

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

Disti Yigi Angriani, Trisniarty Adjeng Moelyati & Choiriyah

Universitas Muhammadiyah Palembang

Corresponding Author: distiyigi@gmail.com

adjengmoelyatietrisniarty@gmail.com, choiriyahmp@yahoo.co.id

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Abstract

This study aims to determine 1) the influence of work motivation, leadership, and work discipline on employee performance at the Population and Civil Registration Service of Palembang City. 2) The influence of work motivation on employee performance at the Population and Civil Registration Service of Palembang City. 3) The Influence of Leadership 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 Work Motivation, Leadership, 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 was 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) Work Motivation, Leadership, and Work Discipline have a significant effect on the Performance of Employees of the Population and Civil Registration Service of Palembang City. 2) Work Motivation has a significant effect on the Performance of Employees of the Population and Civil Registration Service of Palembang City. 3) Leadership has a significant influence on the performance of employees at the Palembang City Population and Civil Registration Service. 4) Work discipline has a significant influence on the performance of employees at the Palembang City Population and Civil Registration Service.

Keywords: Motivation, Leadership, Discipline, Employee Performance

1. Introduction

The key to government success lies in the organization's willingness to implement human resource management as the driving force behind the successful implementation of its core tasks and functions. Employees, as human resources, are required to be able to navigate increasingly competitive work dynamics. The dynamics of government organizations often come under scrutiny due to the lack of concrete evidence of goodwill to achieve good governance. It is

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impossible to achieve good governance without first improving human resources. Human resources are a crucial element for the progress of government organizations. Human resource management is the science and art of effectively and efficiently managing the relationships and roles of the workforce, helping to achieve the goals of the company, employees, and the community ([Hasibuan, 2017](#)). Government agencies are organizations composed of individuals specifically selected to carry out state duties as a form of service to the public. Government agency goals can be achieved if they are able to effectively and efficiently manage, mobilize, and utilize their human resources. The role of human resources in organizations, as employees, plays a crucial role because the life and death of a government organization depends solely on its human drivers. Employees are a critical factor in every government organization because they are the determining factor in achieving agency goals effectively and efficiently ([Sutrisno, 2017](#)).

Performance is the quality and quantity of work achieved by an individual in carrying out their duties in accordance with their assigned responsibilities ([Kasmir 2019](#)). In practice, performance is divided into two types: individual performance and organizational performance. Individual performance is the performance produced by an individual, while organizational performance is the performance of the company as a whole. However, employee performance is a particular type of performance that supports organizational performance. Employee performance can be defined as the results of work achieved over a specific period ([Siagian, 2018](#)). Employee performance is the concrete behavior displayed by each individual as a result of work achievements produced by employees according to their role within the company. Factors influencing employee performance include ability, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, commitment, and work discipline ([Kasmir 2019](#)). One performance factor is work motivation ([Kasmir 2019](#)). Work motivation is the drive that drives someone to perform their work. If an employee has a strong drive from within or from outside themselves (for example, from the company), they will be stimulated or driven to perform well. Ultimately, this drive or stimulation, whether internal or external, will result in good performance. Conversely, if an employee is not motivated or stimulated to perform their work, the result will be decreased employee performance. Thus, work motivation influences employee performance.

Leadership is a fundamental component in analyzing the dynamics of organizational processes. A leader is responsible for any failure in leadership implementation, influencing the behavior of others, or leading a group to achieve goals. A leader's role is also very dominant in developing and motivating subordinates to perform better and increasing their productivity. Leadership is the behavior of a leader in organizing, managing, and directing subordinates to carry out assigned tasks and responsibilities ([Kasmir 2019](#)). For example, a leader's pleasant behavior, nurturing, educating, and guiding will certainly make employees happy and encourage them to follow their superiors' instructions. Conversely, work discipline is another factor that influences employee performance. Work discipline indicates a condition or attitude of respect among employees for company regulations and stipulations. Discipline is a form of obedience or compliance with applicable regulations, both written and unwritten. This obedience is manifested in attitudes, behavior, and actions that align with these regulations. Work discipline is an individual's awareness and willingness to comply with all organizational regulations and applicable social norms. High work discipline can help improve employee performance ([Siagian, 2018](#)).

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 State Apparatus Empowerment 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. The realization of good and accountable governance is the hope of all parties. To achieve this hope, the development and implementation of an appropriate, clear, measurable, and legitimate accountability system is necessary so that government and development can proceed efficiently, effectively, cleanly, and responsibly, and 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) was issued. In this regard, the Palembang City Population and Civil Registration Office is required to prepare a Government Agency Performance Accountability Report (LKJIP). The preparation of the 2024 LKJIP of the Population and Civil Registration Service of Palembang City 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.

Based on preliminary data, 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 of 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%. The problems found from the research results, in addition to the failure to achieve the agency's goals, also include difficulties in employee work standards, such as the still slow service process, and high document errors, such as there are still documents with typos or misprints due to a lack of accuracy, thus hampering the speed of employee performance. Another phenomenon was observed in the timeliness indicator, where many administrative tasks remain incomplete on time, particularly in processing documents such as KTP, KK, or birth certificates. This results in public complaints and frequent delays in routine reports, ultimately impacting slow decision-making.

The phenomenon of work motivation is also a significant issue. Pre-research found that the working conditions indicator is also problematic in relation to employee motivation. Some employees feel that current working conditions are uncomfortable, such as crowded and noisy service areas, which make it difficult to focus. Employee motivation has decreased due to discomfort and inadequate supportive environmental conditions. Regarding the work itself, 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 service improvement. Regarding rewards or recognition that superiors or related agencies have not fully provided, some employees feel that their hard work is not appreciated, which in turn reduces their enthusiasm for giving their best. Another leadership phenomenon identified by the pre-research, namely the analytical ability indicator, is that leaders at the Palembang City Civil Registration Office (Dukcapil) are not meticulous in analyzing problems occurring in their work units. For example, when long queues occur during service, leaders do not directly ask the counter staff about the issue but instead immediately order additional counters, even though a faulty system causes the problem. Indicators of listening ability still reveal problems where employees are not given space to express their opinions. Some proposed opinions are often ignored or cut off before employees can finish speaking, making them feel less appreciated. Indicators of assertiveness suggest that leaders are frequently less assertive in taking action against employees who are less disciplined, and are hesitant in making decisions, such as when some employees are not disciplined in terms of attendance at work. Still, the leader never gives an official warning, so employees feel that the leader is less assertive and fair in taking action against those who are not disciplined in the agency's rules. The phenomenon of work discipline is also a problem that indicates the failure to achieve the established agency goals. The phenomenon observed is related to the indicator of employees arriving on time; it is still often found that employees arrive late, even though the queue of people has been forming since morning. This non-compliance with working hours indicates a weak culture of discipline that should be the foundation of public service. Indicators of complying with all regulations, compliance with organizational rules have also not been fully enforced, for example in terms

of absence from morning roll call, use of official uniforms, or negligence in reporting daily work progress such as during the morning roll call every Monday there are still some employees present with clothes that do not comply with the provisions and wear jeans even though they have been reminded beforehand. Indicators of making work reports include that some work reports are not made routinely according to schedule, and some employees often delay making reports, which causes overlap with other tasks, such as reporting service data. This usually results in errors due to reports being made close to the deadline..

2. Literature Review

The influence of work motivation, leadership, and work discipline on employee performance. Factors influencing performance [Kasmir \(2019\)](#) include abilities and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In this study, the variables used were work motivation, leadership, and work discipline. [Djamil, Nanda and Yassen \(2023\)](#), [Afgany and Parela \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), and [Nasution and Rizky \(2024\)](#) found that work motivation, leadership, and discipline partially had a significant effect on employee performance. This contrasts with the research by [Daming, Badaruddin and Haeranah \(2023\)](#), whose research showed that work motivation had no significant impact on employee performance. [Abdullah, Asri and Rakhman \(2023\)](#) found that work discipline had no significant effect on employee performance, and [Al Gifari and Hermana \(2025\)](#) found that leadership had no significant impact on employee performance. The issues identified at the Palembang City Population and Civil Registration Office (DPK) are of significant concern. These include problems related to work motivation, particularly in terms of working conditions, the nature of the work itself, and recognition or rewards. Leadership issues, often associated with indicators of analytical skills, listening skills, and assertiveness, are also prevalent. Furthermore, employee discipline issues, specifically punctuality, compliance with all regulations, and timely submission of work reports, are affecting employee performance, particularly in terms of meeting objectives, maintaining work standards, and punctuality.

The Influence of Work Motivation on Employee Performance. Factors influencing performance include work motivation ([Kasmir 2019](#)). One of these factors is work 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. Several studies, including those by [Djamil, Nanda and Yassen \(2023\)](#), [Afgany and Parela \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), have found that work motivation significantly influences employee performance. However, this contrasts with the research conducted by [Daming, Badaruddin and Haeranah \(2023\)](#), which found no significant effect of work motivation on employee performance. This contrast in findings adds an intriguing dimension to the discussion. A phenomenon occurring at the Palembang City Population and Civil Registration Office (DPK) is a problem related to work motivation, specifically in terms of working conditions, the nature of the work itself, and recognition or rewards. These issues impact employee performance, particularly in terms of meeting goals, maintaining work standards, and adhering to punctuality.

The Influence of Leadership on Employee Performance. Factors influencing performance include leadership ([Kasmir 2019](#)). One of these factors is leadership. According to [Sutrisno \(2017\)](#), leadership is the activity of motivating others to achieve desired results by leading, guiding, and influencing others. [Abdullah, Asri and Rakhman \(2023\)](#), [Nasution and Rizky](#)

(2024), found that leadership significantly influences employee performance. This contrasts with research conducted by [Al Gifari and Hermana \(2025\)](#), which found that leadership had no significant effect on employee performance. A phenomenon occurring at the Palembang City Population and Civil Registration Office (DPK) revealed problems related to leadership, particularly those related to indicators of analytical ability, listening ability, and assertiveness. These problems impact employee performance, particularly those related to objectives, work standards, and punctuality.

The Influence of Work Discipline on Employee Performance. Factors influencing performance include work discipline ([Kasmir 2019](#)). One of these factors is work discipline. According to [Sutrisno \(2017\)](#), work discipline is a person's willingness to obey and implement applicable norms or regulations. [Djamil, Nanda and Yassen \(2023\)](#), [Afgany and Parela \(2023\)](#), and [Alamsyah, Tahir and Alam \(2023\)](#) found that work discipline significantly impacts 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 (DPK) is a problem related to employee work discipline, particularly in arriving at work on time, complying with all regulations, and submitting work reports. These issues affect employee performance, particularly in terms of meeting objectives, maintaining work standards, and punctuality.

3. Research Method

The type of research used in this study is quantitative research with a descriptive approach. The independent variables are Motivation (X1), Leadership (X2), Discipline (X3) while the dependent variable is Employee Performance (Y). The indicators of employee performance are goals, work standards, and independence. Indicators of motivation include working conditions, the work itself, and recognition or rewards. Indicators of leadership include analytical skills, listening skills, and assertiveness. Indicators of work discipline include arriving at work on time, complying with all regulations, and submitting work reports. The population in this study was 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 motivation, leadership and discipline variables on employee performance.

Table 1. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	.518	.178	
Motivation	.400	.038	.604
Leadership	.205	.039	.294
Discipline	.259	.039	.376

a. Dependent Variable: Employee Performance

Based on the results of the multiple linear regression test, the following multiple linear regression was obtained: $Y = 0.518 + 0.400 X_1 + 0.205 X_2 + 0.259 X_3$. The results show a constant value of 0.518, indicating that if work motivation, leadership, and work discipline are equal to zero, employee performance remains at 0.518. The work motivation regression coefficient is 0.400 (positive), indicating that work motivation has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that if work motivation increases, employee performance will increase, and conversely, if work motivation decreases, employee performance will decrease. The leadership regression coefficient is 0.205 (positive), indicating that leadership has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that as leadership increases, employee performance also increases, and conversely, that as leadership decreases, employee performance decreases. The work discipline regression coefficient value is 0.259 (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 if work discipline improves, employee performance will improve, and conversely, if employee discipline decreases, employee performance will also decline. The analysis above indicates that this multiple linear regression model shows that work motivation is the most dominant factor influencing employee performance compared to leadership and work discipline. Therefore, strategies to improve employee performance should focus more on enhancing work motivation. The F test is used to determine whether the variables of motivation, leadership and discipline simultaneously influence employee performance.

Table 2. F-test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.303	3	2.434	76.667	.000 ^b
Residual	3.080	97	.032		
Total	10.384	100			

a. Dependent Variable: Employee Performance

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

Determining F-table with a 95% confidence level and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V_1 = k-1 = 4-1 = 3$ and $V_2 = 101-4 = 97$, 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, meaning there is a significant influence of motivation, leadership and discipline on the performance of employees of 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)	2.904	.005
Motivation	7.658	.000
Leadership	5.308	.000
Discipline	6.644	.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 motivation (X1) is $7.658 > t\text{-table } 1.984$ with a significance level of $0.000 < 0.05$ (significant). Therefore, Ho2 is rejected, indicating a significant influence of motivation on the performance of employees at the Palembang City Population and Civil Registration Service. The t-value for leadership (X2) is $5.308 > t\text{-table } 1.984$ with a sig.t level of $0.000 < 0.05$ (significant), so Ho3 is rejected, meaning there is a significant influence of leadership on the performance of employees of the Palembang City Population and Civil Registration Service. The t-value for discipline (X3) is $6.644 > t\text{-table } 1.984$ with a sig.t level of $0.041 < 0.05$ (significant), so Ho4, 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	.839 ^a	.703	.694	.17820

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

b. Dependent Variable: Employee Performance

The Adjusted R Square value is 0.694 or 69.4%. This significant coefficient of determination value indicates that the motivation variables (X1), leadership (X2), and discipline (X3) can explain a substantial portion, 69.4%, of the employee performance variables. The remaining 30.6% is attributed to other variables, including ability, knowledge, work design, personality, organizational culture, job satisfaction, work environment, and commitment.

The Effect of Work Motivation, Leadership, and Work Discipline on Employee Performance at the Palembang City Population and Civil Registration Office. Based on the results of a multiple linear regression analysis, the coefficient values for the variables work motivation, leadership, and work discipline indicate a positive influence. This means that if work motivation, leadership, and work discipline improve, employee performance will also improve. Conversely, if work motivation, leadership, and work discipline decrease, employee performance will decrease. The results of simultaneous hypothesis testing indicate a significant influence of work motivation, leadership, and work discipline on employee performance at the Palembang City Population and Civil Registration Office. These results suggest that work motivation, leadership, and work discipline enable employees to perform optimally, thereby impacting their overall performance. The Adjusted R Square value in the regression model indicates a significant contribution of work motivation, leadership, and work discipline to employee performance at the Palembang City Population and Civil Registration Office. This study suggests that work motivation, leadership, and work discipline influence employee performance at the Palembang City Population and Civil Registration Office by 69.4%. Factors influencing performance ([Kasmir 2019](#)) include abilities and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In this study, the variables used were work motivation, leadership, and work discipline. [Djamil, Nanda and Yassen \(2023\)](#), [Afgany and Parela \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), and [Nasution and Rizky \(2024\)](#) found that work motivation, leadership, and discipline partially had a significant effect on employee performance. This contrasts with the research by [Daming, Badaruddin and Haeranah \(2023\)](#), whose research showed that work motivation had no significant impact on employee performance. [Abdullah, Asri and Rakhman \(2023\)](#) found that work discipline had no significant

effect on employee performance, and [Al Gifari and Hermana \(2025\)](#) found that leadership had no significant impact on employee performance.

The Influence of Work 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. In line with research by [Djamil, Nanda and Yassen \(2023\)](#), [Afgany and Parela \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), their research findings show that work motivation significantly influences employee performance. This contrasts with research by [Daming, Badaruddin and Haeranah \(2023\)](#), which found that work motivation had no significant effect on employee performance.

The Influence of Leadership on Employee Performance at the Palembang City Population and Civil Registration Service. The results of the partial hypothesis test indicate a significant influence of leadership on employee performance at the Palembang City Population and Civil Registration Service. These results demonstrate that good or poor leadership within a company will determine employee performance. In this study, leadership was shown to contribute significantly to employee performance. This suggests that effective leadership will enable employees to perform their work optimally, facilitating their ability to carry out tasks efficiently. The results of this study align with the theory proposed by [\(Kasmir 2019\)](#). One such theory is leadership. According to [Sutrisno \(2017\)](#), leadership is the activity of motivating others to achieve desired results by leading, guiding, and influencing others. This is in line with research by [Abdullah, Asri and Rakhman \(2023\)](#), [Nasution and Rizky \(2024\)](#), and which found that leadership significantly influences employee performance. In contrast to research conducted by [Al Gifari and Hermana \(2025\)](#), research results showed that leadership had no significant effect on employee performance.

The Influence of Work Discipline 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 discipline 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 discipline significantly influences their performance. This study proves the initial hypothesis that work discipline significantly influences the performance of employees at the Palembang City Population and Civil Registration Service. This is consistent with the theory proposed by [Kasmir, \(2019\)](#), which emphasizes work discipline. [Sutrisno \(2017\)](#) defines work discipline as a person's willingness and readiness to obey and implement applicable norms or regulations. This is in line with research by [Djamil, Nanda and Yassen \(2023\)](#), [Afgany and Parela \(2023\)](#), and [Alamsyah, Tahir and Alam \(2023\)](#), which found that work discipline significantly influences employee performance. In contrast to research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), the results showed that work discipline had no significant effect on employee performance.

5. Conclusion

It can be concluded that there is a significant influence of motivation, leadership and discipline on employee performance. Regarding work motivation, improvements are needed regarding the working conditions indicator. Ensure a comfortable workspace, both noise-free and with a space that supports productivity. Regarding the work indicator itself, it is recommended to provide work that aligns with interests, is challenging, and is not monotonous, so that employees feel challenged and take pride in their work. Meanwhile, agencies need to implement a transparent and consistent appreciation system, providing both non-material and material rewards commensurate with performance achievements. Regarding current leadership, improvements are needed regarding the analytical ability indicator. Leaders should be provided with training in problem analysis and data-based decision-making. Regarding listening skills, leaders should foster a culture of open communication by creating a space where employees can express their opinions. Finally, to improve leadership assertiveness, it is necessary to convey directions clearly and consistently and to have the courage to make clear decisions. Regarding work discipline, especially in terms of punctuality, a consistent attendance monitoring system is necessary, along with the implementation of fair sanctions and rewards to encourage discipline. Regarding compliance with regulations, agencies must conduct internal socialization of applicable rules to ensure they are understood and effectively enforced. In addition to indicators for preparing work reports, it is necessary to implement periodic monitoring and evaluation of the quality and timeliness of reporting.

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