

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

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Abstract

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

Keywords: Communication, Competency, Motivation, Employee Performance

1. Introduction

Human resources are a fundamental asset for government agencies and play a key role in driving their progress. Therefore, knowledgeable, competent, qualified, capable, and competitive human resources are needed to develop and maintain the agency's position in a competitive environment. Skilled human resources will be able to manage other resources and deliver all government services within the agency. Success in achieving these goals depends on

the reliability and capability of employees in operating the agency's work units. Achieving agency goals is only possible through the efforts of the stakeholders within each agency. The performance of government agencies is a result of the work requirements that employees must meet. For government agencies delivering public services, the quality and quantity of human resource performance, as well as the competencies of their staff, play a crucial role in providing optimal public services to the public. A good measure of performance is public satisfaction with the services offered ([Robbins & Judge, 2016](#)). Human resource (employee) performance, often referred to as job performance, is manifested in the actual work achievements or accomplishments attained by an individual ([Mangkunegara, 2009](#)). The varying qualities of human resources, based on the abilities and sense of responsibility possessed by human resources within the apparatus, will always be a complex issue. Therefore, the better the quality of human resources, the higher the performance of an institution/agency, which ultimately has a positive impact on regional government performance and can improve public services to the community.

Performance ([Afandi, 2018](#)) is the work results achieved by an individual, group, or organization within a company in accordance with their responsibilities in an effort to advance the company's goals or vision and mission in a manner that is both legal and ethical. Employee performance can also increase the certainty of a company's success through the collaboration of individuals, groups, or an entire organization within a predetermined period in carrying out tasks, compared to various obstacles, ranging from work quality, employee standards, organizational or company targets or objectives, and the existence of predetermined criteria that are mutually agreed upon to achieve a goal through a work process carried out by employees honestly and collaboratively. According to [Edison, Anwar and Komariyah \(2017\)](#), one factor influencing employee performance is communication. Communication ([Arni, 2016](#)) is the exchange of verbal and nonverbal information between the sender and receiver of information to change behavior. Effective communication requires employees not only to understand the process but also to apply their knowledge creatively and effectively. Effective communication can connect employees, prevent errors in the workplace, and foster a good working relationship between leaders and employees, ultimately improving employee performance and contributing to the achievement of agency goals.

According to [Edison, Anwar and Komariyah \(2017\)](#), one of the factors influencing performance is competence. Competence ([Wibowo, 2018](#)) is 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. Improving employee performance requires employees to possess competent skills and expertise, thereby enhancing both the quantity and quality of their performance. The higher an employee's abilities, driven by work-related obligations, the higher the quality of their performance. Another factor influencing performance, according to [Kasmir \(2019\)](#), is motivation. Motivation ([Wibowo, 2018](#)) is the drive for a series of human behavioral processes aimed at achieving goals. The elements of motivation include arousing, directing, maintaining, demonstrating intensity, being continuous, and having a purpose. Motivation is crucial in influencing employee performance because it drives a series of employee behavioral processes aimed at achieving goals. Employees who have good motivation will tend to work harder than less motivated employees, so that with this motivation, better performance will be created than before.

In accordance with Palembang City Regional Regulation No. 28 of 2019 concerning Amendments to Palembang Mayor Regulation No. 55 of 2016 concerning the Position,

Organizational Structure, Duties and Functions, and Work Procedures of the Population and Civil Registration Service of Palembang City, the Population and Civil Registration Service is an implementing element of regional affairs in the field of Population administration based on the authority held by the regional government in accordance with the provisions of applicable laws and regulations. The Population and Civil Registration Service is led by the Head of Service, who is under the responsibility of the Mayor of Palembang through the Regional Secretary of Palembang City.

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

The data obtained from the Population and Civil Registration Office of Palembang City shows that several objectives set by the office have not been achieved or have not exceeded the established targets. The actual performance of target 1 in indicator 2, "Disdukcapil SAKIP Value," in 2023, was 68.1 points, compared to the target of 68.2 points set in the Performance Agreement, resulting in a performance achievement percentage of 99.85%. Furthermore, in 2024, this figure decreased from the previous year, reaching 67.99 points, compared to the target of 68.2 points, resulting in a performance achievement percentage of 99.69 points. This achievement did not meet the agreed target. Target 2 in indicator 1, "Percentage of Birth Certificate Ownership for Children 0-17 Years Old," in 2022, was 94.47 points, compared to the target of 97 points set in the Performance Agreement, resulting in a performance achievement percentage of only 97.39%. In 2023, the performance achievement increased by 98.2% from the target of 98, resulting in a performance achievement percentage of 100.2%. Furthermore, in 2024, the performance achievement decreased from the previous year, reaching only 97.62% of the target of 98, resulting in a percentage achievement of 99.61%. In 2022, target 2 of indicator 3, "Percentage of Electronic ID Card Recording for Children Aged 16 and Over," the performance achievement was 96.36% from the target of 99.3% set in the

Performance Agreement, resulting in a percentage achievement of 97.4%. In 2023, the performance achievement increased from the previous year, reaching 99.54% from the target of 99.4%, resulting in a percentage achievement of 100.4%. In 2024, the performance achievement actually decreased, reaching only 98.3% of the target of 99.4%, resulting in a percentage achievement of only 98.89%, falling short of the target and a decrease from the previous year.

In 2022, the performance achievement for target 2 indicator 5, "Number of Service Innovations," resulted in only two service innovations being realized out of the seven targets, resulting in a percentage achievement of 28.57%. In 2023, the number of innovations increased, with 4 service innovations being realized out of the target of 6, resulting in a percentage achievement of 66.67%, falling short of the target but increasing from the previous year. In 2024, the number of innovations decreased from 2023, with only 1 innovation being realized out of the five targets, resulting in a percentage achievement of only 20%. The research findings, in addition to the failure to achieve agency goals, also revealed issues with employee work standards. Slow service processes persisted, and document errors were high. Typical or misprinted documents frequently occurred due to a lack of accuracy, hampering employee performance. Another issue was identified in the punctuality indicator, where many administrative tasks were not completed on time, particularly in processing documents such as ID cards (KTP), family cards (KK), and birth certificates. This led to public complaints and frequent delays in submitting routine reports, which in turn impacted decision-making.

In the Palembang City Population and Civil Registration Office (Dukcapil), communication between employees was ineffective. Misunderstandings often occurred in conveying instructions to colleagues, resulting in tasks not being completed as expected. Furthermore, important information was not communicated clearly, leading to miscommunication in tasks involving public service and the input of new population data. The communication satisfaction indicator still revealed a gap between senior and junior employees, discouraging junior employees from expressing their opinions or offering innovative ideas. Furthermore, communication felt awkward, making employees feel uncomfortable during relaxed discussions or when exchanging ideas. Another phenomenon was found in the interpersonal relationship indicator; some employees had less close relationships with the service sector and felt awkward coordinating with the recording sector because they rarely interacted outside of official meetings, in addition to the existence of small groups between employees, so that other employees felt marginalized, which made the work atmosphere less harmonious.

The frequent phenomenon of competency variables in the field indicates that, in terms of knowledge, some employees still do not fully understand 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. Regarding employee skills, not all employees are able to operate digital service systems such as the Population Administration Information System (SIAP) application, which slows down the document input and printing process. Another phenomenon is the low interest shown by employees in their respective areas of work. Several employees stated that some employees are still assigned to work areas that do not align with their personal interests. Furthermore, employees lack the initiative to seek out the latest information related to population administration, public service technology, or service innovation. Ultimately, the quality of service to the public stagnates due to a lack of internal drive from employees to provide the best service. The phenomenon of work motivation is also a significant issue. The results of the pre-

research found that the phenomenon of working conditions also became a problem in relation to employee motivation, where some employees felt the current working conditions were uncomfortable such as the condition of the service room which was crowded and noisy making employees unable to focus on work, employee work motivation decreased because they felt awkward and were not supported by good environmental conditions. Indicators of the work itself showed that some employees exhibited symptoms of boredom due to monotonous routines and a lack of new challenges in their work. As a result, they worked merely without initiative or ideas for improving service. Another phenomenon in the indicator of awards or recognition is that some employees felt their hard work was not appreciated, which led to a reduction in their enthusiasm to give their best.

2. Literature Review

The influence of communication, competence, and work motivation on employee performance. [Edison, Anwar and Komariyah \(2017\)](#) identified factors that can influence employee performance as communication, competence, systems or procedures, leadership, and corporate culture. Other factors that affect performance include abilities and expertise, knowledge, work plans, personality, motivation, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In this study, the variables used were competence, motivation, and work discipline ([Kasmir, 2019](#)). Research conducted by [Supriyati and Alawiyah \(2021\)](#), [Fransiska and Tupti \(2020\)](#), [Fathoni \(2021\)](#), [Fatma and Nurriqli \(2022\)](#), [Aryawan and Dewi \(2023\)](#), [Nurjanah and Solehudin \(2023\)](#) showed that communication, competence, and work motivation significantly influence employee performance. This contrasts with research conducted by [Nasution and Rizky \(2024\)](#), which found that communication, competence, and work motivation had no significant effect on employee performance. Furthermore, problems at the Palembang City Population and Civil Registration Office (DPK) are related to communication, particularly in indicators of understanding, enjoyment, and interpersonal relationships. Competence, particularly in indicators of knowledge, employee skills, and interests, is a key issue. Work motivation primarily focuses on indicators of working conditions, the work itself, and recognition or rewards. These issues affect employee performance, particularly in terms of goal achievement, work standards, and punctuality.

The Influence of Communication on Employee Performance. [Edison, Anwar and Komariyah \(2017\)](#) identified communication as a factor that can influence employee performance. Communication is the sending and receiving of various messages within formal and informal groups. Communication can also occur within organizations. Although communication tools, methods, and information technology have advanced rapidly, communication between people within an organization remains essential and plays a crucial role in achieving goals. Communication is vital for everyone, as we have all faced situations where effective communication is a key issue. [Robbins and Judge \(2016\)](#) states that communication fosters motivation by explaining to employees what needs to be done, how well they are performing, and what can be done to improve substandard performance.

Several studies have been conducted, including: [Supriyati and Alawiyah \(2021\)](#), [Fransiska and Tupti \(2020\)](#), [Fathoni \(2021\)](#), [Fatma and Nurriqli \(2022\)](#), and [Aryawan and Dewi \(2023\)](#). Their research findings indicate a significant effect of communication on employee performance. This contrasts with research conducted by [Nasution and Rizky \(2024\)](#), which found no significant impact of communication on employee performance. A phenomenon observed at the Palembang City Population and Civil Registration Office (PKB) is a communication problem,

particularly in indicators of understanding, enjoyment, and interpersonal relationships. These issues affect employee performance, particularly in terms of meeting goals, maintaining work standards, and punctuality.

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

The Influence of Motivation on Performance. According to [Kasmir \(2019\)](#), many factors influence performance, one of which is motivation. [Sutrisno \(2017\)](#) defines motivation as a factor that drives someone to perform a particular activity. Therefore, motivation is often interpreted as a factor that drives a person's behavior. [Nurjanah and Solehudin \(2023\)](#) found that motivation significantly influences employee performance.

3. Research Method

The type of research used in this study is quantitative research with a descriptive approach. The independent variables are Communication (X1), Competence (X2), and Work Motivation (X3), while the dependent variable is Employee Performance (Y). The indicators of employee performance are goals, work standards, and punctuality. The indicators of communication are understanding, pleasure, and interpersonal relationships. The indicators of competence are knowledge, skills, and interests. The indicators of motivation include working conditions, the nature of the work itself, and recognition or rewards. The population in this study consisted of all employees of the Population and Civil Registration Service in Palembang City. The number of samples used in this study was 101 respondents based on calculations using the Isaac and Michael formula. The researcher employed a questionnaire, a thorough and reliable method, to be completed by employees of the Population and Civil Registration Service of Palembang City. The researcher utilized information available on the website of the Population and Civil Registration Service of Palembang City. The analytical method used in this study was multiple regression.

4. Findings and Discussions

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

Table 1. Regression Result

		Coefficients ^a		
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.451	.164	
	Communication	.163	.052	.199
	Competency	.264	.058	.335
	Motivation	.413	.067	.461

a. Dependent Variable: Employee Performance

Based on the results of the multiple linear regression test, the following multiple linear regression was obtained: $Y = 0.451 + 0.163 X_1 + 0.264 X_2 + 0.413 X_3$. The result shows a constant value of 0.451, indicating that if communication, competence, and work motivation are equal to zero, employee performance remains at 0.451. The communication regression coefficient is 0.163 (positive), indicating that communication has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that improved communication leads to enhanced employee performance, and conversely, decreased communication results in a decline in employee performance. The competency regression coefficient is 0.264 (positive), indicating that competency has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that if competence improves, employee performance will improve, and conversely, if competence decreases, employee performance will decline. The work motivation regression coefficient value is 0.413 (positive), indicating that work motivation has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that as work motivation increases, employee performance improves, and conversely, when employee motivation decreases, employee performance also decreases. The above analysis indicates that the multiple linear regression model reveals work motivation as the most dominant factor influencing employee performance, surpassing communication and competence. Therefore, strategies to improve employee performance should focus more on enhancing work motivation.

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

Table 2. F-test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.305	3	7.435	71.159	.000 ^b
	Residual	10.135	97	.104		
	Total	32.440	100			

a. Dependent Variable: Employee Performance

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

Determining the F-table with a confidence level of 95% and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V_1 = k - 1 = 4 - 1 = 3$ and $V_2 = 101 - 4 = 97$, so the F-table is 2.70. Based on the results of the F-test (Anova), it can be seen that the F-value is $71.159 > F\text{-table } 2.70$ with a Sig F level of $0.000 < 0.05$, then H_{a1} is accepted, meaning that there is a significant influence of communication, competence, and work motivation on the performance of employees of the Population and Civil Registration Service of Palembang City.

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

Table 3. t-test Result

Coefficients ^a			
Model		t	Sig.
1	(Constant)	2.753	.007
	Communication	3.110	.002
	Competency	4.571	.000
	Motivation	6.138	.000

a. Dependent Variable: Employee Performance

Determine the t-table with a 95% confidence level and a 5% error rate (α) = 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. Based on the results of the (partial) t-test, the following can be seen: a) The t-value for Communication (X1) is 3.110 > t-table 1.984 with a significance level of 0.002 < 0.05 (significant). Therefore, Ho2 is rejected, meaning there is a significant influence of communication on the performance of employees of the Palembang City Population and Civil Registration Service. b) The t-value for Competence (X2) is 4.571 > t-table 1.984 with a sig.t level of 0.000 < 0.05 (significant), so Ho3 is rejected, meaning there is a significant influence of competence on the performance of employees of the Palembang City Population and Civil Registration Service. c) The t-value for Work Motivation (X3) is 6.138 > t-table 1.984 with a sig.t level of 0.000 < 0.05 (significant), so Ho4, meaning there is a significant influence of work motivation on the performance of employees of the Palembang City Population and Civil Registration Service.

Table 4. R-Squared Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 ^a	.688	.678	.32324

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

b. Dependent Variable: Employee Performance

The Adjusted R Square value is 0.678 or 67.8%. The coefficient of determination value shows that the communication variables (X1), competence (X2), and work motivation (X3) are able to explain employee performance variables by 67.8%. In comparison, the remaining 32.2% is attributed to other variables, including compensation, systems, leadership, organizational culture, work design, personality, leadership style, job satisfaction, work environment, commitment, and discipline.

The Effect of Communication, Competence, and Work Motivation 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 communication, competence, and work motivation variables indicate a positive influence. This means that if communication, competence, and work motivation improve, employee performance will also improve. Conversely, if communication, competence, and work motivation decrease, employee performance will decrease. The results of simultaneous hypothesis testing indicate a significant influence of communication, competence, and work motivation on employee performance at the Palembang City Population and Civil Registration Office. These results suggest that effective communication, competence, and work motivation enable employees to perform

optimally, thereby positively impacting their performance. The Adjusted R Square value in the regression model indicates a significant contribution of communication, competence, and work motivation to employee performance at the Palembang City Population and Civil Registration Office. This study reveals that communication, competence, and work motivation collectively account for 67.8% of the influence on employee performance at the Palembang City Population and Civil Registration Office. [Edison, Anwar and Komariyah \(2017\)](#) identified factors that can influence employee performance, including communication, competence, systems or procedures, leadership, and corporate culture. Other factors that affect performance include abilities and expertise, knowledge, work plans, personality, motivation, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In this study, the variables used were competence, motivation, and work discipline ([Kasmir, 2019](#)). [Supriyati and Alawiyah \(2021\)](#), [Fransiska and Tupti \(2020\)](#), [Fathoni \(2021\)](#), [Fatma and Nurriqli \(2022\)](#), [Aryawan and Dewi \(2023\)](#), [Nurjanah and Solehudin \(2023\)](#). Their research findings suggest that communication, competence, and work motivation have a significant impact on employee performance. In contrast, research conducted by [Nasution and Rizky \(2024\)](#) found that communication, competence, and work motivation had no significant effect on employee performance.

The Influence of Communication on Employee Performance at the Palembang City Population and Civil Registration Office. Partial hypothesis testing results indicate a significant influence of communication on employee performance at the Palembang City Population and Civil Registration Office. These results demonstrate that good or poor employee communication will determine their performance. Good communication encourages employees to work productively and achieve organizational goals. In this study, communication was shown to contribute significantly to employee performance. This indicates that employees who feel valued will have a greater desire to perform optimally. [Edison, Anwar and Komariyah \(2017\)](#) identifies communication as a factor that can influence employee performance. Communication is the sending and receiving of various messages within formal and informal groups. Communication can also occur within organizations. Although communication tools, methods, and information technology have advanced rapidly, communication between individuals within an organization remains essential and plays a crucial role in achieving organizational goals. Communication is vital for everyone, as we have all faced situations where effective communication is a key issue. Several studies have been conducted, including: [Supriyati and Alawiyah \(2021\)](#), [Fransiska and Tupti \(2020\)](#), [Fathoni \(2021\)](#), [Fatma and Nurriqli \(2022\)](#), and [Aryawan and Dewi \(2023\)](#). Their research findings indicate that effective communication has a significant impact on employee performance. This contrasts with research conducted by [Nasution and Rizky \(2024\)](#), which found that communication had no significant effect on employee performance.

The Influence of Competence on Employee Performance at the Palembang City Population and Civil Registration Office. Partial hypothesis testing results indicate a significant influence of competence on employee performance at the Palembang City Population and Civil Registration Office. These results demonstrate that the quality of a company's 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. These research findings align with the theory proposed by [Kasmir \(2019\)](#), stating that many factors influence performance, one of which is competence. Competence is the ability to carry out or perform a job or task based on skills and

knowledge, supported by the work attitudes required by the job ([Wibowo, 2018](#)). [Nurjanah and Solehudin \(2023\)](#) found that competence significantly influenced employee performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), which found that competence had no significant effect on employee performance.

The Influence of Work Motivation on Employee Performance at the Palembang City Population and Civil Registration Service. Partial hypothesis testing results indicate a significant influence of work motivation on employee performance at the Palembang City Population and Civil Registration Service. These results demonstrate that the level of employee work motivation determines their performance. This research validates the initial hypothesis: work motivation significantly influences employee performance at the Palembang City Population and Civil Registration Service. This aligns with the theory put forward by [Kasmir \(2019\)](#), stating that many factors influence performance, one of which is motivation. [Sutrisno \(2017\)](#) defines motivation as a factor that drives someone to perform a particular activity. Therefore, motivation is often interpreted as a factor that drives a person's behavior. [Nurjanah and Solehudin \(2023\)](#) found that motivation significantly influences employee performance.

5. Conclusion

It can be concluded that communication, competence, and motivation significantly influence employee performance. Regarding employee communication at the Palembang City Population and Civil Registration Office, improvements in the understanding indicator can be achieved by enhancing the effectiveness of two-way communication. Organizations are advised to conduct communication training that emphasizes the importance of active listening, conveying messages clearly, and confirming understanding of instructions. Furthermore, creating an open work environment will encourage employees to feel more comfortable communicating and strengthen interpersonal relationships through team activities or discussion forums. Regarding employee competency at the Palembang City Population and Civil Registration Office, improvements in the knowledge indicator are recommended. It is recommended that the office regularly conduct technical training and provide information updates related to population regulations to ensure employees stay abreast of policy developments. Regarding employee abilities and skills, regular evaluations of employee performance are necessary to optimize their potential. To increase work motivation, leaders need to create a supportive work environment or provide recognition for work achievements. Regarding the work motivation of employees at the Palembang City Population and Civil Registration Service, especially in terms of the working conditions indicator, it is necessary to ensure comfortable workspace conditions, both in terms of noise and room layout, that support productivity. For the work indicator itself, it is recommended to provide work that suits interests, is challenging, and not monotonous, so that employees feel challenged and proud of their work. Meanwhile, the agency needs to implement a transparent and consistent appreciation system, both in non-material and material forms, that is in accordance with performance achievements.

There are several suggestions put forward to improve employee performance as follows: For employee communication, communication can be directed at increasing the effectiveness of two-way communication, organizing communication training. For employee competency, What needs to be improved regarding knowledge indicators, it is recommended to organize technical training and information updates related to population regulations to ensure employees follow policy developments, in terms of abilities and skills. For employee work motivation, especially

regarding working condition indicators, the agency needs to implement a transparent and consistent appreciation system, both in the form of non-material and material rewards that are in accordance with performance achievements.

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