



## Leadership, Work Load, Work Environment, And Additional Employee Income (TPP) Its Influence On State Civil Apparatus (ASN) Performance In The Health Service Of Ogan Ilir Regency

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### ABSTRACT

This study aims to analyze the influence of leadership, workload, work environment, and employee income allowance (TPP) on the performance of Civil Servants (ASN) at the Health Office of Ogan Ilir Regency. A cross-sectional design was employed with a total sample of 104 respondents selected using purposive sampling. Data were collected through questionnaires and analyzed using multiple linear regression tests to identify the influence of independent variables on the dependent variable. The results revealed that, partially, leadership significantly affects ASN performance ( $p = 0.020$ ). Workload also significantly influences ASN performance ( $p = 0.003$ ). The work environment contributes significantly to ASN performance ( $p = 0.015$ ), as does TPP ( $p = 0.017$ ). Simultaneously, the four independent variables leadership, workload, work environment, and TPP have a significant impact on ASN performance, as indicated by an F-test significance value of 0.000 ( $p < 0.05$ ). The Adjusted R Square value of 0.299 indicates that 29.9% of the variation in ASN performance is explained by these four variables, while the remaining is influenced by other factors beyond this study model. This study highlights the importance of effective leadership, balanced workload, a conducive work environment, and adequate employee income allowances in improving ASN performance. Recommendations are provided for policymakers to consider these factors in efforts to enhance ASN performance in the health sector.

## INTRODUCTION

In the era of globalization and increasingly advanced technology, demands on the performance of State Civil Apparatus (ASN) are increasing. ASN are required to not only carry out administrative tasks, but also to become public servants who are professional, innovative, and responsive to the needs of the community. In line with this, local governments are challenged to continue to improve the quality of public services through various strategic policies involving aspects of leadership, organizational culture, motivation, and employee welfare. Additional Employee Income (TPP) is one of the concrete efforts to improve ASN welfare, which is expected to have an impact on improving the performance and quality of public services provided.

Government organization, the success or failure of mission performance and governance is influenced by leadership, organizational culture, and motivation, which ultimately provide positive results and improve employee performance (Hama Ratu, Ratna Sari, & Dwija Putri, 2018). Leadership style is one of the factors that influences employee performance because good governance is achieved through good leadership style (Wardiana & Hermanto, 2019).

In addition, the failure to achieve the Minimum Service Standards (SPM) as a whole indicates that the workload of ASN in the health sector is increasing, especially with the lack of health workers according to the established standards. Limited health facilities and infrastructure and inadequate medical equipment are inhibiting factors in providing optimal services. An inadequate work environment also contributes to decreased ASN motivation and performance, considering that inadequate facilities can cause stress and job dissatisfaction.

High workloads can have an impact on employee fatigue and stress levels, which can ultimately affect their performance and motivation. Work performance is also an important factor in determining additional income, where employees who succeed in achieving or exceeding performance targets are expected to be given appropriate incentives. Meanwhile, a conducive and supportive work environment can also play a role in increasing employee productivity and well-being (Sofiana, Wahyuarini, & Noviena, 2020). Improving the welfare of civil servants is one of the important efforts in improving their performance and motivation in providing services to the community. Additional Employee Income (TPP) is one of the instruments used by local governments, including Ogan Ilir Regency, to provide incentives to ASN for good performance and to maintain and improve the quality of public services (A. Kusumawati, 2021).

Empirical phenomena in the Health Office. Ogan Ilir Regency shows variations in ASN performance. Initial observations show that some employees have high and consistent performance, while others have difficulty achieving targets. There is an imbalance in workload, with some employees experiencing excessive and tiring tasks, while others feel less challenged. The work environment also varies, with some areas having adequate facilities and a conducive atmosphere, while others lack resources.

From the results of the preliminary study, various problems were found, including the problems that can be identified by researchers are as follows: 1) There is a variation in performance among ASN in the Ogan Ilir District Health Office, where some employees show high performance, while others have difficulty achieving targets, indicating the need for an in-depth analysis of the factors that influence it ; 2) Ineffective leadership can contribute to low ASN motivation and performance, so it is important to evaluate how leadership style affects employee productivity and performance. 3) Inequality in workload among employees, where some experience excessive tasks, while others are less challenged, can cause stress and reduce overall performance; 4) A varied work environment, where some facilities have adequate and conducive facilities, while others are less supportive, has an impact on ASN welfare and motivation. 5) TPP that is not managed optimally can cause dissatisfaction among ASN, thus affecting their commitment to providing quality services. So this research aims to analyze the influence of : 1) leadership on the performance of Health Service employees in Ogan Ilir ; 2)

workload on the performance of Health Service employees in Ogan Ilir ; 3) work environment on the performance of Health Service employees in Ogan Ilir ; 4) additional employee income (TPP) on the performance of Health Service employees in Ogan Ilir ; 5) leadership, workload, work environment, and additional employee income (TPP) on the performance of Health Service employees in Ogan Ilir.

## LITERATURE REVIEW

Performance is a major issue in an organization or agency. Satisfactory performance from employees does not just happen by itself but through a process and requires continuous evaluation. Kasmir (2019:184) in (Yustini et al., 2023) performance is the result of work and work behavior that has been achieved in fulfilling the tasks and responsibilities given during a certain period of time. (Riwukore, Yustini, Zamzam, & Habaora, 2022) states that performance is the result of work that can be achieved by a person or group of people in a company according to their respective authorities and responsibilities in an effort to achieve company goals illegally, not violating the law and not contrary to morals and ethics. Performance indicators are useful for measuring the effectiveness of employee performance, whether individual or group or team performance. The clearer and more measurable the performance indicators set, the better the quality of performance produced.

Performance indicators are useful for measuring the effectiveness of employee performance, whether individual or group or team performance. The clearer and more measurable the performance indicators set, the better the quality of performance produced. If detailed, work indicators have 5 (five) uses which include (Coronel, Robbins, & Judge, 2012) :

- a. To make improvements in management practices in the organizational environment;
- b. To increase management accountability explicitly or implicitly for the success or failure of achieving organizational goals;
- c. As a guideline in preparing organizational planning and policies to be taken and in controlling work;
- d. Provide important information for management that can be used to control performance (something produced) at all levels in the organization;
- e. As a basis for guidelines in providing rewards and punishments to all members of the organization.

## Leadership

Leadership is a person's ability to influence, direct, and motivate individuals or groups to achieve organizational goals. According to (Clara, Manalu, Naiborhu, & Nurmaidah, 2020) leadership is the process of influencing others to understand and agree about what needs to be done and how to do it effectively, and the process of facilitating individual and collective efforts to achieve common goals. There are various leadership theories that have been developed to understand various aspects of leadership in (M Fahri Nursalim, Agustin Pratiwi, Sanida Nisa Farasi, & Mochammad Isa Anshori, 2023) : 1) Trait Theory: This theory states that effective leaders have certain traits that distinguish them from non-leaders. Stogdill identified a number of traits that are often found in successful leaders, such as intelligence, assertiveness, and integrity ; 2) Behavioral Theory: This theory focuses on the actions or behaviors of leaders rather than their innate traits. Studies from Ohio University and the University of Michigan found that leadership behavior can be categorized into two main dimensions: consideration and initiating structure. 3) Situational and Contingency Theories: This theory emphasizes that effective leadership depends on the particular situation. Fiedler's Contingency Model and the Hersey-Blanchard Situational Leadership Model are examples of theories that state that leadership must be adapted to the maturity and readiness of subordinates and the particular situation being faced (Firmansyah & Yustini, 2023)

Robbins and Judge (2017) stated that leaders who demonstrate clarity of vision, provide constructive feedback, and support employee professional development tend to create a positive and productive work environment (Lukito & Alriani, 2018). Leaders who are able to provide clear direction, emotional support, and recognition of employee achievements can increase employee satisfaction and commitment, which in turn improves organizational performance.

### **Workload**

Workload is the amount of work or tasks that must be completed by an individual or group within a certain period of time. Workload is an extrinsic factor of an individual that is one of the sources of stress, because the workload faced is too much. This condition requires employees to provide more energy than usual in completing their work (Phalis, 2020).

Workload has a significant impact on employee performance. (Lukito & Alriani, 2018) ; (Gore, Casner, Wickens, Pallesen, & Bjorvatn, 2018) shows that high workload, if not balanced with adequate control, can cause stress and reduce performance. Prolonged work stress due to high workload can also cause fatigue and burnout, which ultimately have a negative impact on employee performance and well-being. However, a balanced and challenging workload can increase employee motivation and performance. (Alisa Tri Nawarini, Ekaningtyas Widiastuti, 2022) state that job challenges that match employee abilities can increase job satisfaction and performance. Therefore, it is important for organizations to manage workloads well in order to maximize employee performance.

### **Work Environment**

The work environment has a significant influence on employee performance. Hulu's research (2022) ; (Rahayu & Rushadiyati, 2021a) shows that a comfortable and supportive work environment can increase employee productivity. A good physical environment can reduce fatigue and increase concentration, while a positive social environment can increase motivation and teamwork. In addition, research by (Clara et al., 2020) found that a psychologically supportive work environment can reduce stress and improve employee performance. Employees who feel safe, valued, and supported tend to have better performance and high loyalty to the organization.

### **Additional Employee Income (TPP)**

TPP has a significant influence on employee performance. (Ramadhan & Halim, 2023) conducted a study and showed that financial incentives, including TPP, can improve employee performance by providing additional motivation. Employees who feel that their compensation is fair and in accordance with their contributions tend to be more motivated to work hard and achieve organizational targets. In addition, (Juhana Santi, 2019) found that financial incentives given based on performance can encourage employees to increase their productivity and work quality. TPP can also reduce absenteeism and turnover rates, because employees feel more appreciated and motivated to continue contributing to the organization.

## **METHODS**

The population in this study were all ASN Health Service Employees in Ogan Ilir Regency, totaling 140 people. The sampling technique used in this study was the Purposive Sampling method. Researchers deliberately selected samples based on certain characteristics that were considered relevant to the study (Yustini et al., 2023) , using the Slovin formula, a sample of 104 people was obtained, with the criteria of respondents who were willing to be research samples by filling out an informed consent sheet and respondents were ASN employees at the Health Service. The type of research used in this study uses a quantitative research type with a cross-

sectional study design. The types of data used in this study are primary data and secondary data, primary data is data obtained directly through questionnaires. While the secondary data used is the number of ASN Health Service employees and demographic data of Ogan Ilir Regency. to test the validity and reliability test, the researcher took a sample of 30 asn at the ogan ilir health office to test whether the questionnaire used was valid or not. if the value in the kolmogorov-smirnov and shapiro-wilk significance columns shows  $> 0.05$ , then the questionnaire is declared valid. in addition, if the cronbach's alpha value is  $> 0.6$ , then the variable is considered reliable. in this study, the method used to test normality is the one sample kolmogorov-smirnov method. furthermore, a multicollinearity test, multiple linear regression analysis was also carried out. and to test the hypothesis, the t-test (partial test) and f-test (simultaneous test) were carried out.

## RESULTS

### Respondent Characteristics

Based on employee positions, respondents in this study have the following positions;

**Table 1 Employee Positions**

Job	Quantity	Percent
Midwife	25	24
Doctor	2	1,9
Head of TU	1	1
Head of UPT	5	4,8
Executor	2	1,9
Extension Officer	3	2,9
Nurse	21	20,2
Staff	45	43,3
Total	104	100

Source: Data Processed, 2024

The distribution of respondents' positions shows that the majority are staff with a total of 45 people (43.3%), followed by midwives with 25 people (24.0%) and nurses with 21 people (20.2%). Other positions have a smaller number of respondents, namely Head of UPT with 5 people (4.8%), extension workers with 3 people (2.9%), and doctors and implementers with 2 people each (1.9%). Meanwhile, Head of TU was recorded as only 1 person (1.0%). The total number of respondents was 104 people (100%). Hasil uji validitas untuk setiap variabel menunjukkan bahwa semua butir pertanyaan mempunyai nilai signifikansi  $< 0,05$ , maka dapat disimpulkan bahwa semua butir pertanyaan kinerja valid. Demikian juga dengan uji reliabilitas hasilnya menunjukkan nilai Cronbach's Alpha untuk variabel kepemimpinan, beban kerja, TPP dan lingkungan kerja lebih besar dari 0,6. Nilai ini menunjukkan bahwa instrumen yang digunakan untuk mengukur variabel kepemimpinan memiliki tingkat reliabilitas yang sangat tinggi, karena berada di atas batas minimum 0,6. Hal ini mengindikasikan bahwa instrumen tersebut konsisten dan dapat diandalkan untuk digunakan dalam penelitian ini.

### Normality Test

The Normality Test is used to test whether the data is normally distributed or not. If the data is normally distributed, the requirements for the regression test, t-test, and F-test are met.

**Tabel 2. Uji Normalitas Data**

Normality Test	Sig.
One-Sample Kolmogorov-Smirnov Test	0,200

Source: Data Processed, 2024

Based on table 2, it is known that the data normality test is known that the results of the p-value of the one-sample Kolmogorov-Smirnov show the number 0.200 which means  $> 0.05$ , so it can be said that the data is normally distributed, so we can use the T test and F test.

### Multicollinearity Test

The Multicollinearity Test is used to evaluate whether there is a Multicollinearity problem in the independent variables.

**Table 3. Multicollinearity**

Variable	Tolerance	VIF
<b>Leadership</b>	0,835	1,197
<b>Workload</b>	0,909	1,101
<b>Work Environment</b>	0,738	1,354
<b>TPP</b>	0,918	1,090

Source: Data Processed, 2024

Based on the table, it is known that the Multicollinearity test uses the tolerance and VIF methods. The results are the Tolerance values of budget planning, remuneration, and compensation variables respectively are 0.835, 0.909, 0.738, and 0.918  $> 0.1$  and VIF 1.197, 1.101, 1.354, and 1.090  $< 10$ , so there is no symptom of Multicollinearity. So the model is considered fit to conduct regression analysis.

### Hypothesis Test

#### Regression test

This study uses multiple linear analysis, because it uses more than one tested variable (Ghozali, 2018). The multiple regression analysis method is used to evaluate the relationship between independent variables and dependent variables.

**Table 3 Linear Regression Test**

Variable	Unstandardized B	Sig.
<b>Constanta</b>	3,576	-
<b>Leadership</b>	0,176	0,020
<b>Workload</b>	0,325	0,003
<b>Work Environment</b>	0,228	0,015
<b>TPP</b>	0,134	0,017

Source: Data Processed, 2024

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

$$KP = 3,576 + 0,176 K + 0,325 BK + 0,228 LK + 0,134 TPP + e$$

From the results of the equation, it can be understood the influence of the independent variable on the dependent variable.

The constant value has a positive value of 3.576. A positive sign means that it shows a directional influence between the independent variable and the dependent variable. This shows that if all independent variables including leadership, workload, work environment, and TPP have a value of 1, then the dependent variable of employee performance (KP) is 3.576.

The value of the Leadership regress coefficient is 0.176 and has a positive value, which means that if the Leadership variable increases by 1 unit, then the dependent variable Employee Performance (KP) will increase by 0.176 with the assumption that other variables are constant and vice versa. The value of the regress coefficient for Workload (BK) is 0.325, which indicates a

positive relationship. This means that every 1 unit increase in the Workload (BK) variable will result in an increase in the dependent variable Performance. Workload (BK) is 0.325 and has a positive value, which means that if the Workload (BK) variable increases by 1 unit, then the Employee Performance (KP) variable will increase by 0.325 with the assumption that other variables are constant and vice versa. The value of the Work Environment (LK) regression coefficient is 0.228 and has a positive value which means that if the Work Environment (LK) variable increases by 1 unit, then the Employee Performance (KP) variable will increase by 0.228 assuming that other variables are constant and vice versa. The value of the Employee Additional Income (TPP) regression coefficient is 0.134 and has a positive value which means that if the TPP variable increases by 1 unit, then the Employee Performance (KP) variable will increase by 0.134 assuming that other variables are constant and vice versa.

### T- Test

The t-test is used to conduct statistical testing of the difference between two sample means (averages). If the result is significant ( $p < 0.05$ ), then there is a difference in the means between the independent and dependent variables.

**Tabel 4 T-Test**

Variable	Unstandardized B	Sig.
<b>Constanta</b>	3,576	-
<b>Leadership</b>	0,176	0,020
<b>Workload</b>	0,325	0,003
<b>Work Environment</b>	0,228	0,015
<b>TPP</b>	0,134	0,017

Source: Data Processed, 2024

Based on the results of the t-table test of the influence of leadership (K) on the performance of employees of the Ogan Ilir Regency Health Office (KP), based on the table above, a sig.t value of  $0.020 < 0.05$  was obtained, so it can be concluded that  $H_0$  is rejected, meaning that the leadership variable (K) has a positive and significant effect. Thus, it can be concluded that  $H_1$  is accepted and  $H_0$  is rejected, meaning that leadership (K) has a positive and significant effect on the performance of employees (KP) of the Ogan Ilir Regency Health Office. The effect of workload (BK) on the performance of employees of the Ogan Ilir Regency Health Office (KP), based on the table above, a sig.t value of  $0.003 < 0.05$  is obtained, so it can be concluded that  $H_0$  is rejected, meaning that the workload (BK) variable has a positive and significant effect. Thus, it can be concluded that  $H_1$  is accepted and  $H_0$  is rejected, meaning that the workload (BK) has a positive and significant effect on the performance of employees (KP) of the Ogan Ilir Regency Health Office. The influence of the work environment (LK) on the performance of employees of the Ogan Ilir Regency Health Office (KP), based on the table above, the sig.t value is  $0.015 < 0.05$ , so it can be concluded that  $H_0$  is rejected, meaning that the work environment (LK) variable has a positive and significant effect. Thus, it can be concluded that  $H_1$  is accepted and  $H_0$  is rejected, meaning that the work environment (LK) has a positive and significant effect on the performance of employees (KP) of the Ogan Ilir Regency Health Office.

Meanwhile, the influence of TPP on the performance of employees of the Ogan Ilir Regency Health Office (KP), based on the table above, a sig.t value of  $0.017 < 0.05$  is obtained, so it can be concluded that  $H_0$  is rejected, meaning that the TPP variable has a positive and significant effect. Thus, it can be concluded that  $H_1$  is accepted and  $H_0$  is rejected, meaning that TPP has a positive and significant effect on the performance of employees (KP) of the Ogan Ilir Regency Health Office. From the description of the t-test above, it can be concluded that the t-test or partial test of four variables, namely leadership variables (K), workload (BK), work

environment (LK), and additional employee income (TPP) each have a positive and significant effect on employee performance variables (KP) because the t-value is significant  $<0.05$ .

### F-Test

The F test is used to test simultaneously between independent variables against the detached variables. If the significant value (p-value  $<0.05$ ) then it can be said that the independent variables have a simultaneous effect on the detached variables.

**Table 5. F Test (Simultaneous)**

Statistic Test	df	Mean Square	F	Sig.
<b>F test</b>	4	43,330	11,992	0,000

Source: Data Processed, 2024

From the F test table or simultaneous test above, it can be seen that the variables of leadership, workload, work environment, and additional employee income as independent variables have a joint or simultaneous influence on the independent variable, namely the performance of employees of the Ogan Ilir Regency Health Office. Because the F significance value is  $0.000 < 0.05$ . This shows that the independent variables, namely leadership, workload, work environment, and additional employee income simultaneously influence employee performance.

## DISCUSSION

This study shows that leadership, workload, work environment, and Employee Income Supplement (TPP) significantly affect ASN performance at the Ogan Ilir District Health Office. Effective leadership increases motivation, a balanced workload encourages productivity, a conducive work environment creates a collaborative atmosphere, and TPP as a financial incentive motivates employees. A holistic approach in managing these four factors is essential to ensure optimal ASN performance while supporting the achievement of organizational goals.

### The Influence of Leadership on Performance

The Influence of Leadership on Employee Performance Based on the results of the t-test, the leadership variable has a significant influence on the performance of employees of the Ogan Ilir Regency Health Office with a sig.t value of 0.020 ( $p < 0.05$ ). This shows that an effective leadership style, such as transformational or participative leadership, can improve employee motivation and performance. This finding is in line with previous research by (Nasution & Aslami, 2022), which showed that transformational leadership increases employee job satisfaction and productivity. In addition, a study by (Riwukore et al., 2022) also found that leaders who are able to provide clear direction and support employee needs significantly improve work ethic and organizational performance.

Based on the results of the questionnaire on the leadership aspect, the majority of respondents considered that leaders have a significant role in providing clear direction, motivation, support, fairness, and constructive feedback. This finding is relevant to the research title "The Influence of Leadership, Workload, Work Environment, and Additional Employee Income (TPP) on the Performance of State Civil Apparatus (ASN) at the Ogan Ilir Regency Health Office". Effective leadership has been proven to be one of the important factors that can influence ASN performance. Clear direction helps employees understand their duties and responsibilities, while motivation and support from leaders can increase work enthusiasm in achieving performance targets. In addition, a fair attitude and providing constructive feedback encourage the creation of healthy working relationships and a productive work environment. Thus, the role of a positive leader not only creates a conducive working atmosphere but can also

have a direct impact on improving ASN performance at the Ogan Ilir Regency Health Office. These results indicate that good leadership can be a foundation for optimizing ASN performance, in line with the objectives of the study which aims to identify the influence of leadership and other factors on apparatus performance.

### **The Effect of Workload on Performance**

**The Effect of Workload on Employee Performance** The results of the analysis show that workload has a significant effect on employee performance, with a sig.t value of 0.003 ( $p < 0.05$ ). A workload that is in accordance with employee capacity will support performance, while excessive workload can reduce productivity and increase the risk of burnout. This finding is in accordance with research by Surijadi & Musa (2020), which states that workload affects the performance of employees at the Buru Regency Civil Registration Service. This means that the higher the workload, the better the employee's performance. Although the workload in the office that is done every day is relatively large, employee performance remains excellent. Mutiara's research (2021) shows that workload affects employee performance because a job given to an employee, if it does not match his abilities, will be a burden for the employee himself. It is different when the job is in accordance with the abilities of the employee, no matter how much work he does, the motivation to complete it will increase.

Based on the results of the questionnaire on workload, the majority of respondents felt that their workload was balanced with their abilities and could be completed within the specified time. This can be seen from 62.5% of respondents who agreed that the workload was balanced with their abilities, and 70.2% who agreed that they were able to complete tasks within the specified time. These results indicate that the workload, which is one of the variables in the study, is mostly not a major obstacle to ASN performance. However, there are also respondents who feel that the workload can be a challenge. As many as 43.3% of respondents disagreed that the workload made them stressed, but 18.3% agreed, and 29.8% were neutral. In addition, on the statement regarding too many tasks to complete in one day, there were more diverse perceptions, with 37.5% neutral, 29.8% agreeing, and 23.1% disagreeing. This shows that although the majority of ASN feel that their workload is under control, a small number still face pressure due to excessive workload. A balanced and well-managed workload contributes to optimal ASN performance, in accordance with the objectives of this study. On the other hand, unmanaged or excessive workload can affect employee productivity and stress levels, which ultimately have a negative impact on performance (Lukito & Alriani, 2018). Therefore, these results emphasize the importance of effective workload management in supporting ASN performance at the Ogan Ilir District Health Office.

### **The Influence of the Work Environment on Performance**

**The Influence of the Work Environment on Employee Performance** The work environment has also been shown to have a significant influence on employee performance with a sig.t value of 0.015 ( $p < 0.05$ ). A comfortable work environment, both physically and psychologically, contributes to increased productivity and job satisfaction. A study by Akbar et al (2022) showed a p-value of 0.026  $< 0.05$ , which means that there is a relationship between the work environment and performance. This means that every 1 unit increase in the work environment value will also increase the performance of employees of the Makassar City Trade Service by 0.292.

Research by (Rahayu & Rushadiyati, 2021b) shows that the work environment has a significant effect on employee performance at the Communication, Informatics and Statistics Service of Bengkulu Province, because the significant value of 0.000 is smaller than 0.05. This means that the better the work environment at the Communication, Informatics and Statistics Service of Bengkulu Province, the better the performance will be.

The results of the work environment questionnaire showed that most respondents felt that their work environment was comfortable and supported productivity, with 65.4% agreeing

and 21.2% strongly agreeing. This shows that the working environment conditions at the Ogan Ilir District Health Office are quite supportive for ASN to work well. The facilities provided are also considered adequate to support performance, although 26.9% of respondents felt neutral. The relationship between coworkers was considered very good by the majority of respondents (62.5%), which created a positive and harmonious working atmosphere. Respondents also felt safe in the workplace (65.4%) and felt supported by coworkers in completing tasks (68.3%). All of this shows that conducive work environment factors can improve ASN performance, in accordance with the objectives of the study which examined the influence of the work environment on ASN performance at the Ogan Ilir District Health Office.

### **The Effect of TPP on Performance**

The Effect of Additional Employee Income (TPP) on Employee Performance TPP also has a significant effect on employee performance, with a sig.t value of 0.017 ( $p < 0.05$ ). Financial incentives, such as TPP, function as external motivators that can increase employee commitment and productivity. Research by Sari et al (2022) shows the results of data analysis that has been carried out on the TPP variable, in the t test obtained a calculated t value of 2.403 > t table of 1.981 and a significance value of 0.018 < 0.05. So that  $H_0$  is rejected and  $H_a$  is accepted, meaning that  $H_1$  which states that TPP has an effect on ASN performance is accepted. It can be concluded that the TPP variable has a significant effect on ASN performance at the Department of Industry, Trade, Cooperatives, and SMEs of Rembang Regency.

(Wardhani & Hartono, 2020) research shows a significance value of  $0.000 \leq 0.05$ , so it can be said that the Employee Additional Income variable (X) has a significant effect on the Employee Performance variable (Y). This shows that the employee additional income variable affects employee performance. The provision of TPP can affect employee performance at the West Lombok BPKAD, so that if improvements and improvements are made to the TPP at the West Lombok BPKAD, employee performance will increase and vice versa. The results of the questionnaire regarding TPP showed that 33.7% of respondents felt that the TPP received was in accordance with their workload, but 25% felt that it was not appropriate. This shows that there is still dissatisfaction regarding the suitability between TPP and the ASN workload at the Ogan Ilir Regency Health Office. TPP is also considered to provide additional motivation to work better, with 59.6% of respondents agreeing. However, there were around 19.2% who were neutral and 3.8% who felt that TPP did not provide enough motivation.

Regarding the fairness of TPP, most respondents felt that the TPP given was fair and transparent, although some still doubted it. Most respondents felt that their performance was appreciated by the TPP (59.6%) and that TPP helped improve their welfare and that of their families (43.3%). This finding shows that TPP plays an important role in improving ASN motivation and welfare, which in turn can affect their performance, in accordance with the objectives of the study on the influence of TPP on ASN performance at the Ogan Ilir District Health Office. The results of the questionnaire on ASN performance showed that the majority of respondents always tried to achieve the set performance targets, with 64.4% agreeing and 31.7% strongly agreeing. This reflects the commitment of ASN in the Ogan Ilir District Health Office to achieve optimal performance. Most respondents were also satisfied with their performance (62.5%) and felt that their performance contributed positively to achieving organizational goals (68.3%). However, only 11.5% often received awards for good performance, indicating that despite good performance, awards had not been given optimally. Most respondents (67.3%) tried to continue to improve their performance, reflecting ASN's efforts to develop and give their best. This finding is in line with the objectives of the study which examines the influence of various factors such as leadership, workload, work environment, and TPP on ASN performance, where these factors play an important role in supporting the improvement of ASN performance in the Ogan Ilir District Health Office.

## CONCLUSION

This research concluded that all variables have an effect on the performance of state civil servants at the Ogan Ilir District Health Office. In the t-test, the leadership variable (K) has an effect on the performance of employees of the Ogan Ilir District Health Office (KP), with a sig.t value of  $0.020 < 0.05$ . The workload variable (BK) has an effect on the performance of employees of the Ogan Ilir District Health Office (KP), with a sig.t value of  $0.003 < 0.05$ . The work environment variable (LK) also has an effect on the performance of employees of the Ogan Ilir District Health Office (KP), based on the analysis obtained a sig.t value of  $0.015 < 0.05$ . The Employee Additional Income (TPP) variable has an influence on the performance of employees of the Ogan Ilir (KP) Regency Health Office, based on the data analysis carried out, a sig.t value of  $0.017 < 0.05$  was obtained. The Adjusted R Square value of 71.1 percent indicates that after adjusting the number of variables and samples, the contribution of independent variables to ASN performance decreased slightly to 71.1%. The results of testing simultaneously or the F test of independent variables of leadership, workload, work environment, and TPP on employee performance variables showed a significance figure of F of  $0.000 < 0.05$ . This indicates that the variables of leadership, workload, work environment, and TPP have an important role in improving employee performance.

## LIMITATION

In this study, the role of decision makers in the performance of Ogan Ilir Health Service employees has not been optimally included. So only the policies taken must consider the interaction between variables (leadership, workload, work environment, and TPP) to create synergy in improving employee performance. This approach can be implemented by holding a discussion forum between employees and management to formulate inclusive policies based on field needs.

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