

# THE INFLUENCE OF ORGANIZATIONAL CULTURE, MOTIVATION, AND COMPETENCE ON EMPLOYEE PERFORMANCE: A CASE STUDY AT THE CLASS I IMMIGRATION OFFICE TPI PALEMBANG

MUHAMMAD IDRIS<sup>1</sup>, CHOIRIYAH<sup>2</sup>, ABID DZAJULI<sup>3</sup>, BENNI KURNIAWAN<sup>4</sup>

<sup>1,2,3,4</sup> POSTGRADUATE PROGRAM, MANAGEMENT SCIENCE STUDY PROGRAM, UNIVERSITAS MUHAMMADIYAH PALEMBANG, INDONESIA

\*CORRESPONDING AUTHOR E-MAIL: [muhammadidris@um-palembang.ac.id](mailto:muhammadidris@um-palembang.ac.id)

## Abstract

This study aims to analyze the influence of organizational culture, motivation, and competence on employee performance at the Class I Immigration Office TPI Palembang. These three variables are considered crucial in improving public service effectiveness and the professionalism of state apparatus. This research uses a quantitative approach with a causal associative research design. The sample consisted of 83 active employees, selected using purposive sampling based on specific criteria. The research instrument was a Likert-scaled questionnaire, which was tested for validity and reliability. Data were analyzed using multiple linear regression with SPSS version 26. The results showed that organizational culture, motivation, and competence simultaneously had a significant effect on employee performance. Partially, organizational culture had the most dominant influence, followed by competence, while motivation had a significant but relatively smaller effect than the other two variables. The coefficient of determination ( $R^2$ ) was 0.862, indicating that the variation in employee performance could be strongly explained by the three independent variables. The implications of this research emphasize the importance of strengthening a results-oriented work culture, increasing motivation through supportive managerial policies, and continuously developing employee competencies. This study contributes to the development of strategies for improving the performance of public sector apparatus and serves as a reference for bureaucratic reform policies based on excellent and professional human resources.

**Keywords:** organizational culture, motivation, competence, employee performance, immigration services, Indonesia

## INTRODUCTION

Human resources (HR) are universally acknowledged as one of the most strategic assets in an organization, serving as the primary driver of institutional success and sustainability. In both public and private sectors, HR determines the extent to which organizational goals and visions can be effectively translated into tangible outcomes. Particularly within public institutions such as immigration offices, employees are not only tasked with policy execution but also serve as the face of government services to society. Their performance reflects the integrity, responsiveness, and accountability of the public sector as a whole.

Optimal organizational performance is virtually unattainable without employees who demonstrate high levels of competence, motivation, and dedication. Employee performance acts as the most observable indicator of institutional effectiveness, as it captures the extent to which operational targets, service delivery standards, and organizational values are realized in everyday work practices. This includes the ability of personnel to fulfill their assigned duties with precision, efficiency, and a commitment to continuous improvement.

According to Veizal Rivai, performance encompasses actual behavior manifested by individuals in carrying out their roles within a structured environment. This concept, when applied to public services, becomes a benchmark for assessing whether government institutions meet, exceed, or fall short of public expectations. Commonly used indicators such as service quality, output quantity, timeliness, and cost-effectiveness serve as tools for evaluating the efficacy of public service providers.

As a result, human resource management within government institutions must go beyond administrative routines. It must adopt strategic approaches that identify, nurture, and optimize the internal factors that influence employee

performance. These factors not only determine individual success but also influence the collective image and credibility of the institution in the eyes of the public.

Empirical studies and theoretical models consistently identify a range of internal and external elements that shape performance outcomes. Among these are individual capabilities, leadership practices, workplace environment, organizational culture, motivation levels, and professional competencies. However, three variables often emerge as central to performance development: organizational culture, motivation, and employee competence. These internal components can be proactively designed, strengthened, and sustained by the institution through targeted interventions and long-term strategies.

Organizational culture plays a foundational role in creating a supportive, ethical, and productive work atmosphere. It embodies the collective values, behaviors, and norms that guide employees in making decisions, solving problems, and interacting with stakeholders. A strong and healthy culture fosters innovation, accountability, and teamwork — all of which are essential for public service organizations facing dynamic societal demands.

Motivation, on the other hand, provides the psychological and emotional energy that drives individuals to act, persevere, and excel in their roles. It stems from both intrinsic sources, such as job satisfaction and personal growth, and extrinsic stimuli, including rewards, recognition, and conducive working conditions. Motivation determines the intensity, direction, and persistence of effort, making it a vital catalyst for performance enhancement.

Competence refers to the integration of knowledge, skills, attitudes, and behaviors required to perform specific roles effectively. In the public sector, competence extends beyond technical proficiency to include legal literacy, communication abilities, ethical sensitivity, and adaptability. Without continuous competence development, employees may struggle to keep up with changing regulations, technological innovations, and the growing complexity of public needs.

The Class I Immigration Office TPI Palembang, as a technical implementation unit under the Directorate General of Immigration, is charged with delivering professional, accessible, and accountable immigration services. Its strategic importance is reflected in its responsibility to process high volumes of documents, enforce legal compliance, and uphold the rights of citizens and foreigners alike. However, several challenges continue to impede optimal service delivery.

According to the 2023 LAKIP report, public dissatisfaction remains a concern, often linked to unclear procedures, underdeveloped infrastructure, and suboptimal interpersonal interactions. Internal reports further reveal performance gaps between centrally assigned targets and actual achievements. For example, officers are expected to serve 70 passport applicants per day, yet many fall short due to inconsistencies in workload distribution and disparities in competence.

These shortcomings are rooted in structural and behavioral issues, such as weak organizational culture, low intrinsic motivation, and a lack of relevant skills. Unproductive routines, risk avoidance, and a reluctance to embrace innovation signal a culture that needs transformation. Moreover, hierarchical leadership styles often limit meaningful collaboration and staff empowerment, thereby hampering collective progress.

In terms of motivation, interdependence among staff members is sometimes expressed through unhealthy power dynamics. Some employees monopolize knowledge to retain their positions, while others disengage from responsibilities altogether. Such behaviors indicate that the spirit of shared accountability and mutual support has not been fully internalized.

Employee competence is also under scrutiny, with recurring errors in data input, document verification, and service response times. These technical deficiencies reflect gaps in system mastery and customer service readiness. They underscore the urgent need for ongoing training, digital skill development, and performance monitoring.

In response to these issues, this study aims to examine both the simultaneous and partial effects of organizational culture, motivation, and competence on employee performance at the Class I Immigration Office TPI Palembang. The findings are expected to inform the theoretical discourse on public sector HR management and provide evidence-based recommendations for strengthening performance through strategic internal development.

## METHOD

This study adopts a quantitative research approach characterized by the application of numerical data and statistical analysis to examine empirical relationships among variables. Specifically, it employs a causal associative research design, which is well-suited for testing the directional influence of multiple independent variables on a dependent variable. In this context, the design enables the researchers to explore how organizational culture, motivation, and competence—each as an independent factor—affect employee performance both collectively (simultaneously) and individually (partially).

The selection of this approach is grounded in the need for objectivity, generalizability, and precision in identifying cause-and-effect relationships. By relying on quantifiable indicators and standardized measurement tools, this method allows the researchers to interpret patterns, test hypotheses, and derive statistically significant conclusions regarding employee behavior and organizational performance within a public sector setting. The causal associative model is especially advantageous in contexts where complex interactions between variables must be disentangled and assessed through robust analytical frameworks.

### **Population and Sample**

The population of this study includes all active employees at the Class I Immigration Office TPI Palembang, a government institution operating under the Ministry of Law and Human Rights of the Republic of Indonesia. This agency plays a strategic role in administering immigration procedures, managing public-facing services, and ensuring regulatory compliance. At the time of the study, the office employed 103 staff members actively engaged in various functional and administrative roles.

To determine the appropriate sample size for analysis, the researchers applied the Slovin formula, which is commonly used in quantitative research to calculate representative samples based on population size and acceptable error margins. Using a 5% error tolerance, the resulting sample size was 83 respondents, which is considered statistically sufficient to ensure reliability and minimize sampling bias. The application of this formula ensures that the findings can be generalized with a high level of confidence to the broader organizational population.

For the selection of individual respondents, a cluster random sampling technique was employed. This method was chosen due to the structured nature of the population, which is organized into operational units or work groups within the institution. Each cluster or group, representing a specific division or functional area, was considered as a stratum from which random samples were drawn proportionally. This approach ensures that the sample reflects the diversity of roles, responsibilities, and hierarchical levels within the organization.

### **Research Variables**

The variables used in this study consist of one dependent variable and three independent variables, each defined conceptually and measured operationally through relevant indicators.

- The dependent variable is employee performance, which refers to the measurable output of employees in fulfilling job responsibilities and organizational tasks. Performance is evaluated based on an individual's capacity to complete assignments in accordance with established goals, timelines, and quality standards. In this study, performance is assessed through five dimensions: (1) quality of work, (2) quantity of output, (3) timeliness, (4) cost-efficiency, and (5) interpersonal relations at work. These indicators provide a comprehensive overview of how well an employee contributes to institutional effectiveness.
- The first independent variable is organizational culture, defined as the set of shared values, norms, beliefs, and behavioral expectations that guide employee actions within the institution. Culture influences not only how tasks are approached but also how challenges are addressed and how innovation is fostered. The operational indicators used to measure this variable include: (1) result orientation, (2) innovation and risk-taking, (3) team orientation, and (4) structural stability. These indicators reflect the cultural attributes that either enable or constrain effective performance.
- The second independent variable is work motivation, which captures both intrinsic and extrinsic factors that energize employees to act and sustain effort. Intrinsic motivation includes factors such as job satisfaction, autonomy, and meaningfulness of work, whereas extrinsic motivation includes recognition, incentives, and working conditions. This variable is assessed using four sub-indicators: (1) work environment, (2) rewards and recognition, (3) the nature of the job itself, and (4) availability of supporting facilities. Together, they measure the psychological drive and external conditions that influence commitment and initiative.
- The third independent variable is employee competence, which represents the knowledge, technical abilities, and attitudes required to perform job duties effectively. Competence includes both hard skills, such as mastery of procedures and technology, and soft skills, such as communication and adaptability. In this study, competence is measured through three key dimensions: (1) domain-specific knowledge, (2) technical skills, and (3) self-concept or confidence in applying one's expertise to real-world challenges. These indicators are aligned with professional standards in the public service sector.

### **Data Collection and Analysis Techniques**

Data collection in this study is conducted through a structured and systematic process designed to capture both subjective perceptions and objective assessments. The primary data source is a closed-ended questionnaire, distributed directly to the selected respondents. This instrument consists of multiple statements or items related to each variable, with responses measured on a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). This format ensures consistency and comparability across responses, while allowing for nuanced gradation of opinions and perceptions.

To ensure the validity and reliability of the instrument, a pre-test was conducted prior to full deployment. Validity was tested using the Pearson Product Moment correlation, assessing the degree to which each item correlates with the total score of its respective construct. Items with a correlation coefficient above 0.30 were retained. Reliability was evaluated using Cronbach's Alpha, a coefficient that reflects internal consistency. Constructs were deemed reliable if their alpha value exceeded 0.70, indicating that the items collectively measure the intended variable with acceptable precision.

In addition to primary data, secondary data sources were utilized to provide contextual understanding and institutional background. These sources include official reports, organizational documentation, previous research studies, and literature from academic journals and reference books. Together, primary and secondary data contribute to a more comprehensive understanding of the institutional dynamics and the factors influencing employee performance.

The data analysis phase involves multiple steps to ensure the accuracy and robustness of the results. First, the data were screened and cleaned for inconsistencies and missing values. Then, classical assumption tests were conducted to verify compliance with the requirements of multiple linear regression analysis. These tests included:

1. Normality Test (Kolmogorov–Smirnov) to ensure data distribution conforms to the normal curve.
2. Multicollinearity Test (using Variance Inflation Factor and Tolerance) to detect any redundancy among independent variables.

3. Heteroscedasticity Test (using the Glejser method) to check for homogeneity of variance across residuals.

After verifying that all assumptions were met, the researchers applied multiple linear regression analysis to examine the relationships among variables. The regression model measures both the simultaneous influence (using the F-test) and the partial influence (using the t-test) of the independent variables on the dependent variable. The level of significance was set at  $\alpha = 0.05$ . Furthermore, the coefficient of determination ( $R^2$ ) was used to assess the explanatory power of the model—specifically, how much of the variation in employee performance can be accounted for by organizational culture, motivation, and competence.

Through this comprehensive methodology, the study aims to produce findings that are both empirically valid and theoretically insightful, providing a strong foundation for performance improvement strategies in public sector institutions.

## RESULT AND DISCUSSION

### Research Results

The findings of this study are based on a rigorous analysis of data obtained through validated and reliable instruments. Prior to statistical testing, the research questionnaire underwent both validity and reliability assessments to ensure the quality of measurement. The validity test was conducted using the Pearson Product Moment correlation method. Each item within the questionnaire demonstrated a correlation coefficient exceeding the accepted threshold of  $r > 0.30$ , indicating that all items effectively measured their respective constructs. Meanwhile, the reliability test, calculated using Cronbach's Alpha, yielded values above 0.70 for each variable, confirming strong internal consistency and dependability of the instrument.

Subsequently, the dataset was subjected to a series of classical assumption tests, a standard protocol in multiple linear regression to ensure the suitability of the model:

- The normality test using the Kolmogorov–Smirnov method confirmed that the data were normally distributed, as indicated by significance values greater than 0.05.
- The multicollinearity test, which checks for redundancy among independent variables, returned VIF (Variance Inflation Factor) values below 10 and Tolerance values above 0.10. These results verify that no significant multicollinearity was present between organizational culture, motivation, and competence.
- The heteroscedasticity test, assessed using the Glejser method, showed that residuals were randomly scattered and exhibited no visible pattern, which supports the assumption of homoscedasticity.

Following the validation of these assumptions, multiple linear regression analysis was conducted to examine the influence of the three independent variables on the dependent variable—employee performance.

The regression model generated from the analysis is as follows:

$$Y = 5.619 + 0.489X_1 + 0.159X_2 + 0.238X_3$$

Where:

- Y: Employee Performance
- $X_1$ : Organizational Culture
- $X_2$ : Motivation
- $X_3$ : Competence

This equation implies that:

- For every one-unit increase in organizational culture ( $X_1$ ), employee performance ( $Y$ ) increases by 0.489 units, assuming other variables are held constant.
- For every one-unit increase in motivation ( $X_2$ ), employee performance ( $Y$ ) increases by 0.159 units.
- For every one-unit increase in competence ( $X_3$ ), employee performance ( $Y$ ) increases by 0.238 units.

These coefficients suggest that all three independent variables positively contribute to performance, with organizational culture showing the strongest influence, followed by competence, and lastly, motivation. The coefficient of determination ( $R^2$ ) was found to be 0.862, meaning that 86.2% of the variance in employee performance can be explained by the combined effects of organizational culture, motivation, and competence. The remaining 13.8% of performance variability is attributed to other variables not included in this study, such as leadership effectiveness, individual psychological traits, work-life balance, and organizational climate.

**Table 1. Coefficient of Determination ( $R^2$ )**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | 0.931 | 0.867    | 0.862             | 1.39594                    |

The F-test, which tests the overall significance of the model, produced an F-value of 171.505 with a significance level (p-value) of 0.000, well below the  $\alpha$  threshold of 0.05. This indicates that the combination of the three predictors significantly affects employee performance.

**Table 2. ANOVA – F-Test Results**

| Source     | Sum of Squares | df | Mean Square | F       | Sig. |
|------------|----------------|----|-------------|---------|------|
| Regression | 1002.610       | 3  | 334.203     | 171.505 | .000 |
| Residual   | 153.944        | 79 | 1.949       |         |      |
| Total      | 1156.554       | 82 |             |         |      |

The t-test results for partial influence demonstrate that all three independent variables individually exert significant effects on employee performance:

- **Organizational Culture:**  $t = 5.878$ ,  $p = 0.000$
- **Motivation:**  $t = 2.119$ ,  $p = 0.037$
- **Competence:**  $t = 2.832$ ,  $p = 0.006$

**Table 3. Coefficient – t-Test Results**

| Variable               | t     | Sig.  |
|------------------------|-------|-------|
| (Constant)             | 3.299 | 0.001 |
| Organizational Culture | 5.878 | 0.000 |
| Motivation             | 2.119 | 0.037 |
| Competence             | 2.832 | 0.006 |

## DISCUSSION

The statistical analysis strongly supports the hypothesis that organizational culture, motivation, and competence are significant determinants of employee performance at the Class I Immigration Office TPI Palembang. The high  $R^2$  value (0.862) demonstrates that these variables explain a substantial portion of performance variation, reflecting the pivotal role of internal organizational factors in shaping service outcomes.

Among the three predictors, **organizational culture** emerged as the most influential factor. This finding reinforces the literature that suggests a strong organizational culture fosters alignment between individual behavior and institutional goals. Consistent with the work of Afandi (2018) and Mualimin & Lianto (2023), this study confirms that shared norms, beliefs, and behavioral standards form the backbone of employee consistency, discipline, and innovation. A results-oriented culture, especially one that promotes teamwork, openness, and accountability, significantly enhances employee productivity and responsiveness.

**Motivation**, although having a smaller coefficient, still proved to be a statistically significant factor. This highlights the importance of cultivating both intrinsic and extrinsic drivers. Theoretical models such as Herzberg's Two-Factor Theory and Deci & Ryan's Self-Determination Theory assert that intrinsic motivation (e.g., pride in work, self-growth) combined with extrinsic motivation (e.g., recognition, facility quality) can generate optimal work engagement. The moderate t-value for motivation in this study suggests that while it is not the most dominant factor, its role in sustaining long-term commitment and job satisfaction should not be underestimated.

**Competence** contributed a significant positive effect on employee performance, consistent with the findings of Edison et al. (2016). In the context of immigration services, competence encompasses more than just technical



know-how; it includes legal literacy, administrative agility, IT proficiency, and public communication. The modern immigration landscape—marked by digitalization, evolving policies, and heightened public scrutiny—requires personnel to be agile, knowledgeable, and ethically grounded. Gaps in competence often result in procedural errors, delays, or miscommunication that undermine public trust.

Moreover, the findings align with the premise that performance is not an isolated product of individual effort, but rather an outcome of system-wide interactions between work environment, leadership support, team dynamics, and continuous development opportunities. Thus, performance improvement strategies must address not only individual behavior but also systemic structures that either enable or inhibit excellence.

These results have strong implications for public sector management, particularly in institutions like the Immigration Office where citizen interaction is direct and frequent. The emphasis on organizational culture, motivation, and competence should guide institutional leaders in crafting integrated development programs, targeted training, and inclusive policy-making that align operational needs with human capital growth.

## CONCLUSION

Based on comprehensive data analysis and discussion, this study concludes that organizational culture, motivation, and competence each have a significant and positive influence on the performance of employees at the Class I Immigration Office TPI Palembang, both simultaneously and partially. These findings affirm the central role that internal organizational factors play in shaping performance outcomes in the public sector. The regression analysis confirms that these three variables collectively explain a considerable proportion of variance in employee performance, with a coefficient of determination ( $R^2$ ) of 0.862, indicating that 86.2% of employee performance can be attributed to these variables.

Among the three, organizational culture emerged as the most dominant variable influencing performance. This suggests that when employees operate within a workplace characterized by strong shared values, clear expectations, discipline, and a results-driven ethos, their performance levels tend to increase significantly. Organizational culture not only establishes behavioral norms but also enhances consistency in decision-making, fosters teamwork, and cultivates a sense of identity and belonging among staff.

Work motivation, although showing a relatively smaller regression coefficient, nonetheless played an essential role in shaping employee behaviors. The results reaffirm the importance of addressing both intrinsic and extrinsic motivational drivers—such as job satisfaction, acknowledgment of contributions, and access to resources and incentives. These factors stimulate emotional investment, personal initiative, and resilience among staff, especially in high-demand environments such as immigration offices. A motivated workforce is more likely to engage meaningfully with institutional goals, maintain service standards, and respond positively to organizational change.

Meanwhile, employee competence—encompassing knowledge, technical proficiency, and personal confidence—proved to be a substantial determinant of job performance. In highly procedural and regulation-bound institutions like immigration offices, competence ensures that services are delivered accurately, promptly, and in accordance with legal frameworks. Employees who possess up-to-date skills and a sound understanding of policy, systems, and technology are better equipped to minimize errors, manage citizen interactions, and contribute to overall institutional credibility.

Altogether, the study highlights that employee performance is the product of dynamic interactions among organizational systems, individual capability, and motivational structures. These three variables not only influence performance in isolation but also reinforce one another. For instance, a strong culture can amplify motivation, and high motivation can drive individuals to seek competence. The mutual reinforcement among culture, motivation, and competence can generate a high-performance environment that is self-sustaining and adaptable.

From a theoretical standpoint, this study contributes to existing literature by validating the integrated role of culture, motivation, and competence in public sector performance management. It reaffirms the relevance of classical theories such as Herzberg's Motivation-Hygiene Theory, Schein's Organizational Culture Model, and Spencer's Competency Framework. These theories collectively underscore that successful organizations align structural processes with human capital development, thereby producing measurable performance outcomes.

## INFORMED CONSENT

The authors have obtained informed consent from all participants.

## CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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