Analysis of Effectiveness, Additional Employee Income (TPP), and Work Motivation on The Performance of State Civil Apparatus (ASN) With Work Discipline as A Moderating Variable at Medan City Health Service

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Abstract

This study explores the impact of Effectiveness, Additional Employee Income (TPP), and Work Motivation on the performance of State Civil Apparatus (ASN) at the Medan City Health Service, with Discipline as a moderating variable. The quantitative method was employed with a population of 190 ASN employees, and a sample of 127 ASN. Data analysis was conducted using Structural Equation Modeling (SEM) with Smart Partial Least Squares (PLS) technique. The research findings indicate a positive and significant influence of Effectiveness, TPP, Work Motivation, and Work Discipline on the performance of ASN in the Medan City Health Service. Additionally, there is a positive and significant impact of Effectiveness, TPP, and Work Motivation on the performance of ASN moderated by Work Discipline. The conclusion drawn from this research is that Work Discipline has the most significant influence on the performance of ASN, while TPP has the least impact. Recommendations involve enhancing focus on developing Work Discipline to significantly improve employee performance. Despite TPP having the smallest impact, strategic considerations are still necessary in incentive management to maintain employee motivation.

Keywords	*Effectiveness, Additional Employee Income (TPP), Work Motivation, Performance, Work Discipline, Medan City Health Service*

INTRODUCTION

In the era of globalization and increasingly fierce competition, the health sector has become one of the key sectors in a country's development. In this case, the Medan City Health Service has a big responsibility to provide quality health services to the community. To achieve this goal, the effective and optimal performance of the State Civil Apparatus or ASN is a crucial factor. Additional Income for State Civil Service Employees, abbreviated as TPP, is expected to be able to improve ASN performance. Additional Employee Income (TPP) is an incentive given in the form of additional income based on the results of performance achievements for one month outside of the salary received legally in accordance with statutory provisions (Sumiaty et al., 2023) Providing Additional Income (TPP) to employees aims to meet the needs of ASN and their families.

Apart from that, performance effectiveness greatly influences employee performance. Effectiveness at work can be interpreted as a person's ability to achieve maximum work results in accordance with the work goals and objectives that have been set (Ambarwati, 2021). Research carried out by Syam (2020) shows that work effectiveness influences employee performance. Providing additional income allowances based on performance has several benefits, namely providing recognition and appreciation for the hard work and contributions made by employees (Sulaeman et al., 2023a). This creates a positive work climate and provides motivation for ASN to continue to excel. Work motivation plays an

important role in improving employees (Badaruddin & Asniwati, 2022). Work motivation is an internal drive that encourages individuals to achieve desired work goals (Mangkunegara Prabu, 2018). In the context of the Medan City Health Service, motivated employees will tend to work more actively, enthusiastically and dedicatedly in carrying out their duties. ASN will be better able to overcome challenges and work effectively in a dynamic work environment. One factor that can improve employee work performance is work motivation.

From employee performance data, there are still employees whose actual performance weight is below 7,000, even though the performance target has been set at 6,000. There are also employees who have not achieved performance realization (zero realization). Based on observations of 10 employees within the Medan City Health Service, some employees have not demonstrated optimal performance effectiveness, even though they have received TPP benefits. The provision of these allowances does not appear to have had a significant impact on improving performance, in fact, there are indications that performance remains stagnant.

Motivational factors were also identified as critical elements contributing to performance decline. Apart from that, related to discipline, observations show a low level of employee discipline, especially related to working time issues. Some employees were seen leaving the office before the scheduled break and not returning to continue work after the scheduled break ended. Previous research conducted by Nanuru et al (2021) found that TPP had a positive and significant influence on employee performance. TPP functions as an additional incentive or reward that can motivate employees to work better and increase productivity. Another research conducted by Akbar et al 2022) concluded that work motivation has a significant influence on the performance of ASN in the Makasar City Trade Service. The results of this research show that a high level of work motivation is associated with increased employee performance. Work motivation is a psychological state that influences a person's intensity, direction and persistence in achieving work goals.

In the context of the Medan City Health Service, work discipline is considered a key factor that has the potential to moderate the relationship between providing additional employee income, work motivation and ASN performance (Suryanto, 2020). A high level of work discipline and effectiveness at work is expected to optimize the effect of providing additional income and work motivation on ASN performance, while a low level of discipline may inhibit or limit this positive effect. Therefore, this research aims to understand how work discipline can act as a moderating factor that influences the dynamics of the relationship between these variables, with the hope of providing further insight into the factors that influence ASN performance within the Medan City Health Service. The following is the problem formulation in this research:

1. Is there an influence of effectiveness on ASN performance at the Medan City Health Service?
2. Is there an influence of additional employee income on ASN performance at the Medan City Health Service?
3. Is there an influence of work motivation on ASN performance at the Medan City Health Service?

4. Is there an influence of Work Discipline on ASN Performance at the Medan City Health Service?

5. Is there an effect of effectiveness on ASN performance at the Medan City Health Service which is moderated by Work Discipline?

6. Is there an influence of additional employee income on ASN performance at the Medan City Health Service which is moderated by work discipline?

7. Is there an influence of Work Motivation on ASN Performance at the Medan City Health Service which is moderated by Work Discipline?

LITERATURE REVIEW

Employee performance, according to Mangkunegara (2018), refers to the results of a person's work in terms of quality and quantity achieved in carrying out tasks in accordance with the responsibilities given by superiors. Robbins et al. (2017) stated that employee performance is a function of the interaction between ability and motivation. In this concept, performance is understood as the result of individual efforts by utilizing their abilities and motivation in certain situations (Syam, 2020). Employee performance indicators are Work Quality, Work Quantity, Responsibility, Cooperation and Initiative (Mangkunegara, 2018).

According to Langton & Robbins (2016) discipline can be interpreted as a willingness to follow rules and procedures and be diligent and consistent in achieving organizational goals. C. Rizky (2019) emphasized that work discipline includes compliance with the rules and regulations set by the organization, becoming a means for managers to interact with employees to increase employee awareness and willingness to comply with company norms. According to Langton & Robbins (2016) there are three main dimensions of work discipline and consist of several indicators, namely: Commitment, Consistency, and Focus on Goals.

Effectiveness, which comes from the Latin "effectivus" which means creativity or productivity, is a concept used to measure the level of success or achievement of a planned goal (Saadilah, 2021). According to Ambarwati (2021), effectiveness can be defined as the relationship between the output of a responsibility center and the targets that must be achieved. According to Saadilah (2021), effectiveness indicators are as follows: Job Satisfaction, Work Quality, Time Utilization, and Human Resource Improvement.

Additional Employee Income (TPP) is an incentive given in the form of additional income based on the results of performance achievements for one month outside of the salary received legally in accordance with statutory provisions (Sumiaty et al., 2023). Hasibuan (2017) stated that the concept of Additional Employee Income (TPP) policy is compensation/incentives, including the amount, structure and time of payment, has an important role in encouraging employee passion and motivation to achieve optimal performance, thus supporting the achievement of organizational goals, in where incentives can be part of a compensation system related to employee performance to encourage better performance. Hasibuan (2017) stated the basic considerations in preparing indicators for the TPP, namely: Performance, Length of Work, Seniority, Needs, Fairness and Feasibility, and Position Evaluation.

Work motivation is the desire to act as a willingness to expend high effort for organizational goals, which is conditioned by the ability of the effort to fulfill individual goals (Rizky & Ardian, 2019). The main role of work motivation includes its influence on employee behavior, performance levels, job satisfaction, and achievement of organizational goals. Hasibuan (2017) states that work motivation is the provision of driving force that creates a person's desire to work together, work effectively and be integrated with all efforts to achieve satisfaction. According to Rizky & Andrian (2019), indicators of work motivation are, Hard Work, Future Orientation, High Ambition, and Perseverance. Motivated individuals will have a high level of responsibility for the tasks and projects they undertake.

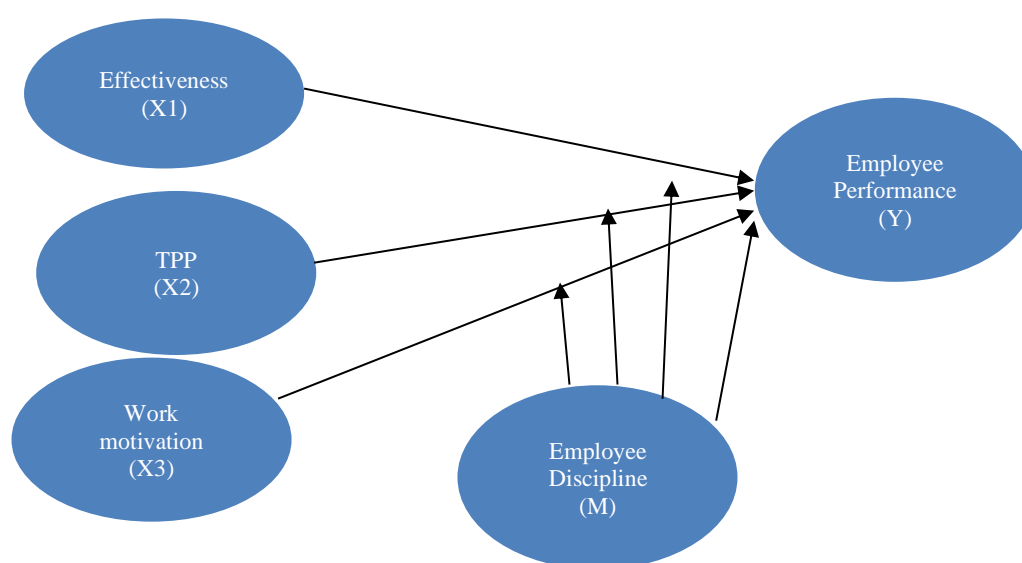The conceptual framework for the research can be seen as follows.

Figure 1. conceptual framework

The following hypothesis is proposed in this research:

1. H1: There is a positive and significant influence of Effectiveness on ASN performance at the Medan City Health Service.
2. H2: There is a positive and significant influence of additional employee income on ASN performance at the Medan City Health Service.
3. H3: There is a positive and significant influence of Work Motivation on ASN performance at the Medan City Health Service.
4. H4: There is a positive and significant influence of Work Discipline on ASN Performance at the Medan City Health Service
5. H5: There is a positive and significant influence of Effectiveness on ASN performance at the Medan City Health Service which is moderated by Work Discipline.
6. H6: There is a positive and significant influence of additional employee income on ASN performance at the Medan City Health Service which is moderated by Work Discipline.
7. H7: There is a positive and significant influence of Work Motivation on ASN Performance at the Medan City Health Service which is moderated by Work Discipline.

METHOD

The method used is a quantitative method, where the data collected is in the form of numbers or data that can be calculated. The focus of the research was to examine the influence of the variables Effectivenes (X1), TPP (X2), Work Motivation (X3), and Work Discipline (M) on the performance of ASN Medan City Health Service (Y). This research was carried out with a population of 190 ASN employees of the Medan City Health Service. By using the Slovin approach, the sample for this study was 127 ASN at the Medan City Health Service.

Variable operationalization is a description of the research variables and indicators used to measure these variables. Below is a description of the operational variables of this research.

Table 1. Operational Variables

No.	Variable	Operational Definition	Variable Indicator	Scale measuring
1.	Employee Performance (Y)	Employee performance is the result of work in quality and quantity achieved by an employee in the ability to carry out tasks in accordance with the responsibilities given to him by his superiors. (Mangkunegara, 2018)	1. Work quality 2. Work Quantity 3. Responsibility 4. Cooperation 5. Initiative (Mangkunegara, 2018)	Likert
2.	Work Discipline (M)	Discipline can be interpreted as a willingness to follow rules and procedures as well as being diligent and consistent in achieving organizational goals. (Langton & Robbins, 2016)	1. Commitment 2. Consistent 3. Focus on objectives (Langton & Robbins, 2016)	Likert
3	Effectiveness (X1)	Effectiveness is a concept used to measure the level of success or achievement of a planned goal (Saadilah, 2021)	1. Job satisfaction 2. Quality 3. Time Utilization 4. Increasing human resources (Saadilah, 2021)	
3.	TPP (X2)	The concept of Additional Employee Income (TPP) policy is that compensation/incentives, including the amount, structure and timing of payment, have an important role in encouraging employee passion and motivation to achieve optimal performance, thus supporting the achievement of organizational goals, where incentives can be part of compensation system that is related	1. Performance 2. Length of working 3. Seniority 4. Need 5. Fairness and Fairness 6. Job Evaluation (Hasibuan, 2017)	Likert

No.	Variable	Operational Definition	Variable Indicator	Scale measuring
		to employee performance to encourage better performance. (Hasibuan, 2017)		
4	Work motivation (X3)	Work motivation is the desire to act as a willingness to expend high levels of effort for organizational goals, which is conditioned by the ability of the effort to fulfill individual goals. (Rizky & Ardian, 2019)	1. Hard work 2. Future Orientation 3. High Ambition 4. Individual Perseverance (Rizky & Ardian, 2019)	Likert

Data analysis in this research uses the Structural Equation Modeling (SEM) method with the Smart Partial Least Squares (PLS) technique. Hypothesis testing is based on the total effect of the research variables. The research results show that there is a positive and significant influence between Effectiveness.

RESULTS AND DISCUSSION
1. Statistical Analysis of the SEM-PLS Method Model
a. Outer Model (Measurement Model

In measuring the outer model using the SEM-PLS method, convergent validity is assessed through the outer loading value. Validity is considered fulfilled if each indicator has an outer loading greater than 0.7 on the related latent variable, in accordance with the guidelines of Hair et al. (2019). Convergent validity shows the extent to which indicators reflect latent variables and support the accuracy of the construction of these variables.
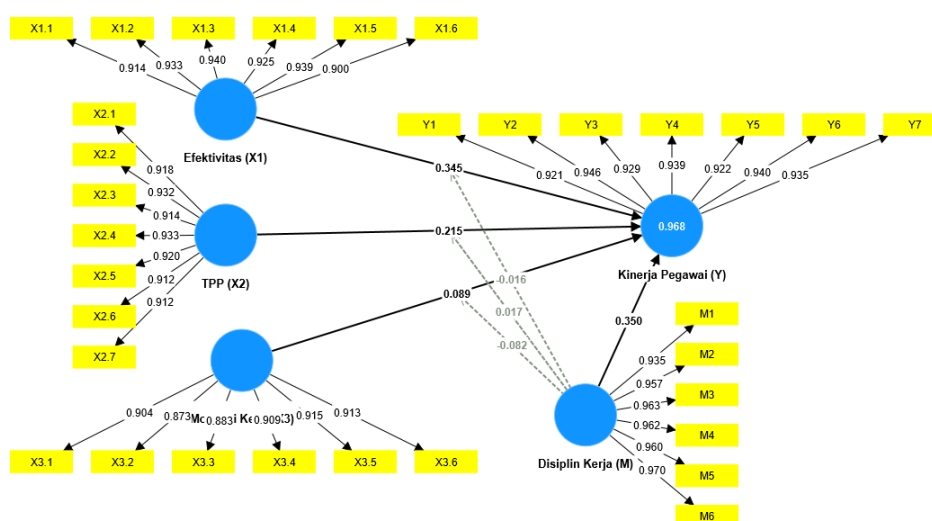

Figure 2. Outer Loading Output Graph

After testing the validity using SmartPLS 4.0, all indicators are considered valid as seen in the picture, because they have an outer loading value that exceeds 0.7 (> 0.7). This validity shows that these indicators well reflect the latent variables being measured and can be relied on for further analysis.

b. Loading Factor Value (Outer Loading)

In the data presented, the factor loading (outer loading) value of the latent variable indicators used in the research is on average above 0.7 which is recommended in this study.

Table 2. Outer Loading Output Value

	Outer loadings
M1 <- Work Discipline	0.929
M2 <- Work Discipline	0.954
M3 <- Work Discipline	0.964
M4 <- Work Discipline	0.960
M5 <- Work Discipline	0.956
M6 <- Work Discipline	0.973
X1.1 <- Effectiveness	0.919
X1.2 <- Effectiveness	0.931
X1.3 <- Effectiveness	0.935
X1.4 <- Effectiveness	0.907
X1.5 <- Effectiveness	0.942
X1.6 <- Effectiveness	0.898
X2.1 <- TPP	0.919
X2.2 <- TPP	0.930
X2.3 <- TPP	0.917
X2.4 <- TPP	0.934
X2.5 <- TPP	0.922
X2.6 <- TPP	0.912
X2.7 <- TPP	0.914
X3.1 <- Work Motivation	0.902
X3.2 <- Work Motivation	0.874
X3.3 <- Work Motivation	0.877
X3.4 <- Work Motivation	0.916
X3.5 <- Work Motivation	0.913
X3.6 <- Work Motivation	0.914
Y1 <- Employee Performance	0.904
Y2 <- Employee Performance	0.941
Y3 <- Employee Performance	0.878
Y4 <- Employee Performance	0.937
Y5 <- Employee Performance	0.903
Y6 <- Employee Performance	0.931
Y7 <- Employee Performance	0.917
Work Discipline x Work Motivation -> Work Discipline x Work Motivation	1,000

	Outer loadings
Work Discipline x Effectiveness -> Work Discipline x Effectiveness	1,000
Work Discipline x TPP -> Work Discipline x TPP	1,000

The Outer Loading Output results in the table show that the values of the indicators used are proven to be valid, in accordance with the first test of convergent validity.

c. Average Variance Extracted (AVE) Test

AVE (Average Variance Extracted) is a parameter used to evaluate the convergent validity of latent variables in confirmatory factor analysis (CFA). If the AVE value of a variable exceeds 0.5, the variable is considered valid (Ghozali & Latan, 2015). AVE reflects how well the indicators associated with a latent variable can explain the variability or variation in that variable.

Table 3. Average Variance Extracted (AVE) Test

	Average variance extracted (AVE)
Work Discipline	0.914
Effectiveness	0.850
Employee Performance	0.839
Work motivation	0.809
TPP	0.849

The AVE results show the level of convergent validity of the latent variables: Work Discipline: 0.914, Effectiveness: 0.850, Employee Performance: 0.839, Work Motivation: 0.809, and TPP: 0.849. All latent variables have AVE values above 0.5, indicating that the related indicators are able to explain adequate variability in their respective latent variables.

d. Fornell-Larcker Criterion test

In the discriminant validity test using the Fornell-Larcker Criterion, it is important to ensure that the correlation value between a variable and itself (autocorrelation) is higher than the correlation value between those variable and other variables (heterocorrelation), in accordance with the guidelines explained by Fornell & Larcker (1981).

Table 4. Fornell-Larcker Criterion test

	Work Discipline	Effectiveness	Employee Performance	Work motivation	TPP
Work Discipline	0.963				
Effectiveness	0.962	0.964			
Employee Performance	0.937	0.936	0.966		
Work motivation	0.946	0.922	0.919	0.967	

	Work Discipline	Effectiveness	Employee Performance	Work motivation	TPP
TPP	0.948	0.946	0.925	0.922	0.969

Source: Research Results, 2024 (Smart-PLS 4 data processing)

In the Fornell-Larcker Criterion value table, Work Discipline Variable: 0.963, Effectiveness: 0.964, Employee Performance: 0.966, Work Motivation: 0.967, and TPP: 0.969. The correlation value of each variable with its own variable meets these criteria.

e. Cross Loadings Test

The Cross Loading test aims to evaluate the correlation between indicators and the latent variables being measured (Hair et al, 2019).

Table 5. Cross Loading Test

	Work Discipline	Effectiveness	Employee Performance	Work motivation	TPP
M1	**0.929**	0.913	0.921	0.901	0.911
M2	**0.954**	0.909	0.893	0.874	0.871
M3	**0.964**	0.924	0.907	0.882	0.890
M4	**0.960**	0.917	0.879	0.863	0.860
M5	**0.956**	0.923	0.864	0.874	0.880
M6	**0.973**	0.932	0.907	0.892	0.890
X1.1	0.915	**0.919**	0.876	0.872	0.869
X1.2	0.939	**0.931**	0.861	0.890	0.868
X1.3	0.910	**0.935**	0.879	0.856	0.856
X1.4	0.831	**0.907**	0.833	0.839	0.845
X1.5	0.872	**0.942**	0.893	0.902	0.901
X1.6	0.854	**0.898**	0.837	0.874	0.906
X2.1	0.815	0.855	0.808	0.860	**0.919**
X2.2	0.841	0.867	0.819	0.891	**0.930**
X2.3	0.825	0.850	0.826	0.858	**0.917**
X2.4	0.826	0.859	0.825	0.879	**0.934**
X2.5	0.846	0.878	0.883	0.907	**0.922**
X2.6	0.893	0.895	0.874	0.926	**0.912**
X2.7	0.908	0.902	0.916	0.908	**0.914**
X3.1	0.841	0.858	0.829	**0.902**	0.879
X3.2	0.781	0.820	0.782	**0.874**	0.834
X3.3	0.802	0.826	0.788	**0.877**	0.844
X3.4	0.842	0.869	0.873	**0.916**	0.894
X3.5	0.848	0.863	0.835	**0.913**	0.878
X3.6	0.858	0.868	0.851	**0.914**	0.887
Y1	0.865	0.871	**0.904**	0.840	0.840
Y2	0.893	0.897	**0.941**	0.881	0.894
Y3	0.771	0.759	**0.878**	0.770	0.764
Y4	0.863	0.855	**0.937**	0.828	0.857

	Work Discipline	Effectiveness	Employee Performance	Work motivation	TPP
Y5	0.842	0.838	**0.903**	0.814	0.813
Y6	0.883	0.881	**0.931**	0.876	0.867
Y7	0.881	0.891	**0.917**	0.878	0.884

The cross-loading test assessment of the correlation value of each indicator with its own variable has met the criteria. Thus, the indicator data for Effectiveness (X1), TPP (X2), Work Motivation (X3), Work Discipline (M), and Employee Performance (Y) in this study have met all the criteria for the discriminant validity test.

f. Composite Reliability and Cronbach's Alpha Reliability Test

Reliability test data, which includes values from composite reliability and Cronbach's alpha.

Table 6. Composite Reliability & Cronbach's Alpha Test

	Cronbach's alpha	Composite reliability (rho_c)
Work Discipline	0.981	0.985
Effectiveness	0.965	0.972
Employee Performance	0.968	0.973
Work motivation	0.953	0.962
TPP	0.970	0.975

The limit of 0.7 is used as a reference in assessing both Cronbach's Alpha and Composite Reliability values in factor analysis or construct validation (Ghozali & Latan, 2015). In Table 4.12 the results of the Composite Reliability and Cronbach's Alpha tests show that the indicators and variables in this research meet the requirements of the reliability test. With these results the data will be tested further on the Inner model.

2. Inner Model (Structural Model)

The next SEM-PLS test is to test the inner model (structural model) with the aim of analyzing the influence of the relationship between the variables used and testing the hypothesis based on its significance value.
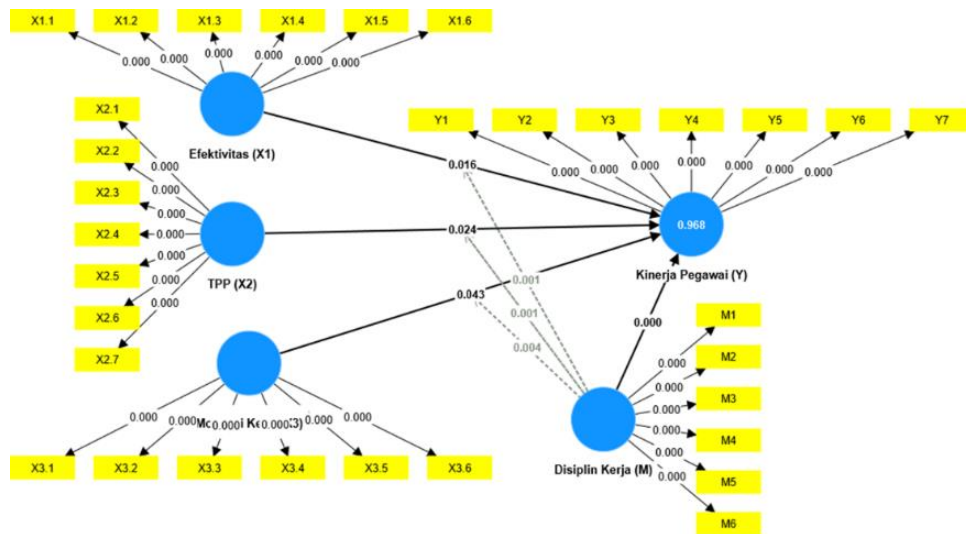
Figure 3. Inner Model Graphics (Structural Model)

a. Coefficient of Determination (R2)

Analysis of the coefficient of determination R-square (R2) was carried out to measure the extent to which the independent variable can explain variations in the dependent variable.

Table 7. Coefficient of Determination Results (R2)

	R-square	R-square adjusted
Employee Performance	0.912	0.906

The adjusted R-square value, the Employee Performance (Y) variable has a value of 0.906, which indicates that Effectiveness (X1), TPP (X2), Work Motivation (X3), and Work Discipline (M), together can explain 90 .6% variation in Employee Performance (Y). This shows that the model has good abilities in explaining the factors that contribute to Employee Performance (Y). The remainder, around 9.40% of the variation, is explained by other factors not analyzed in this research, such as Leadership, Organizational Commitment, Organizational Culture, Job Stress, and other variables.

b. Goodness of Fit Model

Table 8. Goodness of Fit Model Test Results

	Saturated models	Estimated model
SRMR	0.038	0.038
d_ULS	0.773	0.779
d_G	2,825	2,827
Chi-square	1589,423	1594,222
NFI	0.796	0.795

In assessing SRMR (Standardized Root Mean Square Residual) it must be less than 0.1, where Saturated model: 0.038 and Estimated model: 0.038. SRMR values close to zero indicate good model fit. In this study, a low value indicates that the model fits fairly well.

c. Hypothesis testing

In testing the hypothesis on the Total Coefficent, namely testing the direct effect value and moderation effect using the T-statistic (|O/STDEV|) and P-value. T Statistics (|O/STDEV|) is a measure of the extent of the difference between the estimated Path Coefficient (Original Sample, O) value and the expected zero value in the population. The larger the T-statistic value, the stronger the statistical evidence. P-value, on the other hand On the other hand, it provides information about the statistical significance of this influence. The significance value used (two tailed) with a significance level = 5% (0.05) in research (Ghozali & Latan, 2015).

Table 9. Total Coefficients Test

	Original sample (O)	T statistics (|O/STDEV|)	P values	Hypothesis
Work Discipline (M) -> Employee Performance (Y)	0.350	4,301	0,000	Accepted
Effectiveness (X1) -> Employee Performance (Y)	0.325	2,414	0.016	Accepted
Work Motivation (X3) -> Employee Performance (Y)	0.289	3,465	0.043	Accepted
TPP (X2) -> Employee Performance (Y)	0.215	2,254	0.024	Accepted
Work Discipline (M) x Work Motivation (X3) -> Employee Performance (Y)	0.332	2,270	0.004	Accepted
Work Discipline (M) x TPP (X2) -> Employee Performance (Y)	0.347	2,175	0.001	Accepted
Work Discipline (M) x Effectiveness (X1) -> Employee Performance (Y)	0.346	2,138	0.001	Accepted

The Influence of Effectiveness on ASN Performance at the Medan City Health Service.

The research results show that there is a positive and significant influence between Effectiveness and ASN Performance at the Medan City Health Service (first hypothesis accepted), P-value < 0.05. Original sample value (O): 0.350, T statistics (|O/STDEV|): 4.301, and P values: 0.000. Effectiveness can be defined as the relationship between the output of a responsibility center and the targets that must be achieved, in this case the achievement of employee performance(Ambarwati, 2021). These results support the research carried out by Syam(2020)that effectiveness has a positive and significant influence on employee performance.

The Effect of Additional Employee Income on ASN Performance at the Medan City Health Service.

The research results also show that there is a positive and significant influence between additional employee income on employee performance (the second hypothesis is accepted), P-value < 0.05. Original sample (O): 0.215, T statistics (|O/STDEV|): 2.254, and P values: 0.024. It is hoped that additional income for State Civil Service Employees will be able to

improve ASN performance. Previous research by Nanuru et al(2021)) found that TPP has a positive and significant influence on employee performance. TPP functions as an additional incentive or reward that can motivate employees to work better and increase productivity. These results are in accordance with research conducted previously that additional employee income has a positive and significant effect on ASN employee performance.

The Influence of Work Motivation on ASN Performance at the Medan City Health Service.

The results of this research show that there is a positive and significant influence between Work Motivation on Employee Performance, P value <0.05 (The third hypothesis is accepted). Original sample value (O): 0.289, T statistics ($|O/STDEV|$): 3.465, and P value: 0.043. Work motivation plays an important role in improving employees(Badaruddin & Asniwati, 2022). Work motivation is an internal drive that encourages individuals to achieve desired work goals(Mangkunegara Prabu, 2018). Akbar et al(2022)concluded that work motivation has a significant influence on ASN performance in the Makasar City Trade Service. These results are in accordance with previous research. Work motivation has a positive and significant effect on the performance of ASN employees at the Medan City Health Service.

The Influence of Work Discipline on ASN Performance at the Medan City Health Service.

The research results show that there is a positive and significant influence between Work Discipline on Employee Performance, because the P-value <0.05, (The fourth hypothesis is accepted). Original sample value (O): 0.350, T statistics ($|O/STDEV|$): 4.301, and P values: 0.000.MC Rizky(2019)emphasizes that work discipline includes compliance with the rules and regulations established by the organization, becoming a means for superiors to interact with employees to increase employee awareness and willingness to comply with institutional norms. Research conducted by Ludin et al(2023), that work discipline has a positive and significant influence on employee performance. This research is in accordance with research by previous researchers that work discipline has a positive and significant effect on the performance of ASN employees of the Medan City Health Service.

The Influence of Effectiveness on ASN Performance at the Medan City Health Service which is moderated by Work Discipline.

The research results show a positive and significant influence between Effectiveness on Employee Performance in Moderating Work Discipline, p-value < 0.05, (The fifth hypothesis is accepted). Original sample value (O): 0.346, T statistics ($|O/STDEV|$): 2.138, and P values: 0.001. These results imply that the level of Effectiveness will have a more positive impact on Employee Performance when the level of Work Discipline is also high.

Moderation by Work Discipline strengthens the influence of Effectiveness on Employee Performance,

The Effect of Additional Employee Income on ASN Performance at the Medan City Health Service which is moderated by Work Discipline

There is a positive and significant influence between Additional Employee Income on Employee Performance moderated by Work Discipline, P-value < 0.05, (The sixth hypothesis is accepted). Original sample value (O): 0.347, T statistics (|O/STDEV|): 2.175, and P values: 0.001. These results indicate that the positive impact of additional employee income on employee performance will be strengthened or influenced by the level of work discipline. This means that Work Discipline can moderate the relationship between Additional Employee Income and Employee Performance.

The Influence of Work Motivation on ASN Performance at the Medan City Health Service which is moderated by Work Discipline

There is a positive and significant influence between Work Motivation on Employee Performance which is moderated by Work Discipline (the last hypothesis is accepted). Original sample value (O): 0.332, T statistics (|O/STDEV|): 2.270, and P values: 0.004. These final results indicate that the level of Work Discipline can moderate the relationship between Work Motivation and Employee Performance, that the positive impact of Work Motivation on Employee Performance will be strengthened or influenced by the level of Work Discipline

CLOSING
Conclusion
The conclusions in this research are:
a. There is a positive and significant influence between Effectiveness and ASN Performance at the Medan City Health Service (first hypothesis is accepted),
b. There is a positive and significant influence between additional employee income on ASN performance at the Medan City Health Service (second hypothesis is accepted).
c. There is a positive and significant influence between Work Motivation on ASN Performance at the Medan City Health Service (The third hypothesis is accepted).
d. There is a positive and significant influence between Work Discipline on ASN Performance at the Medan City Health Service (The fourth hypothesis is accepted).
e. There is a positive influence between the effectiveness of ASN performance at the Medan City Health Service and the moderation of work discipline (the fifth hypothesis is accepted).
f. There is a positive influence between Additional Employee Income and ASN Performance at the Medan City Health Service in Moderation of Work Discipline (Sixth Hypothesis is accepted).

g. There is a positive influence between Work Motivation on
ASN Performance at the Medan City Health Service in Moderation of Work Discipline
(The seventh hypothesis is accepted).

Suggestion

The following are suggestions in this research:

a. The variable with the greatest influence is work discipline (M) on employee performance
(Y), original sample (O) = 0.350. The variable with the smallest influence is TPP (X2) on
employee performance (Y) Original sample (O) = 0.215. So, based on the Original sample
value (O), Work Discipline (M) has the greatest influence on Employee Performance,
while Additional Employee Income (TPP) has the smallest influence.

b. Based on the results of the analysis, it is recommended to prioritize efforts to improve
Work Discipline as the variable that has the greatest influence on Employee Performance.
Focusing on developing and strengthening aspects of Work Discipline can help improve
employee performance significantly. Meanwhile, even though Additional Employee
Income (TPP) has the smallest impact, strategic considerations are still needed in
managing incentives to maintain employee motivation and satisfaction.

c. For future researchers, it is recommended to continue the analysis by considering
additional variables such as leadership, workload, and other human resource management
factors. The addition of this variable can provide a more complete picture of the factors
that influence employee performance. This more holistic analysis can provide deeper and
more relevant insights in the context of human resource management.

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