



EMPLOYEE PERFORMANCE BASED ON COMPENSATION, DISCIPLINE, AND COMPETENCY IN THE REGIONAL SECRETARIAT OF KUPANG CITY

Luis Marnisah¹⁾; Graendy Zimrat Manafe²⁾; Jefirstson R Riwu Kore^{3*)}; Juhaini Alie⁴⁾.

^{1,2,3)4)}Department of Management, Faculty of Economic, Universitas Indo Global Mandiri, Palembang

*Correspondent Author: jefritson@uigm.ac.id

How to Cite :

Marnisah, L., Manafe, G. Z., Riwu Kore, J. R., & Alie, J. (2025). *Employee performance based on compensation, discipline, and competency in the Regional Secretariat of Kupang City*. *BIMA Journal: Business, Management and Accounting Journal*, 6(1), 339–356. DOI: <https://doi.org/10.37638/bima.6.1.339-356>

ARTICLE HISTORY

Received [04 April 2025]

Revised [13 May 2025]

Accepted [28 May 2025]

KEYWORDS

Compensation; discipline; competency; performance

ABSTRACT

Purpose: The performance of government employees called ASN in Indonesia is still considered low by various surveys and data. Factors that are considered to be the phenomenon causing low ASN performance are compensation, discipline, and competence. This study aims to analyze and prove the effect of compensation, discipline, and competence on employee performance. **Methodology:** The research design used is quantitative research. The population of the study was all employees of the General Section of the Kupang City Regional Secretariat totaling 114 employees. All employees were the research sample with a saturated sampling technique. Data were obtained through questionnaire interviews (Likert scale), observation, and documentation. The research data consisted of primary and secondary data. The data analysis method was multiple linear regression analysis. **Results:** The results of the study showed a t-value of compensation of 3.283 > t-table of 1.98137. Discipline has a t-value of 5.036 > t-table of 1.98137. The t-value of competency is 2.772 > t-table of 1.98137, and the F-value of 13.263 > F-table of 2.70, which indicates that compensation, discipline, and competency have a positive and significant effect on employee performance in the Regional Secretariat of Kupang City both partially and simultaneously. The three exogenous variables have a "strong" correlation to performance with an R2 value of 97.9%. **Findings:** This study highlights the importance of adequate employee compensation, high employee discipline as a professional commitment, and high employee competence to achieve high employee performance. **Novelty:** This study elaborates on the interaction between compensation, discipline, and competence in the context of employee performance in government organizations. **Originality:** This study contributes to the literature on employee performance at the Kupang City Regional Secretariat by addressing the gap in understanding these variables. **Conclusion:** Practical thinking is a recommendation for the Regional Secretariat organization to develop strategies to improve employee performance in accordance with the organization's expectations and goals. **Type of Paper:** Quantitative empirical research paper.

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



INTRODUCTION

The success of employees to complete the assigned job responsibilities is an indicator of the success of employees in their performance. Decreased performance from employees can affect the overall condition of the organisation. Therefore, performance appraisal of an employee is very important for the organisation. Performance appraisal is an evaluation of the work of employees or groups of employees in an organisation based on the tasks set to achieve organisational objectives in an ethical and normative manner (Tadesse Bogale & Debela, 2024). Efforts to improve employee performance in organisations, especially at the level of government organisations, experience complex obstacles in achieving efficiency and effectiveness (Sinnaiah et al., 2023). The performance of government employees or known as the State Civil Apparatus (Acronym in Indonesia: ASN) is still classified as low by various survey institutions and research results.

Manalor et al. (2022) states that 80% of ASN performance in Indonesia is still in the low category. This supports Political & Economic Risk Consultancy research (Muday et al., 2024) that the performance of ASN in government is quite alarming or low. Likewise reported by IFC: Doing Business Report (Marnisah et al., 2022) that ASN performance in Indonesia is the worst in the world out of 129 countries surveyed. (K. B. Riwu Kore et al., 2022) stated that the low performance of ASN in Indonesia was included in the world record version of the World Competitiveness Book, Institute for Management of Development, Switzerland, namely the worst performance of Indonesian ASN out of 60 countries surveyed from the aspects of Economic Performance (order 60), Business Efficiency (order 59), and Government Efficiency (order 55). The survey results of these research institutions are not much different from the evaluation results of ministerial institutions that handle ASN in Indonesia. KPK RI states that the low performance of ASN in Indonesia has a significance on corruption behaviour of 23.13% (Haba Ora et al., 2020). BKN RI evaluation that only 20% of ASNs are performing well (Asmawati et al., 2022). Monitoring Kemen PAN & RB RI that there are 30% or 1.35 million ASNs working with very low output (Alie et al., 2022). KASN RI reported that there are still 35% of ASNs who work like deadwood (J R Riwu Kore & Haba Ora, 2022).

Efforts to improve ASN performance have been made by the Government of the Republic of Indonesia through the issuance of a set of regulations such as Law Number 5 of 2014 concerning the State Civil Apparatus, Law Number 23 of 2014 concerning Regional Government, and Government Regulation Number 42 of 2004 concerning Development of the Corps Spirit and Code of Ethics of Civil Servants. These regulations apply from the central to regional levels, but have not yet shown optimal success. Many experts argue that efforts to improve ASN performance are only oriented towards legal products, while human resources have not been a concern. J R Riwu Kore et al. (2023), although technology continues to advance, information is growing rapidly, regulations are getting stricter, capital and raw materials are sufficient, organisations will find it difficult to achieve goals if not supported by quality human resources. Susanto et al. (2021) emphasises the importance of HR in organisational sustainability. Meanwhile, Alqudah et al. (2022), employees are the most vital factor in organisational success. Thus, HR management is a core activity in the management of organisations.

To understand the factors that affect ASN performance, it is very important to identify obstacles so that efforts to improve ASN performance through the formulation of strategies become effective in improving ASN performance. Various studies have shown that ASN's low performance is dominated by the influence of the implementation of compensation that is not in accordance with employee workload (Susanto et al., 2021), low employee discipline (Marnisah, et al., 2022), and low ASN competence (Susanto et al., 2020).

The main obstacle to improving the performance of government officials is likely due to the low attention of government organisations to HR management in accordance with organisational

needs. Alqudah et al. (2022) states that the failure in evaluating the performance of government employees is due to poor HR management. Cayrat & Boxall (2023) state that organisational sustainability depends on HR. Farida & Setiawan (2022) stated that although science and technology continue to develop, information is changing rapidly, regulations are getting stricter, capital and raw materials are available, but without quality human resources, organisations will find it difficult to achieve goals. While, Garengo et al. (2022), the key to organisational success in HR management is employees.

Human resource management of organisations needs to be done in assessing the general phenomenon of low performance of government apparatus. Identification of factors affecting employee performance in government organisations is necessary, one of which is the General Section of the Regional Secretariat (BU Setda) of the Kupang City Government, which is a local government organisation tasked with assisting the head of the region in implementing policies, monitoring and evaluating the fields of leadership administration, expert staff and staffing, equipment and households so that the performance of government services is good, fast and precise.

General phenomena related to the low performance of government apparatus were observed in the State Civil Apparatus (ASN) of BU Setda Kota Kupang, where the results were: employees were seen entering and leaving the office not according to office hours; employees were seen in the canteen and office parking location while telling stories during office hours; office attributes and uniforms used by employees did not comply with ASN dress norms; employee work rooms were seen empty, but air conditioners and computers were temporarily on; and the theme of employee discussions during office hours sounded non-substantive work.

Researchers explored the results of observations by interviewing the Head of the Subdivision of Equipment BU Setda Kota Kupang, where the results were that some work was not carried out because employees were lazy; ASN works only when ordered, ASN's assumption that between working and not working there is no impact on compensation; employee performance appraisal from the aspect of discipline is prone to interference from leaders and officials; There are still employees with junior and senior high school education who are limited in expertise, disrupting the operations of the equipment subdivision, especially street lighting tasks; many personnel but poor functions; workload among different subdivisions with certain compensation reduces concern as an organisational unit; low discipline causes a pile of work. Competence and experience reasons make employees feel insecure in doing their jobs.

The results of these observations and interviews were disseminated to BU Setda Kota Kupang employees, with the following results: Employees' work motivation has decreased because compensation in the form of incentives between employees with high workloads (overtime) and off duty is the same; there is no difference in compensation between employees with high and low discipline; the organisation's attention to employee work facilities such as attributes and K3 is still low which disrupts employee work, making work piled up; employee competency development has not been a concern of the organisation, while technology in the field of employee tasks continues to develop so that work is often delayed and repetitive; compensation received is not timely, which disrupts daily employee operational support such as fuel for private vehicles, which disrupts employee discipline to enter the office.

Based on the description of the general phenomenon, initial observations, interviews, and dissemination show that the evaluation of the performance of ASN BU Setda Kota Kupang is related to compensation, discipline, and competence of employees. Low ASN performance is influenced by compensation (Susanto et al., 2021), although other researchers report that compensation has no effect on performance (Li et al., 2023; Dharma et al., 2023; Serang et al., 2023; Ambarwati et al., 2023; Yolande, 2024). Discipline affects performance (Riwu Kore et al., 2022; Muday et al., 2022), while Adam et al. (2019) and Calabrese et al. (2023) reported that discipline has no effect on performance.

Riwu Kore & Haba Ora (2021) and Marnisah et al. (2022) report that competence affects performance, while Anam et al. (2024), Thi Nong et al. (2024), and Susanto et al. (2021) reported that competence has no effect on performance. The difference in the results of this study is a research gap that needs to be proven.

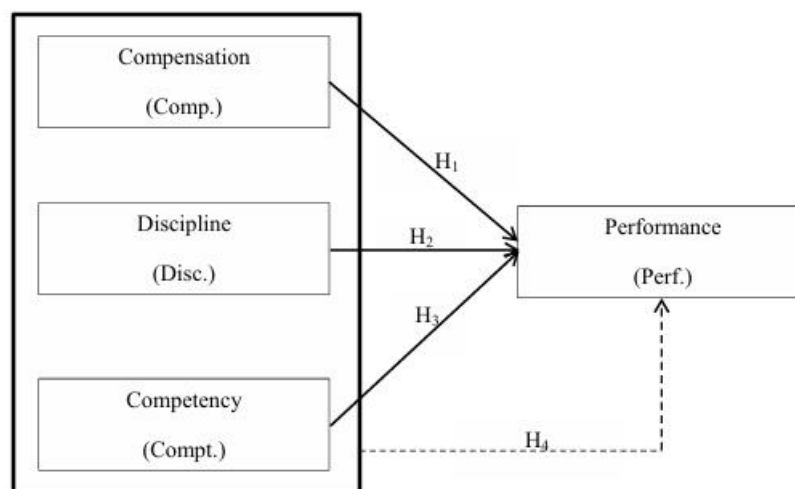
Based on the description of the background discussed from the aspects of general phenomena, initial observations, interviews, and dissemination, the relationship between compensation, work discipline, and competence to performance needs to be analysed and its influence proven. Thus this research is entitled 'The Effect of Compensation, Discipline, and Competence on ASN Performance in the General Section of the Kupang City Regional Secretariat'. Compensation is an award given to employees in return for their contribution to the organisation, playing an important role in motivating employees to improve work quality (Gazi et al., 2024). Compensation is important in influencing the reasons and motivations of individuals to work in organisations. Employers must compete in offering various types of compensation to attract and retain competent employees (Serang et al., 2023). It is important for ASN to continue to be developed and improve its performance through various efforts, one of which is by providing appropriate compensation to increase productivity, quality, and service.

Apart from compensation, another factor that affects performance is discipline, which is interpreted as the self-adjustment of each employee to everything that is determined, which will create an orderly situation and free from chaos (Dhillon et al., 2021). ASN discipline is needed because organisational goals will be difficult to achieve if there is no work discipline. Employee awareness in complying with applicable regulations is very important considering the benefits that will be achieved both for the organisation and for the employees themselves. ASN discipline is the ability of ASN to obey obligations and avoid prohibitions specified in laws and regulations (Garza et al., 2019).

In addition to being influenced by compensation and discipline, some experts conclude that improving employee performance is significantly influenced by competence (Danila & Riwu Kore, 2019; Jefirstson R Riwu Kore et al., 2022; Thi Nong et al., 2024). Competence is the ability of individuals to carry out tasks based on appropriate knowledge, skills, and work attitudes (Johansson & Wallo, 2019). Competence reflects the characteristics of the knowledge and skills needed to carry out tasks effectively and improve professional quality standards. A person's level of competence can indicate professionalism and excellence in a particular field, but can vary depending on individual education and experience (McMullen et al., 2023).

The framework for generating hypotheses in this research is as shown in Figure 1.

Figure 1. Hypothesis framework



The hypothesis framework in Figure 1 shows that the compensation (Comp.) variable affects performance (Perf.) as hypothesis 1 (H1). Discipline (Disc.) affects performance (Perf.) as hypothesis 2 (H2). Competency (Compt.) affects performance (Perf.) as hypothesis 3 (H3). Compensation (Comp.), Discipline (Disc.), and Competency (Compt.) affect performance (Perf.) as hypothesis 4 (H4).

METHOD

Human resource management science is the scientific discipline base in this research. The focus of the research was at the General Section of the Kupang City Regional Secretariat. The type of research is classified as quantitative research. The research was conducted for 4 (four) months, namely October 2024-January 2025. The endogenous variable of the research is performance and the exogenous variables consist of kompensasi, disiplin kerja, dan kompetensi.

The research was conducted using survey, verification, and confirmative methods. The research population was ASN at General Section of the Kupang City Regional Secretariat as many as 114 people, and all of them were determined as research samples using the saturated sample method. The types of data used are primary data and secondary data. Data collection techniques were carried out using Likert scale questionnaire techniques, interviews, observation, and documentation. Data analysis used multiple linear regression analysis using SPSS v 30 for Windows, with the stages of instrument testing (validity and reliability tests), classical assumption tests (normality, multicollinearity, heteroscedasticity, and autocorrelation), and hypothesis testing (t-test and F-test). The results of data analysis were then narrated descriptively quantitatively.

Measurement of compensation variables using the instructions of (J R Riwu Kore, Marnisah, et al., 2022), consisting of dimensions of the salary, incentives, insurance, facilities, and benefits. The measurement of the salary dimension uses indicators of the amount of basic salary in accordance with the work performed (Comp.1); the basic salary received has met basic needs (Comp.2). The incentive dimension is measured using indicators of incentives provided by the organisation can increase morale at work (Comp.3); and incentives can be used as a pioneer to increase morale (Comp.4). The insurance dimension is measured using indicators of feeling safe with the insurance provided (Comp.5); and obtaining adequate health insurance to guarantee health and medical expenses and their families (Comp.6). The facility dimension is measured using indicators of adequate supporting facilities and work equipment (Comp.7); and office facilities are only used for office activities (Comp.8). The allowance dimension is measured using indicators of feeling able to rely on performance allowances to fulfil needs (Comp.9); and performance allowances provided are in accordance with the position occupied by employees (Comp.10).

The measurement of discipline variables use (Luis Marnisah & Riwu Kore, 2024) guidelines, consisting of awareness, willingness, obedience, and work ethics dimensions. The awareness dimension uses indicators of putting the interests of the organisation first (Disc.1); and providing good service (Disc.2). The willingness dimension uses indicators of following the applicable work programme (Disc.3); and performing tasks well (Disc.4). The obedience dimension uses indicators of being present on time (Disc.5); and working in accordance with the specified working hours (Disc.6). The work ethics dimension uses indicators of understanding and comprehending the rules and sanctions that have been set (Disc.8); and dressing according to the rules (Disc.9).

Measurement of competency variables using the instructions of (J R Riwu Kore, 2020), consisting of the dimensions of achievement ability, service ability, leadership ability, management ability, thinking ability, and mature attitude. The ability to achieve dimension is measured using indicators of working according to standard operating procedures that have been set (Compt.1); and collecting information related to the tasks performed (Compt.2). The service ability dimension is measured using indicators of fixing community service problems quickly (Compt.3); and listening and

observing what the community needs (Compt.4).The ability to lead dimension is measured using indicators that are able to convince colleagues and leaders (Compt.5); and able to build and maintain partnership relationships with other parties (Compt.6).The ability to manage dimension is measured using indicators that are able to provide intensive direction (Compt.7); and able to empower colleagues (Compt.8). The thinking ability dimension is measured using indicators that are able to decompose complex tasks into systematically organised parts (Compt.9); and always attend training or equip themselves with new lessons (Compt.10). The maturity dimension is measured using indicators of learning from mistakes, analysing one's own performance and improving performance (Compt.11); and showing proactive self-adjustment efforts (Compt.12).

The measurement of employee performance variables uses the guidelines of J R Riwu Kore (2022), consisting of the dimensions of work quality, work quantity, timeliness, effectiveness, and commitment. The quality of work dimension is measured using indicators of skill towards work (Perf.1); and ability towards work (Perf.2). The work quantity dimension is measured using indicators of reaching the set target (Perf.3); and exceeding the set target (Perf.4). The timeliness dimension is measured using indicators of completing work within the set time (Perf.5); and completing work faster (Perf.6).The dimension of effectiveness is measured using indicators of being effective at work (Perf.7); and mastering technology to support work (Perf.8).The dimension of commitment is measured using indicators of commitment to work (Perf.9); and responsibility for work (Perf.10).

RESULTS AND DISCUSSION

RESULTS

Validity and Reliability Test

The decision-making criteria in the validity test used in this study are the Pearson product moment value, where if the $r_{\text{count}} > r_{\text{table}}$ value at the sig. 0.05 level, the research instrument used is valid and suitable for use in data collection (Willard, 2020; Opoku et al., 2022). The r_{table} value for df 114 respondents for a significance level of 0.05 is 0.1840. Instrument test of compensation variables (Table 1), discipline (Table 2), competency (Table 3), and performance (Table 4) on 93 ASN respondents in BU Setda Kota Kupang showed that all statement items from the questionnaire instrument had r_{count} values ≥ 0.1840 . This indicates that all instrument items are valid. The results of the compensation validity test (Table 1) show that the r_{count} value of each variable item is between 0.407 - 0.896 or greater than the r_{table} value of 0.1840, which means that all variable items are valid, and the research instrument can be used.

Table 1. Compensation validity test

Item	Validity		Results
	r_{count}	r_{table}	
COMP.1	0.500**	≥ 0.1840	Valid
COMP.2	0.407**	≥ 0.1840	Valid
COMP.3	0.784**	≥ 0.1840	Valid
COMP.4	0.523**	≥ 0.1840	Valid
COMP.5	0.872**	≥ 0.1840	Valid
COMP.6	0.607**	≥ 0.1840	Valid
COMP.7	0.827**	≥ 0.1840	Valid
COMP.8	0.735**	≥ 0.1840	Valid
COMP.9	0.863**	≥ 0.1840	Valid
COMP.10	0.896**	≥ 0.1840	Valid

Source: processed from SPSS Output, 2025

The results of the discipline validity test (Table 2) show that the r-count value of each variable item is between 0.645 - 0.893 or greater than the r-table value of 0.1840, which means that all variable items are valid, and the research instrument can be used.

Table 2. Discipline validity test

Item	Validity		Results
	r _{count}	r _{table}	
DISC.1	0.717**	≥ 0.1840	Valid
DISC.2	0.650**	≥ 0.1840	Valid
DISC.3	0.792**	≥ 0.1840	Valid
DISC.4	0.893**	≥ 0.1840	Valid
DISC.5	0.866**	≥ 0.1840	Valid
DISC.6	0.869**	≥ 0.1840	Valid
DISC.7	0.645**	≥ 0.1840	Valid
DISC.8	0.745**	≥ 0.1840	Valid

Source: processed from SPSS Output, 2025

The results of the competency validity test (Table 3) show that the r-count value of each variable item is between 0.328 - 0.790 or greater than the r-table value of 0.1840, which means that all variable items are valid, and the research instrument can be used.

Table 3. Competency validity test

Item	Validity		Results
	r _{count}	r _{table}	
COMPT.1	0,548**	≥ 0.1840	Valid
COMPT.2	0,340**	≥ 0.1840	Valid
COMPT.3	0,581**	≥ 0.1840	Valid
COMPT.4	0,491**	≥ 0.1840	Valid
COMPT.5	0,538**	≥ 0.1840	Valid
COMPT.6	0,609**	≥ 0.1840	Valid
COMPT.7	0,355**	≥ 0.1840	Valid
COMPT.8	0,790**	≥ 0.1840	Valid
COMPT.9	0,566**	≥ 0.1840	Valid
COMPT.10	0,476**	≥ 0.1840	Valid
COMPT.11	0,328**	≥ 0.1840	Valid
COMPT.12	0,376**	≥ 0.1840	Valid

Source: processed from SPSS Output, 2025

The results of the performance validity test (Table 4) show that the r-count value of each variable item is between 0.217 - 0.775 or greater than the r-table value of 0.1840, which means that all variable items are valid, and the research instrument can be used.

Table 4. Performance validity test

Item	Validity		Results
	r_{count}	r_{table}	
PERF.1	0,672**	$\geq 0,1840$	Valid
PERF.2	0,651**	$\geq 0,1840$	Valid
PERF.3	0,730**	$\geq 0,1840$	Valid
PERF.4	0,501**	$\geq 0,1840$	Valid
PERF.5	0,626**	$\geq 0,1840$	Valid
PERF.6	0,775**	$\geq 0,1840$	Valid
PERF.7	0,355**	$\geq 0,1840$	Valid
PERF.8	0,252**	$\geq 0,1840$	Valid
PERF.9	0,217*	$\geq 0,1840$	Valid
PERF.10	0,267**	$\geq 0,1840$	Valid

Source: processed from SPSS Output, 2025

The criteria for making reliability test decisions in research is the Cronbach's Alpha value ≥ 0.60 (Opoku et al., 2022) which means acceptable (Creswell & Cresswell, 2022) or strong reliability (Wagemaker, 2020) which indicates that the research questionnaire is reliable as a data collection instrument and research can be continued. Table 5 shows that all research variable items have a Cronbach's Alpha value ≥ 0.60 , which means the data is reliable.

Table 5. Results of reliability testing

Variable	Cronbach's Alpha	Criteria	Results
COMP.	0,877	$\geq 0,60$	Reliable
DISC.	0,900	$\geq 0,60$	Reliable
COMPT.	0,664	$\geq 0,60$	Reliable
PERF.	0,680	$\geq 0,60$	Reliable

Source: processed from SPSS Output, 2025

Normality Test

The criteria for testing data normality using the Kolmogorov-Smirnov Test (Z) method according to instruction of Wagemaker (2020). If the Asymmtotis Significance value $\geq \alpha 0.05$ means that the data is normally distributed. The results of this study's normality test according to the data in Table 6 show that it has an Asymmetotic Significance value $\geq \alpha 0.05$, which is 0.200, which means that the data is normally distributed.

Table 6. Kolmogorov-Smirnov normality test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		114
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.05727360
Most Extreme Differences	Absolute	.071
	Positive	.069
	Negative	-.071
Test Statistic		.071
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: processed from SPSS Output, 2025

Multicollinearity Test

The multicollinearity test results in this study are presented in Table 7, where all variables have a tolerance value > 0.10 and a VIF value < 10, which means that there is no multicollinearity in this study.

Table 7. Multicollinearity Test

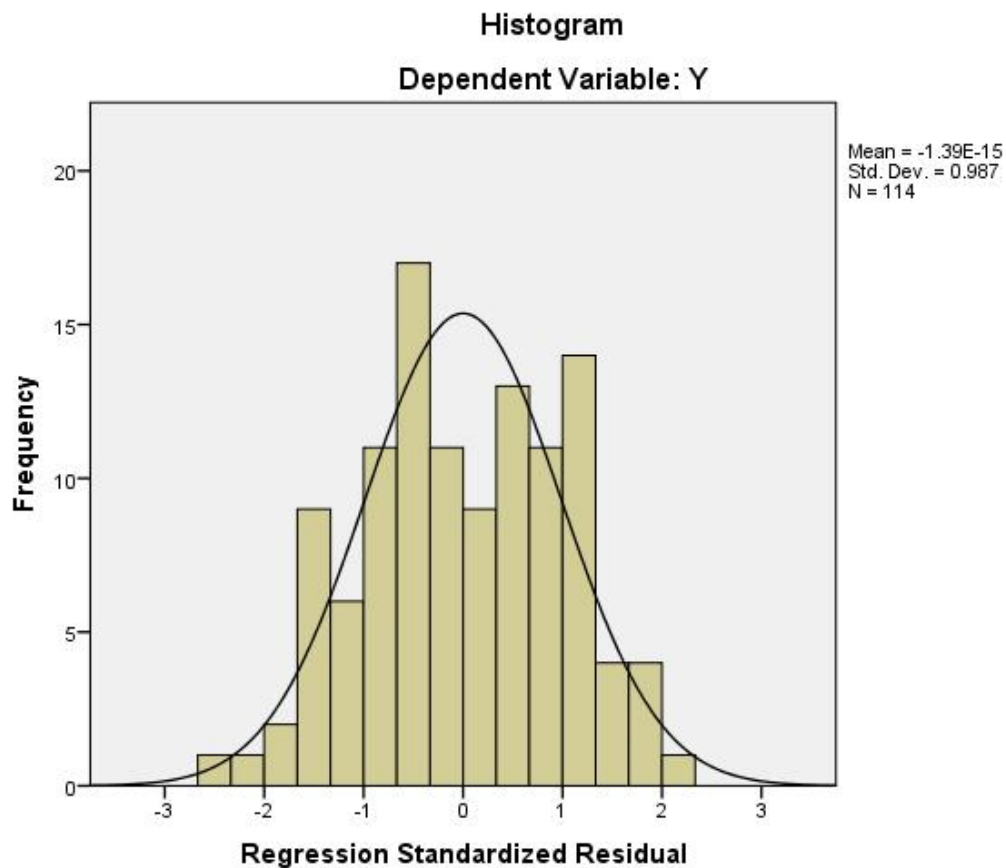
Variable	Tolerance	VIF	Results
COMP.	0,985	1,015	No multicollinearity
DISC.	0,923	1,083	No multicollinearity
COMPT.	0,934	1,071	No multicollinearity

Source: processed from SPSS Output, 2025

Heteroskedasticity Test

The criteria for testing heteroscedasticity in this study use the residual plot method, which means that if no clear pattern is visible and the points are scattered above and below the number 0 on the Y-axis (vertical), then heteroscedasticity does not occur (homoscedasticity). Figure 2 shows that the data are spread almost evenly above and below the zero point, indicating that the data distribution is homoscedastic (the same).

Figure 2. Scatterplot of the heteroscedasticity test



Autocorrelation Test

The autocorrelation assessment criteria in this study use the Durbin Watson (dW) test, where the autocorrelation test must meet the requirements of the $dW > dU$ and $(4-dW) > dU$ values so that the data does not have autocorrelation. The results of the autocorrelation test are presented in Table 8, where the dW value is 1.485 from a total sample of 114 (n), and the number of independent variables is 3 variables against 1 dependent variable. Furthermore, the dL and dU values are sought in the DW Table value table. The dU-table value is 1.7295 and the dL-table value is 1.5966, and the value (4-dW) is 2.481, thus the formula becomes $1.6410 < 2.515 > 1.7488$ dU which means there is no autocorrelation.

Table 8. Results of the autocorrelation test

Durbin-Watson	Sample (n)	dL	dU	(4-dW)
1.485	114	1.6410	1.7488	2.515

Source: processed from SPSS Output, 2025

Hypothesis Testing

This test uses multiple linear regression analysis using the SPSS v. 30 application through the model notation : **PERF.** = a + β_1 COMP. + β_2 DISC. + β_3 COMPT. + e
Keterangan: PERF. (Employee Performance); a (constant); β_1 - β_3 (Regression Coefficient); COMP. (Compensation); DISC. (Discipline); COMPT. (Competency); e (Error).

Partial tests using the t-test in the SPSS application so that the influence of the variables of compensation, discipline, and competency respectively on performance is known. The test criteria used in making the t-test decision if the sig value. < 0.05 and $t\text{-count} > t\text{-table}$. The t-table value in the study is 1.98137 which is obtained from the free degree (df) of 112, the number of samples (n) of 114, the number of variables (k) of 2 at a significance level of 0.05 (5%).

The test criteria used in making the F-test decision if the sig value. < 0.05 and $F\text{-count} > F\text{-table}$. The F-table value in the study is 2.70 which is obtained from df (N2) of 110, df (N1) of 3, the number of samples (n) of 114, the number of variables (k) of 4 at a significance level of 0.05 (5%). The criteria for the regression coefficient value is ≥ 0.6 which means a strong relationship between the variables.

Table 9. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.738	4.505		13.081	.000
COMP.	.190	.058	.296	3.283	.001
DISC.	.311	.062	.430	5.036	.000
COMPT.	.275	.099	.253	2.772	.007

Source: processed from SPSS Output, 2025

The results of the regression analysis of compensation, discipline, and competency on performance can be explained as follows.

1. The t-count value of the compensation (COMP.) is $3.283 > t\text{-table } 1.98137$ with a sig value. $0.001 < 0.05$, which means that the compensation has a positive and significant effect on performance. The formula equation is $PERF. = 13.738 + 0.190COMP.$ which means that if the compensation increases by one unit, performance increases by 0.190 units. Conversely, if the effect of the compensation decreases by one unit, performance decreases by 0.190 units. This study shows that Hypothesis 1 (H1) is accepted and Hypothesis 0 (H0) is rejected.
2. The t-count value of discipline (DISC.) is $5.036 > t\text{-table } 1.98137$ with a sig value. $0.000 < 0.05$, which means discipline has a positive and significant effect on performance. The formula equation is $PERF. = 13.738 + 0.311DISC.$ which means that if discipline increases by one unit, performance increases by 0.311 units. Conversely, if the effect of discipline decreases by one unit, performance decreases by 0.311 units. This study shows that Hypothesis 2 (H2) is accepted and Hypothesis 0 (H0) is rejected.
3. The t-count value of competency (COMPT.) is $2.772 > t\text{-table } 1.98137$ with a sig value. $0.007 < 0.05$, which means that competency has a positive and significant effect on performance. The formula equation is $PERF. = 13.738 + 0.275COMPT.$ which means that if competency increases by one unit, performance increases by 0.275 units. Conversely, if the effect of competency decreases by one unit, performance decreases by 0.275 units. This study shows that Hypothesis 3 (H3) is accepted and Hypothesis 0 (H0) is rejected.
4. The contribution of each exogenous variable (COMP., DISC., and COMPT.) to the endogenous variable (PERF.) is 29.6%COMP, 43,0%DISC, and 25,3%COMPT. Thus the largest contribution of exogenous variables on ASN performance in BU Setda Kota Kupang is the discipline, followed by compensation and competency.

Table 10. Multiple linear regression test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	672.872	3	224.291	13.263	.000 ^b
Residual	1860.146	110	16.910		
Total	2533.018	113			

a. Dependent Variable: PERF.

b. Predictors: (Constant), COMPT., DISC., COMP.

Source: processed from SPSS Output, 2025

The results of the regression analysis of compensation, discipline, and competency simultaneously on performance are presented in Table 10 where the SPSS data output shows a significance value of $0.000 < 0.05$ with an F-count value of $13.263 > F\text{-table } 2.70$ which means H_0 is rejected and H_4 is accepted, and H_4 successfully confirms and proves theoretical and empirical that there is an effect of work environment, creativity, and motivation simultaneously on performance.

Table 11. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973 ^a	.946	.979	.82760

a. Predictors: (Constant), COMPT., DISC., COMP.

b. Dependent Variable: PERF

Source: processed from SPSS Output, 2025

Table 11 model summary shows a correlation value of 0.973 which means that the relationship between the two research variables is strong with an R^2 value of 0.979 and a perceived contribution variables of compensation, discipline, and competency simultaneously of 97.9% to performance, while 2,1% is influenced by other factors.

DISCUSSION

Influence of Compensation on Performance

Based on the results of testing the effect of compensation on performance, it is known that the compensation variable has a regression coefficient value of 0.296 and a t-count value of 3.283 and a t-table value of 1.98137. Thus the t-count value $>$ t-table or $3.283 > 1.98137$. While the significance level is smaller than the specified significance level, namely $0.001 < 0.050$. This shows that compensation has a partial and significant effect on performance. This means that hypothesis 1 is accepted that there is a significant influence between compensation partially on the performance of the state civil apparatus of the General Section at the Regional Secretariat of Kupang City. The results of this study are in accordance with those reported by Adam et al. (2019), Touma (2022), Gazi et al. (2024), and Susanto et al. (2021) that compensation has a positive and significant effect on employee performance.

The implementation of compensation for civil servants in the General Section of the Kupang City Regional Secretariat is categorised as good. Compensation plays a very important role in building employee loyalty, especially in improving employee performance. Compensation according to Riwu Kore et al. (2022) can be given to employees in the form of money, direct goods, or indirectly received by employees in exchange for services that have been provided to the organisation.

This study differs from the findings reported by several researchers that compensation has no effect on performance (Li et al., 2023; Dharma et al., 2023; Serang et al., 2023; Ambarwati et al., 2023; Yolande, 2024). The difference between the results of this study and several researchers lies in the intervening compensation in several researchers that moderates between compensation and performance with employee satisfaction. Employee satisfaction in question is employee dissatisfaction with the company's compensation method for employees based on performance, employee profile (characteristics), and contextual level. Meanwhile, this study does not include employee satisfaction because the research subjects are government employees whose types and types of compensation are determined by group and position based on applicable regulations. So if there is an increase in compensation outside the established regulations, and/or there is an addition of certain regulated competencies, it will significantly improve employee performance.

The government enforces this as a means to help narrow the income gap at the organizational level. The legal, regulatory, and social aspects of salary disclosure are discussed and employers who currently use salary transparency are highlighted (Trotter et al., 2017). Thus the managerial implication of the study is that organizations need to consider providing additional compensation beyond. Zayed et al. (2022), that the compensation system has a beneficial impact on employee satisfaction by partially mediating motivation which improves performance. From an organizational perspective, successful achievement of performance goals requires providing compensation at levels and forms that attract, retain, and motivate employees with desired attributes (Fulmer et al., 2023). At the same time, Ranta & Ylinen (2024) explains that organizations must carefully manage compensation costs, which are often the largest single operating expense.

Influence of Discipline on Performance

Based on the results of testing the effect of work discipline on performance, it is known that the work discipline variable has a regression coefficient value of 0.430 and a t-count value of 5.036 and a t-table value of 1.98137. Thus the t-count value > t-table or $5.036 > 1.98137$. While the significance level is smaller than the specified significance level, namely $0.000 < 0.050$. This shows that compensation has a partial and significant effect on performance. This means that hypothesis 2 is accepted that there is a significant influence between work discipline partially on the performance of the state civil apparatus of the General Section at the Regional Secretariat of Kupang City. The results of this study are in accordance with those reported by Riwu Kore et al. (2022), Muday et al. (2024) and Shi (2024) that discipline has a positive and significant effect on employee performance.

The implementation of work discipline of civil servants in the General Section of the Regional Secretariat of Kupang City is categorised as good. Discipline can improve the quality of work through the performance shown by employees. A person's work discipline is said to be good if it is in accordance with the rules, work procedures that exist attitude or behaviour in accordance with the rules determined by the organisation. Motivation theory supports these findings, someone not only needs work discipline but also has strong motivation. Employees who are enthusiastic about working will show a disciplined attitude and then their performance results are also good. Marder et al. (2021) explained that the better the employee's work discipline, the higher the work performance he can achieve.

Although this study proves the influence of discipline on employee performance, there are other researchers who state that employee performance is not influenced by employee discipline (Adam et al., 2019; Calabrese et al., 2023). The difference between these two studies is emphasized in the aspect of punishment. The imposition of sanctions in the form of punishment on government employees has been regulated in a set of laws and regulations, but in its implementation it is often ignored so that until now, employee performance in terms of discipline is still very low for government employees. While different research, punishment is the biggest consequence to be carried out by employees, so that employees automatically discipline themselves. Qalati et al. (2022), an important key to improving employee performance is discipline in the form of punishment so

that employees will be on time, responsible, respect the rules, and improve themselves. Yildizhan et al. (2023), the benefits that will be obtained when employees are disciplined are improving the quality of work, speeding up the work process, increasing productivity, and preventing problems.

Based on the description above, the managerial implications that need to be carried out by the organization are to improve the quality of employee discipline. Duong et al. (2024), this can be done by giving firm and clear sanctions. In addition, McDonnell & Nurmohamed (2021), the organization improves its discipline which includes setting clear rules, giving examples, giving awards, giving sanctions, increasing motivation, providing training, and improving the work environment. Siraj & Hågen (2023), by implementing various methods to improve work discipline, the organization can create a productive and efficient work environment, and improve overall employee performance.

Influence of Competency on Performance

Based on the results of testing the influence of competence on performance, it is known that the competence variable has a regression coefficient value of 0.253 and a t-count value of 2.772 and a t-table value of 1.98137. Thus, the t-count value > t-table or $2.772 > 1.98137$. While the level of significance is smaller than the specified level of significance, namely $0.002 < 0.050$. This shows that competence has a partial and significant effect on performance. This means that hypothesis 3 is accepted that there is a significant influence between competence partially on the performance of the General Section of the Kupang City Regional Secretariat. This study is in accordance with that reported by Riwu Kore et al. (2021;2022) and Anam et al. (2024) that competence has a positive and significant effect on employee performance.

The implementation of the civil servant competency of the General Section of the Regional Secretariat of Kupang City is categorized as good. Someone who is able to produce well in the workplace has the competence to transfer and apply skills and knowledge in new situations to increase the agreed benefits (Mehner et al., 2025). Therefore, the development of competency of each employee's human resources needs to be a concern of the organization. The competence of the state civil apparatus (ASN) plays a full role in responding to the challenges and changes of the dynamic era. This competence can influence and have a negative impact on organizational performance, if the competence possessed by ASN is not developed.

The results of this study are different from the findings reported by Anam et al. (2024), Thi Nong et al. (2024), and Susanto et al. (2021) that performance is not influenced by competence. This is because the research perceives competence to influence performance if mediated by employee satisfaction. Meanwhile, this research proves direct determination of competence on performance. ASN's competence is in the spotlight to be improved in quality, considering that J R Riwu Kore & Haba Ora (2022) mentioned ASN's performance such as Deadwood. Therefore, the competencies of the ASN need to be improved through the development of actual human resources, institutional education and training, and logistics enterprises. The implication is a good guideline for stakeholders in improving employee performance.

Influence of Compensation, Discipline, and Competency on Performance

Based on the test results of the influence of compensation, work discipline, and competence on performance, the regression coefficient value is 0.253 with an F count value of 13.263 and an F table value of 2.70. Thus, the F count value > F table or $13.263 > 2.70$. While the significance level is smaller than the specified significance level, which is $0.000 < 0.05$. This shows that the variables of compensation, work discipline, and competence have a joint and significant effect on performance. The results of the study are in accordance with the reports of several researchers that employee performance is simultaneously influenced by compensation (Adam et al., 2019; Touma, 2022; Gazi et al., 2024; Susanto et al., 2021); discipline (Riwu Kore et al., 2022; Muday et al., 2024; Shi, 2024) and

competence (Riwu Kore et al., 2021;2022; Anam et al., 2024) have a positive and significant effect on employee performance. Where the General State Civil Apparatus at the Kupang City Regional Secretariat have carried out their duties well.

Research proves that improving employee performance can be carried out by organizations through increasing compensation, discipline, and competencies from employees so as to accelerate the achievement of organizational goals. The preparation of organizational strategies oriented to these variables can be relevant based on the results of this study.

CONCLUSION

This study highlights the importance of the organization's role in supporting employee performance from the aspects of appropriate employee compensation, high employee discipline, and employee competency stability, so that it can be used as input for employee management in the Kupang City Regional Secretariat BU organization. Improving employee performance can be done by adjusting employee compensation with workload and award eligibility, increasing employee discipline to work professionally, and creating more comprehensive employee competencies through training and education. This input is in accordance with the results of this study that 97.9% of performance in the office is influenced by the influence of compensation, discipline, and competence, and the remaining 21.1% is influenced by other factors, such as employee satisfaction, motivation, and so on. Thus, the organization can carry out various organizational strategy formulations using existing variables. Further research should examine longitudinal data to assess long-term retention patterns.

REFERENCES

- Adam, M. A., Youssef, A., & Sakr, A. M. (2019). The Effect of Executive Compensation on Financial Performance in Egypt. *OALib*, *06*(12), 1–14. <https://doi.org/10.4236/oalib.1105760>
- Alie, J., Riwu Kore, J. R., & Hawaii, G. R. S. (2022). Contribution of leadership style, competence, and motivation to employee performance in the Badan Keuangan and Aset Daerah Kota Kupang. *Enrichment: Journal of Management*, *12*(2), 2452–2464. <https://doi.org/10.35335/enrichment.v12i2.546>
- Alqudah, I. H. ., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics*, *28*(1), 100177. <https://doi.org/10.1016/j.iedeen.2021.100177>
- Ambarwati, T., Wardhana, E. T. D. R. W., Wardoyo, C., Churiyah, M., & Jihadi, M. (2023). The role of compensation, job rotation, employee engagement and employees performance of SMEs. *International Journal of Professional Business Review*, *8*(7), e03045. <https://doi.org/10.26668/businessreview/2023.v8i7.3045>
- Anam, A. K., Darmawan, M. A., Yin, H. X., & Aribowo, H. (2024). Analysis of Human Competence Influence, Entrepreneurial Characteristics, Information Technology, Management Accounting System, and Environmental Uncertainty on the Performance of Micro, Small and Medium Enterprises (MSMEs) in Pasuruan City, Indonesia. *Open Journal of Business and Management*, *12*(1), 726–747. <https://doi.org/10.4236/ojbm.2024.121039>
- Asmawati, Riwu Kore, J. R., Alie, M., Yustini, T., & Hutajulu, Y. Y. (2022). The relationship between quotient and employee performance (Study at the Subdistrict Office and District Office in the Kelapa Lima District, Kupang City Government). *Enrichment: Journal of Management*, *12*(4), 2963–2973. <https://doi.org/10.35335/enrichment.v12i4.703>

- Calabrese, C. G., Molesworth, B. R. C., & Hatfield, J. (2023). The effect of punishment and feedback on correcting erroneous behavior. *Journal of Safety Research*, 87, 481–487. <https://doi.org/10.1016/j.jsr.2023.09.001>
- Cayrat, C., & Boxall, P. (2023). The roles of the HR function: A systematic review of tensions, continuity and change. *Human Resource Management Review*, 33(4), 100984. <https://doi.org/10.1016/j.hrmr.2023.100984>
- Creswell, J. W., & Creswell, J. D. (2022). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th Ed). Sage Publications, Inc.
- Danila, & Riwu Kore, J. R. (2019). Pengaruh kompetensi dan motivasi terhadap kinerja pegawai di Dinas Pekerjaan Umum Bina Marga Provinsi Sumatera Selatan. *Jurnal Ecoment Global: Kajian Bisnis Dan Manajemen*, 4(2), 39–51. <https://doi.org/http://dx.doi.org/10.35908/jeg.v4i2.754>
- Dharma, R., Hady, H., & Zefriyenni. (2023). Determinants of Job Satisfaction and Implications on Employee Performance in Bank Nagari Sumatera Barat. *International Journal of Professional Business Review*, 8(9), e02720. <https://doi.org/10.26668/businessreview/2023.v8i9.2720>
- Dhillon, A., Iversen, V., & Torsvik, G. (2021). Employee Referral, Social Proximity, and Worker Discipline: Theory and Suggestive Evidence from India. *Economic Development and Cultural Change*, 69(3), 1003–1030. <https://doi.org/10.1086/704512>
- Duong, K. T., Huynh, L. D. T., Phan, A. D. B., & Vu, N. T. (2024). From Russia with love: International risk-sharing, sanctions, and firm investments. *Economics Letters*, 244, 112005. <https://doi.org/10.1016/j.econlet.2024.112005>
- Farida, I., & Setiawan, D. (2022). Business strategies and competitive advantage: The role of performance and innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3), 163. <https://doi.org/10.3390/joitmc8030163>
- Fulmer, I. S., Gerhart, B., & Kim, J. H. (2023). Compensation and performance: A review and recommendations for the future. *Personnel Psychology*, 76(2), 687–718. <https://doi.org/10.1111/peps.12583>
- Garengo, P., Sardi, A., & Nudurupati, S. S. (2022). Human resource management (HRM) in the performance measurement and management (PMM) domain: a bibliometric review. *International Journal of Productivity and Performance Management*, 71(7), 3056–3077. <https://doi.org/10.1108/IJPPM-04-2020-0177>
- Garza, C., Stover, P. J., Ohlhorst, S. D., Field, M. S., Steinbrook, R., Rowe, S., Woteki, C., & Campbell, E. (2019). Best practices in nutrition science to earn and keep the public's trust. *The American Journal of Clinical Nutrition*, 109(1), 225–243. <https://doi.org/10.1093/ajcn/nqy337>
- Gazi, M. A. I., Yusof, M. F., Islam, M. A., Amin, M. Bin, & Senathirajah, A. R. bin S. (2024). Analyzing the impact of employee job satisfaction on their job behavior in the industrial setting: An analysis from the perspective of job performance. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(4), 100427. <https://doi.org/10.1016/j.joitmc.2024.100427>
- Haba Ora, F., Riwu Kore, J. R., Manafe, H., Susanto, Y., & Yustini, T. (2020). Strategi Pencegahan dan Pemberantasan Korupsi di Pemerintah Kota Kupang, Provinsi Nusa Tenggara Timur, Indonesia. *Aspirasi: Jurnal Masalah-Masalah Sosial*, 11(2), 229–242. <https://doi.org/10.46807/aspirasi.v11i2.1556>
- Johansson, P. E., & Wallo, A. (2019). Exploring the work and competence of interactive researchers. *Journal of Manufacturing Technology Management*, 31(8), 1539–1559. <https://doi.org/10.1108/JMTM-09-2018-0307>
- Li, C., Duan, X., Chu, X., & Qiu, Y. (2023). Total reward satisfaction profiles and work performance: A person-centered approach. *Heliyon*, 9(3), e14154. <https://doi.org/10.1016/j.heliyon.2023.e14154>
- Manalor, M. I., Marnisah, L., & Riwu Kore, J. R. (2022). The influence of transformational leadership, quality of human resources, and discipline toward community satisfaction at the Office of Dinas Kependudukan and Pencatatan Sipil Kota Kupang. *Enrichment: Journal of Management*, 12(4), 2963–2973. <https://doi.org/10.35335/enrichment.v12i4.704>
- Marder, B., Ferguson, P., Marchant, C., Brennan, M., Hedler, C., Rossi, M., Black, S., & Doig, R. (2021).

- 'Going agile': Exploring the use of project management tools in fostering psychological safety in group work within management discipline courses. *The International Journal of Management Education*, 19(3), 100519. <https://doi.org/10.1016/j.ijme.2021.100519>
- Marnisah, L, Riwu Kore, J. R., & Haba Ora, F. (2022). Employee performance based on competency, career development, and organizational culture. *Jurnal Aplikasi Manajemen*, 20(3), 629–647. <https://doi.org/10.21776/ub.jam.2022.020.03.13>
- Marnisah, Luis, & Riwu Kore, J. R. (2024). *Pilar manajemen SDM (teori, filosofi dan implementasi)*. Deepublish Press.
- McDonnell, M.-H., & Nurmohamed, S. (2021). When are organizations punished for organizational misconduct? A review and research agenda. *Research in Organizational Behavior*, 41, 100150. <https://doi.org/10.1016/j.riob.2021.100150>
- McMullen, J., Arakawa, N., Anderson, C., Pattison, L., & McGrath, S. (2023). A systematic review of contemporary competency-based education and training for pharmacy practitioners and students. *Research in Social and Administrative Pharmacy*, 19(2), 192–217. <https://doi.org/10.1016/j.sapharm.2022.09.013>
- Mehner, L., Rothenbusch, S., & Kauffeld, S. (2025). How to maximize the impact of workplace training: a mixed-method analysis of social support, training transfer and knowledge sharing. *European Journal of Work and Organizational Psychology*, 34(2), 201–217. <https://doi.org/10.1080/1359432X.2024.2319082>
- Muday, F., Marnisah, L., & Yustini, T. (2024). Kinerja pegawai berdasarkan pengaruh disiplin, kompetensi dan budaya organisasi. *JMII: Jurnal Multidisiplin Ilmu Indonesia*, 1(2), 111–148. <https://jurnal.rumahpintarayho.com/index.php/jmii/article/view/26>
- Muday, F., Marnisah, L., Yustini, T., & Riwu Kore, J. R. (2022). Predictors of employee performance based on discipline, competence, and organizational culture (Case study of sub-village and village employees in Kota Raja Village, Kupang City Government). *Enrichment: Journal of Management*, 12(4), 2974–2986. <https://doi.org/10.35335/enrichment.v12i4.702>
- Opoku, A., Olanipekun, A., Sutrisna, M., & Ahmed, V. (2022). *Validity and reliability in built environment research: A selection of case studies*. CRC Press.
- Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11), e11374. <https://doi.org/10.1016/j.heliyon.2022.e11374>
- Ranta, M., & Ylinen, M. (2024). Employee benefits and company performance: Evidence from a high-dimensional machine learning model. *Management Accounting Research*, 64, 100876. <https://doi.org/10.1016/j.mar.2023.100876>
- Riwu Kore, J R. (2020). *Kepemimpinan transformasional peningkatan sumber daya manusia* (F. Haba Ora (ed.); 1st ed). PT. Insan Cendekia Mandiri Group.
- Riwu Kore, J R, & Haba Ora, F. (2021). The Influence of Competence and Work Motivation to Teacher Performance in Smp Negeri At Kota Kupang. *İlköğretim Online*, 20(1), 1010–1017. <https://doi.org/10.17051/ilkonline.2021.01.73>
- Riwu Kore, J R, & Haba Ora, F. (2022). Pelatihan penilaian model kepemimpinan transformasional oleh pejabat struktural instansi Pemerintah Kota Kupang pada Badan Keuangan dan Aset Daerah Kota Kupang. *Lambung Inovasi: Jurnal Pengabdian Kepada Masyarakat*, 7(2), 174–181. <https://doi.org/https://doi.org/10.36312/linov.v7i2.699>
- Riwu Kore, J R, Marnisah, L., & Jermias, J. (2022). Honorary staff performance using predictors of commitment, compensation, and work ethic (Study in the Bagian Umum Sekretariat Daerah Pemerintah Kota Kupang). *Enrichment: Journal of Management*, 12(3), 2227–2235. <https://doi.org/https://doi.org/10.35335/enrichment.v12i3.640>
- Riwu Kore, J R, Susanto, Y., Mardiyah, & Haba Ora, F. (2022). Effect of employee placements, discipline, and work climate toward employee performance on Agency of Financial Management and Asset Regional of Lubuklinggau City Indonesia. *Enrichment: Journal of Management*, 12(2), 1498–1508. <https://doi.org/10.35335/enrichment.v12i2.84>

- Riwu Kore, J R, Susanto, Y., Pilkandis, J., & Haba Ora, F. (2021). Analysis of employee performance in the Department of Education and Culture, Lubuklinggau City. *Asia Pacific Journal of Management and Education*, 4(2), 95–109. <https://doi.org/10.32535/apjme.v4i2.1149>
- Riwu Kore, Jefirstson R. (2022). Pelatihan: Evaluasi dan rekonstruksi kinerja ASN Pemerintah Kota Kupang berbasis sumber daya manusia. *Yumary: Jurnal Pengabdian Kepada Masyarakat*, 3(2), 79–100. <https://doi.org/10.35912/yumary.v3i2.1472>
- Riwu Kore, Jefirstson R, Marnisah, L., & Haba Ora, F. (2022). Employee performance analysis based on the effect of discipline, motivation, and organizational commitment at the Regional Secretariat of the Kupang City Government. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 12(1), 76–99. <https://doi.org/10.30588/jmp.v12i1.1009>
- Riwu Kore, Jefirstson R, Riwu Kore, F. R., & Saubaki, M. A. (2023). Budaya organisasi pegawai di Badan Kesatuan Bangsa dan Politik Kota Kupang. *JMII: Jurnal Multidisiplin Ilmu Indonesia*, 1(1), 1–11. <https://jurnal.rumahpintarayho.com/index.php/jmii/article/view/7>
- Riwu Kore, K. B., Yustini, T., & Alie, J. (2022). Employee performance based on organizational culture, work discipline, and work motivation (Case study in Kelapa Lima District, Kupang City). *Mantik: Manajemen, Teknologi Informatika Dan Komunikasi*, 6(2), 2639–2649. <https://doi.org/https://doi.org/10.35335/mantik.v6i2.2774>
- Serang, S., Ritamariani, A., Kamase, J., & Gani, A. (2023). The Influence of Work Motivation, Compensation, and Work Procedures on Job Satisfaction and Field Extension Performance Family Planning in South Sulawesi. *International Journal of Professional Business Review*, 8(5), e02180. <https://doi.org/10.26668/businessreview/2023.v8i5.2180>
- Shi, Y. (2024). The influence of cognitive ability on academic performance: perseverance as a mediator and self-discipline as a moderator. *Current Psychology*, 43(40), 31744–31757. <https://doi.org/10.1007/s12144-024-06734-7>
- Sinnaiah, T., Adam, S., & Mahadi, B. (2023). A strategic management process: the role of decision-making style and organisational performance. *Journal of Work-Applied Management*, 15(1), 37–50. <https://doi.org/10.1108/JWAM-10-2022-0074>
- Siraj, N., & Hágen, I. (2023). Performance management system and its role for employee performance: Evidence from Ethiopian SMEs. *Heliyon*, 9(11), e21819. <https://doi.org/10.1016/j.heliyon.2023.e21819>
- Susanto, Y., Riwu Kore, J. R., Afrianti, I., & Haba Ora, F. (2021). Pengaruh kompetensi dan motivasi kerja terhadap kinerja guru di SMP Negeri 4 Kota Lubuklinggau Sumatera Selatan. *Jurnal Pendidikan*, 30(2), 143–152. <https://doi.org/10.32585/jp.v30i2.1578>
- Susanto, Y., Riwu Kore, J. R., Oktovianus, F., & Haba Ora, F. (2021). The effect of compensation and competence on performance with motivation as a variable intervening an employee in partners of the Central Statistics Agency, Lubuklinggau City, South Sumatra, Indonesia. *Review of Management and Entrepreneurship*, 5(2), 113–136. <https://doi.org/10.37715/rme.v5i2.1778>
- Susanto, Y., Riwu Kore, J. R., Riance, A., Sardiyo, & Haba Ora, F. (2020). The effect of complexity of the competence independence task on integrity of the implication in the quality result Auditor examination in North Musirawas District. *International Journal of Scientific and Technology Research*, 9(4), 3591–3597. <http://www.ijstr.org/paper-references.php?ref=IJSTR-1019-22734%0A>
- Tadesse Bogale, A., & Debela, K. L. (2024). Organizational culture: a systematic review. *Cogent Business & Management*, 11(1), 1–23. <https://doi.org/10.1080/23311975.2024.2340129>
- Thi Nong, N.-M., Phuong, N. Q., & Duc-Son, H. (2024). The effect of employee competence and competence – job – fit on business performance through moderating role of social exchange: A study in logistics firms. *The Asian Journal of Shipping and Logistics*, 40(4), 187–197. <https://doi.org/10.1016/j.ajsl.2024.10.001>
- Touma, J. (2022). Performance Appraisal Effect on Compensation. *Journal of Human Resource and Sustainability Studies*, 10(01), 1–12. <https://doi.org/10.4236/jhrss.2022.101001>
- Trotter, R. G., Zacur, S. R., & Stickney, L. T. (2017). The new age of pay transparency. *Business Horizons*, 60(4), 529–539. <https://doi.org/10.1016/j.bushor.2017.03.011>

- Wagemaker, H. (2020). *Reliability and validity of international large-scale assessment: Understanding IEA's comparative studies of student achievement*. Springer International Publishing.
- Willard, C. A. (2020). *Statistical Methods: An Introduction to Basic Statistical Concepts and Analysis*. Routledge/Taylor & Francis Group.
- Yildizhan, H., Hosouli, S., Yilmaz, S. E., Gomes, J., Pandey, C., & Alkharusi, T. (2023). Alternative work arrangements: Individual, organizational and environmental outcomes. *Heliyon*, 9(11), e21899. <https://doi.org/10.1016/j.heliyon.2023.e21899>
- Yolande, M. K. (2024). The Impact of Compensation and Internal Equity on Employee Performance. *Open Journal of Accounting*, 13(02), 32–43. <https://doi.org/10.4236/ojacct.2024.132003>
- Zayed, N. M., Rashid, M. M., Darwish, S., Faisal-E-Alam, M., Nitsenko, V., & Islam, K. M. A. (2022). The Power of Compensation System (CS) on Employee Satisfaction (ES): The Mediating Role of Employee Motivation (EM). *Economies*, 10(11), 290. <https://doi.org/10.3390/economies10110290>