

The Influence of Motivation, Incentives on ASN Professionalism is Mediated by Job Satisfaction in the Badung Regency Government

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Abstract

The purpose of this research is to find out and analyze the influence of motivation and incentives on the job satisfaction of Badung Regency Government ASN, then to find out and analyze the influence of motivation, incentives and job satisfaction on the professionalism of Badung Regency Government ASN, then to find out and analyze the influence of the role of job satisfaction in mediating the influence of motivation and incentives on the professionalism of Badung Regency Government ASN. The population of this research is the State Civil Apparatus (ASN) in the Badung Regency Government, totaling 6,890 employees. The number of respondents in the sample was between 90 and 180 respondents. Data collection in this research used a questionnaire. The data analysis technique consists of descriptive analysis and inferential analysis using the Partial Least Square (PLS) approach. The results show that: Motivation has a positive and significant effect on job satisfaction. Incentives have a positive and significant effect on job satisfaction. Motivation has a positive and significant effect on professionalism. Incentives do not have a significant effect on professionalism. Job satisfaction has a positive and significant effect on professionalism. The influence of motivation on professionalism through job satisfaction is positive and significant. The effect of incentives on professionalism through job satisfaction is positive and significant.

Keywords: motivation, incentives, job satisfaction, professionalism, Badung Regency Government ASN

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1. Introduction

The many problems and dynamics of government as well as the increasingly rapid flow of technology in our country, Indonesia, have made Indonesian people aware of the services and rights they should get from the government. This of course means that the State Civil Apparatus, abbreviated as ASN, is now increasingly required to have professionalism, integrity and the ability to provide excellent public services for the community in accordance with statutory regulations. Increasing the professionalism of ASN is one of the national agendas in empowering government apparatus. Professional ASNs are expected to support the smooth implementation of government administration and development tasks. In line with demands for professionalism in the apparatus, the Regional Government of Badung Regency is required to prepare professional apparatus, however, the professionalism of the State Civil Apparatus (ASN) in Badung Regency is experiencing very serious problems. This can be seen from the data listing the ASN Professionalism Index Value for Regional Office Work Area X in 2022. Data shows that one of the Work Areas of Regional Office The elements that are assessed are ASN qualifications with a score of 21.35, ASN competency with a score of 17.35, performance with a score of 18.77 and discipline with a score of 5.0. This means that ASN professionalism is experiencing very serious problems. Considering the importance of work professionalism, according to (Demokeranata & Junaedi, 2018) professionalism is someone who carries out a certain profession. One way that can be done to improve professionalism is to pay attention to driving aspects such as motivation, providing incentives and job satisfaction.

Regarding job satisfaction, below is presented data on the amount of additional ASN income for the Badung Regency Government.

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Table 1. The amount of additional ASN income for the Badung Regency Government in 2022

Position Class	TPP Basic 2022	Additional 30% Work Discipline ASN Income	Additional ASN Income Work Productivity 70%	Additional ASN Income Working Conditions	Additional Income for ASN Profession Scarcity	Amount received 2022
15	34.092.212	10.227.664	23.864.548	16.023.340	15.682.417	65.797.969
14	25.953.898	7.786.169	18.167.729	11.679.254		37.633.152
13	23.293.900	6.988.170	16.305.730	5.357.597		28.651.497
12	18.625.807	5.587.742	13.038.065	7.450.323		26.076.130
12	18.625.807	5.587.742	13.038.065	10.518.102		29.143.909
12	18.625.807	5.587.742	13.038.065	7.450.323		26.076.130
12	18.625.807	5.587.742	13.038.065	10.518.102		29.143.909
12	18.625.807	5.587.742	13.038.065	3.352.645		21.978.452
12	18.625.807	5.587.742	13.038.065	5.938.345		24.564.153
11	14.400.077	4.320.023	10.080.054	1.872.010		16.272.087
11	14.400.077	4.320.023	10.080.054	3.786.373		18.186.450
10	12.525.855	3.757.757	8.768.099	3.131.464		15.657.319
9	10.896.097	3.268.829	7.627.268	1.416.493		12.312.590
9	10.896.097	3.268.829	7.627.268	2.865.032		13.761.129
9	10.896.097	3.268.829	7.627.268	980.649		11.876.746
9	10.896.097	3.268.829	7.627.268	2.377.913		13.274.011
8	8.757.622	2.627.287	6.130.335	788.186		9.545.808
8	8.757.622	2.627.287	6.130.335	1.911.223		10.668.845
7	7.721.561	2.316.468	5.405.093	540.509		8.262.070
7	7.721.561	2.316.468	5.405.093	1.512.517		9.234.078
6	6.709.947	2.012.984	4.696.963	134.199		6.844.146
6	6.709.947	2.012.984	4.696.963	670.995		7.380.942
6	6.709.947	2.012.984	4.696.963	1.539.340		8.249.287
6	6.709.947	2.012.984	4.696.963	2.818.178		9.528.125
5	5.595.891	1.678.767	3.917.124	55.959		5.651.850
5	5.595.891	1.678.767	3.917.124	223.836		5.819.727
5	5.595.891	1.678.767	3.917.124	559.589		6.155.480
5	5.595.891	1.678.767	3.917.124	1.283.763		6.879.654
4	3.316.558	994.967	2.321.590	198.993		3.515.551
3	2.740.322	822.097	1.918.225	164.419		2.904.741
2	2.266.528	679.958	1.586.570	90.661		2.357.189
1	1.792.734	537.820	1.254.914	89.637		1.882.371

Source: Badung Regency BPKAD

Based on Table 1, it can be seen that there is a very large gap between the highest officials, namely class 15 officials (Regional Secretary) and the lowest officials, namely class 1 officials (Pramu Bakti, Cleaning Pramu and Park Pramu), so this does not rule out the possibility of causing there is dissatisfaction with the State Civil Apparatus in the Badung Regency Government.

Several studies linking motivational variables with professionalism show varied and inconsistent relationships. For example, research related to the influence of motivation on professionalism was carried out by Cahyani (2019) states that motivation has a positive and significant effect on professionalism. Meanwhile, research with different results was carried out by Laksono & Wardoyo (2019) shows that work motivation has a negative effect on work professionalism. Furthermore, related to the influence of incentives on work professionalism by Erpidawati & Adri (2017) shows that incentives have a positive effect on work professionalism. Meanwhile, by Hasriani (2019) shows incentives have a negative effect on professionalism. Then, related to the influence of job satisfaction on work professionalism by Alam et al., (2021) shows that job satisfaction has a positive effect on professionalism.

Meanwhile, research conducted by (Harahap et al., 2023) shows that job satisfaction has a negative effect on ASN work professionalism. The studies above are something very interesting to do research on.

The aim of this research is to find out and analyze the influence of motivation and incentives on the job satisfaction of Badung Regency Government ASN, then to find out and analyze the influence of motivation, incentives and job satisfaction on the professionalism of Badung Regency Government ASN, then to find out and analyze the influence of the role of satisfaction work in mediating the influence of motivation and incentives on the professionalism of Badung Regency Government ASN.

2. Literature Review

The theories used consist of Balance Theory and Discrepancy Theory. Balance Theory was developed by Adam. The components of this theory are input, outcome, comparison person and equity-in-equity. Mangkunegara (2019) suggests that "input is anything of value than an employee perceives that he contributes to his job". Input is all the value received by employees that can support work implementation. For example, education, experience, skills, business, personal equipment, number of hours worked. Outcome is anything of value that the employee perceives he obtains from the job. (Outcomes are all the values obtained and felt by employees). For example wages, benefits, extras, status symbols, reintroduction (recognition), opportunities to achieve or express yourself. Meanwhile, the comparison person may be someone in the same organization, someone in a different organization or even the person himself in a previous job. (comparison person is an employee in the same organization, an employee in the same organization, an employee in a different organization or himself in a previous job). In this theory, employee satisfaction or dissatisfaction is the result of comparing his own input-outcome with the input-outcome comparison of other employees (comparison person). So if the comparison is balanced (equity) then the employee will feel satisfied. However, if there is an imbalance (inequity) it can cause two possibilities, namely over compensation inequity (an imbalance that benefits oneself) and conversely, under compensation inequity (an imbalance that benefits other employees who are the comparison person).

Difference Theory was first pioneered by Proter. He believes that measuring satisfaction can be done by calculating the difference between what it should be and the reality felt by employees. Locke suggested that employee job satisfaction depends on the difference between what the employee gets and what the employee expects. If what the employee gets turns out to be greater than what was expected, the employee will be satisfied. On the other hand, if what employees get is lower than expected, it will cause employees to be dissatisfied..

Work motivation is a process where needs encourage State Civil Apparatus in the Badung Regency Government to carry out a series of activities that lead to the achievement of certain goals and organizational goals. The indicators used to measure work motivation in this research are: Mangkunegara (2019:93) namely a) Responsibility (X1.1) is the motivation of Badung Regency Government ASN towards work as a form of responsibility; b) Work performance (X1.2) is the motivation of Badung Regency Government ASN to work as well as possible with the aim of improving their work performance; c) Opportunity for advancement (X1.3) is the motivation that ASN in the Badung Regency Government has because of the opportunity for better career development; d) Recognition of performance (X1.4) is the motivation that ASN in the Badung Regency Government has to gain recognition for their performance at work; e) Challenging work (X1.5) is the motivation that ASN in the Badung Regency Government have to do work that is more varied and more interesting.

Incentives are a form of reward in the form of money or awards given by organizational leaders to Badung Regency Government ASN so that they work with high motivation and excel in achieving organizational goals as recognition of work performance and contribution to the organization. The indicators used to measure incentives in this research refer to research (Rivai, 2018) namely a) Work allowance (X2.1) is an incentive paid in the form of money and given to Badung Regency Government ASN once every 3 months, b) Award (X2.2) is appreciation in the form of gifts and certificates given to Regency Government ASN Badung for its achievements; c) Work facilities. (X2.3) are work tools given to Badung Regency Government ASN to be used properly to facilitate work activities.

Job satisfaction is the attitude of Badung Regency Government ASN who enjoys and loves their work so that it has an impact on work morale, discipline and work performance. Indicators of job satisfaction in this research are measured based on indicators (Wahyuni & Hariasih, 2021) namely a) compensation (Y1.1) is the satisfaction of Badung Regency Government ASN regarding the suitability between the salary received and their contribution to the agency; b) Supervision (Y1.2) is satisfaction with the moral support provided by superiors to Badung Regency Government ASN; c) The work itself (Y1.3) is the satisfaction of Badung Regency Government ASN with the work that is their

duties and responsibilities; d) Relations with co-workers (Y1.4) is the satisfaction of Badung Regency Government ASN with cooperative relations between co-workers; e) Working conditions (Y1.5) are the satisfaction of Badung Regency Government ASN with their work environment; f) Job security (Y1.6) is the satisfaction of Badung Regency Government ASN with security in carrying out work activities

Professionalism is the competency of the Badung Regency Government ASN in completing their duties properly and correctly and being committed to improving the skills of their profession. Indicators of professionalism in this research are measured based on indicators (Diana & Setiawan, 2022), namely: a) Devotion to the profession (Y2.1) is the dedication of the professionalism of the Badung Regency Government ASN by using the knowledge and skills they possess to complete their duties and responsibilities; b) Social obligation (Y2.2) is the Badung Regency Government ASN's view of the importance of the role of the profession and the benefits obtained for society from this work; c) Independence (Y2.3) is the view that professional Badung Regency Government ASN must be able to make their own decisions without pressure from other parties; d) Confidence in the profession (Y2.4) is the confidence of Badung Regency Government ASN in the profession that is their future; e).Relationships with fellow professions (Y2.5) are cooperative relationships with fellow ASN professions in the Badung Regency Government which are related to work.

Based on the theory and results of previous research that have been presented, the following hypothesis can be formulated:

- H1: Motivation has a positive and significant effect on job satisfaction of Badung Regency Government ASN.
- H2: Incentives have a positive and significant effect on job satisfaction of Badung Regency Government ASN.
- H3: Motivation has a positive and significant effect on the professionalism of Badung Regency Government ASN.
- H4: Incentives have a positive and significant effect on the professionalism of Badung Regency Government ASN.
- H5: Job satisfaction has a positive and significant effect on the professionalism of Badung Regency Government ASN.
- H6: Job satisfaction is able to mediate the influence of motivation on the professionalism of Badung Regency Government ASN.
- H7: Job satisfaction is able to mediate the influence of incentives on the professionalism of Badung Regency Government ASN.

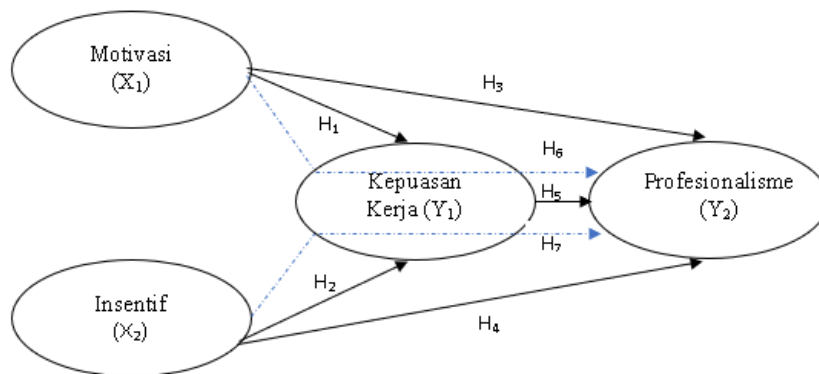


Figure 1. Research Model

3. Research Method and Materials

The place where the research was conducted was the Badung Regency Government which is located at the Badung Regency Government Center, Jl. Raya Sempidi, Mengwi, Badung. Where researchers collect questionnaires from samples that represent the population, in this case ASN Badung Regency. The reason the Badung Regency Government was chosen as the research location is because there are still problems regarding motivation, incentives, work satisfaction and professionalism, with incentives being on average higher than in other regions, but the professionalism of Badung Regency ASN is still in the low category. Furthermore, there is still a lack of motivation for ASN to perform so that employee job satisfaction with work results is directly proportional to motivation. Another supporting reason is because the researcher works as a civil servant in the Badung Regency Government, specifically

at the Civil Service Agency which has authority in everything related to employees and also the process of collecting data can be simplified. Seeing this reason, the researcher worked at the Badung Regency Government.

The approach that will be used to examine the source of the problem in this research is a quantitative approach. The quantitative approach focuses on symptoms that have certain characteristics in human life which are called variables. In a quantitative approach, the essence of the relationship between variables is analyzed using objective theory. For this type of research, to help analyze data it is necessary to use tools, one of which is Smart PLS.

The type of data used in this research is quantitative and qualitative data. Quantitative data in this research such as the number of employees and score data from questionnaires about motivation, incentives, job satisfaction and professionalism. In this research, qualitative data is included in the history of the establishment of the Badung Regency Government, organizational structure and job descriptions of each OPD. The data sources used in this research can be classified into two, namely primary data and secondary data. Primary data in this research are answers to questionnaires collected from employees, regarding motivation, incentives, job satisfaction and professionalism. Secondary data in this research is the history of the establishment of the Badung Regency Government, organizational structure, job descriptions and number of employees.

The population of this research is the State Civil Apparatus (ASN) in the Badung Regency Government, totaling 6,890 employees. This research is survey research, where the data collected is a sample to represent the entire population. The advantage of sampling is that it is more efficient, providing fast results and cheaper costs. Here, researchers took samples from ASN in the Badung Regency Government with the aim of finding out the relationship between motivation, incentives, job satisfaction and professionalism of ASN in the Badung Regency Government. The number of indicators used in this research was 18, so the number of respondents in the sample was between 90 and 180 respondents. This research uses a sampling technique using proportionate random sampling. Data collection in this research used a questionnaire. For the purposes of this quantitative analysis, the answer uses a score determined by the model used, Semantic Differential. Before the data is analyzed, the validity of the data is checked using validity and reliability testing. Next, data analysis was carried out consisting of descriptive analysis and inferential analysis using the Partial Least Square (PLS) approach.

4. Results and Discussion

The descriptive statistical results of the motivation variable provide information that overall the motivation variable obtained an average score of 8.60 in the very high category. The lowest assessment regarding motivation is in the X1.1 indicator with an average score of 7.01 (high). The highest assessment regarding motivation is the X1.5 indicator with an average score of 9.21 (very high). In general, the description of respondents' answers provides information that the motivation of ASN in Badung Regency is in the very high category

The descriptive statistical results of the incentive variable provide information that overall the incentive variable obtained an average score of 8.27 in the very satisfied category. The lowest assessment regarding incentives is in the X2.1 indicator with an average score of 6.84 (satisfied). The highest assessment regarding incentives is in the X2.3 indicator with an average score of 8.99 (very satisfied). In general, the description of respondents' answers provides information that the incentives given to ASN in Badung Regency are in the very satisfied category (very satisfying).

The results of the variable descriptive statistics provide information that overall the job satisfaction variable obtained an average score of 8.53 in the very satisfied category. The lowest assessment regarding job satisfaction is the Y1.1 indicator with an average score of 6.88 (satisfied). The highest assessment regarding work satisfaction is the Y1.2 indicator with an average score of 9.01 (very satisfied). In general, the description of respondents' answers provides information that ASN job satisfaction in Badung Regency is in the very satisfied category.

The results of the variable descriptive statistics provide information that overall the professionalism variable obtained an average score of 8.56 in the very good category. The lowest assessment regarding professionalism is the Y2.1 indicator with an average score of 6.92 (good). The highest assessment regarding professionalism is the Y2.5 indicator with an average score of 9.03 (very good). Overall, the description of the respondents' answers provides information that ASN in Badung Regency is in the very good category (very professional).

Data analysis uses a partial least squares (PLS) approach with the result that all variable indicators have passed the outer model test through convergent and discriminant validity for the indicators forming the latent construct, as well as through composite reliability and Cronbach alpha for the indicator block.

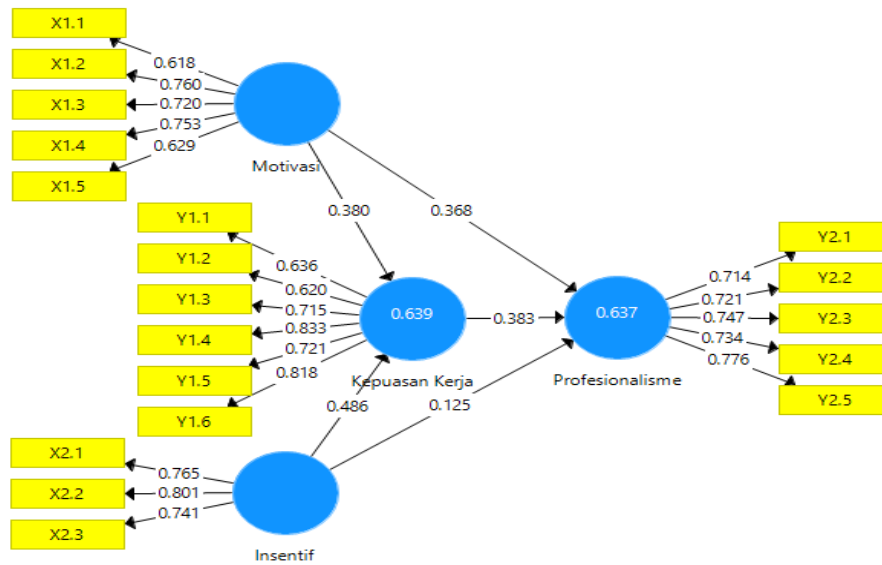


Figure 2. Outer Model (in Indonesia)

Figure 2 shows the R-squares value for the job satisfaction variable (Y1) of 0.639, which shows it has a strong influence. The R-square value for the performance variable (Y2) is 0.637 which shows it has a strong influence. Furthermore, in hypothesis testing it can be seen from the t-statistic value and probability value. To test the hypothesis, namely by using statistical values, for alpha 5 percent the t-statistic value used is 1.96. The criteria for accepting/rejecting the hypothesis are that Ha is accepted and H0 is rejected when the t-statistic is > 1.96. To reject/accept a hypothesis using probability, Ha is accepted if the p value <0.05.

Table 2. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Incentives -> Job Satisfaction	0,486	0,487	0,060	8,135	0,000
Incentives -> Professionalism	0,125	0,123	0,072	1,749	0,081
Job Satisfaction -> Professionalism	0,383	0,387	0,088	4,346	0,000
Motivation -> Job Satisfaction	0,380	0,381	0,058	6,573	0,000
Motivation -> Professionalism	0,368	0,369	0,068	5,400	0,000

The beta value is 0.380 and the t statistics value is 6.573 with a p value of 0.000 <0.05, so it can be concluded that motivation (X1) has a positive and significant effect on job satisfaction (Y1). This means that the higher the motivation, the greater the increase in ASN job satisfaction in Badung Regency. This condition shows that the right motivation given by the Badung Regency Government to its ASN will encourage the ASN to enjoy their work, so that they can make the ASN feel satisfied with the work they do.

This positive and significant influence cannot be separated from the 5 motivation indicators that influence the job satisfaction of Badung Regency Government ASN, where the highest average score is the challenging work indicator (X1.5), namely 9.21 (very good), meaning that Badung Regency Government ASN is very Motivated by the existence of challenging work where there is a system of employee rolling between fields/sub-fields within one Department or Agency so as to avoid boredom from repetitive work, ASNs also experience new challenges with work results that increase job satisfaction. The second indicator is recognition of performance (X1.4) with an average score of 9.05 (very good), meaning that the work results or performance of ASNs in the Badung Regency Government are appreciated by giving direct praise or giving rewards for their work so as to motivate ASNs to work. and leads to ASN job satisfaction itself. The third indicator is the opportunity to advance (X1.3), with an average score of 8.94 (very good), meaning that ASNs in the Badung Regency Government have the opportunity to develop their careers in the government sector, so this can increase ASN motivation and ultimately leading to ASN job satisfaction. The fourth indicator is work performance (X1.2) with an average score of 8.77 (very good), meaning that the work performance of ASN at the Badung Regency Government is in very good condition with awards given to every employee who has

achievements or innovations from each employee level category, so that it can motivate ASN to improve work performance and in the end will automatically increase the job satisfaction of the ASN itself. The fifth indicator is responsibility, which is a score with the lowest average score, namely 7.01 (good), meaning that ASNs in the Badung Regency Government are responsible according to their respective job descriptions, and this shows that ASNs have the motivation to be fully responsible, and ultimately this motivation will be able to increase ASN job satisfaction itself.

The results of this research are in line with research conducted by (Yuliantini & Santoso, 2020) showing that work motivation has a positive and significant effect on employee job satisfaction. Research conducted by (Pradana & Santoso, 2021) shows that motivation has a positive and significant effect on job satisfaction. Research conducted (Yasing et al., 2022) shows that motivation has a positive and significant effect on member satisfaction. Research conducted (Pally & Septyarini, 2021) shows that motivation has a positive and significant effect on job satisfaction. Research conducted (Rahayu & Dahlia, 2023) shows that work motivation has a positive and significant effect on job satisfaction. Thus, the hypothesis in this research which states that motivation has a positive and significant effect on job satisfaction of Badung Regency Government ASN, is proven.

The beta value is 0.486 and the t statistics value is 8.135 with a p value of $0.000 < 0.05$, so it can be concluded that incentives (X2) have a positive and significant effect on job satisfaction (Y1). This means that the more incentives provided, the greater the job satisfaction of ASN in Badung Regency. This condition shows that the right incentives given by the Badung Regency Government to its ASN will encourage the ASN to love their work, so that they can make the ASN feel satisfied with the work they do. This positive and significant influence cannot be separated from the 3 incentive indicators that influence the job satisfaction of Badung Regency Government ASNs, where the highest average score is the work facilities indicator (X2.3), namely 8.99 (very good), meaning that Badung Regency Government ASNs are very motivated. with work facilities so that work can be completed quickly so that ASN feel satisfaction at work. The second indicator of the incentive variable that is able to motivate ASN in the Badung Regency Government is the award (X2.2) with an average score of 8.97 (very good), meaning that ASN gets an award for their contribution to the organization, so this is able to increase ASN's motivation in the Government. Badung Regency and finally felt job satisfaction. The third indicator of the incentive variable that is able to motivate ASNs in the Badung Regency Government is work allowance (X2.1) with an average score of 6.84 (good), meaning that ASNs receive work allowances for their contribution to the organization, so this is able to increase ASN motivation in Badung Regency Government and finally felt job satisfaction.

The results of this research are in line with the theory of (Mangkunegara, 2019) states that an incentive is an award in the form of money given by the leadership of an organization to employees so that employees feel satisfied and are willing to work with high motivation and excel in achieving organizational goals. The results of this research are in line with research carried out by (Bahari et al., 2019) shows that incentives have a positive and significant effect on employee job satisfaction. Research carried out (Kurniawan & Fitriyani, 2021) shows that incentives have a positive and significant effect on employee job satisfaction. Research carried out (Fitri & Yusuf, 2022) shows that work motivation has a positive and significant effect on job satisfaction. Research carried out by (Retnowati & Handoko, 2021) shows that incentives have a positive and significant effect on job satisfaction. Research carried out (Enriko & Arianto, 2022) shows incentives have a positive and significant effect on job satisfaction. Thus, the hypothesis in this research which states that incentives have a positive and significant effect on the job satisfaction of Badung Regency Government ASN, is proven.

The beta value is 0.368 and the t statistics value is 5.400 with a p value of $0.000 < 0.05$, so it can be concluded that motivation (X2) has a positive and significant effect on professionalism (Y2). This means that the higher the motivation, the better the professionalism of ASN in Badung Regency. This condition shows that the proper motivation given by the Badung Regency Government to its ASN will encourage the ASN to enjoy their work, so that they are able to make the ASN work professionally. This positive and significant influence cannot be separated from the 5 motivation indicators that influence the work professionalism of the Badung Regency Government ASN, where the highest average score is the challenging work indicator (X1.5), namely 9.21 (very good), meaning that the Badung Regency Government ASN is very Motivated by challenging work so that ASN will increasingly work with professionalism, if the work is completed within the specified time. The second indicator is recognition of performance (X1.4) with an average score of 9.05 (very good), meaning that the work results or performance of ASNs in the Badung Regency Government are appreciated so that they are able to motivate ASNs to work and lead to increased professionalism in the work of ASNs themselves. The third indicator is the opportunity to advance (X1.3), with an average score of 8.94 (very good), meaning that ASNs in the Badung Regency Government have the opportunity to develop their careers in the government sector, so this can increase ASN motivation and ultimately

leading to increased professionalism of ASN work. The fourth indicator is work performance (X1.2) with an average score of 8.77 (very good), meaning that ASN work performance in the Badung Regency Government is in very good condition, so that it can motivate ASN to improve work performance and ultimately will automatically increase the professionalism of the ASN itself. The fifth indicator is responsibility, which is a score with the lowest average score, namely 7.01 (good), meaning that ASNs in the Badung Regency Government are responsible according to their respective job descriptions, and this shows that ASNs are motivated with full responsibility, and In the end, this motivation will be able to increase the professionalism of ASN itself.

The results of this research are in line with the theory from Kopri (2018) that motivation is one of the factors that influences and determines work effectiveness, with high motivation employee professionalism can be carried out optimally. The results of this research are in line with research conducted by Cahyani et al., (2019) which states that motivation has a positive and significant effect on professionalism. Research conducted by Yuliana (2019) shows that work motivation has a positive and significant effect on professionalism. Research conducted by Soffa (2019) shows that work motivation has a positive and significant effect on professionalism. Research conducted by Faruk (2021) shows that motivation has a positive and significant effect on professionalism. Research conducted by Hamidah (2023) shows that work motivation has a positive and significant effect on professionalism. Thus, the hypothesis in this research which states that motivation has a positive and significant effect on the job satisfaction of Badung Regency Government ASN, is proven.

The beta value is 0.125 and the t statistics value is 1.749 with a p value of $0.081 > 0.05$, so it can be concluded that incentives (X2) have no significant effect on professionalism (Y2). This means that as incentives are increased, it will not necessarily increase the professionalism of ASN in Badung Regency. This condition shows that ASNs do not always feel satisfied with the provision of incentives, so that ASNs do not work wholeheartedly and do not show good professionalism. This insignificant influence cannot be separated from the incentive indicators which influence the work professionalism of Badung Regency Government ASN, where there is one indicator which is below the average score, namely the work allowance indicator with a score of 6.84 (good) so the effect is not significant on the work professionalism of ASN Badung Regency Government. Of the 180 ASNs there were 13 people who stated that the work allowances provided were not on time and there had also been cuts to incentives provided by the Badung Regency Government. The increase in ASN professionalism was not only caused by the incentives provided but also the need for self-development through increasing competency. According to the job description, accuracy in providing employees with morning incentives is also a factor inhibiting employees from working professionally. This causes incentives to have no significant effect on the professionalism of ASN work in the Badung Regency Government. The results of this research are not in line with the theory from Kurniawan (2021) that incentives are a program provided by organizations to motivate their employees so that these employees are much more active in their work and can increase their work professionalism. The results of this research are in line with research conducted by Hafidulloh (2021) showing that providing incentives has a negative effect on work professionalism and research from Steffany (2023) shows incentives have a negative effect on work professionalism. Thus, the hypothesis in this research states that incentives have an effect positive and significant impact on job satisfaction of Badung Regency Government ASN, not proven.

The beta value is 0.383 and the t statistics value is 4.346 with a p value of $0.000 < 0.05$, so it can be concluded that job satisfaction (Y1) has a positive and significant effect on professionalism (Y2). This means that the more job satisfaction, the better the professionalism. ASN in Badung Regency. This condition shows that when ASN feels satisfaction at work, of course he will try as hard as possible with all his abilities to complete his work tasks. ASNs who enter and work at an agency have various hopes, desires and ideals that are expected to be fulfilled by the agency where they work. When ASNs receive incentives, they can encourage them to work optimally so that they can increase their professionalism at work. This shows that incentives can have a positive effect on employee work professionalism.

This positive and significant influence cannot be separated from the 6 indicators of job satisfaction which influence the work professionalism of Badung Regency Government ASNs, where the highest average score is the supervision indicator (Y1.2), namely 9.01 (very good), meaning that Badung Regency Government ASNs are very satisfied. with moral support provided by the leadership (supervision) so that ASN become more professional in their work. The second indicator is relationships with colleagues (Y1.4) with an average score of 8.92 (very good), meaning that ASNs in the Badung Regency Government feel satisfied with the collaboration with colleagues related to work in the office, thereby increasing the professionalism of ASN work. The third indicator is working conditions (Y1.5), with an average score of 8.86 (very good), meaning that ASN in the Badung Regency Government feel satisfied with the working situation in the office so that it makes them comfortable without pressure at work, so this can increase ASN

professionalism at work. The fourth indicator is the job itself (Y1.3) with an average score of 8.77 (very good), meaning that ASNs in the Badung Regency Government feel satisfied with the work in accordance with their job description, thus being able to make ASNs work more professionally. The fifth indicator is job security (Y1.6) with an average score of 8.73 (very good), meaning that ASN in the Badung Regency Government feel satisfied with security in work activities, so that ASN professionalism increases. The sixth indicator is compensation (Y1.1) with an average score of 6.88 (good), meaning that ASNs in the Badung Regency Government are satisfied with the suitability of the salary they receive with their contribution to the organization, so that ASN professionalism in their work continues to increase..

The results of this research are in line with Johan's theory in Reny (2019) which states that professionalism is a very important factor in getting optimal work results. When a person feels satisfaction at work, of course he will try his best with all his abilities to complete his work tasks with good professionalism. The results of this research are in line with research conducted by Alam (2021) showing that job satisfaction has a positive and significant effect on professionalism. Research from Kesuma (2022) shows that job satisfaction has a positive and significant effect on work professionalism. Saladin's research (2023) shows that job satisfaction has a positive and significant effect on employee work professionalism. Research from Wijaya (2023) shows that job satisfaction has a positive and significant effect on work professionalism. Adilah's research (2023) shows that job satisfaction has a positive and significant effect on work professionalism. Thus, the hypothesis in this research which states that job satisfaction has a positive and significant effect on the job satisfaction of Badung Regency Government ASN, is proven.

Table 3. Indirect Effect Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Incentives -> Job Satisfaction -> Profesionalism	0,186	0,189	0,052	3,556	0,000
Motivation -> Job Satisfaction -> Profesionalism	0,145	0,147	0,039	3,760	0,000

The effect of motivation on professionalism which is mediated by job satisfaction is positive and significant with a t-statistic value of 3,760 > 1.96, this means that job satisfaction acts as a partial mediation, which means that in the relationship between variables there is a direct and indirect relationship. Thus, the research results show that the influence of motivation (X1) on professionalism (Y2) through job satisfaction (Y1) is positive and significant. This means that job satisfaction acts as a partial mediation of the influence of motivation (X1) on professionalism (Y2). This means that motivation indirectly has a positive and significant effect on ASM professionalism in Baduang Regency through job satisfaction. This condition means that as motivation increases, job satisfaction will also increase, and increasing job satisfaction will indirectly make ASN professionalism in Badung Regency better..

This positive and significant influence cannot be separated from the motivation indicators, where the average score is 8.60 (very good) and of the 5 indicators only 1 (one) indicator is below the average, while the other 4 (four) indicators which is above average, so this can increase the professionalism of ASN work in the Badung Regency Government. Likewise with the job satisfaction variable, from the job satisfaction indicators, an average score of 8.53 (very good) was obtained. Only 1 (one) indicator scored below the average, while the other 5 indicators were above the average. This condition causes satisfaction to be able to influence the professionalism of ASN work in the Badung Regency Government. Thus, overall the variables of motivation and job satisfaction are able to influence the professionalism of ASN work in the Badung Regency Government. The results of this research are in accordance with the statement of Silas et al., (2019) that professionalism is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Work motivation is motivation related to achieving several intelligence and skill standards and job satisfaction describes the reciprocal relationship between job satisfaction and professionalism, while Wahyuni (2022) states that work professionalism is the result of work and behavior that has been achieved in completing tasks and responsibilities. answers given within a certain period. The results of this research are in accordance with research conducted by Kesuma (2022) showing that job satisfaction acts as a mediating variable between work motivation and work professionalism. Research from Saladin (2023) shows that motivation and job satisfaction have a positive effect on work professionalism. Research conducted by Wijaya (2023) shows that motivation and job satisfaction have a positive and significant effect on work professionalism. Thus, the hypothesis which states that job satisfaction is able to mediate the influence of motivation on the professionalism of Badung Regency Government ASN is proven.

The effect of incentives on professionalism which is mediated by job satisfaction is positive and significant with a t-statistic value of $3,556 > 1.96$, this means that job satisfaction acts as a partial mediation, which means that in the relationship between variables there is a direct and indirect relationship (Garson, 2016). Thus, the research results show that the influence of incentives (X2) on professionalism (Y2) through job satisfaction (Y1) is positive and significant. This means that job satisfaction acts as a partial mediation of the influence of incentives (X2) on professionalism (Y2). This means that incentives indirectly have a positive and significant effect on ASN professionalism in Badung Regency through job satisfaction. This condition means that the more appropriate incentives are given, the more job satisfaction will increase, and increasing job satisfaction will indirectly make the professionalism of ASN in Badung Regency better. This positive and significant influence cannot be separated from the incentive indicators, where the average score is 8.27 (very good) and of the 3 indicators only 1 indicator is below the average, while the other 2 (two) indicators are above on average, so that this can increase the professionalism of ASN work in the Badung Regency Government. Likewise with the job satisfaction variable, from the job satisfaction indicators, an average score of 8.53 (very good) was obtained. Only 1 (one) indicator scored below the average, while the other 5 (five) indicators were above average. -flat. This condition causes satisfaction to be able to influence the professionalism of ASN work in the Badung Regency Government. Thus, overall the incentive and job satisfaction variables are able to influence the professionalism of ASN work in the Badung Regency Government. The results of this research are in accordance with Wibowo's statement (2020: 141) which states that job satisfaction has a moderate positive influence on the professionalism performance of employees, people who have a high level of job satisfaction. higher levels tend to have a higher level of professionalism in their duties. The results of this research are in accordance with research conducted by Manik (2018) showing that incentives and satisfaction have a positive effect on employee work professionalism. Research conducted by Alam (2021) shows that incentives have a positive effect on work professionalism through job satisfaction as a mediating variable. Research conducted by Firdaus (2022) shows that incentives and job satisfaction have a positive influence on employee work professionalism. Thus, the hypothesis that job satisfaction is able to mediate the influence of incentives on the professionalism of Badung Regency Government ASN is proven.

5. Conclusion

The conclusions show that: 1) Motivation has a positive and significant effect on job satisfaction. This means that the higher the motivation, the greater the increase in ASN job satisfaction in Badung Regency. 2) Incentives have a positive and significant effect on job satisfaction. This means that the more incentives provided, the greater the job satisfaction of ASN in Badung Regency. 3) Motivation has a positive and significant effect on professionalism. This means that the higher the motivation, the better the professionalism of ASN in Badung Regency; 4) Incentives do not have a significant effect on professionalism. This means that the more incentives provided do not necessarily increase the professionalism of ASN in Badung Regency; 5) Job satisfaction has a positive and significant effect on professionalism. This means that the more job satisfaction, the better the professionalism of ASN in Badung Regency; 6) The influence of motivation on professionalism through job satisfaction is positive and significant. This means that job satisfaction acts as a partial mediation of the influence of motivation (X1) on professionalism (Y2). This means that motivation indirectly has a positive and significant effect on ASN professionalism in Badung Regency through job satisfaction; 7) The influence of incentives on professionalism through job satisfaction is positive and significant. This means that job satisfaction acts as a partial mediation of the influence of incentives (X2) on professionalism (Y2). This means that incentives indirectly have a positive and significant effect on ASN professionalism in Badung Regency through job satisfaction.

Overall, the motivation of ASN in Badung Regency is in the very high category, but there is still 1 indicator that gets a score below the average, namely responsibility, therefore the leadership of the relevant agency is expected to provide understanding to the ASN concerned to increase their responsibility so that they can increase their professionalism. in work. Overall, the incentives given to ASN in Badung Regency are in the very satisfactory category, but there is still 1 indicator that received a score below the average, namely work allowances, therefore the leadership of the relevant agencies is expected to pay attention to the provision of work allowances so that they are more precise, so that they can increase professionalism at work. Overall, ASN job satisfaction in Badung Regency is in the very satisfied category, but there is still 1 indicator that scores below the average, namely compensation, therefore the leadership of the relevant agency is expected to pay attention to providing compensation so that it is more in line with the ASN's contribution, so as to increase professionalism. in work. Overall, the professionalism of ASN in Badung Regency is in the very good category, but there is still 1 indicator that gets a score below the average, namely dedication to the profession, therefore Badung Regency ASN loves their profession more so they are able to

increase their professionalism at work. The results of this research still have limitations, including the method of filling out the questionnaire in the form of a self-administered survey which gives respondents to fill in the questionnaire themselves, this allows respondents to experience errors in perceiving the statements in the questionnaire..

The results of this research are used as input for the Badung Regency Government regarding the practical benefits that are expected to be that all research stages obtained can broaden horizons and at the same time gain empirical knowledge regarding motivation, incentives and job satisfaction regarding ASN professionalism in Badung Regency. The author hopes that the benefits of the research results can be accepted as a contribution to improving the role of ASN services in Badung Regency.

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