

The Effect of Communication, Leadership, and Organizational Culture 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 influence of communication, leadership, and organizational culture on employee performance at the Population and Civil Registration Service of Palembang City. 2) The influence of communication on employee performance at the Population and Civil Registration Service of Palembang City. 3) The Influence of Leadership on the Performance of Employees of the Population and Civil Registration Service of Palembang City. 4) The Influence of Organizational Culture 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, Leadership, Organizational Culture, and Performance. The population of this study consisted of all Employees of the Population and Civil Registration Service of Palembang City, and the sample 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, Leadership, and Organizational Culture 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) Leadership has a significant influence on the performance of employees at the Palembang City Population and Civil Registration Service. 4) Organizational culture has a significant influence on the performance of employees at the Palembang City Population and Civil Registration Service.

Keywords: Communication, Leadership, Organizational Culture, Employee Performance

1. Introduction

An organization is a system of collaborative activities carried out by two or more people. Every company requires qualified human resources and skilled workers in their respective fields to manage all company activities effectively. Human Resource Management (HR) is crucial to achieving goals. Generally, company leaders expect excellent performance from each employee in carrying out the tasks assigned by the company. HR is a recognition of the importance of an

organization's workforce as a vital human resource that contributes to organizational goals. HR effectiveness is crucial for a company to improve its performance. However, in achieving this effectiveness, numerous challenges hinder its realization ([Sutrisno, 2017](#)). The varying quality of human resources, based on the abilities and sense of responsibility possessed by civil servants, 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 the performance of Regional Governments and can improve public services to the community. Problems facing human resources are always a significant concern. If left unchecked, this can lead to a decline in employee performance within the company. Performance must be developed sustainably and comprehensively to achieve company goals. The company's performance can be seen through a series of activities undertaken by the company. Company activities, including human resource management and work processes, are necessary to achieve optimal results and meet company expectations. Performance is the willingness of an individual or group to carry out an activity and perfect it according to their responsibilities, resulting in the desired results ([Busro, 2018](#)). According to [Edison, Anwar and Komariyah \(2017\)](#), several factors influencing employee performance include communication, competence, compensation, systems or procedures, leadership, and organizational culture.

Communication ([Mangkunegara, 2009](#)) is the process of transferring information, ideas, and understanding from one person to another with the hope that the other person will interpret it in accordance with the intended goals. Effective communication can foster employee engagement, prevent errors in the workplace, and promote positive working relationships between leaders and employees, ultimately enhancing employee performance in achieving organizational goals. According to [Busro \(2018\)](#), leadership is a relationship of influence between leaders and their followers that leads to change and tangible results that reflect shared goals. A leader's excellence lies in the success of achieving organizational goals, which is highly dependent on the leader's role and responsibilities. The progress or development of a company depends on its leader's ability to influence activities within the company, thus resulting in excellent company results. According to [Busro \(2018\)](#), organizational culture is how employees perceive and how these perceptions create patterns of belief that underlie the company's identity. Organizational culture is a shared perception held by members of an organization that forms a system providing a consistent meaning to all members. The organization then shares a common perception in interpreting all activities and subsystems within the organization. Organizational culture is the shared social knowledge within an organization regarding the rules, norms, and values that shape employee attitudes and behavior.

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 preliminary data obtained indicate that several objectives set by the Palembang City Population and Civil Registration Office (Disdukcapil) have not been achieved or have not been exceeded. 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," achieved a performance of 96.36%, which was 2.94 percentage points below 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%. This represents a slight improvement from the previous year, although it falls short of the target. 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, such as slow service processes and high document errors, including typos or misprints, which result from a lack of accuracy and hinder employee performance. Another phenomenon was found in the punctuality indicator, where many administrative tasks remain uncompleted on time, particularly in processing documents such as ID cards (KTP), family cards (KK), or birth certificates. This has led to public complaints and frequent delays in routine reports, which impact decision-making. In the implementation of duties at the Palembang City Population and Civil Registration Office (Dukcapil), communication between employees has not been effective, particularly in terms of enjoyment. Some employees displayed a lack of enthusiasm and were unwilling to participate in discussions or work meetings. In internal meetings, only a few actively spoke, while others remained silent and participated without participation. Another phenomenon was observed in the interpersonal relationship indicator, where some employees preferred to work alone and rarely communicated with their colleagues. For example, when tasks required collaboration, some employees chose to work alone due to a lack of closeness and distrust of their teammates. Another problem identified in the understanding indicator is that misunderstandings frequently occur when conveying instructions among colleagues, resulting in tasks not being carried out as expected. In addition, important information is not communicated clearly, leading to miscommunication when carrying out tasks such as providing services to the community, such as inputting new population data.

The leadership variable phenomenon observed in the communication skills indicator revealed that leaders were still not optimally conveying information, instructions, and feedback to employees. For example, employees had a poor understanding of public complaint handling. Leaders often directly criticized employees during morning roll call without considering the delivery method, which offended employees. The analytical skills indicator revealed that several leaders in the Palembang City Civil Registration and Civil Registration Office (Dukcapil) environment were less thorough in analyzing problems within their work units. For example, when long queues occurred during service, leaders immediately ordered additional counters, even though a faulty system actually caused the problem. The listening skills indicator, however, still found problems where employees were not given space to express their opinions. Some proposed opinions were often ignored or interrupted before they finished speaking, leaving employees feeling underappreciated.

The organizational culture phenomenon is also a significant issue. Pre-research results found a phenomenon in the attention to detail indicator, where many employees still worked merely to carry out their duties, resulting in errors in their work. Employees were less thorough in checking documents and inputting data. The results orientation indicator found that most employees work only to complete obligations without the spirit of achieving the best results, such as in the monthly service report, which is prepared merely as a formality without evaluation of performance achievements, so that the reports given often contain errors. The phenomenon of the team orientation indicator, as observed in several Dukcapil units of Palembang City, reveals a low spirit of togetherness and collaboration; most employees tend to work independently in completing tasks. For example, during mass services at Dukcapil Palembang City, some employees are reluctant to help other units that lack personnel because they feel it is not their responsibility.

2. Literature Review

The influence of communication, leadership, and organizational culture on employee performance. [Edison, Anwar and Komariyah \(2017\)](#) identified factors that can influence employee performance, including communication, competence, compensation, systems or procedures, leadership, and organizational culture. [Aryawan and Dewi \(2023\)](#), [Fatma and Nurriqli \(2022\)](#), [Abdullah, Asri and Rakhman \(2023\)](#), [Oktavia and Fernos \(2023\)](#), and [Yanti and Kurniawan \(2023\)](#) found that communication, leadership, and organizational culture significantly influence employee performance. This contrasts with research conducted by [Nasution and Rizky \(2024\)](#), [Qairawan, Aromatica and Ariany \(2024\)](#) and [Al Gifari and Hermana \(2025\)](#) who found that communication, competence, and work motivation had no significant effect on employee performance. The phenomenon that occurred at the Palembang City Population and Civil Registration Office was related to communication, particularly in indicators of understanding, enjoyment, and interpersonal relationships. Leadership, particularly in indicators of communication skills, listening skills, and analytical skills. Organizational culture, particularly in indicators of attention to detail, results-oriented, and team orientation. These problems affected employee performance, particularly in terms of goal indicators, 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 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. [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: [Supriyanti and Alawiyah \(2021\)](#), [Fransiska and Tupti \(2020\)](#), [Fathoni \(2021\)](#), [Fatma and Nurriqli \(2022\)](#), and [Aryawan and Dewi \(2023\)](#). Their research findings suggest 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. A phenomenon observed at the Palembang City Population and Civil Registration Office (PKB) revealed problems related to communication, particularly in indicators of understanding, enjoyment, and interpersonal relationships. These issues impact employee performance, particularly in terms of meeting goals, maintaining work standards, and adhering to punctuality.

The Influence of Leadership on Employee Performance. [Edison, Anwar and Komariyah \(2017\)](#) identified leadership as a factor that can influence employee performance. According to [\(Sutrisno, 2017\)](#), leadership is the process by which a person motivates others by leading, guiding, and influencing them to take action to achieve desired results. [Abdullah, Asri and Rakhman \(2023\)](#), and [Nasution and Rizky \(2024\)](#) found that leadership significantly influences employee performance. This contrasts with research conducted by [Al Gifari and Hermana \(2025\)](#), which found that leadership had no significant effect on employee performance. The phenomenon at the Palembang City Population and Civil Registration Office (PKB) revealed problems related to leadership, specifically in indicators of communication, listening, and analytical skills. These issues impact employee performance, particularly in terms of meeting

goals, maintaining work standards, and adhering to punctuality.

The Influence of Organizational Culture on Employee Performance. [Edison, Anwar and Komariyah \(2017\)](#) states that organizational culture is a factor that can influence employee performance. According to [Edison, Anwar and Komariyah \(2017\)](#), organizational culture is a pattern of shared beliefs, behaviors, assumptions, and values. Organizational culture shapes the way members behave and interact, influencing their work practices. In turn, this organizational culture is expected to create a conducive environment for improving individual performance. [Oktavia and Fernos \(2023\)](#), [Yanti and Kurniawan \(2023\)](#), and [Fatma and Nurriqli \(2022\)](#) found that organizational culture significantly influences employee performance. This contrasts with research conducted by [Qairawan, Aromatica and Ariany \(2024\)](#), which found that organizational culture had no significant effect on employee performance. The phenomenon at the Palembang City Population and Civil Registration Office (PKB) revealed problems related to organizational culture, particularly in indicators of attention to detail, results orientation, and team orientation. The existence of these problems has a significant impact on employee performance, particularly in terms of indicators such as goal achievement, work standards, and punctuality.

3. Research Method

The type of research used in this study is quantitative research with a descriptive approach. The independent variables are Communication (X1), Leadership (X3), Organizational Culture (X3) while the dependent variable is Employee Performance (Y). Performance indicators include goals, work standards, and punctuality. Communication indicators include understanding, enjoyment, and interpersonal relationships. Leadership indicators include analytical skills, communication skills, and listening skills. Organizational culture indicators include attention to detail, results-oriented, and teamwork. The population in this study was 138 employees of the Palembang City Population and Civil Registration Office. The data collection process was thorough, with secondary data collected through comprehensive questionnaire techniques. The sample used in this study was 101 respondents, selected through a proportionate stratified random sampling method. The analysis method used was a multiple regression model, ensuring the reliability of the study's findings.

4. Findings and Discussions

This multiple linear regression analysis is used to determine the influence of communication, leadership and organizational culture variables on employee performance.

Table 1. Regression Result

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.537	.155	
	Communication	.150	.042	.216
	Leadership	.219	.041	.329
	Organizational Culture	.423	.049	.556

a. Dependent Variable: Employee Performance

Based on the table of multiple linear regression results, the multiple linear regression is as

follows: $Y = 0.537 + 0.150 X_1 + 0.219 X_2 + 0.423 X_3$. The result shows a constant value of 0.537, indicating that if communication, leadership, and organizational culture are equal to zero, employee performance remains at 0.537. The communication regression coefficient is 0.150 (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 increased employee performance, while decreased communication results in decreased employee performance. The leadership regression coefficient is 0.219 (positive), indicating that leadership has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that improved leadership will lead to increased employee performance, and conversely, decreased leadership will result in decreased employee performance. The regression coefficient for organizational culture is 0.423 (positive), indicating that organizational culture has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that an increase in organizational culture is likely to result in improved employee performance. In contrast, a decrease in organizational culture is likely to lead to a decline in employee performance. The analysis above indicates that this multiple linear regression model reveals that organizational culture is the most significant factor influencing employee performance, followed by communication and leadership. Therefore, strategies to improve employee performance should focus more on improving organizational culture..

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

Table 2. F-test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14.482	3	4.827	66.012	.000 ^b
Residual	7.094	97	.073		
Total	21.576	100			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Communication, Leadership, Organizational Culture

Determining F-table with a 95% confidence level and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V_1 = k-1 = 4-1 = 3$ and $V_2 = 101-4 = 97$, so the F-table is 2.70. The result shows that the F-value is $74.021 > F\text{-table } 2.70$ with a significance level of $0.000 < 0.05$. Therefore, H_0 is accepted, H_1 is accepted, meaning there is a significant influence of communication, leadership, and organizational culture 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

Model	t	Sig.
1 (Constant)	3.458	.001
Communication	3.551	.001
Leadership	5.299	.000
Organizational Culture	8.609	.000

a. Dependent Variable: Employee Performance

Determine the t-table with a 95% confidence level and a 5% error rate (α) of 0.05 and degrees of freedom (df) = n-k. Therefore, (df) = 0.05/2 (101-4) or (df) = 0.025 (97), so the t-table is 1.984. The t-value for Competence (X1) is $5.578 > t\text{-table } 1.984$ with a significance level of $0.000 < 0.05$ (significant). The t-value for Communication (X1) is $3.551 > t\text{-Table } 1.984$ with a significance level of $0.001 < 0.05$ (significant), so H_{o2} is rejected, meaning there is a significant influence of communication on the performance of employees of the Palembang City Population and Civil Registration Service. The t-value for Leadership (X2) is $5.299 > t\text{-table } 1.984$ with a significance level of $0.000 < 0.05$ (significant), so H_{o3} is rejected, meaning there is a significant influence of leadership on the performance of employees of the Palembang City Population and Civil Registration Service. The t-value for Organizational Culture (X3) is $8.609 > t\text{-table } 1.984$ with a sig.t level of $0.000 < 0.05$ (significant), then H_{o4} , meaning there is a significant influence of organizational culture on the performance of employees of the Population and Civil Registration Service of Palembang City.

Table 4. R-Squared Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.671	.661	.27043
a. Predictors: (Constant), Communication, Leadership, Organizational Culture				
b. Dependent Variable: Employee Performance				

The Adjusted R Square value is 0.661 or 66.1%. The coefficient of determination value indicates that the communication (X1), leadership (X2), and organizational culture (X3) variables collectively explain 66.1% of the variation in employee performance. In comparison, the remaining 33.9% is attributed to other variables, such as competence, compensation, systems, or procedures.

The Influence of Communication, Leadership, and Organizational Culture on the Performance of Employees at the Palembang City Population and Civil Registration Office. Based on the results of a multiple linear regression analysis, the coefficient values for the variables communication, leadership, and organizational culture indicate a positive influence. This means that if communication, leadership, and organizational culture improve, employee performance will also improve. Conversely, if communication, leadership, and organizational culture decline, employee performance will decrease. The results of simultaneous hypothesis testing indicate a significant influence of communication, leadership, and organizational culture on employee performance at the Palembang City Population and Civil Registration Office. These results suggest that effective communication, leadership, and organizational culture enable employees to perform optimally, thereby positively impacting their performance. The high Adjusted R Square value in the regression model indicates a significant contribution of communication, leadership, and organizational culture to the performance of employees at the Palembang City Population and Civil Registration Office. This study reveals that communication, leadership, and organizational culture collectively account for 66.1% of the influence on employee performance at the Palembang City Population and Civil Registration Office. This research is supported by the theory proposed by [Edison, Anwar and Komariyah \(2017\)](#) that factors that can influence employee performance include communication, competence, compensation, systems or procedures, leadership, and organizational culture. This is in line with research by [Aryawan and Dewi \(2023\)](#), [Fatma and Nurriqli \(2022\)](#), [Abdullah, Asri and Rakhman \(2023\)](#), [Oktavia and Fernos \(2023\)](#), and [Yanti and Kurniawan \(2023\)](#), which shows that communication, leadership, and organizational culture significantly influence

employee performance. This contrasts with research conducted by [Nasution and Rizky \(2024\)](#), [Qairawan, Aromatica and Ariany \(2024\)](#) and [Al Gifari and Hermana \(2025\)](#), which found that communication, competence, and work motivation had no significant effect on employee performance.

The Influence of Communication on the Performance of Employees at the Palembang City Population and Civil Registration Office. The results of the partial hypothesis test indicate a significant influence of communication on the performance of employees at the Palembang City Population and Civil Registration Office. These results explain that good or poor communication skills among employees 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: [Supriyanti 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 Leadership on Employee Performance at the Palembang City Population and Civil Registration Service. The results of the partial hypothesis test indicate a significant influence of leadership on employee performance at the Palembang City Population and Civil Registration Service. These results demonstrate that good or poor leadership within a company will determine the resulting employee performance. In this study, leadership was shown to contribute significantly to employee performance. This suggests that effective leadership will enable employees to perform their work optimally, facilitating their ability to carry out tasks efficiently. These research findings align with the theory proposed by [Edison, Anwar and Komariyah \(2017\)](#) that leadership is a factor that can influence employee performance. According to [Sutrisno, 2017](#), leadership is the process by which an individual mobilizes others by leading, guiding, and influencing them to take action to achieve desired results. In line with research by [Abdullah, Asri and Rakhman \(2023\)](#), and [Nasution and Rizky \(2024\)](#), which found that leadership significantly influences employee performance. This contrasts with research by [Al Gifari and Hermana \(2025\)](#), which found that leadership had no significant effect on employee performance.

The Influence of Organizational Culture on Employee Performance at the Palembang City Population and Civil Registration Service. Partial hypothesis testing results indicate a significant influence of organizational culture on employee performance at the Palembang City Population and Civil Registration Service. These results explain that the quality of organizational culture determines employee performance. This research confirms the initial hypothesis that organizational culture has a significant influence on employee performance at the Palembang City Population and Civil Registration Service. This aligns with the theory

proposed by [Edison, Anwar and Komariyah \(2017\)](#), which states that organizational culture is a factor that can influence employee performance. Organizational culture refers to a pattern of shared beliefs, behaviors, assumptions, and values that characterize an organization. Organizational culture shapes the way members behave and interact, influencing their work practices. In turn, this organizational culture is expected to create a conducive environment for improving individual performance. This is in line with research by [Oktavia and Fernos \(2023\)](#), [Yanti and Kurniawan \(2023\)](#), and [Fatma and Nurriqli \(2022\)](#), which found that organizational culture significantly influences employee performance. This contrasts with research by [Qairawan, Aromatica and Ariany \(2024\)](#), which found that organizational culture had no significant effect on employee performance.

5. Conclusion

It can be concluded that there is a significant influence of communication, leadership, and organizational culture on employee performance. Regarding employee communication, improvements in the indicators of understanding, enjoyment, and interpersonal relationships can be made to increase 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 to ensure effective communication. Furthermore, creating an open work environment will encourage employees to feel more comfortable communicating and strengthen interpersonal relationships. Regarding current leadership, leaders need to be provided with training in data-based decision-making and a systematic problem-solving approach to assess situations accurately. Practical communication skills are essential for leaders to establish a clear, open, and transparent communication style that all employees easily understand. Meanwhile, regarding listening skills, leaders need to foster a culture of two-way dialogue by providing employees with space to express their opinions. Regarding organizational culture, particularly in terms of the attention to detail indicator, employees need to develop meticulous work habits and consistently review their work before submission. Results-oriented employees need to be encouraged to focus on achieving quality work, not simply completing tasks. Team orientation involves instilling a work spirit and fostering mutual support among employees through the proportional division of functions and team-building activities.

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