

The Effect of Competency, Motivation and Discipline on Employee Performance: The Case of the Population and Civil Registration Office of Palembang City

Septi Andriani, M. Idris & Choiriyah

Universitas Muhammadiyah Palembang
Email: septiandriani0102@gmail.com

Article Information:

Received: September 17, 2025, Accepted: September 30, 2025, Published: October 01, 2025

Abstract

This study aims to determine 1) the Effect of Competence, Motivation, and Work Discipline on Employee Performance at the Population and Civil Registration Service of Palembang City. 2) The Effect of Competence on Employee Performance at the Population and Civil Registration Service of Palembang City. 3) The Influence of Motivation on the Performance of Employees of the Population and Civil Registration Service of Palembang City. 4) The Influence of Work Discipline on the Performance of Employees of the Population and Civil Registration Service of Palembang City. This type of research is Associative. The variables used by researchers include Competence, Motivation, Work Discipline, and Performance. The population of this study consisted of all Employees of the Population and Civil Registration Service of Palembang City, and the sample size in the study amounted to 101 employees. The sampling technique used was Proportionate Stratified Random Sampling. The data used in this study are primary data collected through a questionnaire. The data analysis technique used is multiple linear regression. The results of this study indicate that: 1) Competence, Motivation, and Work Discipline have a significant effect on the Performance of Employees of the Population and Civil Registration Service of Palembang City. 2) Competence has a significant effect on the Performance of Employees of the Population and Civil Registration Service of Palembang City. 3) Motivation significantly influences the performance of employees at the Palembang City Population and Civil Registration Service. 4) Work discipline significantly influences the performance of employees at the Palembang City Population and Civil Registration Service.

Keywords: Competency, Motivation, Discipline, Employee Performance

1. Introduction

Human resources are not just a vital asset, but the driving force behind government agencies, playing a pivotal role in their operations. Therefore, having knowledgeable, competent, qualified, capable, and competitive human resources is not just essential, but transformative in developing and maintaining the agency's position in a competitive environment. Skilled human resources are the ones who can effectively manage other resources and carry out all work

Published by:

services within the agency. Success in achieving these goals is not just dependent on the competence and ability of employees to operate the work units within the agency, but also on their motivation. Achieving agency goals is only possible through the efforts of the stakeholders within each agency. The performance of government agencies is a result of the work requirements they must meet. Employees will be ready to work enthusiastically if they feel their physical and non-physical needs are met. This organization is required to produce good performance, both individually and collectively. To support employee performance, competent, disciplined, and responsible employees are needed, meeting the needs of a government agency. Employee placement must be based on predetermined job descriptions and job specifications. Good employee performance is essential for every company. The higher the employee performance, the greater the company's profitability, which will contribute to its future progress. Performance is the implementation of a predetermined plan. Work implementation is carried out by human resources who possess the skills, competencies, motivation, and interests. How an organization values and treats its human resources will influence their attitudes and behaviors in carrying out their work ([Wibowo, 2018](#)). According to [Kasmir \(2019\)](#), factors that influence employee performance include abilities and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Competence is a fundamental characteristic of an individual that enables them to deliver superior performance in a specific job, role, or situation (Boulter, Dalziel, and Hill in [Sutrisno, 2017](#)). This means that competence is a fundamental characteristic of an employee that leads to superior performance in their work and the company's aspirations. Competence encompasses the employee's basic abilities, including their capacity to perform their assigned tasks effectively. In addition to competence, another factor influencing performance is motivation. According to [Sutrisno \(2017\)](#), motivation addresses how to encourage subordinates' work passion, encouraging them to work hard and devote all their abilities and skills to achieving company goals. Motivation is crucial in influencing employee performance because it drives a series of behavioral processes that help achieve goals. Therefore, with motivation, employees will become more enthusiastic about their work, devoting all their efforts to achieving company targets. Employees with strong motivation tend to work harder than those with less motivation, thus leading to improved performance. High work discipline is not just a factor, but a significant influencer of performance; high work discipline can help improve employee performance. Work discipline has a profound influence on ensuring good employee performance, as it is a form of awareness and willingness among employees to comply with all company regulations and applicable norms. Through work discipline, it becomes a determinant of whether employees work according to the rules or not. Thus, if employees have good work discipline, it will undoubtedly have a positive impact on their performance, because disciplined employees will be far less likely to engage in deviant actions that can hinder the work process.

In accordance with Palembang City Regional Regulation No. 28 of 2019 concerning Amendments to Palembang Mayor Regulation No. 55 of 2016 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Population and Civil Registration Service of Palembang City, the Population and Civil Registration Service is an implementing element of regional affairs in the field of Population administration based on the authority held by the regional government in accordance with the provisions of applicable laws and regulations. The Population and Civil Registration Service is led by the Head of Service, who is under the responsibility of the Mayor of Palembang through the Regional

Secretary of Palembang City. In order to improve the implementation of efficient, effective, clean, and accountable government, Presidential Regulation No. 29 of 2014 concerning the Government Agency Performance Accountability System (SAKIP) has been issued. Further implementation is based on Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 53 of 2014 concerning Technical Guidelines for Performance Agreements, Performance Reporting, and Procedures for Reviewing Government Agency Performance Reports. Government Agency Performance Accountability is the realization of a government agency's obligation to account for the success or failure of implementing the organization's vision and mission in achieving its stated goals and objectives through periodic accountability tools. The realization of good and accountable governance is the hope of all parties. To achieve this hope, the development and implementation of an appropriate, explicit, measurable, and legitimate accountability system is necessary, enabling government and development to proceed in an efficient, effective, transparent, and responsible manner, free from corruption, collusion, and nepotism (KKN). In line with the implementation of Law Number 28 of 1999 concerning Clean State Administration Free from Corruption, Collusion, and Nepotism, Presidential Regulation No. 29 of 2014 concerning the Government Agency Performance Accountability System (SAKIP). In connection with this, the Population and Civil Registration Service of Palembang City is required to prepare a Government Agency Performance Accountability Report (LKJIP). The preparation of the LKJIP of the Palembang City Population and Civil Registration Service in 2024 is intended as a manifestation of accountability in the implementation of activities reflected in the achievement of performance, vision, mission, and the realization of the achievement of key performance indicators and targets with predetermined targets.

Preliminary data obtained indicate that several objectives set by the Palembang City Population and Civil Registration Office (Disdukcapil) have not been achieved or have not exceeded the established targets. The actual performance achievement for target 1 in indicator 2, "Disdukcapil SAKIP Value," in 2023, was 68.1 points, compared to the target of 68.2 points set in the Performance Agreement, resulting in a performance achievement percentage of 99.85%. Furthermore, in 2024, this figure decreased from the previous year, reaching 67.99 points, compared to the target of 68.2 points, resulting in a performance achievement percentage of 99.69 points. This achievement did not meet the agreed target. Target 2 in indicator 1, "Percentage of Birth Certificate Ownership for Children 0-17 Years Old," in 2022, was 94.47 points, compared to the target of 97 points set in the Performance Agreement, resulting in a performance achievement percentage of only 97.39%. In 2023, the performance achievement increased by 98.2% from the target of 98, resulting in a performance achievement percentage of 100.2%. Furthermore, in 2024, the performance achievement decreased from the previous year, reaching only 97.62% of the target of 98, resulting in a percentage achievement of 99.61%. In 2022, target 2 of indicator 3, "Percentage of Electronic ID Card Recording for Children Aged 16 and Over," the performance achievement was 96.36% from the target of 99.3% set in the Performance Agreement, resulting in a percentage achievement of 97.4%. In 2023, the performance achievement increased from the previous year, reaching 99.54% from the target of 99.4%, resulting in a percentage achievement of 100.4%. In 2024, the performance achievement actually decreased, reaching only 98.3% of the target of 99.4%, resulting in a percentage achievement of only 98.89%, falling short of the target and a decrease from the previous year. In 2022, the performance achievement for target 2 indicator 5, "Number of Service Innovations," resulted in only two service innovations being realized out of the seven

targets, resulting in a percentage achievement of 28.57%. In 2023, the number of innovations increased, with 4 service innovations being realized out of the target of 6, resulting in a percentage achievement of 66.67%, falling short of the target but increasing from the previous year. In 2024, the number of innovations decreased from 2023, with only 1 innovation being realized out of the five targets, resulting in a percentage achievement of only 20%.

Based on the researchers' findings from their research on employee performance, problems were identified with objective indicators. Several indicators, including the desired goals or targets, have not yet reached their targets. This is due to the suboptimal regional regulations supporting innovation in population administration services. Furthermore, the population is highly dynamic, constantly changing, and tends to increase, necessitating continuous effort. Another issue was identified with employee work standards, reflected in the slow service process and the high rate of document errors, such as typos or misprints, due to a lack of accuracy, which hinders employee performance. Another issue was identified with the independence indicator. Employees often rely on superiors' instructions for making daily operational decisions, which slows down service delivery. Employees lack initiative in independently resolving technical issues within their authority. One important factor influencing performance is employee competence. Frequently occurring phenomena in the field indicate that, in terms of knowledge, some employees still lack a complete understanding of regulations and technical procedures related to population administration services. This is evident in the frequent dissemination of misinformation to the public and inconsistencies in the required documents. Employee skills are a problem. Not all employees are able to operate digital service systems, such as the SIAK application, which slows down the document input and printing process. Furthermore, in terms of work attitude, some employees still display unfriendly behavior, are reluctant to help confused residents, or act coldly when providing services, which ultimately creates a negative impression of the agency. The phenomenon of work motivation is also a significant issue. Intrinsically, regarding employee work, some employees show signs of boredom due to monotonous routines and a lack of new challenges. As a result, they work merely without initiative or ideas for improving services. From an extrinsic motivational perspective, there is dissatisfaction with the reward or praise system, which has not been fully provided by superiors or relevant agencies. Some employees feel that their hard work is not appreciated, which can diminish their enthusiasm for giving their best. Furthermore, opportunities for advancement available to employees remain unequal and poorly structured, with limited access to training and minimal support from superiors for employees to pursue further education that can advance their careers. These issues further exacerbate the decline in work motivation. Furthermore, employees are still frequently found arriving late, even though queues of people have been snaking since morning. This non-compliance with working hours demonstrates a weak culture of discipline that should be the foundation of public service. Furthermore, compliance with organizational regulations is not fully enforced in cases such as absence from morning roll call, wearing uniforms, or failing to report daily work progress. Responsibility for work is also unevenly distributed, as evidenced by reports being rushed through without proper review and data entry errors that require people to go back and forth to revise documents. This phenomenon not only reduces efficiency but also erodes public trust in Dukcapil's performance.

2. Literature Review

The influence of competence, motivation, and work discipline on employee performance. According to [Kasmir \(2019\)](#), factors influencing performance include ability and expertise,

knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Research conducted by [Alamsyah, Tahir and Alam \(2023\)](#), [Djamil, Nanda and Yassen \(2023\)](#), and [Daming, Badaruddin and Haeranah \(2023\)](#) found that competence, motivation, and work discipline significantly influence employee performance. The phenomenon occurring at the Palembang City Population and Civil Registration Office (DPK) revealed problems related to competence, particularly in the indicators of knowledge, employee skills, and work attitudes. Work motivation, particularly in the indicators of the work itself, recognition or rewards, and opportunities for advancement, also affected work discipline. Furthermore, there were problems with work discipline, particularly in the areas of compliance with all regulations, punctuality, and responsibility. These issues affect employee performance, particularly in terms of goal indicators, work standards, and autonomy.

The Influence of Competence on Performance. According to [Kasmir \(2019\)](#), many factors influence performance, one of which is competence. Competence is the ability to carry out or perform a job or task based on skills and knowledge, supported by the work attitudes required by the job ([Wibowo, 2018](#)). Research conducted by [Nurjanah and Solehudin \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Djamil, Nanda and Yassen \(2023\)](#), and [Daming, Badaruddin and Haeranah \(2023\)](#) found that competence significantly influences employee performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#) which found that competence had no significant effect on employee performance. The Palembang City Population and Civil Registration Office (PNS) identified issues related to competence, particularly in terms of knowledge, employee skills, and work attitudes. These issues affect employee performance, particularly in terms of goal achievement, work standards, and autonomy.

The Influence of Motivation on Performance. According to [Kasmir \(2019\)](#), many factors influence performance, one of which is motivation. [Sutrisno \(2017\)](#) defines motivation as a factor that drives someone to perform a particular activity. Therefore, motivation is often interpreted as a factor that drives a person's behavior. Research conducted by [Nurjanah and Solehudin \(2023\)](#), [Afgany and Parela \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), and [Djamil, Nanda and Yassen \(2023\)](#) found that motivation significantly influences employee performance. This contrasts with research conducted by [Daming, Badaruddin and Haeranah \(2023\)](#), which found that motivation had no significant effect on employee performance. The phenomenon at the Palembang City Population and Civil Registration Office (PKB) is a problem related to work motivation, specifically in terms of task indicators, recognition and rewards, and opportunities for advancement. The existence of these problems has a significant impact on employee performance, particularly in terms of goal achievement, work standards, and autonomy.

The Influence of Work Discipline on Performance. According to [Kasmir \(2019\)](#), many factors influence performance, one of which is work discipline. According to [Sutrisno \(2017\)](#), work discipline is a person's willingness and readiness to obey and implement applicable norms or rules. Research conducted by [Nur, Nurmayanti and Tatminingsih \(2020\)](#), [Nurjanah and Solehudin \(2023\)](#), [Afgany and Parela \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Djamil, Nanda and Yassen \(2023\)](#), and [Daming, Badaruddin and Haeranah \(2023\)](#) found that work discipline significantly influences employee performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), which found that work discipline had no significant effect on employee performance. A phenomenon occurring at the Palembang City Population and

Civil Registration Office is a problem related to work discipline, particularly regarding compliance with regulations, punctuality, and responsibility. These issues affect employee performance, particularly in terms of objectives, work standards, and autonomy.

3. Research Method

The type of research used in this study is quantitative research with a descriptive approach. The independent variables are Competence (X1), Work Motivation (X2), Discipline (X3) while the dependent variable is Employee Performance (Y). The indicators of employee performance are goals, work standards, and independence. The indicators of competence are values, attitudes, and interests. The indicators of motivation are work relationships, recognition and appreciation, and opportunities for advancement. The indicators of discipline are to comply with all regulations, come to work on time, and be responsible. The population in this study was all 138 employees of the Palembang City Population and Civil Registration Office. The data collection process was thorough, with secondary data collected through comprehensive questionnaire techniques. The sample used in this study was 101 respondents, selected through a proportionate stratified random sampling method. The analysis method used was a multiple regression model, ensuring the reliability of the study's findings.

4. Findings and Discussions

This multiple linear regression analysis is used to determine the influence of competence, work motivation and discipline variables on employee performance.

Table 1. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	.648	.172	
Competency	.100	.047	.123
Motivation	.245	.052	.339
Discipline	.448	.060	.538

a. Dependent Variable: Employee Performance

Based on the results of the multiple linear regression test, the following multiple linear regression was obtained: $Y = 0.648 + 0.100 X_1 + 0.245 X_2 + 0.448 X_3$. The results show a constant value of 0.648, indicating that if competence, motivation, and work discipline are equal to zero, employee performance remains at 0.648. The communication regression coefficient is 0.100 (positive), indicating that competence has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that increasing competence leads to improved employee performance, and conversely, decreasing competence results in decreased employee performance. The motivation regression coefficient is 0.245 (positive), indicating that motivation has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that increased motivation is associated with enhanced employee performance, while decreased motivation is linked to decreased employee performance. The work discipline regression coefficient value is 0.448 (positive), indicating that work discipline has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that improving work discipline will lead to enhanced employee performance, and conversely, that declining employee discipline will result in a corresponding decline in performance. The analysis above indicates that the multiple linear regression model reveals

work discipline as the most dominant factor influencing employee performance, surpassing competence and motivation. Therefore, strategies to improve employee performance should focus more on enhancing work discipline.

The F test is used to determine whether the variables of competence, work motivation and discipline simultaneously influence employee performance.

Table 2. F-test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16.638	3	5.546	74.338	.000 ^b
Residual	7.237	97	.075		
Total	23.875	100			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Competency, Motivation, Discipline

Determining F-table with a 95% confidence level and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V1 = k-1 = 4-1 = 3$ and $V2 = 101-4 = 97$, so the F-table is 2.70. The result shows that the F-value is $74.021 > F\text{-table } 2.70$ with a significance level of $0.000 < 0.05$. Therefore, H_{a1} is accepted, indicating a significant influence of competence, work motivation, and discipline on the performance of employees at the Palembang City Population and Civil Registration Service.

The t-test aims to test the independent variable partially/individually against the dependent variable.

Table 3. t-test Result

Model	t	Sig.
1 (Constant)	3.763	.000
Competency	2.125	.036
Motivation	4.678	.000
Organizational Culture	7.433	.000

a. Dependent Variable: Employee Performance

Determine the t-table with a 95% confidence level and a 5% error rate (α) of 0.05 and degrees of freedom (df) = $n-k$. Therefore, (df) = $0.05/2 (101-4)$ or (df) = 0.025 (97), so the t-table is 1.984. The t-value for Competence (X1) is $2.125 > t\text{-table } 1.984$ with a significance level of $0.000 < 0.05$ (significant). Therefore, H_{o2} is rejected, indicating a significant influence of competence on the performance of employees at the Palembang City Population and Civil Registration Service. The t-value for Work Motivation (X2) is $4.6787 > t\text{Table } 1.984$ with a sig.t level of $0.000 < 0.05$ (significant), so H_{o3} is rejected, meaning there is a significant influence of work motivation on the performance of employees of the Palembang City Population and Civil Registration Service. The t-value for discipline (X3) is $7.433 > t\text{Table } 1.984$ with a sig.t level of $0.041 < 0.05$ (significant), so H_{o4} , meaning there is a significant influence of discipline on the performance of employees of the Palembang City Population and Civil Registration Service.

Table 4. R-Squared Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835 ^a	.697	.688	.27314

a. Predictors: (Constant), Competency, Motivation, Discipline

b. Dependent Variable: Employee Performance

The Adjusted R Square value is 0.687 or 68.7%. This significant coefficient of determination value indicates that the competency variables (X1), work motivation (X2), and discipline (X3) can explain a substantial portion, 68.8%, of the employee performance variables. The remaining 31.3% is attributed to other variables, including ability, knowledge, work design, personality, leadership style, job satisfaction, work environment, and commitment.

The Effect of Competence, Motivation, and Work Discipline on Employee Performance at the Palembang City Population and Civil Registration Office. Our research, titled 'The Effect of Competence, Motivation, and Work Discipline on Employee Performance at the Palembang City Population and Civil Registration Office', presents significant findings. Based on the results of a multiple linear regression analysis, the coefficient values for the variables competence, motivation, and work discipline indicate a positive influence. This means that if competence, motivation, and work discipline improve, employee performance will also improve. Conversely, if competence, motivation, and work discipline decrease, employee performance will decrease. These findings shed light on the crucial role of these factors in shaping employee performance. The results of simultaneous hypothesis testing indicate a significant influence of competence, motivation, and work discipline on employee performance at the Palembang City Population and Civil Registration Office. These results not only validate the importance of these factors but also provide practical insights. They suggest that competence, motivation, and work discipline enable employees to work optimally, thus impacting their performance. This understanding can empower organizations to enhance their performance by focusing on these key factors. The Adjusted R Square value in the regression model indicates a significant contribution of competence, motivation, and work discipline to employee performance at the Palembang City Population and Civil Registration Office. This study reveals that competence, motivation, and work discipline collectively account for 68.8% of the influence on employee performance at the Palembang City Population and Civil Registration Office. This collective impact reaffirms the importance of these factors in shaping employee performance, providing a solid foundation for future research and practical applications. [Kasmir \(2019\)](#) identified factors influencing performance as abilities and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Research conducted by [Alamsyah, Tahir and Alam \(2023\)](#), [Djamil, Nanda and Yassen \(2023\)](#), and [Daming, Badaruddin and Haeranah \(2023\)](#) found that competence, motivation, and work discipline significantly influence employee performance.

The Influence of Competence on Employee Performance at the Palembang City Population and Civil Registration Office. Partial hypothesis testing results indicate a significant influence of competence on employee performance at the Palembang City Population and Civil Registration Office. These results demonstrate that the quality of a company's competence determines the quality of its employees' performance. In this study, competence was shown to contribute significantly to employee performance. This suggests that employee competence enables employees to perform their jobs optimally. The results of this study align with the theory

proposed by [Kasmir \(2019\)](#), which states that many factors influence performance, one of which is competence. Competence is the ability to carry out or perform a job or task based on skills and knowledge, and supported by the work attitudes required by the job ([Wibowo, 2018](#)). This is in line with research conducted by [Nurjanah and Solehudin \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Djamil, Nanda and Yassen \(2023\)](#), and [Daming, Badaruddin and Haeranah \(2023\)](#), which found that competence significantly influences employee performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), which found that competence had no significant effect on employee performance.

The Influence of Motivation on the Performance of Employees at the Palembang City Population and Civil Registration Service. The results of the partial hypothesis test indicate a significant influence of work motivation on the performance of employees at the Palembang City Population and Civil Registration Service. These results suggest that the quality of an employee's work motivation significantly influences their performance. This study proves the initial hypothesis that work motivation substantially influences the performance of employees at the Palembang City Population and Civil Registration Service. This is consistent with the theory put forward by [Kasmir \(2019\)](#), who stated that many factors influence performance, one of which is motivation. [Sutrisno \(2017\)](#) defines motivation as a factor that drives a person to perform a particular activity. Therefore, motivation is often interpreted as a factor that drives a person's behavior. This is in line with research conducted by [Nurjanah and Solehudin \(2023\)](#), [Afgany and Parela \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), and [Djamil, Nanda and Yassen \(2023\)](#), which found that motivation significantly influences employee performance. This contrasts with research conducted by [Daming, Badaruddin and Haeranah \(2023\)](#), which found that motivation had no significant effect on employee performance.

The Influence of Work Discipline on Employee Performance at the Palembang City Population and Civil Registration Service. Partial hypothesis testing results indicate a significant influence of work discipline on employee performance at the Palembang City Population and Civil Registration Service. These results demonstrate that the quality of an employee's work discipline determines their performance. This research validates the initial hypothesis: there is a significant influence of work discipline on employee performance at the Palembang City Population and Civil Registration Service. This aligns with the theory put forward by [Kasmir \(2019\)](#), stating that many factors influence performance, one of which is work discipline. According to [Sutrisno \(2017\)](#), work discipline is a person's willingness to obey and implement applicable norms or rules. This is in line with research conducted by [Nur, Nurmayanti and Tatminingsih \(2020\)](#), [Nurjanah and Solehudin \(2023\)](#), [Afgany and Parela \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Djamil, Nanda and Yassen \(2023\)](#), and [Daming, Badaruddin and Haeranah \(2023\)](#), which found that work discipline significantly influences employee performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), which found that work discipline had no significant effect on employee performance.

5. Conclusion

It can be concluded that there is a significant influence of competence, work motivation, and discipline on employee performance. Regarding current employee competency, improvements are recommended for the knowledge indicator. It is recommended that the agency regularly conduct technical training and provide information updates related to population regulations to ensure employees are informed about policy developments. Regarding abilities and skills, regular employee performance evaluations are necessary to optimize their potential.

Meanwhile, employee attitudes can be improved by providing service ethics training and regular service evaluations to assess direct interactions between employees and service users. Regarding work motivation, particularly in relation to the work itself, it is essential for the agency to ensure that assigned tasks are clearly relevant and not monotonous, so that employees feel their work is valuable and makes a meaningful contribution. For recognition/awards, a fair and transparent appreciation system is needed, along with formal and informal recognition for high-performing employees. Regarding the opportunity for advancement indicator, it is recommended that leaders provide support for employees who wish to pursue higher education or provide training that can enhance employee competency. Regarding work discipline, particularly in terms of compliance with all regulations, it is recommended to regularly disseminate internal rules and the employee code of ethics, and ensure that all policies are enforced fairly and consistently. Regarding punctuality, it's crucial to implement real-time attendance records and impose strict sanctions on employees who are consistently late. Regarding responsibility, leaders need to encourage employees to take ownership of their duties by providing trust, coaching, and objective work evaluations.

References

- Abdullah, A., Asri, A., & Rakhman, B. (2023). Pengaruh Kepemimpinan, Kompetensi Dan Disiplin Kerja Terhadap Peningkatan Kinerja Pegawai Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Pangkajene Dan Kepulauan. *Nobel Management Review*, 4(2), 207-218. <https://e-jurnal.nobel.ac.id/index.php/NMaR/article/view/4021>
- Afgany, M. J., & Parella, E. (2023). The Influence of Motivation and Discipline on Performance of Employees in the Service Citizenship and Civil Registration Lampung Province. *Dikombis: Jurnal Dinamika Ekonomi, Manajemen dan Bisnis Pascasarjana Saburai*, 11(2), 143-152. DOI: <https://doi.org/10.24967/dikombis.v2i2.2236>
- Alamsyah, N., Tahir, M., & Alam, S. (2023). Pengaruh kompetensi pegawai, motivasi kerja dan disiplin kerja terhadap kinerja pegawai pada Kantor Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Majene. *Gendhera Buana Jurnal*, 1(5), 593-604. <https://e-jurnal.nobel.ac.id/index.php/gbj/article/view/4314>
- Daming, D., Badaruddin, B., & Haeranah, H. (2023). Pengaruh Kompetensi, Motivasi dan Disiplin Kerja terhadap Kinerja Pegawai. *Ezenza Journal (EJ)*, 2(2), 120-129. <https://e-jurnal.nobel.ac.id/index.php/ej/article/view/3674>
- Djamil, I., Nanda, G. D., & Yassen, S. (2023). Pengaruh disiplin kerja, kompetensi, dan motivasi terhadap kinerja pegawai dinas kependudukan dan pencatatan sipil kabupaten kepulauan selayar. *The Manusagre Journal*, 1(4), 677-690. <https://e-jurnal.nobel.ac.id/index.php/tmj/article/download/4014/2120>
- Kasmir. (2019). *Manajemen SDM (Teori dan Praktik)*. Depok: Rajawali Pers. <https://www.rajagrafindo.co.id/produk/manajemen-sumber-daya-manusia-teori-dan-praktek/>

Nur, F. M., Nurmayanti, S., & Tatminingsih, S. (2020). Pengaruh Budaya Organisasi, Lingkungan Kerja dan Kompetensi terhadap Kinerja Pegawai Dinas Pertanian dan Perkebunan Kabupaten Bima. *JMM Unram - Master of Management Journal*, 9(4), 356–368. <https://doi.org/10.29303/jmm.v9i4.582>.

Nurjanah, C., & Solehudin, S. (2023). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Motivasi Kerja Dan Dampaknya Terhadap Kinerja Pegawai Di Dinas Kesehatan Kabupaten Karawang. *SEIKO: Journal of Management & Business*, 6(2.1), 152-168. DOI: <https://doi.org/10.37531/sejaman.v6i2.4955>

Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Media Prenada. https://books.google.co.id/books?id=OhZNDwAAQBAJ&printsec=frontcover&h=id&source=gbs_atb#v=onepage&q&f=false

Wibowo, W. (2018). *Manajemen Kinerja*. Depok: Rajawali Pers. <https://www.rajagrafindo.co.id/produk/manajemen-kinerja-%C2%96-edisi-ketiga/>

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)

