JOURNAL LA BISECOMAN
VOL. 07, ISSUE 05 (1176-1192), 2026
DOI: 10.37899/journallabisecoman.v7i5.5141

Remuneration, Career Development, and Work Discipline in Prosecutors' Cross-Institutional Assignment Motivation

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Article Info

Article history:
Received 12 August 2026
Received in revised form 5 September 2026
Accepted 26 October 2024

Keywords:
Remuneration
Career Development
Work Discipline
Assignment Motivation,
Attorney Commission

JEL Classification:
M12, M54, J24, J28, J45

Abstract

This study aims to examine and analyze the effect of remuneration, career development, and work discipline on the assignment motivation of functional prosecutors at the Secretariat of the Attorney Commission of the Republic of Indonesia, both partially and simultaneously. This study uses a quantitative causal descriptive approach with a multiple linear regression method supported by statistical software. The study population consisted of 91 active functional prosecutors within the Attorney General's Office of the Republic of Indonesia, using a total sampling technique so that the entire population served as respondents. Data were collected through a five-point Likert scale questionnaire consisting of 20 statement items. The results show that remuneration has a positive and significant effect on prosecutors' motivation, while career development and work discipline each have a significant effect in a negative direction, contrary to the proposed hypotheses. Simultaneously, the three independent variables have a significant effect on prosecutors' motivation, with an adjusted coefficient of determination of 0.685, meaning that 68.5 percent of the variation in prosecutors' assignment motivation can be explained by these three variables, while the remainder is explained by factors outside this research model. The negative findings for career development and work discipline indicate that prosecutors who already hold an established career path and a good disciplinary record at their home unit tend to be less motivated to transfer to another institution. This study produces theoretical and practical implications for cross-institutional human resource management among law enforcement officers.

Introduction

Human resources are a key factor determining the success of government organizations, including external oversight institutions for the Attorney General's Office. The performance of the Attorney General's Office of the Republic of Indonesia continues to show a positive trend: non-tax state revenue reached IDR 4.4 trillion in 2023, and public trust reached 79 percent, making it the most trusted law enforcement institution for four consecutive years (Komisi Kejaksaan Republik Indonesia, 2026). This high level of performance requires equally strong accountability through independent external oversight. The Attorney Commission of the Republic of Indonesia, established under Presidential Regulation Number 18 of 2011 and currently under the coordination of the Coordinating Ministry for Political, Legal, and Security Affairs, carries out the function of supervising the conduct and performance of prosecutors, with personnel arrangements for its Secretariat specifically regulated on a separate basis (Hutagalung, 2023). Carrying out this function requires adequate support from functional prosecutors within the Secretariat; however, based on the 2025 Annual Report of the Komisi Kejaksaan Republik Indonesia (Attorney Commission of the Republic of Indonesia), out of 62

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Secretariat staff, only five held functional prosecutor status, leading the Attorney Commission to formally state that additional functional prosecutors are still needed.

The assignment of functional prosecutors to the Secretariat of the Attorney Commission is voluntary, making prosecutors' motivation to apply before an assignment decision is made (*pre-decision*) a determining factor in meeting this need. Three factors are presumed to affect this motivation. First, prosecutors' performance allowance is regulated under Presidential Regulation Number 29 of 2020, while the functional position allowance for prosecutors regulated under Presidential Regulation Number 117 of 2014 has not been adjusted for more than a decade, even as the burden and risk of duties continue to increase. Second, assignment to an oversight institution opens a career development path different from the conventional career track within Attorney General's Office units. Third, prosecutors' work discipline is a formal requirement for being assigned outside the Attorney General's Office as regulated under Attorney General's Office Regulation Number 3 of 2021, while data from the Kejaksaan Agung Republik Indonesia (Attorney General's Office of the Republic of Indonesia) recorded 101 prosecutors subjected to disciplinary sanctions throughout 2025 (Kejaksaan Agung Republik Indonesia, 2025). The effectiveness of the Attorney Commission's oversight function in turn affects public trust in law enforcement institutions, which is partly determined by dialogical communication and the responsiveness of complaint services to the public (Hutagalung & Hermanu, 2025).

A growing body of research supports the role of remuneration in shaping employee motivation and performance across public sector settings. At a sub-district office in Bandar Lampung, performance allowance was found to have a positive effect on employee performance, with a regression coefficient of 0.600 and a t value of 5.835 at a significance of 0.000, a model that together with work discipline explained 63.4 percent of the variance in performance (Dunan & Sari, 2023). Among civil servants in Gayo Lues Regency, a path coefficient of 0.751 linked performance allowance to work motivation, with the resulting model explaining 78.8 percent of the variance in employee performance (Karim et al., 2024). A study of civil servants at a regional livestock office similarly found performance allowance to be the dominant predictor of employee performance, with a beta of 0.514 and an R Square of 0.562 (Retno & Daroini, 2022). At an international level, a Scopus-indexed study of 400 public sector employees in Morocco found that incentives had a significant positive effect on motivation (coefficient of 0.262, $p < .001$) and directly on performance (coefficient of 0.185, $p < .001$), with a confirmatory fit index of 0.906 (Elamalki et al., 2024). Remuneration has likewise been found to drive work motivation directly, with a coefficient of 0.784 at a significance of 0.000 (Diantika et al., 2026), and, in the banking sector, to significantly raise work motivation as the strongest driver of financial performance (Siringoringo & Fitrijanti, 2026).

Career development has similarly been established as an important predictor of employee outcomes, though evidence on its effect specifically on job mobility remains limited. Career development has been identified as the main predictor of civil servant performance in one study (Nurhidayanti & Jaya, 2024), while another found that career development, training, and work discipline together explained an Adjusted R Square of 0.383 in employee performance (Kholik et al., 2024), and a study of employees at a food manufacturing company reported an Adjusted R Square of 0.399 for career development, training, and the work environment on performance (Anwarisa & Soekotjo, 2025). A Scopus-indexed study published in *Heliyon* found that career development significantly predicted work performance ($T = 6.119$, sig. = 0.000) and had a large effect (0.35) on organizational commitment among 213 respondents (Hosen et al., 2024), while a study of agricultural office employees in Aceh found that career development and the work environment affected performance through work motivation as an intervening variable (Iis et

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al., 2022). None of these studies, however, examined career development in a setting where accepting it requires leaving one's current institution altogether.

Work discipline has also been consistently linked to employee performance within the same workplace. Work discipline was found to be the dominant factor shaping government employee performance, with an R Square of 0.710 and work motivation acting as a mediator (Fatmasari & Badaruddin, 2022), while both motivation and discipline were found to significantly affect public sector employee performance in Bandung, both partially and simultaneously (Hasnakamilah & Purnomo, 2023). Work discipline has further been found to have a regression coefficient of 0.190 ($t = 3.205$, sig. = 0.002) on employee performance (Kholik et al., 2024) and to serve as the most dominant driver of performance in a study of remuneration-mediated outcomes (Diantika et al., 2026). As with career development, these studies measure the effect of discipline on performance within the same workplace rather than on the decision to move to another institution.

Taken together, these studies confirm that remuneration, career development, and work discipline are established predictors of employee performance and motivation across public sector settings, yet none has specifically examined the effect of these three variables together on voluntary, cross-institutional assignment motivation prior to an institutional decision. This academic and empirical foundation is reinforced by related institutional studies on organizational commitment, culture, and productivity within the same Secretariat (Purnomo, 2025; Syafrinaldi, 2025). This research gap holds across four dimensions: no prior study has examined the Secretariat of the Attorney Commission as an object of human resource research; the *pre-decision* nature of assignment motivation is conceptually distinct from performance or motivation measured within an existing role; a combined multiple regression approach integrating all three predictors on this specific outcome has not been applied; and the timing coincides with an ongoing policy process to adjust prosecutors' allowances, so the findings can directly inform policymakers. This study fills that gap.

Based on the above, this study aims to examine and analyze the effect of remuneration, career development, and work discipline on the assignment motivation of functional prosecutors at the Secretariat of the Attorney Commission of the Republic of Indonesia, both partially and simultaneously. The study draws on two complementary motivational frameworks. Vroom's (1964) Expectancy Theory holds that motivation results from the multiplicative interaction of three components: *expectancy*, the belief that effort will produce the expected performance; *instrumentality*, the belief that performance will produce a given reward; and *valence*, the subjective value an individual places on that reward. Herzberg's Two-Factor Theory distinguishes *hygiene factors*, external conditions whose absence produces dissatisfaction but whose presence does not by itself actively drive motivation, from *motivator factors*, intrinsic conditions that directly drive satisfaction and motivation; this distinction has recently been confirmed to hold as a moderator of the relationship between public service motivation and organizational commitment in public sector settings (Jung & Moon, 2024). In this study, remuneration is treated as a *hygiene factor* operating through *valence*, career development as a *motivator factor* operating through *instrumentality*, and work discipline as operating through *expectancy*. Drawing on this framework, this study proposes four hypotheses. H1: remuneration has a positive effect on prosecutors' assignment motivation. H2: career development has a positive effect on prosecutors' assignment motivation. H3: work discipline has a positive effect on prosecutors' assignment motivation. H4: remuneration, career development, and work discipline simultaneously have a positive effect on prosecutors' assignment motivation.

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Methods

This study uses a quantitative approach with a causal descriptive design to examine cause and effect relationships among variables through hypothesis testing. The study population consists of all active functional prosecutors within the Attorney General's Office of the Republic of Indonesia who met the inclusion criteria set out in Personnel Bureau Memorandum Number B-414/C.4/Cp.2/09/2025, totaling 91 people. Given the relatively small and fully accessible population, this study applies a *total sampling* technique, so that the entire population served as respondents without a random sampling process.

Data were collected through a closed five-point Likert scale questionnaire (1 = strongly disagree to 5 = strongly agree) consisting of 20 statement items, five items each for remuneration, career development, work discipline, and prosecutors' assignment motivation. Operationalizing each variable defines it in observable, measurable terms and allows consistent measurement (Sugiyono, 2019). Mean item scores were interpreted against five categories: 1.00 to 1.80 as very poor, 1.81 to 2.60 as poor, 2.61 to 3.40 as fair, 3.41 to 4.20 as good, and 4.21 to 5.00 as very good. The operational definition, indicators, and item numbers for each variable are presented in Table 1.

Table 1. Operational Definition of Research Variables

Variable	Operational Definition	Indicators	Items
Remuneration (X1)	A compensation component given to prosecutors based on performance achievement and position class, intended to attract, retain, and motivate prosecutors (Rivai, 2018; Hasibuan, 2019; Mangkunegara, 2017).	1. Adequacy of the allowance received; 2. Fairness of allowance distribution across positions; 3. Timeliness of allowance payment; 4. Transparency of the calculation mechanism; 5. Alignment of the allowance with workload and risk.	1-5
Career Development (X2)	A planned process that matches prosecutors' needs and abilities with the opportunities available within the organization to advance professional competence (Priansa, 2018; Sedarmayanti, 2017; Marwansyah, 2019).	1. Availability of training and education programs; 2. Fair and transparent promotion opportunities; 3. A clear and structured career path; 4. Organizational support for competency development; 5. Recognition of achievement as a basis for career advancement.	6-10
Work Discipline (X3)	Prosecutors' awareness and willingness to comply with official regulations and professional norms in force within the organization (Hasibuan, 2019; Sutrisno, 2019; Mangkunegara, 2017).	1. Compliance with institutional rules and procedures; 2. Punctuality in attendance and task completion; 3. Consistency in following work procedures; 4. Responsibility for assigned duties and authority; 5. Compliance with the prosecutor profession's code of ethics.	11-15

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Assignment Motivation (Y)	The psychological drive that moves functional prosecutors to actively choose and accept assignment at the Secretariat of the Attorney Commission (*pre-decision*) (Robbins & Judge, 2015; Mangkunegara, 2017).	1. Desire to be assigned to the Secretariat; 2. Expectation of the allowance and benefits the assignment provides; 3. Belief that the assignment adds career value; 4. Readiness to apply when the opportunity opens; 5. Belief that the assignment's benefits are worth the sacrifice involved.	16-20

Instrument validity was tested using Pearson Product Moment correlation, with an item considered valid if the calculated r value exceeded the table r value of 0.205 (n = 91, df = 89, alpha = 5%), and reliability was tested using Cronbach's Alpha, with a coefficient of 0.70 or higher considered reliable (Ghozali, 2018).

Data were analyzed using multiple linear regression with the equation Y = a + b1X1 + b2X2 + b3X3 + e, after satisfying the classical assumption tests consisting of a normality test (Kolmogorov Smirnov), a multicollinearity test (Tolerance and Variance Inflation Factor values), and a heteroscedasticity test (Glejser method). An autocorrelation test was not conducted because the study design is *cross-sectional*, meaning data were collected at a single point in time without a serial dimension across observations. Partial hypothesis testing used the t test and simultaneous hypothesis testing used the F test, at a significance level of 5%.

Result and Discussion

Descriptive statistics for the 91 respondents show that remuneration (X1) had a mean item score of 2.60, categorized as poor; career development (X2) had a mean item score of 2.66 (fair); work discipline (X3) had a mean item score of 3.58 (good); and prosecutors' assignment motivation (Y) had a mean item score of 2.53 (poor). At the indicator level, the timeliness of allowance payment scored highest among the remuneration indicators (3.42, good), while the fairness of allowance distribution across positions scored lowest (2.07, poor); four of the five remuneration indicators fell in the poor to fair range, indicating that although payment itself is punctual, the amount and its fairness are perceived as inadequate. For career development, the availability of training and education programs scored highest (3.95, good), while organizational support for competency development scored lowest (1.89, poor). For work discipline, punctuality in attendance and task completion scored highest (4.09, good), while responsibility for assigned duties and authority scored lowest, though still fair (2.96). For assignment motivation, the belief that the assignment's benefits are worth the sacrifice involved scored highest (2.85, fair), while the belief that the assignment adds career value scored lowest (2.25, poor), foreshadowing the negative effect of career development reported below.

Validity Test

The validity test was carried out by correlating the score of each statement item with the total score of the variable concerned using Pearson *Product Moment correlation*. The item is declared valid if r is calculated to be greater than r of the table = 0.205 at a significance level of 5% with df = n − 2 = 91 − 2 = 89 (Ghozali, 2018:51).

Validity testing is carried out at the *item-level* level, not at the variable level as a whole, so that the results of this test can identify specific problematic items without having to exclude all indicators from a variable. This approach is consistent with the principle that the item validity

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test is a mandatory first step before the data is used for further analysis, including reliability tests and regression analysis (Ghozali, 2018).

Table 1. Validity Test Results of Performance Allowance Variables (X1)

Item	Indicator	r Count	r Table	Remarks
Item 1	Eligibility of the amount of performance allowance received	0,469	0,205	Valid ✓
Item 2	Fairness in the distribution of performance allowances between positions	0,366	0,205	Valid ✓
Item 3	Timeliness of performance allowance payments	0,719	0,205	Valid ✓
Item 4	Transparency of the mechanism for calculating performance allowances	0,393	0,205	Valid ✓
Item 5	Suitability of performance allowances with expenses and risks	0,664	0,205	Valid ✓

Source: Results of data analysis (processed by researchers, 2026). r table (n=91, df=89, α=5%) = 0.205

Based on Table 1, all five items of the performance allowance variable statement (X1) were declared valid because the calculated r value was greater than the r of the table 0.205. Item 3 had the highest correlation (r = 0.719), which indicates that the payment timeliness indicator most strongly measures the performance allowance construct.

Table 2. Results of the Validity Test of Career Development Variables (X2)

Item	Indicator	r Count	r Table	Remarks
Item 6	Availability of training and education programs	0,024	0,205	Invalid ✗
Item 7	Fair and transparent job promotion opportunities	0,464	0,205	Valid ✓
Item 8	A clear and structured career path	0,642	0,205	Valid ✓
Item 9	Organizational support for competency development	0,429	0,205	Valid ✓
Item 10	Recognition of achievements as the basis for career development	0,478	0,205	Valid ✓

Source: Results of data analysis (processed by researchers, 2026). r table (n=91, df=89, α=5%) = 0.205

Based on Table 2, four of the five statements of the career development variable (X2) were declared valid. Item 6 (availability of training programs) was declared invalid with r calculated = 0.024 which is smaller than the r of table 0.205. The invalidity of point 6 is likely due to the low variation of answers; most respondents tend to assign uniformly high scores to the indicator, so the correlation with the total X2 score is close to zero. This finding notes the limitations of the research instrument.

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Table 3. Results of the Validity Test of Work Discipline Variables (X3)

Item	Indicator	r Count	r Table	Remarks
Item 11	Compliance with agency regulations and regulations	0,584	0,205	Valid ✓
Item 12	Timeliness of attendance and task completion	0,292	0,205	Valid ✓
Item 13	Consistency in carrying out work procedures	0,650	0,205	Valid ✓
Item 14	Responsibility for the duties and authority of the position	0,759	0,205	Valid ✓
Item 15	Compliance with the prosecutor's professional code of ethics	0,554	0,205	Valid ✓

Source: Results of data analysis (processed by researchers, 2026). r table (n=91, df=89, α=5%) = 0.205

Based on Table 3, all five items of the variable statement of work discipline (X3) were declared valid. Point 14 had the highest correlation (r = 0.759), indicating that the indicators of responsibility to duties and position authority were strongest in measuring the construct of work discipline.

Table 4. Results of the Validity Test of the Prosecutor's Motivation Variable to Be Assigned (Y)

Item	Indicator	r Count	r Table	Remarks
Item 16	Desire to be assigned to the Secretariat of the Prosecutor's Commission of the Republic of Indonesia	0,589	0,205	Valid ✓
Item 17	Expectations of benefits and benefits from assignments	0,842	0,205	Valid ✓
Item 18	Belief that assignments provide career-added value	0,763	0,205	Valid ✓
Item 19	Readiness to apply when an assignment opportunity is opened	0,834	0,205	Valid ✓
Item 20	The belief that the benefits of assignment are worth the sacrifice	0,679	0,205	Valid ✓

Source: Results of data analysis (processed by researchers, 2026). r table (n=91, df=89, α=5%) = 0.205

Based on Table 4, all five items of the prosecutor's motivation variable statement (Y) were declared valid. Point 17 had the highest correlation (r = 0.842), indicating that expectations of allowances and assignment benefits were the strongest indicators of measuring the motivation construct of assignment.

Reliability Test

The reliability test was carried out using *Cronbach's Alpha method*. The instrument is declared reliable if *Cronbach's Alpha* ≥ 0.70 (Ghozali, 2018:45).

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Table 5. Reliability Test Results of All Research Variables

Variable	Cronbach's Alpha	Standard	Remarks
X1 Performance Allowance	0,364	≥ 0,70	Unreliable ✗
X2 Career Development	-0,181	≥ 0.70	Unreliable ✗
X3 Work Discipline	0,515	≥ 0.70	Unreliable ✗
Y Prosecutor's Motivation to Be Assigned	0,796	≥ 0.70	Reliabel ✓

Source: Data analysis results (processed by researchers, 2026)

Based on Table 5, only variable Y (prosecutor's motivation to assign) achieves *a Cronbach's Alpha* value above 0.70 with a value of 0.796, making it reliable. Variables X1, X2, and X3 have *Cronbach's Alpha* values below the standard of 0.70, making them unreliable. A negative value on *Cronbach's Alpha* X2 (-0.181) indicates that the items on the X2 scale do not measure the same construct consistently, especially as a result of item 6 being invalid and giving the opposite response pattern to the other items. The low reliability condition in X1, X2, and X3 is a limitation of research that needs to be noted and becomes an input for the development of instruments in future research.

Classical Assumption Test

Normality Test

The normality test was carried out by the *One-Sample Kolmogorov-Smirnov Test* method on *the value of unstandardized residuals* from the regression model. The residual is declared to be normally distributed if the value of Asymp. Sig. (2-tailed) is greater than 0.05 (Ghozali, 2018:154).

Table 6. Normality Test Results (One-Sample Kolmogorov-Smirnov Test)

Remarks	Unstandardized Residual
N	91
Red	0,0000000
Std. Deviation	2,70391
Asymp. Sig. (2-tailed)	0,006

Source: Data analysis results (processed by researchers, 2026)

Based on Table 6, the value of Asymp. Sig. (2-tailed) of 0.006 is smaller than the value of α = 0.05. Thus, the residual regression model is not perfectly distributed normally, so the assumption of normality is not met. This condition can be attributed to the response pattern that tends to be extreme in a number of questionnaire items, especially in variables X1 and Y which have a bad category with a fairly wide distribution of values. However, with a relatively large sample size of n=91, the central limit theorem provides justification that the estimation of the regression coefficient is still asymptotically reliable even though the residual is not completely normal (Ghozali, 2018). This deviation from the assumption of normality is noted as one of the limitations of the study and is discussed further in Chapter V.

Multicollinearity Test

The multicollinearity test was carried out by looking at *the values of Tolerance* and *Variance Inflation Factor* (VIF). Multicollinearity did not occur if *the Tolerance* > 0.10 and VIF < 10 (Ghozali, 2018:107).

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Table 7. Multicollinearity Test Results

Variabel	Tolerance	VIVID	Remarks
X1 Performance Allowance	0,541	1,847	Not Multicollinear ✓
X2 Career Development	0,429	2,331	Not Multicollinear ✓
X3 Work Discipline	0,641	1,560	Not Multicollinear ✓

Source: Results of data analysis (processed by researchers, 2026). Requirements: Tolerance > 0.10 and VIF < 10 (Ghozali, 2018:107)

Based on Table 6, all free variables have a *Tolerance* value greater than 0.10 and a VIF less than 10. Thus, there is no multicollinearity between the free variables and the regression model is free of collinearity problems.

Heteroscedasticity Test

The heteroscedasticity test is carried out with the Glejser Test, which is regressing the residual absolute value to the independent variable. Heteroscedasticity does not occur if the significance value of all independent variables is greater than 0.05 (Ghozali, 2018:138).

Table 8. Results of Heteroscedasticity Test (Glejser Test)

Variable	t	Say.	Remarks
X1 Performance Allowance	-0,434	0,665	Not Heteroskedastic ✓
X2 Career Development	1,999	0,049	Heteroskedastic ✗ (borderline)
X3 Work Discipline	-0,134	0,894	Not Heteroskedastic ✓

Source: Results of data analysis (processed by researchers, 2026). Condition: Sig. > 0.05 for all independent variables (Ghozali, 2018:138)

Based on Table 7, variables X1 and X3 did not experience heteroscedasticity. The X2 variable showed a significance value of 0.049 which was technically below α = 0.05, thus indicating the presence of heteroscedasticity in the X2 variable. This condition is *borderline* (very close to 0.05) and is likely closely related to the low internal consistency of the X2 instrument, especially item 6 which is invalid and has *a negative Cronbach's Alpha* value. These findings are noted as a limitation of the study and are a recommendation for improvement of the instrument in future studies.

Multiple Linear Regression Analysis

Multiple linear regression analysis was performed to test the influence of performance allowance (X1), career development (X2), and work discipline (X3) on prosecutors' motivation to be assigned (Y), both partially and simultaneously.

Table 9. Multiple Linear Regression Analysis Results

	B	Std. Error	Beta	t	Say.
(Constant)	15,261	3,264	—	4,675	0,000
X1 Performance Allowance	1,015	0,116	0,705	8,763	0,000
X2 Career Development	-0,394	0,171	-0,209	-2,312	0,023
X3 Work Discipline	-0,589	0,099	-0,441	-5,961	0,000

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Source: Results of data analysis (processed by researchers, 2026). Dependent Variable: Y (Prosecutor's Motivation to Be Assigned)

Based on Table 8, the multiple linear regression equation generated is as follows.

$Y = 15.261 + 1.015X_1 - 0.394X_2 - 0.589X_3$

The constant of 15.261 indicates the motivation value of the prosecutor to be assigned if all independent variables are zero. The X1 coefficient of 1.015 (positive) means that every one point increase in performance allowance will increase motivation by 1.015 points, assuming the other variables remain. The X2 coefficient of -0.394 (negative) means that every increase in one point in career development actually decreases motivation by 0.394 points. The X3 coefficient of -0.589 (negative) means that every one point increase in work discipline decreases motivation by 0.589 points. The variable with the most dominant influence is X1, based on *the highest Beta* coefficient (0.705).

Table 10. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of Estimate
0,834	0,695	0,685	2,750

Source: Data analysis results (processed by researchers, 2026)

Based on Table 9, the *Adjusted R²* value of 0.685 shows that the variables of performance allowance (X1), career development (X2), and work discipline (X3) together were able to explain 68.5% of the variation in prosecutors' motivation to be assigned (Y). The remaining 31.5% was explained by other factors outside of this study model.

Table 11. Test Results F (Simultaneous — H4)

F Calculate	F Table	Say.	df Regressi/Residual	Remarks
66,202	2,710	0,000	3 / 87	H4 Accepted ✓

Source: Data analysis results (processed by researchers, 2026). F table (df1=3, df2=87, α=5%) = 2,710

Based on Table 10, the calculated F value of 66.202 is greater than the F of table 2.710 with a significance value of 0.000 less than 0.05. This proves that performance allowance (X1), career development (X2), and work discipline (X3) together have a real effect on the prosecutor's motivation to be assigned (Y). Thus, H4 is accepted.

Table 12. t-test results (Partial — H1, H2, H3)

Variabel	t Count	t Table	Say.	Remarks
X1 Performance Allowance	8,763	1,988	0,000	H1 Accepted ✓ (significant positive)
X2 Career Development	-2,312	1,988	0,023	H2 Accepted ✓ (significant negative)
X3 Work Discipline	-5,961	1,988	0,000	H3 Accepted ✓ (significant negative)

Source: Results of data analysis (processed by researchers, 2026). t table (df=87, α=5%, two-tail) = 1.988

Based on Table 11, the results of the t-test are as follows. First, the variable of performance allowance (X1) has t calculated = 8.763 greater than t table = 1.988 with significance = 0.000

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less than 0.05, and a direction of positive influence (B = 1.015). Thus, H1 is accepted: performance allowance has a positive and real effect on the motivation of the prosecutor to be assigned.

Second, the career development variable (X2) has |t calculate| = 2.312 greater than t table = 1.988 with significance = 0.023 less than 0.05, so H2 is accepted: career development is shown to have a significant effect on prosecutors' motivation to be assigned. Nevertheless, the direction of influence is negative (B = -0.394), contrary to the direction predicted based on the theoretical review in Chapter II.

Third, the work discipline variable (X3) has |t calculating| = 5.961 greater than t table = 1.988 with significance = 0.000 less than 0.05, so H3 is accepted: work discipline is shown to have a significant effect on prosecutors' motivation to be assigned. Nevertheless, the direction of influence is negative (B = -0.589), contrary to the direction predicted based on the theoretical review.

The classical assumption test results show no multicollinearity among the independent variables, with VIF values for all variables below 10 (1.847 for remuneration, 2.331 for career development, and 1.560 for work discipline) and Tolerance values above 0.10. The Glejser test shows that remuneration and work discipline are free from heteroscedasticity, while career development shows a borderline indication of heteroscedasticity (sig. = 0.049). The Kolmogorov Smirnov test shows that the residuals were not yet fully normally distributed (Asymp. Sig. = 0.006); however, with a sample size of n = 91, the central limit theorem provides justification that the regression coefficient estimates remain reliable asymptotically. The results of the multiple linear regression analysis are presented in Table 8.

Based on Table 8, remuneration has a positive and significant effect on prosecutors' motivation (B = 1.015; Beta = 0.705; sig. = 0.000), so H1 is accepted, making remuneration the most influential variable in the model. Within Herzberg's Two-Factor Theory framework, remuneration functions as a *hygiene factor*: because the mean item score for remuneration is only 2.60 (poor), prosecutors evidently regard the allowance they receive as inadequate relative to their workload and risk, a condition that, per Herzberg's theory, actively suppresses motivation until resolved. This works through the *valence* mechanism in Vroom's Expectancy Theory, whereby prosecutors who judge the allowance available through assignment at the Secretariat to be more favorable than at their current unit place a higher subjective value on it and are accordingly more motivated to seek that assignment. This finding is consistent with Dunan and Sari (2023) and Karim et al. (2024), who found performance allowance to significantly raise employee performance and motivation respectively in public sector settings, with Retno and Daroini (2022), who found remuneration to be the dominant predictor of civil servant performance, and with Diantika et al. (2026), who found remuneration to significantly drive work motivation with a coefficient of 0.784. It is also consistent with Siringoringo and Fitrijanti (2026), who found remuneration to significantly raise work motivation among banking employees, and with Elamalki et al. (2024), whose Scopus-indexed study of Moroccan public sector employees found incentives to significantly predict both motivation and performance. Compared with career management's more moderate effect on police professionalism (B = 0.145; sig. = 0.021), considerably weaker than training and ethical guidance (Muin et al., 2025), remuneration's dominance in this study suggests that a *hygiene factor* left unresolved can outweigh other considerations specifically when the decision at stake is whether to move to another institution altogether, rather than how well one performs in a role already held. Practically, no policy aimed at raising prosecutors' interest in assignment at the Secretariat is likely to succeed without an adequate allowance adjustment; non-financial

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measures alone are unlikely to shift the *valence* calculation prosecutors make so long as the allowance gap between their current unit and the Secretariat is perceived as substantial.

Career development, however, has a negative and significant effect on prosecutors' motivation (B = -0.394; Beta = -0.209; sig. = 0.023), so H2 is rejected. This finding is inconsistent with the broader literature on career development and performance: Nurhidayanti and Jaya (2024) identified career development as the main predictor of civil servant performance, Kholik et al. (2024) and Anwarisa & Soekotjo (2025) reported Adjusted R Square values of 0.383 and 0.399 respectively for models combining career development with other predictors of performance, Hosen et al. (2024) found career development to significantly predict work performance with a large effect on organizational commitment, and Iis et al. (2022) found career development and the work environment to raise performance through motivation as an intervening variable. In every one of these studies, however, career development was measured against performance or commitment within an employee's existing position, not against the motivation to leave that position for another institution altogether, and the indicator-level finding that the belief that the assignment adds career value scored lowest among all motivation indicators (2.25, poor) suggests why the direction reverses here. Within Vroom's Expectancy Theory framework, this reversal indicates that the *instrumentality* mechanism operates in an inverse manner: prosecutors who already judge their career development within the Attorney General's Office favorably instead view assignment to the Secretariat as a risk to an already established path. This can also be explained through the concept of *job embeddedness* (Perera, 2025): prosecutors who have built a clear career path at their home unit bear a greater *sacrifice* if they transfer, so that favorable career development becomes a restraining factor rather than a driver of cross-institutional assignment motivation, a pattern also visible among police officers, for whom career management raises professionalism only moderately compared with training and ethical guidance (Muin et al., 2025). This difference confirms that career development is more effective at driving advancement within the same workplace than at driving the motivation to transfer elsewhere, as measured in this study.

Work discipline also has a negative and significant effect on prosecutors' motivation (B = -0.589; Beta = -0.441; sig. = 0.000), so H3 is rejected, with the second-largest Beta in the model after remuneration. This result differs from Kholik et al. (2024), who found work discipline to have a positive regression coefficient of 0.190 on employee performance, and from Diantika et al. (2026), whose model found work discipline to be the most dominant driver of employee performance; both studies, however, measured discipline against performance within the same workplace, whereas this study measures the motivation to transfer to another institution. Within Vroom's Expectancy Theory framework, the *expectancy* mechanism appears to work in a similar manner: highly disciplined prosecutors, who by definition are already compliant with regulations and the professional code of ethics, tend to have already found strong professional satisfaction in their current position, and that satisfaction reduces the drive to seek a new assignment elsewhere. Highly disciplined prosecutors are also valuable assets within their home units, so a transfer to the Secretariat may be perceived as reducing their direct value there. Practically, discipline-building policies within the Attorney General's Office, while important for the quality of law enforcement, cannot be assumed to also raise prosecutors' interest in cross-institutional assignment; a distinct communication strategy may be needed to frame high work discipline as an asset for Secretariat assignment rather than something at risk of being lost by leaving the home unit.

Simultaneously, remuneration, career development, and work discipline have a significant effect on prosecutors' motivation (F = 66.202; sig. = 0.000), so H4 is accepted, with an adjusted coefficient of determination of 0.685, meaning the three variables together explain 68.5 percent

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of the variance in assignment motivation. This value is high compared with prior studies, including Nurhidayanti and Jaya (2024) at 0.605 (R Square) and Kholik et al. (2024) at 0.383 (Adjusted R Square), indicating that the three selected variables are particularly well suited to explaining cross-institutional assignment motivation, even though the direction of effect for two of them runs contrary to the initial hypotheses. Vroom's Expectancy Theory offers a coherent account of the model as a whole: *expectancy* (discipline, or readiness), *instrumentality* (career, or perceived benefit), and *valence* (the allowance, or perceived value of the reward) jointly shape prosecutors' motivation, and the dominance of remuneration indicates that *valence*, the value placed on the reward of assignment, is the most decisive component in this setting. The two theoretical frameworks prove complementary: Vroom's theory explains the cognitive mechanism by which motivation forms through the interaction of its three components, while Herzberg's theory classifies remuneration as a *hygiene factor* and career development as a *motivator factor*; taken together, they show that a factor which drives performance within an existing role does not necessarily drive the motivation to leave that role for another institution. The conceptual framework of the study is presented in Figure 1.

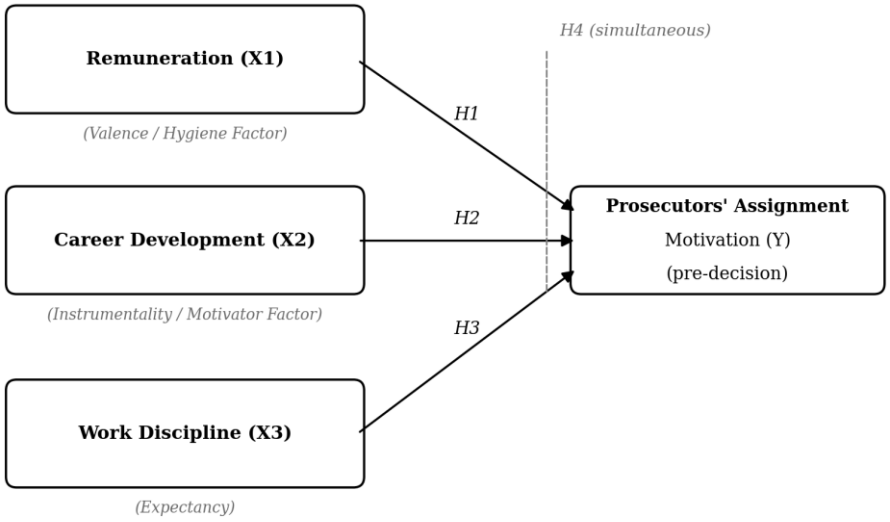


Figure 1. Conceptual Framework of the Study.

Conclusion

This study demonstrates that remuneration, career development, and work discipline jointly shape functional prosecutors' motivation to seek assignment at the Secretariat of the Attorney Commission of the Republic of Indonesia, with remuneration as the most dominant factor (Beta = 0.705). The three mechanisms of Vroom's Expectancy Theory operate differently for each variable: remuneration drives motivation through a positive *valence*, while the negative direction found for career development and work discipline indicates that *instrumentality* and *expectancy* instead operate in reverse for voluntary, cross-institutional assignment that precedes any institutional decision. Within Herzberg's Two-Factor Theory framework, remuneration functions as a *hygiene factor* whose perceived inadequacy actively suppresses motivation, while career development, which would ideally serve as a *motivator factor*, instead becomes a restraining factor once prosecutors have already established a career path at their home unit, consistent with the *job embeddedness* explanation (Perera, 2025) that a perceived *sacrifice* suppresses the motivation to transfer. Theoretically, this study offers a synthesis of Vroom's Expectancy Theory and Herzberg's Two-Factor Theory in explaining *pre-decision*

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motivation within a voluntary, cross-institutional law enforcement assignment, showing that a factor which functions as a hygiene factor or motivator for performance in place does not necessarily function the same way for the decision to transfer elsewhere. These findings confirm that strategies for driving performance within the same workplace cannot be equated with strategies for driving the motivation to transfer to another institution, an important lesson for cross-institutional human resource management among law enforcement officers.

This study has several limitations that should be considered when interpreting the results. The study population is limited to 91 functional prosecutors within the Attorney General's Office of the Republic of Indonesia, so generalization to functional prosecutors nationwide requires replication with broader coverage. The instrument reliability for the three independent variables was also not yet fully adequate, with Cronbach's Alpha values below 0.70 and one invalid item in the career development variable, although the direction and significance of the effects found remained consistent as meaningful preliminary indications. The *cross-sectional* design also limits the ability to capture the dynamics of motivation over time, and because all data were drawn from prosecutors' own self-reported perceptions, this study may be subject to *common method bias* (Podsakoff et al., 2024).

Future research is encouraged to expand the population to functional prosecutors across Indonesia, add variables such as transformational leadership or public service motivation, and refine the measurement instrument, particularly for the career development variable. Adding a public service motivation variable deserves consideration, given that Ritz et al. (2026) found that intrinsic attributes and person-job fit affect public sector employer attractiveness more strongly than extrinsic attributes among individuals who switch institutions; testing a similar pattern for cross-institutional transfer within the same public sector would enrich the understanding of prosecutors' assignment motivation. A mixed-methods approach and a longitudinal design are also recommended to gain a deeper understanding of the reasons behind the negative effects of career development and work discipline.

For the Attorney Commission of the Republic of Indonesia, the dominant effect of remuneration provides additional empirical support for the policy advocacy already proposed through Recommendation Letter Number R-384/KK/12/2025 to the President for adjusting the functional position allowance for prosecutors, in line with the mandate of Law Number 20 of 2023 on State Civil Apparatus regarding employees' right to fair allowances. For the Attorney General's Office of the Republic of Indonesia, the negative effects found for career development and work discipline confirm the need for post-assignment career guarantees and an assignment selection mechanism that accounts for prosecutors' motivational profile, so that cross-institutional assignment does not rely solely on administrative compliance but also on the motivational readiness of law enforcement officers.

Acknowledgment

The authors would like to thank the Attorney Commission of the Republic of Indonesia and the Attorney General's Office of the Republic of Indonesia for their support in providing data and access to research respondents, as well as all functional prosecutors who participated in completing this study's questionnaire. The authors also thank the Master of Management Study Program, Faculty of Economics and Business, Universitas Budi Luhur, for its academic support throughout this study.

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