

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

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Abstract

This study aims to determine 1) the Effect of Competence, Work Motivation, and Organizational Culture on Employee Performance at the Population and Civil Registration Service of Palembang City. 2) The Effect of Competence on Employee Performance at the Population and Civil Registration Service of Palembang City. 3) The Influence of Work Motivation 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 are Competence, Work Motivation, 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 size in the study was 101 employees. The sampling technique used was Proportionate Stratified Random Sampling. The data used in this study are primary data collected through a questionnaire. The data analysis technique used is multiple linear regression, as implemented in the SPSS Program Application. The results of this study indicate that: 1) Competence, Work Motivation, and Organizational Culture have a significant effect on the Performance of Employees of the Population and Civil Registration Service of Palembang City. 2) Competence has a significant effect on the Performance of Employees of the Population and Civil Registration Service of Palembang City. 3) Work motivation significantly influences the performance of employees at the Palembang City Population and Civil Registration Service. 4) Organizational culture significantly influences the performance of employees at the Palembang City Population and Civil Registration Service.

Keywords: Competency, Motivation, Organizational Culture, Employee Performance

1. Introduction

Human resource management (HRM) plays a crucial role in running operations and production within a company, and is essential for maintaining its continued survival. The process of utilizing human and other resources effectively and efficiently is directed toward achieving company goals. Human resources (HRM) is also considered a company asset. HR management and development require employee performance assessment as a primary benchmark, as sound

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human resource management will improve employee performance and company productivity. Human resource management is crucial in a company because it can influence the optimization of employee performance, thus impacting company performance ([Sedarmayanti, 2018](#)).

Performance is directly linked to effective human resource management at the individual, company, and workgroup levels. Human resources are crucial for organizational management. This means that expected performance will be achieved if employees have the resources and abilities to meet the demands of company activities. Employee performance is the quality and quantity of work completed by an employee ([Mangkunegara, 2009](#)).

Factors influencing performance include abilities and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline ([Kasmir, 2019](#)). Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job ([Wibowo, 2018](#)). Competence is a fundamental characteristic possessed by an individual and directly influences excellent performance. Competence is what outstanding performers do more frequently in more situations with better results than average performers do. Work motivation is what drives, channels, and supports human behavior, enabling people to work hard and enthusiastically to achieve optimal results. This refers to the symptoms of mental processes, such as cognitive (reasoning) or affective (feelings). Specifically, motivation is a mental process or phenomenon of the conation aspect of the soul, meaning a person's will or desire. Therefore, motivation can also be defined as the cognitive process of someone who has the will or desire to perform a task. Strong motivation will result in good performance. Work motivation is something that drives a person (whether internal or external), so that that person will have high enthusiasm, desire, and willpower, and will contribute as much as possible to the success of achieving shared goals.

Organizational culture refers to a pattern of shared beliefs, behaviors, assumptions, and values that characterize an organization. Organizational culture directs the way members behave and interact, and their work methods ([Edison, Anwar & Komariyah, 2017](#)). Organizational culture can create an environment that fosters improvement in individual performance. Organizational culture is believed to be the values developed by the organization, thus guiding the behavior of its members. Members of the organization may act to achieve organizational goals as guided by the organization through activity implementation guidelines, which are outlined in the form of operational procedures. Organizational culture is the implementation of the contribution of social knowledge within an organization regarding the rules, norms, and values that shape 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.

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 exceeded the established targets. The actual performance achievement for 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%. This means that we were very close to meeting the target. 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, indicating a slight decline in performance. 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%.

Based on the researchers' findings from their research on employee performance, problems were identified in the objective indicators. Several indicators, including the desired goals or targets, have not yet reached their targets. This is due to the suboptimal regional regulations supporting innovation in population administration services, such as [specific examples of suboptimal regulations]. Furthermore, the population is highly dynamic, constantly changing, and tends to increase, necessitating continuous effort. The employee work standards indicator, reflected in the slow service process and the high number of document errors, such as typos or misprints due to a lack of accuracy, hamper employee performance. The independence indicator reveals that employees frequently rely on their superiors' instructions for making daily operational decisions, which hinders service delivery. Employees lack initiative in independently resolving technical issues within their authority. One crucial factor influencing performance is employee competence. It is evident that some employees still lack a complete understanding of regulations and technical procedures related to population administration services. This is evident in the frequent dissemination of misinformation to the public and inconsistencies in the required documents. The employee skills indicator, however, shows that not all employees are capable of operating digital service systems such as the SIAK application, which slows down the document input and printing process. Understanding indicators show that some employees lack a grasp of the service flow or standard operating procedures (SOPs), resulting in frequent errors in document verification and validation. Some employees also lack understanding of how to use electronic service applications, relying on other employees to complete their tasks. It is clear that there is a need to focus on improving these areas to enhance performance. The work motivation phenomenon identified was a work relationship indicator. Some employees formed work groups and did not greet each other, causing employees to feel isolated or excluded from important activities, such as work unit meetings. The recognition/appreciation indicator: Some employees felt that performance recognition had not been fully recognized, either verbally or through additional bonuses, by their superiors or related agencies. Some employees felt that their hard work was not appreciated, which reduced their enthusiasm for giving their best. The opportunity for advancement available to employees was still uneven and unstructured, with limited access to training and minimal support from superiors for employees to pursue further education that could advance their careers. It is clear that a more supportive and structured work environment is needed to boost employee motivation. Another phenomenon observed in organizational culture was the innovation indicator: some employees tended to work routinely without being encouraged to find new ways to improve efficiency or service quality. For example, in administrative services, many employees continue to follow manual procedures despite the availability of a digital system. The lack of continuous innovation led to stagnant work. Indicators of attention to detail, there are still many employees who work to carry out tasks, yet the work produced is still full of errors. Employees are less careful in checking documents and inputting data. Indicators of aggressive attitudes, it was found that there are still many employees who are not enthusiastic about achieving the goals (targets) set. Some employees tend to be passive and only wait for orders from superiors; they do not show initiative to work faster, such as in the daily e-KTP

recapitulation, which is often not completed.

2. Literature Review

The Influence of Competence, Work Motivation, and Organizational Culture on Employee Performance at the Palembang City Population and Civil Registration Office. According to [Kasmir \(2019\)](#), factors influencing employee performance include ability and expertise, knowledge, work plans, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In this study, the variables used were competence, work motivation, and organizational culture. Research conducted by [Djamil, Nanda and Yassen \(2023\)](#), [Afgany & Parela \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Oktavia and Fernos \(2023\)](#), and [Yanti and Kurniawan \(2023\)](#) showed that competence, work motivation, and organizational culture had a significant partial effect on employee performance. This contrasts with research conducted by [Daming, Badaruddin and Haeranah \(2023\)](#), [Abdullah, Asri and Rakhman \(2023\)](#), and [Qairawan, Aromatica and Ariany \(2024\)](#), which indicates that competence, work motivation, and organizational culture have a partial and insignificant effect on employee performance. The phenomenon identified at the Palembang City Population and Civil Registration Office (PKB) revealed issues related to competence, specifically in the indicators of knowledge, employee skills, and understanding. Work motivation, particularly in the indicators of work relationships, recognition or rewards, and opportunities for advancement, was also identified. Furthermore, there were issues with organizational culture, particularly in the indicators of innovation, attention to detail, and aggressiveness. These issues impacted on employee performance, particularly in areas such as goal achievement, work standards, and independence. This study underscores the need for additional research to comprehensively understand the intricate relationship between these factors and employee performance.

The Influence of Competence on Employee Performance at the Palembang City Population and Civil Registration Office. 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, and supported by the work attitudes required by the job ([Wibowo, 2018](#)). Research conducted by [Djamil, Nanda and Yassen \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), and [Daming, Badaruddin and Haeranah \(2023\)](#) showed that competency significantly influences employee performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), which showed no significant effect on employee performance. A phenomenon occurring at the Palembang City Population and Civil Registration Office (PKB) is a problem related to competency, particularly in indicators of knowledge, employee skills, and understanding. These issues affect employee performance, particularly in terms of goal indicators, work standards, and autonomy.

The Influence of Work Motivation on Employee Performance at the Palembang City Population and Civil Registration Office. According to [Kasmir \(2019\)](#), many factors influence performance, one of which is motivation. [Sutrisno \(2017\)](#) defines motivation as a factor that drives a person to perform a particular activity. Therefore, motivation is often interpreted as a factor that drives a person's behavior. Research conducted by [Djamil, Nanda and Yassen \(2023\)](#), [Afgany & Parela \(2023\)](#), and [Alamsyah, Tahir and Alam \(2023\)](#) showed that work motivation has a significant effect on employee performance. This contrasts with research conducted by [Daming, Badaruddin and Haeranah \(2023\)](#), which showed that work motivation had no significant partial impact on employee performance. The phenomenon at the Palembang City

Population and Civil Registration Office revealed problems related to work motivation, particularly in indicators of work relationships, recognition or rewards, and opportunities for advancement. These problems impact employee performance, particularly in terms of goal indicators, work standards, and independence.

The Influence of Organizational Culture on Employee Performance at the Palembang City Population and Civil Registration Office. According to [Kasmir \(2019\)](#), many factors influence performance, one of which is organizational culture. According to [Edison, Anwar and Komariyah \(2017\)](#), organizational culture is 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. Research conducted by [Oktavia and Fernos \(2023\)](#), and [Yanti and Kurniawan \(2023\)](#) shows that organizational culture has a significant effect on employee performance. This contrasts with research conducted by [Qairawan, Aromatica and Ariany \(2024\)](#), which showed that organizational culture had no significant impact on employee performance. The phenomenon occurring at the Palembang City Population and Civil Registration Office is a problem related to organizational culture, particularly in indicators of innovation, attention to detail, and aggressiveness. These problems impact employee performance, particularly in terms of goal indicators, work standards, and independence.

3. Research Method

The type of research used in this study is quantitative research with a descriptive approach. The independent variables are Competence (X1), Work Motivation (X3), Organizational Culture (X3) while the dependent variable is Employee Performance (Y). The indicators of employee performance are goals, work standards, and independence. The indicators of competence are values, attitudes, and interests. The indicators of motivation are work relationships, recognition and appreciation, and opportunities for advancement. The indicators of organizational culture are innovation, attention to detail, and aggressiveness. The population in this study was all 138 employees of the Palembang City Population and Civil Registration Office. The data collection process was thorough, with secondary data collected through comprehensive questionnaire techniques. The sample used in this study was 101 respondents, selected through a proportionate stratified random sampling method. The analysis method used was a multiple regression model, ensuring the reliability of the study's findings.

4. Findings and Discussions

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

Table 1. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	.656	.152	
Competency	.329	.059	.429
Motivation	.291	.068	.352
Organizational Culture	.135	.065	.166

a. Dependent Variable: Kinerja Pegawai

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

$$Y = 0.656 + 0.329 X_1 + 0.291 X_2 + 0.135 X_3.$$

The results show a constant value of 0.656, indicating that if competence, work motivation, and organizational culture are equal to zero, employee performance remains at 0.656. The regression coefficient for competence is 0.329 (positive), indicating that competence has a positive effect on employee performance at the Palembang City Population and Civil Registration Office. This figure suggests that as competence increases, employee performance also increases, and vice versa: if competence decreases, employee performance decreases. The regression coefficient for work motivation is 0.291 (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 also increases, and conversely, when employee motivation decreases, employee performance decreases. The regression coefficient for organizational culture is 0.135 (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 expected to lead to a decline in employee performance. The analysis indicates that in this multiple linear regression model, competency is the most dominant factor influencing employee performance, compared to work motivation and organizational culture. Therefore, strategies to improve employee performance should focus more on enhancing competency.

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	19.369	3	6.456	74.021	.000 ^b
Residual	8.461	97	.087		
Total	27.830	100			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Competency, Motivation, 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_{a1} is accepted, meaning there is a significant influence of competence, work motivation, and organizational culture on the performance of employees of the Palembang City Population and Civil Registration Service.

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

Table 3. t-test Result

Model	t	Sig.
1 (Constant)	4.301	.000
Competency	5.578	.000
Motivation	4.287	.000
Organizational Culture	2.072	.041

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). Therefore, Ho2 is rejected, indicating a significant influence of competence on the performance of employees at the Palembang City Population and Civil Registration Service. The t-value for Work Motivation (X2) is $4.287 > t\text{Table } 1.984$ with a sig.t level of $0.000 < 0.05$ (significant), so Ho3 is rejected, meaning there is a significant influence of work motivation on the performance of employees of the Palembang City Population and Civil Registration Service. The t-value for Organizational Culture (X3) is $2.072 > t\text{Table } 1.984$ with a sig.t level of $0.041 < 0.05$ (significant), so Ho4, meaning there is a significant influence of organizational culture on the performance of employees of the Palembang City Population and Civil Registration Service.

Table 4. R-Squared Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 ^a	.696	.687	.29534

a. Predictors: (Constant), Competency, Motivation, Organizational Culture

b. Dependent Variable: Employee Performance

The Adjusted R Square value is 0.687 or 68.7%. This significant coefficient of determination value indicates that the competency variables (X1), work motivation (X2), and organizational culture (X3) can explain a substantial portion, 68.7%, of the employee performance variables. The remaining 31.3% is attributed to other variables, including ability, knowledge, work design, personality, leadership style, organizational culture, job satisfaction, work environment, and commitment.

The Effect of Competence, Work Motivation, and Organizational Culture on Employee Performance at the Palembang City Population and Civil Registration Office. Based on the results of a multiple linear regression analysis, the coefficient values for the variables competency, work motivation, and organizational culture indicate a positive influence. This means that if competency, work motivation, and organizational culture improve, employee performance will also improve. Conversely, if competency, work motivation, and organizational culture decline, employee performance will decline. The results of simultaneous hypothesis testing indicate a significant influence of competency, work motivation, and organizational culture on employee performance at the Palembang City Population and Civil Registration Office. These results suggest that competency, work motivation, and organizational culture collectively enable employees to perform optimally, thereby influencing their overall performance. The Adjusted R Square value in the regression model indicates a significant contribution of competency, work motivation, and organizational culture to

employee performance at the Palembang City Population and Civil Registration Office. This study reveals that competency, work motivation, and organizational culture collectively account for 68.7% of the influence on employee performance at the Palembang City Population and Civil Registration Office. [Kasmir \(2019\)](#) identified factors influencing employee performance as abilities and expertise, knowledge, work plans, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In this study, the variables used were competence, work motivation, and organizational culture. This research aligns with research conducted by [Djamil, Nanda and Yassen \(2023\)](#), [Afgany & Parela \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), [Oktavia and Fernos \(2023\)](#), and [Yanti and Kurniawan \(2023\)](#), which showed that competence, work motivation, and organizational culture had a significant partial effect on employee performance. This contrasts with research conducted by [Daming, Badaruddin and Haeranah \(2023\)](#), [Abdullah, Asri and Rakhman \(2023\)](#), and [Qairawan, Aromatica and Ariany \(2024\)](#), which showed that competence, work motivation, and organizational culture had no significant partial effect on employee performance.

The Influence of Competence on Employee Performance at the Palembang City Population and Civil Registration Office. The results of the partial hypothesis test indicate a significant influence of competence on employee performance at the Palembang City Population and Civil Registration Office. These results explain that the quality of a company's competency will determine the quality of its employees' performance. In this study, competence was shown to contribute significantly to employee performance. This suggests that employee competence enables employees to perform their jobs optimally. The results of this study align with the theory proposed by [Kasmir \(2019\)](#), which states that 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](#)). In line with research conducted by [Djamil, Nanda and Yassen \(2023\)](#), [Alamsyah, Tahir and Alam \(2023\)](#), and [Daming, Badaruddin and Haeranah \(2023\)](#), their research results show that competence has a significant effect on employee performance. This contrasts with research conducted by [Abdullah, Asri and Rakhman \(2023\)](#), whose research results showed that competence had no significant impact on employee performance.

The Influence of Work Motivation on the Performance of Employees at the Palembang City Population and Civil Registration Service. The results of the partial hypothesis test indicate a significant influence of work motivation on the performance of employees at the Palembang City Population and Civil Registration Service. These results suggest that the quality of an employee's work motivation significantly influences their performance. This study proves the initial hypothesis that work motivation significantly influences the performance of employees at the Palembang City Population and Civil Registration Service. This is consistent with the theory put forward by [Kasmir \(2019\)](#), who stated that many factors influence performance, one of which is motivation. [Sutrisno \(2017\)](#) defines motivation as a factor that drives a person to perform a particular activity. Therefore, motivation is often interpreted as a factor that drives a person's behavior. In line with research conducted by [Djamil, Nanda and Yassen \(2023\)](#), [Afgany & Parela \(2023\)](#), and [Alamsyah, Tahir and Alam \(2023\)](#), their research results show that work motivation has a significant effect on employee performance. In contrast, research conducted by [Daming, Badaruddin and Haeranah \(2023\)](#) shows that work motivation has no partial significant impact on employee performance.

The Influence of Organizational Culture on the Performance of Employees at the Palembang

City Population and Civil Registration Service. The results of the partial hypothesis test indicate a significant influence of organizational culture on the performance of employees at the Palembang City Population and Civil Registration Service. These results explain that the quality of organizational culture will determine the quality of employee performance. This study confirms the earlier stated hypothesis that organizational culture has a significant influence on the performance of employees at the Palembang City Population and Civil Registration Service. This is consistent with the theory proposed by [Kasmir \(2019\)](#), which states that many factors influence performance, one of which is organizational culture. According to [Edison, Anwar and Komariyah \(2017\)](#), organizational culture is 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 conducted by [Oktavia and Fernos \(2023\)](#), and [Yanti and Kurniawan \(2023\)](#), whose results indicate that organizational culture has a significant influence on employee performance. This contrasts with research conducted by [Qairawan, Aromatica and Ariany \(2024\)](#), whose results showed that organizational culture had no significant influence on employee performance.

5. Conclusion

It can be concluded that there is a significant influence of competence, work motivation, and organizational culture on employee performance. Regarding current employee competency, what needs to be improved regarding the value indicator, it is recommended that the agency regularly hold technical training and information updates related to population regulations to ensure employees stay informed about policy developments. In terms of attitude, periodic evaluations of employee performance are needed to optimize their potential. Meanwhile, to increase employee interest, this can be achieved by providing ongoing training programs tailored to job needs, enabling employees to understand how to carry out tasks correctly. Regarding work motivation, especially in terms of the work relationship indicator, it can be improved by fostering a harmonious work atmosphere through team activities, open communication, and cross-sectional cooperation. In terms of recognition/rewards, agency leaders need to consistently provide performance appreciation both in the form of formal awards and words of encouragement to employees who excel. Meanwhile, regarding the opportunity for advancement indicator, leaders need to provide support to employees who wish to continue their education to a higher level, offer training, and establish career development paths to enhance employee competencies and support their performance. Regarding organizational culture, especially regarding the innovation indicator, agencies need to provide space for employees to convey new ideas, as well as create a system that supports experimentation and service improvement. Attention to detail requires organizations to provide regular monitoring, especially in population data services. Meanwhile, regarding aggressive behavior, a healthy competitive spirit must be instilled so that employees don't simply wait for instructions but actively seek solutions and take the initiative to complete tasks effectively.

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