (O/STDV)	V Values
Reward and Punishment => Public Service Motivation => Work Discipline	0,049	2,008	0,045
Responsibility => Public Service Motivation => Work Discipline	0,097	2,473	0,014

#### **4.1. Effect of Accountability for Public Sector Motivation (Direct Effect)**

The impact of liability on public service incentives indicates a coefficient value of 0.613 (positive). The t statistical value is 5.554, which is higher than the t-Table 1.66, and the P-value is 0.000, which is less than 0.05. It may be argued that accountability has a significant beneficial impact on the civil sector's motivation, such that the study theory is acknowledged in this situation. Based on the comparative analyses' findings for the variable of responsibility, it is assumed that partial liabilities have a favorable and substantial influence on public service incentives. This indicates that, if transparency is improved, civil sector incentives would improve. Results often display respondents' responsibilities for motivating public services and showing a high/good reaction from respondents. Simultaneously, there are still citizens who voice reservations and may disagree with transparency's present perceived contribution. Based on the outcome of the meeting with the personnel of the Regional Secretariat of Mamuju Regency, they reported that they were linked to the obligation for developing public services, which indicates that the efforts of public services at the Regional Secretariat Office are not adequate, but that the results are promising. Employee obligation is slowly empowering the service. The audience continued to grow.

Responsibility factors are grouped according to metrics comprising the proper execution of specific activities, taking chances and measures taken, accusing/accusing someone without accurate facts, acknowledging and apologizing for faults, and following what is said without requesting it. The Mamuju Regional Regulations Secretariat staff shall execute well the roles delegated to them by their supervisors, where the staff shall demonstrate their obligations by conducting their duties in full, without hesitation, to render work more comfortable and better and taking into account legal and official considerations. Completion of work and consistency of work leading to productivity and effectiveness in the completion of work. Besides, workers often want to do their job without requesting or asking them to do the jobs for which they are liable according to the job description to do the job as best as possible. The district chief of Mamuju Regency is still able to acknowledge the dangers of his work, and if anything goes wrong in his job, the workers can apologize and admit the errors he has made.

The excellent transparency attitude demonstrated by workers guides supervisors to allow them full independence and obligation to improve the incentive for universal service to employees. Any employee wants public service benefits to be a happy group where workers work. These findings also help study by Tilaar, C., Rumampuk, J., & Sumual, A. (2017) The Effect of Accountability and Leadership in Motivational Behavior for the Western Community Health Center of Workers. The findings of the study indicate that accountability has a strong and significant influence on employee motivation. This is supported by the analysis by Tilaar, C., Rumampuk, J., & Sumual, A (2016) that the findings of the study indicate that accountability can affect the job motivation of Puskesmas Modayang Barat employees.

#### **4.2. The Impact of Incentive and Punishment on Public Service Motivation (Direct Effect)**

The influence of incentive and penalty on public service encouragement indicates a coefficient value of 0.310 (positive). The t statistical value is 2.818, which is higher than the t-table 1.66 P-value is 0.005, which is less than 0.05. It may be seen that incentive and punishment have a beneficial and essential influence on public services' motivation, such that the study theory is agreed in this situation.

The findings revealed that the incentive and penalty variable has a vital and robust influence on public services' encouragement. It also indicated the more vital compensation and fines would improve incentives for more substantial resources. Besides, the respondents' reactions to remuneratioresultsnishment and public service encouragement showed a high/right average answer. Simultaneously, there were still people who shared concerns, disagreed, and strongly disagreed with current views of remuneration and penalty motivation. Based on the outcome of a meeting with the Mamuju District Secretariat employees, those who met claimed that the donation of gifts and fines to the Mamuju District Secretariat was considered incompatible with the work being undertaken to affect their motivation. Remuneration and penalty factors are compiled from metrics composed of rewards, extra charges, light penalties, light penalties, and extreme penalties. Mamuju District Secretariat workers who have carried out other activities and carried out their duties correctly/timely shall earn benefits in the form of bonuses and other wages.

Bonuses and other revenue in the form of payments on any operation carried out. This charge is the remuneration charged to public officials and civil servants who serve in distributing, managing, and creating local government services. These costs may be classified into two things: 1) costs related to the administration of the regional apparatus, such as fees for financial officers, prices for the maintenance of information systems (websites), etc. 2) costs related to performance, such as costs for the organization of workshops/seminars, review fees, etc. Criteria are:

implementation involves the establishment of a committee/team/working group; has a consistent and observable output; teamwork in nature and including officials/other regional organizations; temporary to offer priority to implementation or beyond working hours; dual-purpose or position of civil servants in addition to the vital daily tasks; organizational acronym; In addition to honoraria, workers often earn a wage depending on their level and rank. Additional employee salary is usually equivalent to the value of contributions, promotions, rewards, and privileges. Such as overtime pay, which is compensation for civil servants who work overtime (outside regular hours) as defined by each government agency/office based on an order that is officially allowed to do so and adjusted unit rate for extra jobs. Employees also earn contributions based on their rank and obligations. Besides, when workers commit slight mistakes in their careers, they make alerts or warnings, mild failures in persistent absence without notice, repeated delays in work, loss of efficiency or inability to conduct duties and work, disregard official rules breach the secrecy office. Alert and warning can be in the form of a direct sign or a warning letter provided by the immediate boss (SP1). If you ever commit errors, you can earn light fines and penalties in the context of suspending a one-year regular pay rise and postponing the promotion by one year. Degradation at one degree is lower than one year. Meanwhile, in severe infringements in the context of reduction to a lower stage of 3 years, transfers take effect. In the sense of lower-level demotion, exemption from office, dismissal with a reverence not to one's appeal as a PNS, insensitive release as a PNS.

#### **4.3. The Consequence of Discipline Obligation (Direct Effect)**

The influence of obligation on discipline indicates the coefficient value of 0.360 (positive). The t-statistic value is 6.654, which is better than the t-table value of 1.66. The P-value is 0.000, which is less than 0.05. This duty will have a positive and vital impact on science, such that the scientific theory is believed in this situation. Based on the statistical analyses on the disciplinary accountability measure, it is assumed that responsibility has a positive and essential influence on the discipline. These findings indicate that discipline improves as accountability increases. The results revealed that the respondents' answers to commitment and discipline displayed a high/good average response from the respondents. At the same time, there were still respondents who voiced concerns, disagreed, and strongly disagreed with the discipline they thought was their obligation. Based on the findings of the interviews with the staff of the Mamuju District Secretariat, they reported that, as far as disciplinary liability is concerned, there was less responsibility on the staff of the Mamuju District Secretariat, which affected their job discipline.

Responsibility factors are grouped according to metrics comprising the proper execution of specific activities, taking chances and measures taken, accusing/accusing someone without accurate facts, acknowledging and apologizing for faults, and following what is said without requesting it. The Mamuju Regional Regulations Secretariat staff shall execute well the roles delegated to them by their supervisors, where the staff shall demonstrate their obligations by conducting their duties in full, without hesitation, to render work more comfortable and better and taking into account legal and official considerations. Completion of work and consistency of work leading to productivity and effectiveness in the completion of work. Besides, workers often want to do their job without requesting or asking them to do the jobs for which they are liable according to the job description to do the job as best as possible. The district chief of Mamuju Regency is still able to acknowledge the dangers of his work, and if anything goes wrong in his job, the workers can apologize and admit the errors he has made. The role of the responsible employee is strongly linked to the employee's responsibility to conduct the job in earnest and the person/organization. Commitment defines the degree of completion of work and the consistency of work that contributes to productivity and efficacy in completing work. Efforts to improve labor efficiency to meet the targets include a substantial degree of accountability for all company workers. The employees of the Regional Secretariat of Mamuju have high obligations. There appears to be a robust disciplinary attitude at work where workers are often on schedule to carry out their assigned duties.

#### **4.3. Impact of Obedience Reward and Punishment (Direct Effect)**

The influence of incentive and penalty on discipline indicates the coefficient value of 0.491 (positive). The t statistical value is 9.396, which is greater than the t-table 1.66, and the P-value is 0.000, which is less than 0.05. It can be seen that incentive and punishment have a significant impact on discipline so that the study theory is agreed in this situation. Based on the statistical analyses for reward and punishment for a domain, it is assumed that reward and punishment have a meaningful and robust influence on the field. Based on these findings, it can be shown that if incentive and punishment improve, obedience will increase. The results revealed that the respondents' responses on duty and discipline showed a high/right average answer. Still, some voiced reservations, although they were particular and very different in incentive and punishment. Based on the findings of interviews with workers at the Mamuju Regency Regional Secretariat Office. It was noticed that staff at the Mamuju Regency Secretariat found the

team at the Mamuju Regency Secretariat to have compensation and fines in promotions and benefits that were not good enough to affect discipline.

Rewards and penalty variables are grouped based on bonuses, allowances, mild penalties, moderate penalties, and extreme penalties. Mamuju Regency Provincial Secretariat workers who conduct different roles and perform their duties correctly/timely receive benefits in promotions and additional salaries. Employees obtain allowances in compliance with their jobs and obligations. Besides, if workers make small errors in their careers, they are notified or reprimanded. If they manage to make mistakes, penalties and sanctions will be enforced in termination and relocation if they perform severe breaches.

Employee benefits and penalties are successful because they will inspire workers to be disciplined in the workplace. Via promotions, workers believe like they get the attention, support, guidance, and appreciation from their managers. Employees instinctively strive to provide the maximum to the organization where they operate. Punishment for employee discipline is an opportunity to build human capital and the power to motivate employees to commit as best as possible to the company's progress in meeting its objectives. This indicates that completing the organization requires achieving the personal interests of the founders of the organization involved. So that there would be no further wrong actions on the part of the employee involved, punishment at work is the ability and willingness of workers to cooperate and abide by all relevant laws and legislation, both published and unwritten.

#### **4.4. The Impact of Discipline Encouragement in the Public Service (Direct Effect)**

The influence of public service encouragement on discipline reveals the coefficient value of 0.158 (positive). The t-statistic value is 2.752, which is greater than the t-table 1.66, and the P-value is 0.006, which is less than 0.05. It may be seen that the inspiration of the public service has a vital and robust impact on discipline, such that the study theory is agreed in this situation. Based on the statistical evaluation of the field's motivation indicator, it is assumed that motivation substantially influences the area. These findings indicate that improved encouragement will boost the region. The results revealed that the respondent's reaction to the field's course showed a high/good response. Simultaneously, some who shared concerns disagreed and strongly opposed the discipline currently perceived to be motivated. Based on the findings of the interviews with the workers of the Mamuju District Secretariat, it was reported that the discipline motivation indicated that the staff at the Mamuju District Secretariat Office were less motivated because it influenced their discipline at work.

Motivation factors are classified according to measures consisting of attempts to attain achievement, motivation, or ability to support the public good, love (feelings of affection), and self-sacrifice (self-sacrifice). Employees operate with patriotism and feel accountable for their duties; they frequently work effectively to enhance transparency and support those in need of service and community service.

Public service incentive is a guiding factor that inspires a staff or staff to offer the best support to the society (society). Motivated workers often execute assignments efficiently, on schedule, and function dynamically and innovatively. They are attentive and rely on supervisors, set work expectations, confidence, respect, and work with superiors and subordinates and interact effectively. Any leader must responsibly conduct his company to establish a fun and enjoyable work environment. This environment enables workers to function peacefully and in harmony, without rushing and full of experience. Managers are often expected to be able to inspire and facilitate employees to work. They were learning skills to be quality and persistent in carrying out work, being proud of work, expertise, persistence, and being proud of their work outcomes. Workers of this caliber are known as highly engaged employees. The motivation for profession is essential to improve the performance of employees. Public services are referred to provide services to the community as clients or clients that must be satisfied. The government itself is trying to find what the community needs without involving the community itself. The government places the public in the client's position (customer) and the government itself as a market manager or market manager so that social mechanisms and structures are needed to support these policies. Public services are therefore given more scope. Shared interests and problems are formulated based on general needs and interests and are considered binding political decisions and public policies. Quality human resources and well-disciplined behavior are needed to motivate public services. Employee discipline is closely linked to motivation for the quality of public services. The field is critical to the organization and the maintenance or continuation of life. This is only because of the high degree of discipline that an organization will attain.

#### **4.5. The Obligation Impact on Commitment and Discipline (Indirect Effect)**

Responsibility factors are grouped according to metrics comprising the proper execution of specific activities, taking chances and measures taken, accusing/accusing someone without accurate facts, acknowledging and apologizing for faults, and following what is said without asking for it. The Mamuju Regional Regulations Secretariat staff shall execute well the roles delegated to them by their supervisors, where the staff shall demonstrate their obligations by conducting their duties in full, without hesitation, to render work more comfortable and better and taking into account legal and official considerations. Completion of work and consistency of work leading to productivity and effectiveness in the completion of work. Besides, workers often want to do their job without requesting or asking them to do the jobs for which they are liable according to the job description to do the job as best as possible. The Mamuju district laws are often able to recognize the dangers of the job they do. In comparison, in the case of a job mistake, workers apologize and accept what they have done wrong. The conscientious employee's mindset is directly connected to the responsibility of the employee to conduct his or her job seriously and the person/organization. Responsibility, The degree of completion of work, and the consistency of work contribute to the productivity and efficacy of completing work. Efforts are required to improve efficiency at work. Strong accountability for all workers of the company in meeting the targets. The employees of the Regional Secretariat of Mamuju have high obligations.

The job appears to have a robust structured mentality, where workers are often on schedule to execute assigned duties. Moreover, a high degree of accountability will enhance the incentive for public service.

#### **4.6. The Impact of Incentive and Punishment on Motivation and Discipline (Indirect Effect)**

The influence of incentive and penalty on encouragement and discipline reveals the coefficient value of 0.049 (positive). The t statistical value is 2.008, which is greater than the t-table value of 1.66, and the P-value is 0.045, which is less than 0.05. It may be seen that reward and penalty if mediated, have a beneficial and essential impact on the discipline. It is understood from the motivation to embrace the test hypothesis in this case and the findings of the analysis that the variables of remuneration and punishment have a beneficial and essential impact on the variables of discipline whether motives mediate them. The results revealed that the respondent's answers to incentive, penalty, encouragement, and domain showed a high/good overall response. At the same time, there were still people who shared reservations and differences and disagreed with the motivation and discipline regarding current incentives. And the penalty. Based on the findings of the meetings with the Mamuju District Secretariat workers, it was reported that the provision of incentives and liabilities did not function well because it affected improving the morale and encouragement of employees.

Remuneration and penalty factors are classified according to indicators composed of benefits, extra costs, light penalties, light penalties, and extreme penalties. Mamuju District Secretariat workers who have carried out such activities and carried out their duties correctly/timely shall obtain benefits in the form of salaries and other profits. Employees shall receive contributions in compliance with their rank and obligations. Besides, suppose workers make small errors in their jobs. In that case, they will receive a notice or warning and, if they manage to make mistakes, they will receive penalties and punishments in the form of termination and relocation for severe infringements.

Employee remuneration and punishment are successful because they will inspire workers to be disciplined at work. Via this honour, workers believe that they get attention, encouragement, guidance, and appreciation from their managers. Employees naturally try to provide the maximum to the organization where they operate. Punishment for employee job discipline is an attempt to build motivated human capital to enable society to make the best possible contribution to the company's progress in achieving its objectives. This indicates that corporate success involves meeting the personal agendas of the organization members involved such that the workers concerned no longer witness unpleasant actions. Punishment of jobs is the ability and willingness of workers to cooperate with and comply with all existing laws and legislation, both published and unwritten. This study is in line with the hypothesis put forward by Gouzali Saydam in Teuku Duniya (2016) that: variables that influence the degree of work discipline of employees in an organization, including 1) the size of the pay, 2) the company's exemplars, 3) if there are specific rules that can be used as a guide, 4) the leadership's bravery in taking action, 5) the presence or ab Moreover, according to Susilo in Teuku Duniya (2016), inspiration, education, and preparation, leadership, welfare, and discipline are variables that impact employee discipline. These findings are backed by Teuku Duniya's study (2016), The Impact of Compensation and Penalty Schemes on Enhancing Job Discipline for PT Workers. Tunggal Perkasa Plantation-3, Sampoinet City, Aceh Jaya Regency.

## 5. Conclusion

Based on the study's findings and debate, the higher the level of human resource competence and skepticism would affect increasing audit efficiency in the district of Mamuju and enhancing HR competence. About doubt and audit quality, the better the financial performance of local governments is in Mamuju. As well as strengthening human resource competencies by audit results, the economic efficiency of local councils will increase. However, the skepticism demonstrated by the auditor does not have an impact on municipal authority financial performance. A variety of results can be taken from this report, namely that accountability has a positive and significant influence on public servants' motivation at the Mamuju Regency Regional Secretariat, which indicates that it would improve service motivation and responsibility of employees at work. Equally, remuneration and fines have a strong and significant influence on public servants' basis in the Mamuju Provincial Secretariat, which implies that the more compensation and punishments in the Mamuju District Secretariat, the more empowered public service workers are. Accountability has an essential and robust effect on compliance in the Mamuju District Secretariat Office, which demonstrates that the greater the responsibility of workers, the better the discipline. Likewise, incentives and penalties have a favorable and partly meaningful impact on the Mamuju Regency Confidence Office profession. The more incentives and penalties workers earn, the greater the discipline. Besides, the motivation for public services has a vital and robust influence on the Mamuju Regency Office field, which indicates that the greater the basis for public services, the better the discipline.

Other results suggest that accountability has a favorable and vital influence on the discipline, whether mediated by the Mamuju Regency Trust Office's motives, which implies that the more obligations, the greater the penalty. Suppose it is mediated by inspiration. In the same manner, incentives and penalties have a beneficial and essential influence on discipline if they are judged by encouragement at the Regional Secretariat Office of the Mamuju District, which implies that the higher the rewards and penalties earned by workers improve their discipline if they are motivated.

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