

The Influence of Organizational Culture and Competence on Employee Performance at the Population and Civil Registry Office of Medan City

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ABSTRACT

The purpose of this study is to ascertain how organizational culture influences and Competence on Employee Performance at the Medan Population and Civil Registry Service. In this study, 55 workers from the Medan Population and Civil Registry Service made up the population. Saturated sampling was the sample method employed. Both primary and secondary data can be found in data sources. Several linear regression analyses were employed in the data analysis process. Findings from the examination of multiple linear regression, $Y = 10.173 + 0.338 + 0.305 + e$, indicate that Organizational Culture and Competence significantly and favorably impact worker performance. According to the results of the partial test, employee performance is positively and significantly impacted by organizational culture, as seen from the calculated t value = 3.977 > t table = 2.006 ($nk = 55-3 = 52$), and the Competence variable also significantly and favorably affects employee performance, as indicated by the computed t value = 3.093 > t table = 2.006 ($nk = 55-3 = 52$). Meanwhile, the simultaneous F value = 12.309 > F table 3.19, Therefore, it can be said that employee performance is positively and significantly impacted by organizational culture and competence. In the meantime, Adjusted R Square's coefficient of determination (R^2) is 0.311 (31.1%), with other factors outside the model accounting for the remaining 68.9%. Relevant terms: Employee performance, competency, and organizational culture.

INTRODUCTION

Human resources are a central factor in any organization. Every organization, whether public or private, requires outstanding and skilled human resources, both in terms of ability, knowledge, and work experience. Every organization is formed to achieve its goals. To achieve these goals, it requires high-quality, high-performing human resources (Suriyanto, 2021:49).

A number of internal organizational factors, including organizational culture and competencies that match employee abilities in carrying out their tasks and responsibilities, can have an impact on high-quality performance and success in reaching its objectives (Hartini, 2021:89).

According to Hasibuan (2017:45) Performance is the outcome attained by an individual in completing the duties that are given to him based on his abilities, experience, sincerity, and time. Three key elements combine to produce this performance: the worker's aptitude and interest, their capacity and acceptance of the justification for task and role delegation, and their level of motivation. Susilowati and Nukhilizah (2016:34) assert that organizational culture plays a crucial part in efforts to accomplish organizational goals because the habits that exist within the organizational hierarchy serve as a representation of the standards of behavior that staff members adhere to. According to Wibowo (2020:56), an organization is often established with the intention of achieving a particular objective through the productivity of all of its human resources. As per Yasin (2020:79), competence is the capacity to perform a task or job using knowledge, skills, and the work ethic that the profession demands. To be able to complete work in a particular field of work requires adequate competence.

Therefore, every leader in a company or government agency must be capable of raising their staff members' performance. One important factor in an organization/agency that influences performance is organizational culture.

According to Susilowati and Nukhilizah (2016:34), organizational culture plays a crucial role because it reflects the organizational hierarchy's customs, which in turn reflect the standards of behavior that the organization's workers adhere to, in accomplishing its objectives.

Sufficient skill is necessary to finish tasks in a certain field. Competence can affect how well employees perform if they are competent, including a professional attitude, such as establishing cooperative relationships with colleagues to complete a task, thereby achieving optimal results and becoming a reliable employee.

The Population and Civil Registration Service (Disdukcapil) of Medan City is a government agency under the auspices of the Medan City Government and has the main task of managing population administration and civil registration for Medan City residents. As a public service unit, Disdukcapil is responsible for issuing official documents related to the identity and population status of the Community. Based on observations conducted by the researcher, the researcher found problems in employee performance at the Population and Civil Registration Service (Disdukcapil) of Medan City. The following is a table of performance data for the Population and Civil Registration Service (Dukcapil) of Medan City during 2024. One of the factors that causes employee performance to

fluctuate and not reach targets is organizational culture and employee competency. Organizational culture is still lacking and causes some services to be less than optimal. In terms of organizational culture, employees postpone work assigned by superiors and choose to relax rather than complete their work. Then there are still employees who are absent on every workday, such as employees not coming to the office during working hours. Additionally, the issue with corporate culture is that some employees continue to take little responsibility for the tasks they are given, such as disregarding assignments or putting off the requirements of the community.

Based on the data above, it can be seen that performance fluctuates and performance realization has not reached the annual target. One factor contributing to employee performance fluctuations and underachievement is organizational culture and employee competency. Organizational culture remains lacking, resulting in some services being less than optimal. Problems with organizational culture include employees procrastinating on tasks assigned by superiors and choosing to relax rather than complete their work. Furthermore, some employees are absent from workdays, such as not coming to the office during working hours. Furthermore, organizational culture issues include employees who are irresponsible in their assigned tasks, such as neglecting tasks or delaying visits to the public for various purposes.

Based on the background of the problem above, several issues can be defined as follows:

1. Employee performance fluctuates, with employee performance falling into the "fair" category, with 45.4% in 2023 and 54.5% in 2024.
2. A weak organizational culture results in suboptimal services.
3. Employee competency, particularly in technology, communication, and public services, still needs to be improved to address key obstacles.

Based on the above information, this is the basis for researchers to choose the title "The Influence Of Organizational Culture And Competence On The Performance Of Employees Of The Population And Civil Registration Service Of Medan City".

LITERATURE REVIEW

Performance

A company's performance is a comprehensive representation of its state over a specific time period, a result or accomplishment impacted by its operational actions in making use of its available resources (Rivai, 2016: 447).

To facilitate companies in assessing their employees' performance, indicators are needed to measure employee performance. These indicators are usually tailored to the format and type of the company's indicators.

According to Rivai (2016:311), performance objectives include the following:

- a. To determine the level of employee performance.
- b. To provide appropriate rewards, for example, to provide increases in base salary and incentives.
- c. To encourage employee accountability.

- d. To increase work motivation.
- e. To improve work ethic.
- f. To differentiate one employee from another.
- g. To strengthen employee relationships through discussions about their work progress.

According to Mangkunegara (2015:75), factors that can influence employee performance are:

1) Work Quality

Accuracy, thoroughness, skill, and cleanliness.

2) Work Quantity

Output also needs to be considered, not only routine output, but also how quickly "extra" work can be completed.

3) Reliability

Following instructions, taking initiative, being careful, and diligent.

4) Attitude

Attitude toward the company, other employees, and the work, as well as cooperation. To facilitate companies in assessing their employees' performance, indicators are needed to measure employee performance. These indicators are usually tailored to the format and type of the company's indicators.

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Organizational Culture

Organizational culture is the norms and values that guide the behavior of organizational members. On the other hand, organizational culture is also often interpreted as a basic philosophy that provides direction for company policies in employee management (Bawarodi et al., 2017:120).

According to Sulaksono Hari (2015: 7), there are seven main characteristics of organizational culture:

1. Innovation and risk-taking.

Employees are encouraged to be innovative and take risks.

2. Attention to detail.

Employees are expected to demonstrate analytical skills and attention to detail.

3. Results orientation.

Management places more emphasis on accomplishment or outcomes than on the methods and procedures employed to get there.

4. People orientation.
the extent to which management weighs the effects of choices on the individuals who work for the company.
5. Team orientation.
how much teamwork is used to organize tasks rather than individual efforts.
6. Aggressiveness.
How much people are competitive and hostile instead of laid back.
7. Stability.
how much organizational action prioritizes status quo preservation over expansion.

According to Sulaksono Hari (2015: 14), indicators of organizational culture are as follows:

1. Innovative and taking risks, such as:
 - a. Generating new ideas for the company's success
 - b. Courageous in taking risks in developing new ideas
2. Results-oriented, such as:
 - a. Setting targets to be achieved by the company
 - b. Evaluating the results of work performed
3. Oriented towards all employee interests, such as:
 - a. Meeting the needs to carry out and complete work
 - b. Supporting employee achievement
4. Detail-oriented in tasks, such as:
 - a. Meticulous in carrying out tasks
 - b. Accuracy of work results

Competence

Businesses can utilize competence as a guide to help their employees find the right employment (Arief & Nisak, 2022). According to Eksan (2020), competence is the capacity to function or work in accordance with one's role in a certain field. Work competency, according to Law No. 13 of 2003 concerning Manpower, is the capacity to work, including knowledge, abilities, and work attitudes that satisfy predetermined standards for each worker (Eksan: 2020). One of the most important aspects of a job is competence. This is due to the fact that competence is the main factor in doing a task well, achieving goals according to targets, meeting expectations, and so on. Furthermore, competence refers to behavioral characteristics that reflect the personality traits, strengths, intelligence, skills, experience, and all of an employee's personal assets.

According to Aisyah (2021:56), work competency indicators are:

- 1) Knowledge is knowledge that is stored in the brain and has to do with comprehension and potential.
- 2) To understand is to use the mind to master something.
- 3) Skills are the talents that each employee needs to have in order to perform the duties and responsibilities that the organization assigns them as best they can.

- 4) An individual's mental preparedness to react to things or circumstances that impact and dictate their behavior is known as their attitude.
- 5) Interest is the sensation that something or an activity is appealing to a person.

Research Model and Hypothesis

Hypothesis development based on the presentation of variable concepts and research model images.

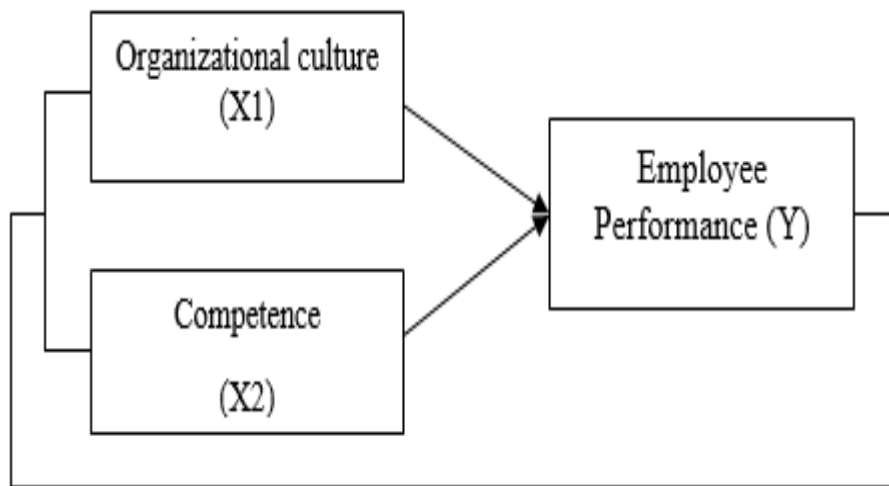


Figure 1. Theoretical Framework
Source: Data processed by researchers, 2025

Based on the above framework of thought, the research hypothesis is determined as follows:

1. H0: At the Population and Civil Registry Service of Medan City, organizational culture has little bearing on worker performance.
Ha: At the Medan City Population and Civil Registry Service, organizational culture has an impact on worker performance.
2. H0: Employee performance at the Population and Civil Registry Service of Medan City is unaffected by competence.
Ha: The Population and Civil Registry Service in Medan City exhibits a correlation between employee performance and competency.
3. H0: At Medan City's Population and Civil Registry Service, employee performance is unaffected by organizational culture or capabilities.
Ha: The Population and Civil Registry Service in Medan City exhibits an impact on employee performance due to organizational culture and competency.

METHODOLOGY

The object of the research is This research was conducted at the POPULATION AND CIVIL REGISTRATION SERVICE OF MEDAN CITY on Jl. Iskandar Muda No. 270, Petisah Tengah, Medan Petisah District, Medan City, North Sumatra 20151. The population in this study was 55 employees. The type of this research is quantitative research. This research also uses data collection techniques by distributing questionnaires or surveys, where respondents will fill out the questionnaire related to the research, then the answers to the questionnaire are analyzed using SPSS 25.

According to Sugiyono (2016:193), data collection techniques are considered strategic steps in research because they have the primary goal of obtaining data. The data collection techniques used in this study are:

- a. Observation, which involves conducting observations at the company.
- b. Interviews, which involve conducting direct questions and answers with consumers regarding organizational culture, employee competency, and performance.
- c. Questionnaires, which involve collecting data by submitting a structured list of statements to the sampled consumers.
- d. Documentation, which involves collecting and studying data obtained through databases.

RESEARCH RESULT AND DISCUSSION

The Influence of Organizational Culture on Employee Performance

Based on the results of the research conducted using the Multiple Linear Regression equation, it describes the state of the Organizational Culture that is applied has a large influence on Employee Performance, with a calculated t value = $3.977 > t_{table} = 2.006$ ($nk = 55-3 = 52$) so that H_0 is rejected and H_a is accepted. This means that the Organizational Culture variable has a significant influence on Employee Performance. This means that if the Organizational Culture is getting better, then Employee Performance will also increase.

The Influence of Competence on Employee Performance

Employee performance is significantly impacted by the status of applied competence, according to the findings of a study that used the Multiple Linear Regression equation, with the significance value for the Competence variable (0.003) being smaller than 5% (0.05) or $t_{count} = 3.093 > t_{table} = 2.006$ ($nk = 55-3 = 52$). so that H_0 is rejected and H_a is accepted. This means that the Competence variable has a significant influence on Employee Performance. This means that if Competence is better, then Employee Performance will also increase.

The Influence of Organizational Culture and Competence on Employee Performance

Based on the calculation results also explain and provide an illustration that organizational culture, Competence has a unidirectional and equal influence on Employee Performance. The SPSS output results show that the organizational culture variable, Competence has a calculated F value of 13.165 with a significant

value of 0.000. The calculated F value = 13.165 > Ftable 3.18 ($df_1 = k_1 = 3-1 = 2$) while ($df_2 = nk (55-3 = 52)$) and the significance value on the Organizational Culture variable, Competence is $0.000 < 0.05$. So it can be concluded that there is a simultaneous influence between Organizational Culture and Competence on Employee Performance so that H_0 is rejected and H_a is accepted. This means that Organizational Culture, Competence has a significant influence on Employee Performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results and discussion in the previous chapter, the following conclusions can be drawn:

1. Partially, Organizational Culture (X1) has a positive and significant influence on Employee Performance (Y) at the Medan Population and Civil Registry Service.
2. Partially, Competence (X2) has a positive and significant effect on Employee Performance (Y) at the Medan Population and Civil Registry Service.
3. Simultaneously, Organizational Culture (X1) and Competence (X2) have a positive and significant influence on Employee Performance (Y) at the Medan Population and Civil Registry Service.

The research findings, debates, and conclusions reached allow for the following suggestions to be made:

1. For the Agency (Medan Population and Civil Registration Service):
 - a. It is necessary to strengthen the implementation of a positive organizational culture, such as discipline, open communication, and teamwork, to create a work environment that is conducive to improving employee performance.
 - b. It is recommended to organize ongoing training and competency development programs, both in the form of technical training on population administration services and soft skills such as communication and time management.
 - c. The agency needs to conduct regular evaluations of employee performance achievements and link them to organizational culture and competencies, so that data-based service quality improvement policies can be implemented effectively.
2. For Employees:
 - a. Employees are expected to be more proactive in improving individual competencies, either through independent learning, participating in training, or sharing knowledge with colleagues.
 - b. Employees need to instill the established organizational cultural values so that every work activity can be carried out professionally, honestly, and responsibly.
3. Future researchers can expand on this research (68.9%) without affecting the model itself by using other methods and models, for example, work compensation and work discipline.

ADVANCED RESEARCH

Based on the study's findings, future research could further expand the understanding of how organizational culture and competence influence employee performance by integrating additional mediating or moderating variables such as work motivation, leadership style, and job satisfaction. Employing a larger sample size across multiple public service institutions could improve the generalizability of results. Moreover, adopting a mixed-method approach combining quantitative regression analysis with qualitative interviews would allow for deeper insights into the behavioral and contextual dynamics shaping performance outcomes. Future studies may also examine the role of digital transformation and organizational learning as emerging determinants of performance effectiveness, particularly in the public sector context where innovation and adaptability are increasingly critical.

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