

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

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Abstract

This study aims to determine 1) The Effect of Competence, Discipline, and Compensation on the Performance of Digital Population Identity (IKD) Service Officers at the Palembang City Population and Civil Registration Service Office. 2) The Effect of Competence on the Performance of Digital Population Identity Service Officers (IKD) of the Population and Civil Registration Office of Palembang City. 3) The Effect of Discipline on the Performance of Digital Population Identity Service Officers (IKD) of the Population and Civil Registration Office of Palembang City. 4) The Effect of Compensation on the Performance of Digital Population Identity Service Officers (IKD) of the Population and Civil Registration Office of Palembang City. This type of research is Associative. The variables used by researchers include Competence, Discipline, Compensation, and Performance. The population of this study consisted of all employees of the Population and Civil Registration Office in 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 were primary data with a questionnaire data collection method. The data analysis technique used was multiple linear regression, as implemented in the SPSS Program Application. The results of this study indicate that: 1) Competence, Discipline, and Compensation significantly influence the performance of Digital Population Identity (IKD) Service Officers at the Palembang City Population and Civil Registration Office. 2) Competence significantly influences the performance of Digital Population Identity (IKD) Service Officers at the Palembang City Population and Civil Registration Office. 3) Discipline significantly influences the performance of Digital Population Identity (IKD) Service Officers at the Palembang City Population and Civil Registration Office. 4) Compensation significantly influences the performance of Digital Population Identity (IKD) Service Officers at the Palembang City Population and Civil Registration Office.

Keywords: Competency, Discipline, Compensation, Employee Performance

1. Introduction

Human Resources (HR) plays a central and strategic role in all institutional/organizational activities. Human Resource Management (HRM) refers to the process of organizing and managing HR in alignment with an organization's vision, enabling optimal achievement of its goals. HRM has four operational functions, one of which is assessing and developing human

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resources, and another is evaluating employee performance. Good and high-quality employee or service officer performance is a goal desired by all levels of society in a country. For example, public interest-oriented service, manifested in the implementation of the duties, roles, and functions of state officials as public servants, coupled with improvements in quality and performance, is expected to generate positive public assessments in the form of satisfaction with the services received. According to [Afandi \(2018\)](#), performance is the work results achieved by an individual or group of individuals within a company, in accordance with their respective authorities and responsibilities, in an effort to achieve organizational goals legally, ethically, and ethically. Meanwhile, according to [Mangkunegara \(2009\)](#), employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. According to [Kasmir \(2019\)](#), factors influencing employee performance include ability/expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, work commitment, and work discipline. These factors, included in this study, include competence and work discipline. Furthermore, according to [Handoko \(2019\)](#), factors influencing performance include motivation, job satisfaction, stress levels, working conditions, compensation, and job design. Compensation is one of the factors included in this study. High-performing employees take full responsibility for their work, are willing to take risks, have realistic goals, have a work plan, and strive to realize them. The benefits of performance appraisals for organizations include enhancing harmonious relationships that contribute to achieving organizational goals, fostering long-term expectations, establishing a positive organizational culture, attracting employees with the potential to become organizational leaders, and increasing organizational profitability.

One factor influencing employee performance is employee competence. [Wibowo \(2018\)](#) defines competence as the ability to carry out or perform a job or task based on skills and knowledge, supported by the work attitude required by the job. Competence is a fundamental characteristic of a person related to the effectiveness of their work performance, or an essential characteristic that has a causal or cause-and-effect relationship with benchmark criteria, effectively performing at peak or superior levels in the workplace or in specific situations. Another factor influencing performance is discipline. Discipline is a mental attitude reflected in the actions or behavior of individuals, groups, or communities in the form of obedience to regulations or provisions set by the government or ethics, norms, and rules that apply in society for a specific purpose ([Siagian, 2018](#)). Discipline can also be interpreted as self-control so as not to do something contrary to existing rules and norms. Discipline is an essential element in various activities, including both learning and work activities, as it serves as a self-monitoring system. Such work discipline is a discipline that is not felt as something imposed from the outside, but arises within the individual himself. Factors that influence employee performance, besides competency and discipline, are compensation. Compensation is a reward in the form of financial or non-financial benefits given by the organization as a reward for one's work results. [Hasibuan \(2017\)](#) Compensation is all income that can be in the form of money, goods, directly or indirectly received by employees as a reward for services provided to the Company. Compensation can improve employee performance. With this reward, employees will be able to fulfill physical needs, social status, and egoistic needs so as to obtain job satisfaction from their position. Compensation plays a role in improving employee performance. The compensation system, or financial reward system, often referred to as salary, can be defined as the amount of money given to employees (Minister of Home Affairs Regulation No. 13 of 2006

concerning Regional Financial Management). Financial rewards can also be distinguished from salaries and wages, as the concept of compensation is not the same as the concept of salary or wages. Salaries and wages are one tangible form of compensation.

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, explicit, 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 obtained, 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. The achievement of performance realization on target 2 indicator 5, "Number of Service Innovations," in 2022 was only 2 service innovations out of 7 targets set, resulting in a percentage achieved of 28.57%. In 2023, there was an increase in the number of innovations, namely the realization of 4 service innovations, carried out from the set target of 6 innovations, and the percentage achieved was 66.67% not yet on target, but an increase from the previous year. In 2024, there was actually a decrease from 2023, specifically, only 1 innovation was realized out of a total of 5 targets set, resulting in a 20% achievement rate. The data shows that by the end of 2024, the implementation of the Digital Population Identity (IKD) application among Palembang City residents was 9.78 percent, a very low achievement. Therefore, improvements in the performance of Digital Population Identity (IKD) service officers at the Palembang City Population and Civil Registration Office are needed.

Based on the researchers' findings from pre-research on employee performance, problems were identified with inconsistent indicators of employee work quantity. This is evident in the fact that key performance indicators have not been achieved, and the implementation of the IKD application has fallen far short of the set target of only 9.78%, a very low achievement. This failure to achieve the set target is due to a lack of comprehensive socialization and minimal assistance from officers. Furthermore, issues regarding work quality were identified, including several concerns about employee accuracy and professionalism, such as errors in spelling names and dates of birth, as well as a lack of responsiveness to public inquiries and complaints. Another phenomenon observed in the work effectiveness indicators, particularly in the use of the IKD application, has not been utilized optimally. Some employees have struggled to integrate the IKD system into their daily workflow effectively. As a result, services that should use a digital system are still being served manually due to the limited understanding of officers. Data shows that a significant number of employees, 13 of whom have a high school or junior high school education, remain. The ability to possess the appropriate knowledge or educational background to carry out their work is one indicator influencing employee competency. Frequently occurring phenomena in the field indicate that, in terms of knowledge, some employees still lack a complete understanding of the regulations and technical procedures related to population administration services. This is evident in the frequent dissemination of misinformation to the public and the inconsistency in the required documents. Employee skills are also affected by the inability of all employees to operate digital service systems, such as the Digital Population Identity (IKD) application, which slows down the document input and printing process. Furthermore, in terms of self-concept, some employees lack confidence when interacting with the public and remain hesitant in making service decisions. This phenomenon occurs in several service units of the Palembang City Population and Civil Registration Office, where employees remain passive when interacting with the public and merely perform their work mechanically without a deep understanding of the community. The low level of discipline among ASN and non-ASN employees in terms of attendance is based on attendance data from the Palembang City Population and Civil Registration Service in 2024, specifically with an average attendance rate of 94.04 percent. The data also shows that average employee attendance

still falls short of the established target. 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, for example, in cases of absenteeism from morning roll call, failure to wear uniforms, or neglecting to report daily work progress. Responsibility for work is also unevenly distributed, as evidenced by reports being rushed without checking and data input errors that require citizens to return to the office frequently to revise documents. This phenomenon not only reduces efficiency but also erodes public trust in the performance of the Civil Registration Agency (Dukcapil). Another phenomenon observed in compensation variables is that incentives are not evenly distributed and do not align fairly with employee workload. For example, employees handling direct services with long queues and high time pressure, such as those in the electronic ID card (e-KTP) and birth certificate issuance departments, often receive inadequate incentives compared to employees working in internal administration. Additionally, other issues were identified in the allowance indicator, with employees still complaining about delays in the disbursement of performance allowances or additional income (TPP). In addition, the allowances provided were considered not to reflect the increasing workload in the field, especially after the implementation of digital services such as IKD (Digital Population Identity), which requires extra skills and time. Another phenomenon was observed in the work facility indicator, where many employees still work with limited facilities and infrastructure, such as computers that often experience damage, and other facilities, including slow internet, which interferes with employees when using digital systems to serve the public.

2. Literature Review

The influence of competence, discipline, and compensation on employee performance. According to [Kasmir \(2019\)](#), factors influencing employee performance include ability/expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, work commitment, and work discipline. These factors are included in this study. Furthermore, according to [Handoko \(2019\)](#), factors influencing performance include motivation, job satisfaction, stress levels, working conditions, compensation, and job design. Compensation is also included in this study. This is in line with research conducted by [Djamil, Nanda and Yassen \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Daming, Badaruddin and Haeranah \(2023\)](#), [HR., Asriati and Haeruddin \(2024\)](#), [Nurhadi \(2024\)](#), [Ramadhan and Purwaningrum \(2025\)](#). The results of their research indicate that competence significantly influences performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), whose results showed that competence had no significant effect on performance. [Afgany and Parela \(2023\)](#), [Djamil, Nanda and Yassen \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Daming, Badaruddin and Haeranah \(2023\)](#), [HR., Asriati and Haeruddin \(2024\)](#), [Nurhadi \(2024\)](#), [Ramadhan and Purwaningrum \(2025\)](#) all showed that work discipline had a significant effect on performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), whose results showed that work discipline had no significant impact on performance. Research conducted by [Ridwan, Serang and Arifin \(2022\)](#), [Hariani \(2022\)](#), and [Andriani and Mukminin \(2022\)](#) indicates that compensation significantly influences performance. This contrasts with research conducted by [Sasmita and Husainah \(2025\)](#), which showed that compensation had no significant effect on performance. The phenomenon observed was the suboptimal performance of Digital Population Identity (IKD) service officers at the Palembang City Population and Civil Registration Office, which was

influenced by various factors, including competence, discipline, and compensation.

The influence of competence on employee performance. According to [Kasmir \(2019\)](#), factors influencing employee performance include ability/expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, work commitment, and work discipline. Among these factors included in this study was competence. This is in line with research conducted by [Djamil, Nanda and Yassen \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Daming, Badaruddin and Haeranah \(2023\)](#), [HR., Asriati and Haeruddin \(2024\)](#), [Nurhadi \(2024\)](#), [Ramadhan and Purwaningrum \(2025\)](#), whose research results indicate that competence has a significant effect on performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), which showed that competence had no significant impact on performance. The phenomenon of competence is characterized by a lack of understanding, skills, and self-concept among employees at the Palembang City Population and Civil Registration Service, which negatively impacts employee performance.

The influence of work discipline on employee performance. According to [Kasmir \(2019\)](#), factors influencing employee performance include ability/expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, work commitment, and work discipline. This study included work discipline. This is in line with research by [Afgany and Parella \(2023\)](#), [Djamil, Nanda and Yassen \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Daming, Badaruddin and Haeranah \(2023\)](#), [HR., Asriati and Haeruddin \(2024\)](#), [Nurhadi \(2024\)](#), [Ramadhan and Purwaningrum \(2025\)](#), which found that work discipline significantly impacted performance. This contrasts with research by [Abdullah, Asri and Rakhman \(2023\)](#), which showed that work discipline had no significant effect on performance. The phenomenon concerning work discipline is characterized by problems with punctuality, adherence to rules, and responsibility, which impact employee performance.

The influence of compensation on employee performance. [Handoko \(2019\)](#) examines motivation, job satisfaction, stress levels, working conditions, compensation, and job design. Compensation is one of the factors included in this study. This is in line with research conducted by [Ridwan, Serang and Arifin \(2022\)](#), [Hariani \(2022\)](#), and [Andriani and Mukminin \(2022\)](#), which found that compensation significantly impacted performance. This contrasts with research conducted by [Sasmita and Husainah \(2025\)](#), which showed that compensation had no significant effect on performance. The phenomenon that occurs with compensation is the existence of problems with the incentives, benefits, and facilities provided to employees, which affect performance.

3. Research Method

The type of research used in this study is quantitative research with a descriptive approach. The independent variables are Competency (X1), Discipline (X2), Compensation (X3) while the dependent variable is Employee Performance (Y). The indicators of employee performance are goals, work standards, and independence. Indicators of competence include knowledge, skills, and self-concept. Indicators of discipline include punctuality, adherence to rules, and responsibility. Indicators of compensation include incentives, benefits, and facilities.. 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, discipline and compensation variables on employee performance.

Table 1. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	.863	.144	
Competency	.227	.051	.318
Discipline	.282	.054	.382
Compensation	.208	.049	.299

a. Dependent Variable: Employee Performance

Based on the results of multiple linear regression, the following multiple linear regression was obtained:

$$Y = 0.863 + 0.227 X_1 + 0.282 X_2 + 0.208 X_3.$$

The results show a constant value of 0.863, indicating that if competence, work discipline, and compensation are equal to zero, employee performance remains at 0.863. The regression coefficient for competence is 0.227 (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 regression coefficient for work discipline is 0.282 (positive), indicating that work discipline has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure illustrates that increased work discipline is associated with improved employee performance, while decreased work discipline is linked to decreased employee performance. The compensation regression coefficient value is 0.208 (positive), indicating that compensation has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that an increase in compensation is associated with improved employee performance, while a decrease in compensation is linked to a decline in employee performance. The analysis above indicates that in this multiple linear regression model, work discipline is the most dominant factor influencing employee performance compared to competence and compensation. 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, discipline and compensation simultaneously influence employee performance.

Table 2. F-test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.302	3	5.767	66.565	.000 ^b
Residual	8.404	97	.087		
Total	25.706	100			

a. Dependent Variable: Employee Performance

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

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 $66.565 > F\text{-table } 2.70$ with a significance level of $0.000 < 0.05$. Therefore, H_{a1} is accepted, meaning there is a significant influence of competence, discipline and compensation 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)	5.969	.000
Competency	4.437	.000
Discipline	5.269	.000
Compensation	4.217	.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 $4.437 > t\text{-table } 1.984$ 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 Discipline (X2) is $5.269 > t\text{-table } 1.984$ with a sig.t level of $0.000 < 0.05$ (significant), so H_{o3} is rejected, meaning there is a significant influence of discipline on the performance of employees of the Palembang City Population and Civil Registration Service. The t-value for compensation (X3) is 4.217, which is greater than the t-table value of 1.984 with a significant t-level of 0.041 (< 0.05), indicating a significant influence of compensation 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	.820 ^a	.673	.663	.29435

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

b. Dependent Variable: Employee Performance

The adjusted R-squared value is 0.663, or 66.3%. This significant coefficient of determination value indicates that the competency variables (X1), discipline (X2), and compensation (X3) can explain a substantial portion, 66.3%, of the employee performance variables. The remaining 33.7% is attributed to other variables, including ability, knowledge, work design, personality, leadership style, organizational culture, job satisfaction, work environment, and commitment.

The Effect of Competence, Work Discipline, and Compensation 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 competency, work discipline, and compensation variables indicate a positive influence. This means that if competency, work

discipline, and compensation improve or increase, employee performance will improve. Conversely, if competency, work discipline, and compensation decrease, employee performance will decrease. The results of simultaneous hypothesis testing indicate a significant influence of competency, work discipline, and compensation on employee performance at the Palembang City Population and Civil Registration Office. These results suggest that competency, work discipline, and compensation enable employees to perform optimally, thereby impacting their overall performance. The high Adjusted R-Square value in the regression model indicates a significant contribution of competency, work discipline, and compensation to employee performance at the Palembang City Population and Civil Registration Office. This study reveals that competence, work discipline, and compensation collectively account for 66.3% of the influence on employee performance at the Palembang City Population and Civil Registration Service. This is supported by [Kasmir \(2019\)](#), which states that these factors include ability/expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, work commitment, and work discipline. These factors are included in this study, including competence and work discipline. Furthermore, [Handoko \(2019\)](#) notes that factors influencing performance include motivation, job satisfaction, stress levels, working conditions, compensation, and job design. Compensation is one of these factors included in this study. This is in line with research conducted by [Djamil, Nanda and Yassen \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Daming, Badaruddin and Haeranah \(2023\)](#), [HR., Asriati and Haeruddin \(2024\)](#), [Nurhadi \(2024\)](#), [Ramadhan and Purwaningrum \(2025\)](#), whose research results show that competence has a significant effect on performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), whose research results show that competence has no significant impact on performance. [Afgany and Parela \(2023\)](#), [Djamil, Nanda and Yassen \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Daming, Badaruddin and Haeranah \(2023\)](#), [HR., Asriati and Haeruddin \(2024\)](#), [Nurhadi \(2024\)](#), [Ramadhan and Purwaningrum \(2025\)](#), found that work discipline significantly influences performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), which showed that work discipline had no significant effect on performance. [Ridwan, Serang and Arifin \(2022\)](#), [Hariani \(2022\)](#), and [Andriani and Mukminin \(2022\)](#) found that compensation significantly influences performance. This contrasts with research conducted by [Sasmita and Husainah \(2025\)](#), which showed that compensation had no significant effect on performance.

The Influence of Competence on Employee Performance at the Palembang City Population and Civil Registration Service. The results of the partial hypothesis test indicate a significant influence of competence on employee performance at the Palembang City Population and Civil Registration Service. These results explain that the quality of a company's competency will determine 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 competency is a key factor in employee performance, including ability/expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, work commitment, and work discipline. These factors include competence. In line with research conducted by [Djamil, Nanda and Yassen \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Daming, Badaruddin and Haeranah \(2023\)](#), [HR., Asriati and Haeruddin \(2024\)](#), [Nurhadi \(2024\)](#), [Ramadhan and Purwaningrum \(2025\)](#), their research results show that competence has

a significant effect on performance. In contrast to the research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), their research results show that competence has no significant impact on performance.

The Effect 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 effect of work discipline on the performance of employees at the Palembang City Population and Civil Registration Service. These results explain that the quality of an employee's work discipline will determine 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 \(2019\)](#) regarding ability/expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, work commitment, and work discipline. These factors are included in this study, including work discipline. In line with the research of [Afgany and Parela \(2023\)](#), [Djamil, Nanda and Yassen \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Daming, Badaruddin and Haeranah \(2023\)](#), [HR., Asriati and Haeruddin \(2024\)](#), [Nurhadi \(2024\)](#), [Ramadhan and Purwaningrum \(2025\)](#), the results of their research show that work discipline has a significant effect on performance. In contrast to the study conducted by [Abdullah, Asri and Rakhman \(2023\)](#), the results of their research show that work discipline has no significant effect on performance.

The Effect of Compensation on the Performance of Employees at the Palembang City Population and Civil Registration Service. Partial hypothesis testing results indicate a significant effect of compensation on the performance of employees at the Palembang City Population and Civil Registration Service. These results suggest that the quality of compensation provided to employees will determine their performance. This study validates the initial hypothesis that compensation significantly influences the performance of employees at the Palembang City Population and Civil Registration Service. This aligns with the theory proposed by [Handoko \(2019\)](#) regarding motivation, job satisfaction, stress levels, working conditions, compensation, and job design. Compensation is one of the factors included in this study. This is consistent with research conducted by [Ridwan, Serang and Arifin \(2022\)](#), [Hariani \(2022\)](#), and [Andriani and Mukminin \(2022\)](#), which shows that compensation significantly influences performance. In contrast to research conducted by [Sasmita and Husainah \(2025\)](#), the results of their study showed that compensation had no significant effect on performance.

5. Conclusion

It can be concluded that there is a significant influence of competence, discipline and compensation on employee performance. Regarding current employee competency, improvements are recommended for the knowledge indicator. It is recommended that the service regularly conduct technical training and provide information updates related to population regulations to ensure employees stay informed about policy developments. Regarding skills, technical training and problem-solving simulations are needed to enable employees to address service challenges independently and effectively. Regarding self-concept, mental development, and monitoring are necessary to build employee confidence when serving the public. Regarding work discipline, particularly in terms of punctuality, it is essential to implement real-time attendance records and impose strict sanctions on employees who consistently arrive late. Regarding compliance with regulations, it is recommended to regularly disseminate internal rules and ensure all employees consistently comply with them through

regular supervision. Regarding benefits indicators, the organization needs to ensure smooth administrative processes so that benefits are disbursed on time each month. Facility indicators suggest that organizations need to make routine repairs to the facilities used by employees in their work, such as computers, printers, and air conditioning, to support employee productivity.

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