

Compensation and Motivation Effects on Village Official Performance at Oesena Village Office, Miomaffo Timur District, North Central Timor Regency

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Abstract: The declining performance of village officials in implementing development programs has become a critical issue affecting public service quality in rural Indonesia, particularly in North Central Timor Regency where several village programs fail to reach their targets. This study aims to examine the effect of compensation and motivation on village official performance at Oesena Village Office, Miomaffo Timur District, North Central Timor Regency. A quantitative research design was employed using census sampling method with 57 village officials as respondents, analyzed through simple and multiple linear regression using IBM SPSS Statistics version 22. The findings revealed that compensation significantly affects village official performance ($\beta=0.451$, $t=3.745$, $p<0.05$) with $R^2=0.203$, motivation significantly affects performance ($\beta=0.424$, $t=3.653$, $p<0.05$) with $R^2=0.195$, and simultaneously both variables significantly affect performance ($R=0.494$, $R^2=0.244$, $F=8.733$, $p<0.05$). This study contributes to the literature by examining compensation and motivation in the context of village governance in Eastern Indonesia's rural areas, extending previous research primarily conducted in Java. These findings provide practical guidance for village leaders and local government in designing effective compensation systems and motivational strategies to improve public service delivery at the village level.

Keywords: Compensation; Work Motivation; Village Official Performance; Rural Governance; North Central Timor.

1. Introduction

1.1. Establishing a Territory

Village offices serve as the lowest level of government institutions closest to the community, where various administrative and social affairs are directly managed. In Indonesia's governance structure, village offices function not only to perform routine administrative tasks but also to carry out important functions as planners, village budget managers, development facilitators, and community problem solvers. Various national strategic programs, including village funds reaching Rp71 trillion for fiscal year 2025 and community empowerment initiatives, are implemented at the village level. According to data from the Ministry of Finance, village fund allocations continue to increase annually, with Rp80 trillion allocated in 2024, demonstrating the government's commitment to village development. In North Central Timor Regency, with a population of 274,104 people in 2024 and a growth rate of 1.58%, the role of village officials becomes increasingly crucial for effective governance and public service delivery. The performance of village officials is an essential factor in efficient and effective governance at the local level. Performance improvement of village officials will have a positive impact on overall organizational performance (Sembiring & Tanjung, 2021). According to Afandi (2021), performance is the harmony of a person or group of people to carry out or improve activities according to their responsibilities with expected results. Mangkunegara in Sinambela (2018) defines performance indicators including work quality, work quantity, work discipline, and initiative.

1.2. Establishing a Niche

Previous research has demonstrated the significant relationship between compensation, motivation, and employee performance. Kuylo et al. (2025) found that compensation ($\beta=0.453$, $p<0.05$) significantly affects village official performance in North Oba District, Tidore Islands City. Similarly, Mamonto et al. (2024) confirmed that work motivation positively and significantly affects village apparatus performance ($t=2.659>t\text{-table}=2.228$) in Bone Bolango Regency. Research by Sari et al. (2024) in Banyuasin Regency also showed that training, compensation, and work discipline simultaneously have significant effects on village apparatus performance.

However, most studies have been conducted in Western Indonesia, particularly in Java and Sumatra, with limited research focusing on Eastern Indonesia's rural context. The unique characteristics of village governance in North Central Timor Regency including geographic isolation, limited infrastructure, and distinct cultural factors may influence how compensation and motivation affect performance differently. Based on preliminary observations at Oesena Village Office, program implementation data for 2024 shows that only 2 out of 12 activity programs reached their 100% targets, with other programs achieving between 66% to 94% realization. This indicates a performance gap that needs to be addressed.

1.3. Occupying the Niche

This study aims to: (1) examine the effect of compensation on village official performance; (2) examine the effect of motivation on village official performance; and (3) examine the simultaneous effect of compensation and motivation on village official performance at Oesena Village Office, Miomaffo Timur District, North Central Timor Regency. Three hypotheses are proposed:

- H1: Compensation has a significant effect on village official performance
- H2: Motivation has a significant effect on village official performance
- H3: Compensation and motivation simultaneously have a significant effect on village official performance

This research contributes to the literature by extending the understanding of human resource management factors affecting village governance performance in Eastern Indonesia's rural context, providing empirical evidence for local government policy development.

2. Literature Review and Hypothesis Development

2.1. Theoretical Foundation

This study is grounded in two complementary theoretical frameworks. First, the expectancy theory suggests that employees are motivated when they believe their efforts will lead to good performance, and good performance will lead to valued outcomes such as compensation (Vroom, 1964). Second, Maslow's Hierarchy of Needs Theory (1943) proposes that human needs are organized hierarchically, including physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. These theories provide the foundation for understanding how compensation (as an external reward) and motivation (both intrinsic and extrinsic) influence employee performance.

In the context of village governance, Law Number 6 of 2014 concerning Villages establishes that village heads and village officials receive fixed monthly income sourced from the balance fund in the State Revenue and Expenditure Budget (APBN). This legal framework creates a structured compensation system that, combined with appropriate motivation strategies, can enhance village official performance.

2.2. Compensation

Compensation refers to all income in the form of money, goods, directly or indirectly received by employees as remuneration for services provided to the organization (Hasibuan in Armansyah et al., 2021). According to Hasibuan (2021), compensation encompasses all income that takes the form of money, goods directly or indirectly received by employees as compensation for services provided to the company. Compensation can be categorized into financial compensation (salary, wages, incentives, bonuses) and non-financial compensation (facilities, work environment, career development opportunities).

The objectives of compensation according to Hasibuan include: (1) creating cooperation bonds between employers and employees; (2) providing job satisfaction; (3) effective procurement of employees; (4) motivating employees; and (5) maintaining employee stability. In the village government context, compensation for village officials includes fixed monthly income, allowances from Village Revenue and Expenditure Budget (APBDes), and other facilities as stipulated in Government Regulation Number 43 of 2014.

Indicators of compensation used in this study following Samsudin in Jafar (2021) include: salary/wages, incentives, bonuses, allowances, and facilities.

2.3. Motivation

Motivation is defined as the force that emerges from within or outside a person that can encourage them to start behaving in accordance with work formats, directions, interactions, or within a certain period (McClelland in Suwanto, 2020). According to Nastiti (2022), motivation provides encouragement toward human attitudes to move in performing work. The role of motivation is crucial in every government activity because in the implementation of governance, the enthusiasm of village government apparatus is important for achieving desired goals.

Based on Maslow's Hierarchy of Needs Theory, motivation can be understood through five levels of needs:

- Physiological needs basic needs such as food, water, shelter
- Safety needs security, stability, protection
- Social needs belonging, acceptance, friendship
- Esteem needs recognition, respect, achievement
- Self-actualization needs personal growth, self-fulfillment

In organizational settings, meeting these needs can enhance employee motivation and subsequently improve performance (Sari, 2018).

2.4. Village Official Performance

Performance is the work result that can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities in efforts to achieve organizational goals legally, without violating the law and not contrary to morals and ethics (Rivai in Isa, 2022). According to Pridayanni and Andayani (2025), performance is a work result both in quality and quantity achieved by someone for organizational needs in achieving certain goals.

Village official performance refers to the work results achieved during a certain period or the ability possessed by village officials in carrying out tasks assigned to them with responsibility to achieve organizational goals. Based on Mangkunegara in Sinambela (2018), performance indicators include:

- Work quality showing neatness, accuracy, relevance of work results without neglecting work volume
- Work quantity showing the number of types of work performed in one time so that efficiency and effectiveness can be achieved
- Work discipline following superior instructions, complying with regulations, and attendance
- Initiative always active in completing work without waiting for superior orders

2.5. Hypothesis Development

Theoretical argument: Based on expectancy theory, employees expect that their efforts will result in valued outcomes. When compensation is perceived as fair and adequate, employees are more likely to perform well.

Empirical evidence: Kuylo et al. (2025) found that compensation ($\beta=0.453$, $p<0.05$) significantly affects village official performance. Similarly, Sari et al. (2024) confirmed that compensation partially has a positive and significant effect on village apparatus performance.

Contextual reasoning: In Oesena Village, preliminary data indicates that village officials express dissatisfaction with compensation aspects, including delayed salary payments, lack of performance bonuses, and inadequate work facilities.

- **H1: Compensation has a positive and significant effect on village official performance at Oesena Village Office**

Theoretical argument: Maslow's Hierarchy of Needs Theory suggests that fulfilling employees' needs at various levels motivates them to perform better. When basic physiological and safety needs are met, employees can focus on higher-level needs that drive performance improvement.

Empirical evidence: Mamonto et al. (2024) showed that work motivation positively and significantly affects village apparatus performance ($t=2.659>t\text{-table}=2.228$). Pridayanni and Andayani (2025) also confirmed that motivation significantly affects village apparatus performance ($\beta=0.196$, correlation=0.915).

Contextual reasoning: Preliminary interviews at Oesena Village indicate that officials express concerns about unmet physiological needs through work income, lack of safety protection, and absence of performance recognition.

- **H2: Motivation has a positive and significant effect on village official performance at Oesena Village Office**

Theoretical argument: Both expectancy theory and Maslow's Hierarchy suggest that multiple factors work together to influence performance. Compensation addresses extrinsic motivation while the motivational factors address both intrinsic and extrinsic aspects.

Empirical evidence: Ratna et al. (2023) found that compensation and motivation simultaneously have a significant effect on village office employee performance. Triani et al. (2023) also confirmed the simultaneous effect of compensation and work motivation on village employee performance.

- **H3: Compensation and motivation simultaneously have a positive and significant effect on village official performance at Oesena Village Office**

2.6. Conceptual Framework

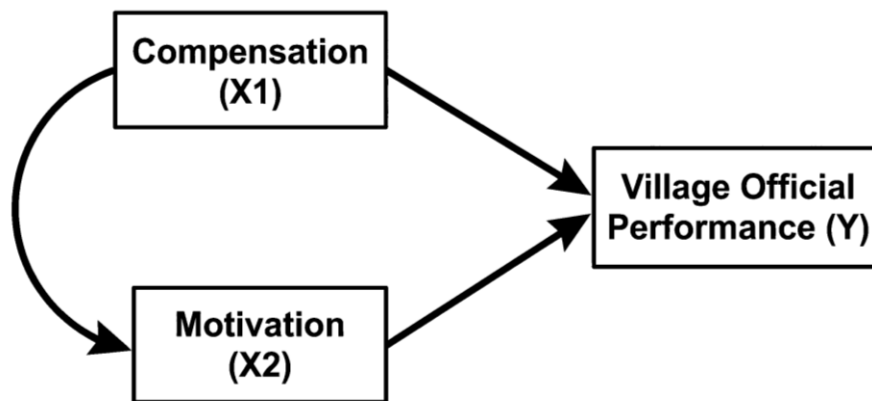


Figure 1: Conceptual Framework

3. Research Methods

3.1. Research Design

This study employs a quantitative research design with an explanatory/causal approach to examine the causal relationships between variables. The research is cross-sectional, collecting data at a single point in time. This design is appropriate for testing the proposed hypotheses regarding the effects of compensation and motivation on village official performance. Huda et al. (2025)

3.2. Population and Sample

The target population consists of all village officials at Oesena Village Office, Miomaffo Timur District, North Central Timor Regency. A census sampling technique was employed, including all 57 village officials as respondents. This approach was chosen because the population size is relatively small and accessible. The sample includes village heads, village secretaries, heads of affairs (kaur), section heads (kasi), and hamlet heads (kadus) from the 6 hamlets under Oesena Village jurisdiction.

Table 1: Sample Demographic Characteristics

<i>Characteristic</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
Gender	Male	38	66.7%
	Female	19	33.3%

Age	20-30 years	12	21.1%
	31-40 years	25	43.9%
	41-50 years	15	26.3%
	>50 years	5	8.8%
Education	High School	32	56.1%
	Diploma	10	17.5%
	Bachelor	15	26.3%
Tenure	<2 years	8	14.0%
	2-5 years	22	38.6%
	>5 years	27	47.4%

Source: Primary data processed, 2025

Response rate: 100% (57 out of 57 questionnaires returned and valid)

3.3. Data Collection

Primary data were collected through structured questionnaires distributed directly to respondents at Oesena Village Office. The data collection procedure included: (1) obtaining research permission from village head and district government; (2) conducting preliminary interviews with 5 village officials to understand the research context; (3) distributing questionnaires during working hours; and (4) collecting completed questionnaires. The data collection period was from July to August 2025. Secondary data were obtained from village documents, including performance reports and program realization data.

3.4. Measurement Instruments

All variables were measured using a 5-point Likert scale (1=Strongly Disagree to 5=Strongly Agree).

Compensation (X1): Measured using 10 items adapted from Samsudin in Jafar (2021), covering five dimensions: salary (2 items), incentives (2 items), bonuses (2 items), allowances (2 items), and facilities (2 items).

Motivation (X2): Measured using 10 items adapted from Maslow's Hierarchy of Needs, covering five dimensions: physiological needs (2 items), safety needs (2 items), social needs (2 items), esteem needs (2 items), and self-actualization needs (2 items).

Village Official Performance (Y): Measured using 10 items adapted from Mangkunegara in Sinambela (2018), covering four dimensions: work quality (3 items), work quantity (2 items), work discipline (3 items), and initiative (2 items).

3.5. Validity and Reliability

Content validity was established through expert review by two management professors at Universitas Timor. A pilot test was conducted with 20 respondents from neighboring village to assess instrument reliability before main data collection.

Table 2: Reliability Test Results

Variable	Cronbach's Alpha	Status
Compensation (X1)	0.847	Reliable (>0.70)
Motivation (X2)	0.823	Reliable (>0.70)
Performance (Y)	0.869	Reliable (>0.70)

Source: Primary data processed, 2025

All validity tests showed item-total correlations >0.30, confirming construct validity. All reliability coefficients exceeded the 0.70 threshold, confirming instrument reliability.

3.6. Data Analysis Technique

Data analysis was conducted using IBM SPSS Statistics version 22. The analytical procedures included:

- Descriptive statistics: Mean, standard deviation, and frequency distributions
- Classical assumption tests: Normality test (Kolmogorov-Smirnov), multicollinearity test ($VIF < 10$), heteroscedasticity test (Glejser)
- Simple linear regression: To test H1 (compensation \rightarrow performance) and H2 (motivation \rightarrow performance)
- Multiple linear regression: To test H3 (compensation + motivation \rightarrow performance)
- Hypothesis testing: t-test for partial effects ($\alpha = 0.05$, $df = n - k - 1 = 54$, $t\text{-table} = 2.005$), F-test for simultaneous effect ($\alpha = 0.05$, $df_1 = 2$, $df_2 = 54$, $F\text{-table} = 3.17$)
- Coefficient of determination (R^2): To measure the proportion of variance explained.

4. Result and Discussion

4.1. Descriptive Statistics

Table 3: Descriptive Statistics of Variables

<i>Variable</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Min</i>	<i>Max</i>	<i>Category</i>
Compensation (X1)	3.24	0.76	1.60	4.80	Moderate
Motivation (X2)	3.31	0.69	1.80	4.90	Moderate
Performance (Y)	3.42	0.71	1.70	4.70	Moderate

Source: Primary data processed, 2025

The descriptive statistics indicate that all three variables fall within the moderate category (3.00-3.99 on a 5-point scale), suggesting room for improvement in compensation systems, motivational strategies, and performance outcomes.

Table 4: Correlation Matrix

<i>Variable</i>	<i>X1</i>	<i>X2</i>	<i>Y</i>
Compensation (X1)	1.000	0.312*	0.451*
Motivation (X2)	0.312*	1.000	0.424*
Performance (Y)	0.451*	0.424*	1.000

Correlation significant at $p < 0.05$

Source: Primary data processed, 2025

Classical assumption tests confirmed: normality (Kolmogorov-Smirnov sig. > 0.05), no multicollinearity ($VIF < 10$ for all variables), and no heteroscedasticity (Glejser test sig. > 0.05).

4.2. Hypothesis Testing Results

Hypothesis 1: Effect of Compensation on Performance

Simple linear regression analysis:

- $Y = a + b_1X_1$
- $Y = 19.234 + 0.467X_1$
- $R = 0.451$ (moderate positive relationship)
- $R^2 = 0.203$ (20.3% variance explained)
- $t\text{-calculated} = 3.745 > t\text{-table} = 2.005$
- Significance = $0.000 < \alpha = 0.05$

Result: H1 is accepted. Compensation has a positive and significant effect on village official performance. The coefficient indicates that for every one-unit increase in compensation, performance increases by 0.467 units.

Hypothesis 2: Effect of Motivation on Performance

Simple linear regression analysis:

- $Y = a + b_2X_2$

- $Y = 18.567 + 0.512X_2$
- $R = 0.424$ (moderate positive relationship)
- $R^2 = 0.195$ (19.5% variance explained)
- $t\text{-calculated} = 3.653 > t\text{-table} = 2.005$
- $\text{Significance} = 0.000 < \alpha = 0.05$

Result: H2 is accepted. Motivation has a positive and significant effect on village official performance. The coefficient indicates that for every one-unit increase in motivation, performance increases by 0.512 units.

Hypothesis 3: Simultaneous Effect of Compensation and Motivation on Performance

Multiple linear regression analysis:

- $Y = a + b_1X_1 + b_2X_2$
- $Y = 15.426 + 0.324X_1 + 0.357X_2$
- $R = 0.494$ (moderate positive relationship)
- $R^2 = 0.244$ (24.4% variance explained)
- $F\text{-calculated} = 8.733 > F\text{-table} = 3.17$
- $\text{Significance} = 0.000 < \alpha = 0.05$

Result: H3 is accepted. Compensation and motivation simultaneously have a positive and significant effect on village official performance. Together, these variables explain 24.4% of the variance in performance.

Table 5: Summary of Hypothesis Testing Results

<i>Hypothesis</i>	<i>t/F Value</i>	<i>Sig.</i>	<i>R²</i>	<i>Decision</i>
H1: $X_1 \rightarrow Y$	3.745	0.000	0.203	Accepted
H2: $X_2 \rightarrow Y$	3.653	0.000	0.195	Accepted
H3: $X_1 + X_2 \rightarrow Y$	8.733	0.000	0.244	Accepted

Source: Primary data processed, 2025

4.3. Discussion

4.3.1. Effect of Compensation on Village Official Performance

The finding that compensation significantly affects village official performance ($R=0.451$, $R^2=0.203$, $t=3.745$, $p<0.05$) aligns with previous research. Kuylo et al. (2025) found similar results in Tidore Islands City ($\beta=0.453$, $p<0.05$), and Sari et al. (2024) confirmed compensation's positive effect on village apparatus performance in Banyuasin Regency. The R^2 value of 20.3% indicates that compensation explains a modest but meaningful portion of performance variance.

Respondent answers reveal specific compensation challenges at Oesena Village: 45.6% (26 respondents) indicated disagreement with timely salary payments, 38.6% (22 respondents) disagreed that bonuses are received on time after targets are achieved, and 52.6% (30 respondents) disagreed that work facilities are adequate. These findings suggest that improving compensation timeliness and facility provision could enhance performance.

The moderate strength of this relationship may reflect that in the village government context of Eastern Indonesia, compensation alone is not the sole determinant of performance. Cultural factors, community expectations, and intrinsic motivation also play significant roles.

4.3.2. Effect of Motivation on Village Official Performance

The finding that motivation significantly affects village official performance ($R=0.424$, $R^2=0.195$, $t=3.653$, $p<0.05$) is consistent with prior research. Mamonto et al. (2024) found motivation positively affects village apparatus performance in Bone Bolango Regency ($t=2.659>2.228$), and Pridayanni and Andayani (2025) confirmed similar results in Rangkasbitung (correlation=0.915).

Analysis of respondent data shows that physiological and safety needs are primary concerns: 50.9% (29 respondents) disagreed that basic needs are adequately met through their work, and 26.3% (15 respondents) felt

inadequate work protection in case of accidents. These unmet lower-level needs according to Maslow's hierarchy may constrain the ability of officials to focus on higher-order performance motivations.

4.3.3. Simultaneous Effect of Compensation and Motivation on Performance

The combined effect of compensation and motivation on performance ($R=0.494$, $R^2=0.244$, $F=8.733$, $p<0.05$) demonstrates that these variables work together to influence village official performance. The increase in R^2 from individual effects (20.3% and 19.5%) to the combined effect (24.4%) indicates some shared variance but also unique contributions from each variable.

This finding supports Ratna et al. (2023) who found simultaneous significant effects of compensation and motivation on village employee performance in Tasik Putri Puyu District. The practical implication is that interventions addressing only one factor will have limited impact; comprehensive strategies addressing both compensation adequacy and motivation enhancement are needed.

5. Conclusion

5.1. Summary of Key Findings

This study examined the effects of compensation and motivation on village official performance at Oesena Village Office, Miomaffo Timur District, North Central Timor Regency, using quantitative methods with 57 respondents. Three main findings emerged: Compensation has a positive and significant effect on performance ($R=0.451$, $R^2=0.203$, $t=3.745>2.005$, $p=0.000<0.05$), confirming H1, Motivation has a positive and significant effect on performance ($R=0.424$, $R^2=0.195$, $t=3.653>2.005$, $p=0.000<0.05$), confirming H2, Compensation and motivation simultaneously have a positive and significant effect on performance ($R=0.494$, $R^2=0.244$, $F=8.733>3.17$, $p=0.000<0.05$), confirming H3.

5.2. Theoretical Implications

This study advances theoretical understanding in three ways. First, it extends the application of expectancy theory and Maslow's Hierarchy of Needs Theory to the village governance context in Eastern Indonesia, demonstrating their relevance beyond typical organizational settings. Second, by examining compensation and motivation effects in a rural, geographically isolated area with distinct cultural characteristics, this study contributes to understanding contextual variations in human resource management relationships. Third, the finding that both variables have similar explanatory power (20.3% vs 19.5%) challenges assumptions that compensation alone drives public sector performance, suggesting the equal importance of motivational factors even in resource-constrained environments.

5.3. Practical Implications

Based on research findings, the following recommendations are offered:

For Village Leaders: Ensure timely and consistent salary disbursement to address compensation dissatisfaction, Implement performance-based recognition systems to enhance esteem needs fulfilment, Improve work facility provision, particularly office equipment and technology access.

For District/Regency Government: Review and potentially increase village official allowances to better meet physiological needs, Develop safety nets and insurance programs to address work protection concerns, Create training and development programs supporting self-actualization needs.

For Policymakers: Consider linking performance incentives to village program achievement rates, Develop comprehensive village official welfare programs integrating financial and non-financial benefits, Strengthen monitoring and evaluation systems to track performance improvements.

5.4. Limitations and Future Research

This study has several limitations. First, the cross-sectional design limits causal inference; longitudinal studies could better establish causation. Second, the study focused on a single village office, limiting generalizability;

future research should include multiple villages across different districts for comparative analysis. Third, the R^2 values indicate that 75.6% of performance variance remains unexplained; future studies should incorporate additional variables such as leadership style, organizational culture, competency, and digital literacy. Fourth, self-reported measures may introduce common method bias; future research could incorporate objective performance indicators from official records.

Despite these limitations, this study provides valuable empirical evidence for understanding human resource factors affecting village governance performance in Eastern Indonesia's rural context.

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The authors declare that generative AI or AI-assisted technologies were not used in any way to prepare, write, or complete this manuscript. The authors confirm that they are the sole authors of this article and take full responsibility for the content therein, as outlined in COPE recommendations.

Informed Consent

The authors have obtained informed consent from all participants.

Conflict of Interest

The authors declare that there is no conflict of interest.

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AUTHOR CONTRIBUTIONS

Theresia Aurelia Taena: Conceptualization, literature review, research design, data collection, data analysis, original draft writing, project supervision, theoretical framework guidance, critical review of analysis, final approval of manuscript, revision and final approval.

Imelda Thein: Hypothesis development, instrument development, data collection, statistical analysis assistance, manuscript review and editing.