



Civil Servants' Views on The Provision of Additional Income and Its Implications For Work Discipline

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Abstract

The purpose of this study is to explain how Civil Servants (PNS) view the policy of providing additional income and how it impacts work ethics in South Sumatran regional government institutions. This study was conducted using a qualitative approach with a descriptive research type that makes an in-depth analysis of the meaning, perspectives, and experiences of employees. This study involved all civil servants working in South Sumatran regional government institutions, and the sample was selected purposively with 15 informants. After data was collected through documentation, direct observation, and in-depth interviews, the Miles and Huberman interactive analysis model was used to analyze it through the stages of data reduction, data presentation, and drawing conclusions. The results show that most civil servants have a positive opinion about additional income because it is considered to increase motivation, a sense of fairness, and job satisfaction.

Keyword: Civil Servants; Additional Income; Work Discipline.

Introduction

Civil servants (PNS) are the spearhead of government bureaucracy, and they play a crucial role in ensuring effective, accountable, and service-oriented governance. PNS must maintain high levels of discipline in carrying out their duties, including attendance, punctuality, and adherence to organizational regulations. Providing additional income beyond the base salary is one of the government's efforts to improve employee motivation and work discipline. This policy is essentially intended to reward and incentivize civil servants to be more committed to their work. However, important questions remain about how civil servants perceive this additional income and the extent to which this policy impacts work discipline. This research is crucial to understand employee perspectives, as their opinions are crucial to the successful implementation of the additional income policy in the context of regional bureaucracy, particularly in South Sumatra, which has diverse and complex government institutions.

The policy of providing additional income is inextricably linked to employees' desire to work and government efforts to improve public services. On the one hand, people believe that earning more money can encourage employees to be more diligent and responsible. Conversely, some critics argue that earning more money does not automatically improve work discipline, as disciplinary behavior is influenced by other factors, such as organizational culture, leadership style, and personal commitment. The varied responses of civil servants to the provision of additional income further justifies the urgency of this research. Some civil servants consider it a common practice with no significant impact, while others find it motivating. To

determine whether employees truly receive additional income or whether it is simply an administrative policy with no real impact on their performance and behavior, academics should conduct further research on this situation.

There is a discrepancy between the industry's expected outcomes and the objectives of the supplementary income policy, as demonstrated by this phenomenon. Some employees view the supplementary income as merely an additional routine unrelated to discipline, while others view it as a well-deserved reward and a motivation to maintain discipline. This raises questions about the extent to which the provision of supplementary income contributes to the formation of a culture of discipline among civil servants. If employee perceptions are positive, then this policy can be considered on target. However, if employee perceptions are negative or neutral, the policy must be evaluated to ensure it does not disrupt regional budgets. This research begins with a fundamental question: how civil servants perceive supplementary income and how it impacts work discipline, which is one measure of employee performance.

In fact, many alternative solutions exist to this problem. Local governments can maintain the supplementary income policy by emphasizing the impact of regular evaluations or aligning the program with performance and discipline metrics. Non-financial strategies such as training to improve discipline, improving corporate culture, and implementing a fair payment and punishment system are other alternatives to incorporating financial policies. To determine whether supplementary income truly impacts discipline or requires a combination of other policies, this study chose to analyze civil servant perceptions comprehensively. By understanding their employees' perceptions, local governments can more accurately create effective, efficient, and consistent compensation policies that align with the goal of improving work discipline.

Based on the above, the main research question is: how do civil servants in South Sumatra view the provision of additional income and how this impacts their work discipline. The purpose of this study is to provide a comprehensive explanation of civil servants' opinions on the additional income policy and to analyze how these perceptions correlate with levels of discipline in carrying out daily tasks. This research is expected to have both

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theoretical and practical benefits. Theoretically, this study can enhance research on the relationship between employee work behavior and financial compensation policies in the context of regional bureaucracy. Meanwhile, the purpose of this study is to help the South Sumatran regional government evaluate the effectiveness of the additional income policy and develop a more comprehensive policy plan to improve civil servant work discipline.

According to research conducted by (Basuki et al., 2025), "The Effect of Employee Income Supplements on Job Satisfaction and Its Implications for Improving Employee Performance," employee job satisfaction significantly increased, which in turn improved overall performance. This research demonstrates through a comprehensive analytical approach that job satisfaction is not solely determined by money; income supplements can be a driving factor for increasing employee commitment, motivation, and a sense of responsibility for their work. The results of this study provide evidence that a proportional and fair income supplement policy can increase employee loyalty and improve work discipline.

The research findings of (Fadilah, 2025), "Implementation of Employee Income Supplement Policy to Improve Employee Discipline at the Sampang Regency Regional Secretariat," published in MAP (Jurnal Manajemen dan Admin), discuss how this policy was implemented and how it impacted employee discipline at the Regional Secretariat. Furthermore, Fadilah emphasized that while income supplements are a driver of discipline, their success depends heavily on management compliance with the policy, consistent oversight, and transparency of the distribution mechanism. The novelty of this research lies in its focus on civil servants' subjective perspectives regarding the provision of additional income and its implications for work discipline a dimension that has not been deeply explored in previous studies. While previous research, such as that by Basuki et al. (2025), has concentrated on the quantitative relationship between income supplements, job satisfaction, and performance, and Fadilah (2025) has emphasized policy implementation and administrative compliance, this study seeks to capture the lived experiences, perceptions, and interpretations of civil servants themselves.

By emphasizing the human aspect how employees personally perceive fairness, motivation, and the behavioral outcomes of additional income this research provides a more nuanced understanding of the psychological and social factors influencing discipline within the bureaucracy. Another novelty of this study is the integration of qualitative and perceptual analysis to examine how additional income affects not only observable work discipline but also internalized values such as integrity, accountability, and motivation. Many prior studies treated income supplements merely as an economic variable or management policy instrument. In contrast, this research explores how civil servants interpret the meaning and fairness of such income additions, how it influences their sense of obligation, and whether it fosters genuine discipline or merely compliance driven by extrinsic rewards. This human-centered approach allows the study to reveal subtle dynamics between financial incentives and moral responsibility in the context of public service.

The research introduces a contextualized perspective rooted in the bureaucratic culture and work environment of civil servants, which is often shaped by hierarchical norms, regulatory frameworks, and institutional trust. By investigating how these contextual factors interact with additional income policies, this study offers fresh insights into why similar income supplement policies may yield varying results across government institutions. Therefore, this research not only enriches the academic discourse on income policy and work discipline but also provides practical implications for policymakers to design income supplement systems that align financial incentives with ethical and sustainable behavioral improvements among civil servants.

LITERATURE REVIEW

This section presents a review of previous researches or literatures which discuss relevant theme. It is recommended to discuss new literatures from journal, proceeding, thesis or dissertation.

A study by Marani, Sabandar, and Lamba (2025) examined how the Regional Secretariat of Nabire Regency implemented periodic compensation increases and how they affected worker performance. According to the research, pay increases are a significant motivator that can raise worker engagement, productivity, and general job satisfaction when they are made regularly and openly. The study does, however, also emphasize that the success of pay raises is contingent upon the degree to which organizational management practices, such as performance review systems and staff development initiatives, support these policies in addition to the financial incentives. By highlighting the need to incorporate non-monetary elements into compensation methods in order to achieve long-lasting gains in employee performance, this result adds to the larger conversation on human resource management.

The study titled "Impact of Servant Leadership on Public Service Motivation of Civil Servants: Empirical Evidence from Vietnam" was written by Pham Tran, T. K., and Truong, T. T. (2021). This research explores how servant leadership influences the motivation of public servants in Vietnam. Using an empirical approach, the authors found that servant leadership significantly enhances public service motivation by fostering trust, empathy, and a sense of purpose among employees. The findings emphasize that leaders who prioritize serving others can inspire stronger commitment and performance among civil servants, ultimately improving the effectiveness of public organizations. The study by Riyanto, S., and Prasetyo, J. H. (2021) titled "Factors Affecting Civil Servant Performance in Indonesia" investigates the determinants influencing the performance of Indonesian civil servants. The authors examined variables such as motivation, leadership, work environment, and competence. Their results indicate that effective leadership and intrinsic motivation play crucial roles in improving performance, while poor organizational climate can hinder productivity. This study highlights the importance of developing supportive work environments and leadership practices to achieve higher efficiency and accountability in public service.

In "Human Resources Information System (HRIS) to Enhance Civil Servants' Innovation Outcomes: Compulsory or Complimentary?" written by Satispi, E., Rajiani, I., Murod, M., and Andriansyah, A. (2023), the researchers analyze the role of HRIS in fostering innovation among civil servants. The study reveals that the implementation of HRIS is not only a technological necessity but also a strategic tool that supports creativity and innovation. It shows that HRIS facilitates better communication, data management, and performance evaluation, leading to a more adaptive and innovative workforce. The authors conclude that HRIS should be viewed as a complementary component in achieving organizational innovation within the public sector. The research conducted by Utami, P. P., Widiatna, A. D., Karyati, F., and Nurvrita, A. S. (2021) titled "Does Civil Servant Teachers' Job Satisfaction Influence Their Absenteeism?" focuses on the relationship between job satisfaction and absenteeism among civil servant teachers in Indonesia. The findings demonstrate that low job satisfaction tends to increase absenteeism rates, whereas teachers who are satisfied with their work environment, salary, and professional recognition are less likely to be absent. This study underscores the need for educational institutions and government bodies to enhance job satisfaction to maintain teacher presence and improve educational quality.

The most recent study, "Wellbeing during a Crisis: A Longitudinal Study of Local Government Civil Servants" by Van der Meer, J., Vermeeren, B., and Steijn, B. (2024), examines the wellbeing of civil servants during times of crisis. Conducted as a longitudinal study, it assesses how crises such as pandemics or economic downturns affect mental health, work-life balance, and job engagement among local government employees. The

results indicate that organizational support and clear communication play vital roles in maintaining employee wellbeing. The authors recommend that governments adopt proactive mental health policies and supportive leadership practices to ensure resilience among public servants during challenging times. The study titled "Understanding Why Civil Servants Are Reluctant to Carry Out Transition Tasks" by Braams, R. B., Wesseling, J. H., Meijer, A. J., and Hekkert, M. P. (2022) explores the reasons behind civil servants' hesitation to engage in transition-related tasks, particularly those involving organizational or policy change. The authors found that resistance often stems from uncertainty, lack of resources, insufficient skills, and fear of failure when adapting to new systems or innovations. Additionally, organizational culture and leadership support play crucial roles in shaping civil servants' willingness to participate in change. The study concludes that for successful transitions, governments must foster an environment of trust, provide adequate training, and establish clear communication strategies to reduce resistance and improve implementation outcomes.

Meanwhile, the research titled "Antecedent and Consequence the Human Resources Management Factors on Civil Servant Performance" by Jumady, E., and Lilla, L. (2021) examines how various human resource management (HRM) factors influence civil servant performance. The authors identify motivation, leadership, training, and compensation as key antecedents that directly impact performance outcomes. The study also highlights that effective HRM practices lead to increased job satisfaction and organizational commitment among civil servants. These findings emphasize the importance of strategic HRM in public institutions, suggesting that well-designed HR policies can enhance employee productivity and contribute to better public service delivery.

Method

This study employed a qualitative approach with a descriptive approach, aiming to explore in-depth the perceptions of Civil Servants regarding the provision of supplementary income and how this impacts their work discipline. A qualitative approach was chosen because it emphasizes understanding the meaning, perspectives, and experiences of the research subjects in the context of their daily work. This research was conducted in 2025 in South Sumatra, specifically in several provincial and district/city government agencies that routinely provide supplementary income to their employees. This location was chosen because South Sumatra has a complex bureaucracy, a relatively large number of civil servants, and the implementation of supplementary income has been in place for several years. Therefore, this study is expected to produce a comprehensive picture of the dynamics of employee perceptions of supplementary income policies within the context of regional bureaucracy.

(Subhaktiyasa, 2024) states that qualitative research is an approach that focuses on exploring the meanings and experiences of research subjects within their social context, in contrast to quantitative approaches, which focus on statistical measurement or hypothesis testing. According to his theory, aspects of reality are considered constructive and subjective, meaning that reality is not something singular and objective. Rather, it is shaped by the interactions, interpretations, and perspectives of individuals or groups within their social environment. This theory also emphasizes the importance of qualitative validity, such as confirmability, tangible validity (trustworthiness), reliability (trustworthiness), and transferability. Thus, research findings are not only valid but also acceptable and testable in other studies.

This research focuses on civil servants receiving additional compensation under the South Sumatra regional government. Aiming to gain diverse perspectives from various work backgrounds, length of service, and responsibilities associated with their positions, this study focused on employees from various levels, from executive staff to structural and functional officials. Factors such as length of service, level of discipline, and

direct involvement in receiving the additional income were the basis for selecting subjects using purposive sampling relevant to the research objectives. By using this approach, researchers can delve more deeply into the perceptions of a group of employees who actually experience the impact of the policy in their daily work practices. This approach also reduces bias that could occur if subjects were randomly selected without considering the relevance of their experiences.

The research began with problem formulation, the development of research instruments, and the application for research permits from relevant institutions in South Sumatra. Afterward, the researcher conducted initial observations at the workplace to gain a general understanding of the supplementary income system and employee supervision methods. The next stage involved collecting data through in-depth interviews, participant observation, and reviewing documents related to the supplementary income policy. Interviews were conducted face-to-face and did not disrupt employee work. Disciplinary behavior, such as attendance, compliance with regulations, and interactions between employees, was directly observed during work hours. Meanwhile, employee reports, written rules, and regional regulations supporting the analysis were examined through documentation.

Primary and secondary data were collected in this study. Primary data came from observations and in-depth interviews in the field, while secondary data came from regional regulations, reports, official documents, and staff archives related to the supplementary compensation policy. This study used a semi-structured interview guide to guide the interview process with employees, providing the researcher with a framework while still allowing for broad and in-depth responses. The researcher also used field notes to record important events that occurred during the study and observation sheets to record employee disciplinary behavior. To ensure more valid and comprehensive data, a data collection method known as triangulation combines observation, documentation, and interviews.

In this study, the Miles and Huberman interactive analysis model was used to conduct data analysis, consisting of three main stages: data reduction, data presentation, and drawing conclusions or verification. To achieve the research objectives, data was reduced by selecting, simplifying, and focusing data. Data were presented in the form of a matrix of categories of findings, narrative descriptions, or summary tables, making it easier for researchers to see patterns and relationships among them. To reach conclusions, the processed data were interpreted to answer the research questions. Discussions with colleagues, triangulation of sources and methods, and member checking ensured the validity of the data. Ethical aspects of research were also considered in this study, such as maintaining the confidentiality of informants' identities and using data solely for academic purposes.

In the Investment and One-Stop Integrated Service Office of Southeast Sulawesi Province, Wahbi, Bake, and Alam (2023) investigated the effects of task distribution, work environment, and employee income incentives on worker performance. According to their findings, a friendly and comfortable work environment promotes motivation and job satisfaction, while a clear and equitable task distribution increases efficiency and accountability. Furthermore, it was discovered that offering financial incentives significantly enhanced worker productivity and work dedication, which in turn improved employee performance. In order to attain optimal employee performance, this study emphasizes the significance of organizational management strategies that incorporate structural task arrangements, a happy work environment, and equitable financial rewards.

A study by Junaidi and Marantika (2022) looked at how job happiness is impacted by work culture, work environment, and performance allowances, and how this affects employee performance. According to their findings, performance allowances serve as a substantial extrinsic incentive, and a

supportive organizational culture and a favorable work environment greatly increase job satisfaction. The study also highlights the critical role that work satisfaction plays as a mediator between these organizational elements and overall employee performance. This study highlights the significance of integrated human resource strategies in enhancing organizational success by offering insightful information about the ways in which extrinsic and intrinsic workplace elements interact to affect employee results.

Result And Discussion

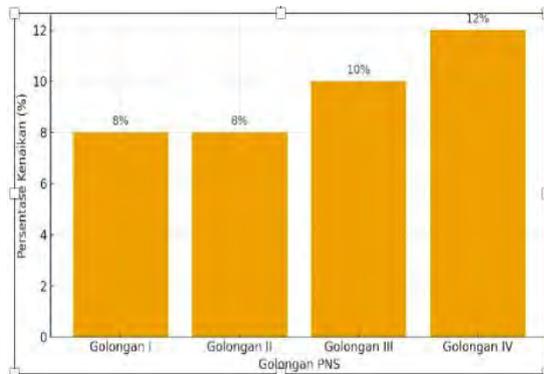


Fig 1. 2025 Civil Servant Salary Increase Based On Rank Source : Processed by researchers

The policy of increasing the salaries of Civil Servants (PNS) in 2025 is one of the government's strategic steps to improve the welfare of state apparatus while also encouraging better bureaucratic performance. This increase is not uniform but rather adjusted according to each employee's rank and years of service. The government has stipulated that employees in Rank I and II will receive an 8 percent increase, Rank III will receive a 10 percent increase, while Rank IV will receive the highest increase of 12 percent. This policy reflects a fairer and more proportional differentiation system, in which responsibilities, years of service, and job burden are the main considerations in determining the percentage of salary increase. This salary increase is not merely intended to improve the purchasing power of civil servants but also serves as a form of appreciation for the loyalty and performance of employees who have long served in the public sector (Masengi et al., 2023). Over the past few years, inflation and rising prices of essential goods have eroded the purchasing power of many government employees, especially those in lower ranks. Therefore, this policy is expected to help restore purchasing power and stabilize the household economy of civil servants. With this additional income, employees are expected to be more motivated to work professionally and maintain high integrity.

On the other hand, the differentiated salary increase among ranks also signifies recognition of the varying levels of responsibility and job complexity. Rank IV employees, for instance, generally hold structural or high functional positions with major responsibilities in formulating public policy. With an increase of up to 12 percent, the government sends a signal that strategic positions demanding high performance deserve greater financial rewards. Meanwhile, for Rank I and II employees, although the increase is only 8 percent, this policy still represents a positive step, as it demonstrates the government's attention to field workers who serve as the frontline of public service delivery (Pătru, 2020). Beyond welfare aspects, this salary increase is also part of the broader bureaucratic reform and the transition to a performance-based pay system. The government is striving to reorganize the compensation structure for civil servants so that it is not only based on rank and years of service but also on performance achievements and tangible contributions to their respective institutions. Thus, the 2025 salary increase policy can serve as a turning point in shifting the human resource management paradigm in the public sector from one focused on

administrative hierarchy to one emphasizing productivity and measurable outcomes.

This policy also has significant implications for both national and regional budgets. As a consequence of the salary increase, the government must adjust the allocation for personnel expenditures within the state and regional budgets (Suan et al., 2022). The government has assured that this decision has been carefully calculated with regard to the country's fiscal capacity. The increase in personnel spending is not seen as a burden but rather as a long-term investment in building a more professional, transparent, and accountable bureaucracy. With better welfare, it is expected that negative practices such as illegal levies or abuse of authority can be reduced, as employees feel more financially secure. This salary increase is expected to have a positive impact on the national economy. The rise in civil servants' income could stimulate household consumption, which in turn may boost domestic economic sectors such as trade, services, and housing. In macroeconomic terms, this rise in consumption can act as an effective stimulus to sustain national economic growth, especially amid uncertain global conditions. The salary increase policy not only affects individual employees but also generates a ripple effect that contributes to the nation's economic vitality. The implementation of this salary increase policy requires strict supervision and regular evaluation. The government must ensure that the salary increase truly leads to improvements in performance, discipline, and the quality of public services (Lao et al., 2024). The policy should not merely add to government spending without yielding tangible benefits for bureaucratic effectiveness. Hence, performance-based monitoring and evaluation mechanisms both at the individual and institutional levels need to be strengthened to ensure that the policy achieves its intended outcomes. From a moral and ethical standpoint, the salary increase should also be viewed as a mandate that every civil servant must be accountable for. Employees who receive higher income should demonstrate greater commitment, professionalism, and loyalty to their respective institutions. With this additional income, there should be no excuse for working half-heartedly or providing substandard service to the public. Instead, they must treat this salary increase as motivation to contribute more meaningfully to bureaucratic progress and national development.

Research shows that the majority of Civil Servants (PNS) in the South Sumatra regional government support the policy of providing additional income. They see this policy as a way for the local government to reward their work and responsibilities. Additional income is seen as an incentive that can boost work morale, improve family health, and create a sense of balance among employees. Furthermore, respondents stated that this policy has a psychological effect, increasing self-confidence and enthusiasm for carrying out tasks due to the feeling that the organization values them. Therefore, the research results indicate that increased income is not only considered financially but also has symbolic meaning closely related to employee satisfaction and recognition for their efforts.

The results indicate that work discipline levels improved as a result of increased compensation, particularly in terms of attendance, punctuality, and compliance with regulations. Most respondents stated that the additional income encouraged them to attend the office more often, adhere to work schedules, and be consistent with Herzberg's work motivation theory, which positions financial incentives as a means to encourage positive work behavior. However, some employees stated that discipline is not solely influenced by more money, but also by factors within themselves, such as a sense of responsibility, loyalty, and commitment to their work. Additional income is not seen as the sole driver of discipline, but rather as a means to enhance existing motivation.

Research shows that, although the majority of employees have a positive view, there are differences in opinion regarding the effectiveness of receiving more money in improving discipline. The impact on discipline is greater because employees in structural positions tend to view increased income

as reasonable compensation for greater responsibilities, as discipline is already a fundamental obligation of civil servants. Some executive staff employees feel that additional income has little impact on their behavior. This difference suggests that job background, workload, and level of responsibility influence how people perceive additional income. In other words, the effectiveness of this policy is not the same for all employee groups; rather, factors present in each workplace influence their performance.

The results of this study align with qualitative research theory (Subhaktiyasa, 2024), which states that social reality is subjective and constructive, so understanding a phenomenon depends heavily on the perspectives of the individuals involved. In this study, each employee interpreted the additional income differently, depending on their experience, position, and personal motivation. Some considered it a primary motivation, others considered it supplementary, and still others felt it did not significantly impact their work. This supports the argument that qualitative research allows researchers to understand the multiple meanings of the same policy, and this diversity is what makes the data rich. Therefore, Subhaktiyasa's theory provides a strong analytical framework for understanding how individual experiences and social constructions shape employees' perceptions of additional income.

Compared to research conducted by (Fadilah, 2025) on the implementation of the additional income policy in Sampang Regency, the results of this study indicate that additional income encourages employee discipline. However, this study also uncovered another aspect, namely a more complex variation in perceptions of how employees view the supplementary income policy based on their position and workload, which was not sufficiently addressed in Fadilah's study. This suggests that while supplementary income policies are beneficial, they require consistent and clear management to be successful. They must also consider the unique circumstances of each office. This important discussion emphasized that supplementary income is not a single solution. It must be used in conjunction with non-financial policies such as improving organizational culture, improving reward and punishment systems, and improving leadership.

The discussion of this study confirms that civil servants' perceptions of supplementary income have a significant impact on work performance, although the degree of impact varies among employees. As the interpretation of the results indicates, supplementary income has the potential to increase motivation and improve compliance with regulations; however, it cannot function alone without the support of other elements. According to qualitative theory (Subhaktiyasa, 2024) and work motivation theory, employee perception is a crucial factor in policy effectiveness. Consequently, to maintain sustainable discipline, the South Sumatra regional government must strengthen non-financial elements in addition to relying on supplementary income as a policy tool. Theoretically, this research broadens our understanding of the relationship between perception, financial motivation, and discipline in the context of regional bureaucracy. Furthermore, it provides practical input for the formulation of personnel policies.

The research results indicate that the level of work discipline increases as a result of higher compensation, particularly in terms of attendance, punctuality, and compliance with company regulations. Most respondents stated that additional income encouraged them to come to work more regularly, adhere to schedules, and comply with policies consistent with Herzberg's motivation theory, which positions financial incentives as tools to promote positive work behavior. However, some employees stated that discipline is not solely influenced by higher income, but also by internal factors such as a sense of responsibility, loyalty, and commitment to their work. Additional income is not viewed as the only driver of discipline, but rather as a means of enhancing existing motivation (Bienen & Fitton, 2023). Herzberg's motivation theory, known as the Two-Factor Theory, explains that there are two sets of factors that affect job satisfaction and motivation: motivator factors and hygiene

factors. According to Herzberg, motivator factors such as achievement, recognition, responsibility, and personal growth are elements that generate intrinsic motivation within employees. On the other hand, hygiene factors such as salary, company policy, working conditions, and interpersonal relations serve to prevent dissatisfaction but do not necessarily increase motivation.

Compensation is classified as a hygiene factor meaning that when compensation increases, employees become more satisfied and tend to display disciplined behavior, though it may not necessarily result in deep motivation unless supported by intrinsic factors. Herzberg's theory emphasizes that true job satisfaction does not merely arise from financial fulfillment, but from a sense of achievement and recognition for one's work. In other words, fair compensation may enhance work discipline through financial stability and security, but responsibility and loyalty stem from an internal sense of purpose and pride in one's job. This research demonstrates that disciplined employees are not only those who receive higher compensation, but also those who are internally committed to their duties. This aligns with Herzberg's idea that genuine motivation originates within the individual when they perceive their work as meaningful and personally valuable. Compensation in motivation theory is also linked to human basic needs as outlined in Maslow's hierarchy of needs, where physiological and safety needs serve as the foundation before progressing to higher levels such as esteem and self-actualization. In this regard, increased compensation fulfills employees' basic needs, allowing them to work with focus and peace of mind. Once these needs are met, employees are more likely to demonstrate positive behaviors such as punctuality, rule compliance, and diligence. However, once the basic level is satisfied, psychological and social factors such as recognition, respect, and growth opportunities become more dominant in determining whether employees maintain or enhance their work discipline.

Motivation theory also suggests that work behavior is driven not only by external incentives such as pay, but also by internal drives such as personal satisfaction and meaning. This concept is further elaborated in Self-Determination Theory (Deci & Ryan), which highlights intrinsic motivation as the inner drive to perform an activity because it is personally fulfilling. In the context of this research, employees who claim their discipline stems from responsibility and commitment demonstrate intrinsic motivation. Higher compensation merely strengthens external conditions that support such motivation rather than being the main driver of disciplined behavior (Bilan et al., 2023). Additionally, Adams' Equity Theory provides insight into how compensation relates closely to the perception of fairness within an organization. According to this theory, individuals assess whether the inputs (such as effort, time, and loyalty) they contribute are proportional to the outputs (such as pay, rewards, and recognition) they receive. When employees perceive compensation as fair, they are more likely to demonstrate positive work behaviors, including discipline in performing their duties. In this study, the perception of fairness in compensation serves as a key factor explaining why most respondents felt motivated to be more disciplined after receiving higher pay.

Modern motivation theories such as Goal Setting Theory (Locke & Latham) suggest that besides compensation and fairness, work discipline is also influenced by goal clarity and commitment to achieving targets (Blijleven & van Hulst, 2022). When organizations establish clear and challenging goals, coupled with fair compensation as recognition for achievements, employees become more motivated to maintain discipline to reach those goals. In this sense, compensation functions not as the sole motivator but as a reinforcer of existing positive behavior, especially when supported by a work culture that values discipline and dedication. Motivation theories affirm that while increased compensation can improve work discipline, the effect is complex and depends on the interaction between external and internal factors (Blijleven & van Hulst, 2021). Compensation provides material satisfaction and a sense of security, but intrinsic motivation such as responsibility,

commitment, and loyalty plays a critical role in sustaining discipline over the long term. Therefore, organizations should not only focus on raising compensation but also nurture employees' psychological and social well-being to foster a supportive environment (Braams et al., 2022)

Table 1. Civil Servants' Views on the Provision of Additional Income and its Implications for Work Discipline.Source: Processed by Researchers

| Civil Servants' Perceptions of Additional Income | Implications for Work Discipline |
|--|--|
| Additional income is considered a form of appreciation for performance | Increase motivation to be on time and reduce the level of tardiness |
| Additional income becomes an economic boost to meet living needs | Employees are more enthusiastic about completing tasks according to targets |
| Additional income is seen as a form of justice from the agency | Cultivate a sense of responsibility and compliance with work rules |
| Additional income increases loyalty to the agency | Employees tend to be more disciplined in maintaining work ethics and regulations |
| Additional income is seen as not commensurate with the workload | Work discipline has improved somewhat, but long-term motivation remains low. |

The table above regarding Civil Servants' views on additional income and its implications for work discipline shows that most employees view additional income as a reward and fairness provided by the company, thereby fulfilling performance requirements.

Conclusion

Based on the description above, it can be concluded that the study of Civil Servants' perceptions of additional income and its impact on work discipline shows that most employees consider it a reward for performance and encourage them to improve what they have to do. Additional income increases work motivation and increases attendance and compliance with company regulations. However, it was found that for some employees, additional income is not entirely the main factor in building discipline; other factors such as leadership, organizational culture, and personal commitment also play a role. This result in this study shows that, in a transparent, fair system, and supported by consistent management policies, additional income can be a strategic tool to improve work discipline. At the same time, this study makes further research to study the non-financial factors that influence civil servant discipline.

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