

## Organizational Culture in Public Service Delivery at the Population and Civil Registration Office of Kebumen Regency in 2025

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### Abstract

*Population administration services play a crucial role in governance and in ensuring citizens' fundamental rights. These services are administered by the Population and Civil Registration Office (Disdukcapil). The effectiveness of service delivery is strongly influenced by organizational culture, which shapes employees' behavior and work patterns. This study aims to assess the level of organizational culture within Disdukcapil of Kebumen Regency in 2025. This research employs a quantitative method with a descriptive approach. The instrument used is an adapted organizational culture questionnaire consisting of six dimensions: professionalism, management distance, trust among colleagues, regularity, hostility, and integration. The findings indicate that organizational culture within Disdukcapil Kebumen is generally strong, particularly in the dimensions of trust among colleagues, regularity, and integration. Meanwhile, professionalism and management distance fall into the moderate category. The hostility dimension shows a strong score, indicating a relatively harmonious work environment due to its unfavorable measurement scale. However, improvements are still required, particularly in professionalism and management distance. In addition, discrepancies between survey results and actual practices were identified in the regularity dimension. The study recommends strengthening professionalism, improving managerial relationships, enhancing rule consistency, and anticipating potential interpersonal tensions.*

**Abstrak** Layanan administrasi kependudukan memiliki peran penting dalam tata kelola pemerintahan dan pemenuhan hak-hak dasar masyarakat dan pelaksanaannya menjadi tanggungjawab Disdukcapil. Keberhasilan penyelenggaraan layanan erat kaitannya dengan budaya organisasi kuat yang membentuk perilaku pegawai. Tujuan Penelitian untuk mengetahui tingkat budaya organisasi pada layanan Disdukcapil Kabupaten Kebumen tahun 2025. Metode yang digunakan dalam penelitian ini yakni metode penelitian kuantitatif dengan pendekatan deskriptif. Instrumen dalam penelitian adalah adaptasi kuesioner budaya

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organisasi yang terdiri dari enam dimensi: profesionalisme, jarak antar manajemen, percaya pada rekan sekerja, keteraturan, permusuhan, dan integrasi. Hasil penelitian menunjukkan budaya organisasi di Disdukcapil Kabupaten Kebumen telah menunjukkan kondisi yang kuat, terutama pada dimensi percaya pada rekan sekerja, keteraturan, dan integrasi. Sedangkan dimensi profesionalisme dan jarak antar manajemen berada pada kategori sedang. Sementara permusuhan dikategorikan kuat yang mengindikasikan lingkungan kerja kondusif karena bersifat unfavorable, meskipun demikian perlu adanya perbaikan pada dimensi profesionalisme dan jarak antar manajemen untuk memperkuat budaya organisasi, serta perbaikan pada gap antara hasil data kuesioner dengan fakta dilapangan pada dimensi keteraturan. Peneliti memberikan saran adanya perbaikan pada peningkatan profesionalisme, mempererat hubungan manjerial, penguatan keteraturan, dan antisipasi potensi permusuhan.

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## **Introduction**

Population administration constitutes a fundamental component of national development planning and public service delivery. Accurate and integrated population data serve as a critical foundation for policymaking, development planning, budget allocation, and electoral processes. The central government, through the Ministry of Home Affairs, has developed the Population Administration Information System (SIAK) under Law No. 24 of 2013 as part of efforts to digitalize and integrate population data. The effectiveness of its implementation largely depends on the performance of local Population and Civil Registration Offices, including Kebumen Regency, which function as the frontline institutions providing direct services to the public. In carrying out these responsibilities, Disdukcapil requires not only well-structured operational systems but also a strong organizational culture that shapes employees' behavior and mindset.

Organizational culture comprises six key dimensions, namely professionalism, management distance, trust among colleagues, regularity, hostility, and integration (Hofstede et al., 1993, as cited in Mas'ud, 2004). However, the current condition at the Population and Civil Registration Office of Kebumen Regency indicates that the implementation of these cultural dimensions has not yet reached an optimal level. This is reflected in several challenges observed across these dimensions.

The application of organizational culture within the operational mechanisms of Disdukcapil can be observed through the utilization of information technology, particularly in the implementation of SIAK. One notable issue is the discrepancy in population data between Disdukcapil and the Central Statistics Agency (BPS) of Kebumen Regency, as presented in the following table.

Table 1. Population Data of Kebumen Regency

Year	Disdukcapil	BPS
2022	1,421,143	1,380,208
2023	1,434,023	1,397,555
2024	1,446,833	1,414,157

Source: Disdukcapil Aggregate Data and BPS Kebumen (2022–2024)

The discrepancies between Disdukcapil and BPS data indicate significant inaccuracies. In 2022, Disdukcapil recorded a population of 1,421,143, while BPS reported 1,380,208. This inconsistency persisted until 2024, suggesting that the utilization and integration of SIAK have not been fully optimized. As a consequence, the regularity dimension remains weak, as decision-making processes are not entirely based on accurate data.

Irregularities are also evident in inconsistencies in service hours. Official information on the Disdukcapil website states that services operate from 07:30 to 16:00 on Monday to Thursday and from 07:30 to 11:00 on Friday. However, interview findings reveal that services actually begin at 08:00 on weekdays, which has contributed to public complaints. This discrepancy highlights a gap between formal regulations and actual implementation, reflecting weaknesses in organizational regularity.

Professionalism represents another critical challenge. Based on complaint data in 2024, approximately 20 percent of the 25 recorded complaints were related to low levels of professionalism among staff. These complaints include poor communication, rushed service delivery, and inappropriate behavior during working hours. Inconsistent reward and punishment mechanisms further exacerbate the problem, as they fail to effectively motivate employees to improve performance. This condition suggests that employees have not fully demonstrated their capabilities in delivering high-quality public services.

Another issue arises from the management distance dimension, where decision-making processes remain centralized at the top level. This is supported by employee statements indicating that decisions are predominantly controlled by immediate supervisors. Such conditions reflect an organizational culture that has not been fully internalized across all levels of staff and has yet to be effectively embedded in daily work practices. These challenges highlight the need to strengthen organizational culture to support Disdukcapil in delivering accurate, professional, and responsive public services.

This study aims to examine the practices of organizational culture and to provide an empirical overview of internal cultural conditions within the Population and Civil Registration Office of Kebumen Regency. Previous studies have reported mixed findings. Rusady (2024) found that organizational culture did not significantly influence performance due to weak professionalism and regularity. In contrast, Wendry et al. (2023) and Wahyudi (2024) demonstrated that organizational culture positively affects performance through

improved planning, coordination, and supervision. However, most existing studies focus on causal relationships using explanatory approaches, while comprehensive mapping of organizational culture, particularly within Disdukcapil, remains limited. This study addresses this gap by systematically analyzing six dimensions of organizational culture based on Hofstede et al. (1993): professionalism, management distance, trust among colleagues, regularity, hostility, and integration.

## **Research Method**

This study employs a quantitative method with a descriptive approach to analyze and map the dimensions of organizational culture within the Population and Civil Registration Office of Kebumen Regency. The research was conducted at Disdukcapil Kebumen, involving all employees as the study population. A sample of 41 employees was selected using proportional stratified random sampling.

Data collection techniques included questionnaires, observations, and interviews. The research instrument was tested for validity and reliability to ensure its accuracy in measuring organizational culture. The level of organizational culture was analyzed using descriptive statistical methods based on a Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

## **Results And Discussion**

### **Validity Test**

The validity test was conducted using SPSS with a total of 41 respondents. The results indicate that all calculated correlation values exceed the critical value of the r-table ( $N = 41$ , significance level of 5%,  $r = 0.308$ ). Therefore, all questionnaire items are considered valid. This confirms that the instrument is appropriate and can be used for further data analysis.

### **Reliability Test**

The reliability test of the organizational culture instrument in the Population and Civil Registration Office of Kebumen Regency in 2024 produced a Cronbach's Alpha value of 0.785. Since this value exceeds the minimum threshold of 0.60, the instrument is considered reliable. A variable is regarded as reliable when the Cronbach's Alpha coefficient is greater than 0.60. Accordingly, if the alpha value is above 0.60, the instrument demonstrates consistency and reliability; otherwise, it is considered unreliable. Based on these criteria, the data in this study meet the reliability requirement.

### **Normality Test**

The normality test in this study was performed using the Shapiro-Wilk method with a significance level of 0.05. The test result shows a significance value of 0.505. Since this value is greater than 0.05, the data are normally distributed. The Shapiro-Wilk test was

selected because the sample size is less than 50 (N = 41), which meets the requirement for using this method.

### Organizational Culture

The analysis of organizational culture in the Population and Civil Registration Office of Kebumen Regency is based on empirical findings and linked to the organizational culture framework proposed by Hofstede et al. (1993). The study adopts an organizational culture questionnaire developed by Hofstede et al. (1993), as adapted by Mas’ud (2004), to provide a comprehensive overview of the organizational culture within the institution. Based on Hofstede’s framework, organizational culture is examined through six key dimensions: professionalism, management distance, trust among colleagues, regularity, hostility, and integration. Each of these dimensions is analyzed in detail as follows.

### Professionalism Dimension

The findings indicate that the professionalism dimension in the Population and Civil Registration Office of Kebumen Regency falls into the moderate category, with a score of 63.90%. This suggests that professionalism has been implemented to a fairly good extent, although it has not yet reached an optimal level.

**Table 4. Professionalism**

Indicator	N	Minimum	Maximum	Mean	Std. Deviation
P01	41	5	7	6.4146	0.63149
P02	41	4	7	6.2439	0.62372
P03	41	1	7	5.0244	1.82329
P04	41	2	7	5.3902	1.32057
P05	41	3	7	5.8537	0.98896
P06	41	3	7	5.6341	1.06668
<b>Total Professionalism</b>	41	26	42	34.5610	4.76995
Valid N (listwise)	41				

Source: Primary data processed by the researcher, 2025

The indicator “Disdukcapil strives to be a pioneer” obtained the highest mean score (6.4146), with most respondents strongly agreeing. This reflects a strong organizational commitment to becoming a role model, which is an important aspect of professionalism through innovation and service excellence. This is supported by the implementation of 21 service innovations since 2022 and the achievement of an “A” grade for excellent public service in 2024.

The indicator “I do not complain in unusual work situations” also shows a positive result, with a mean score of 5.8537, indicating employees’ adaptability in dynamic working conditions. Similarly, the indicator “I receive recognition for good performance” (mean =

5.6341) suggests that the organization provides appreciation for employee performance through awards such as exemplary employee recognition and quarterly certificates. However, several weaknesses remain. The indicator “Disdukcapil is more result-oriented than process-oriented” (mean = 5.0244) indicates an imbalance between outcomes and work processes. In addition, the indicator “I am given flexibility in choosing work methods” (mean = 5.3902) suggests that flexibility in task execution is not evenly distributed among employees.

Furthermore, the indicator “I dedicate all my abilities to my work” shows a relatively high mean score (6.2439). However, this result is not fully consistent with field observations. Inconsistencies in the understanding and implementation of standard operating procedures, particularly in the communication of service hours, reinforce the indication that professionalism has not been fully internalized in practice.

**Table 5. Professionalism Categorization**

Category	Frequency	Score	Weight	Percentage	Cumulative Percentage
Very Weak	8	1	8	19.5%	19.5%
Weak	7	2	14	17.1%	36.6%
Moderate	4	3	12	9.8%	46.3%
Strong	13	4	52	31.7%	78%
Very Strong	9	5	45	22%	100%
<b>Total</b>	<b>41</b>		<b>131</b>	<b>100%</b>	

Source: Primary data processed by the researcher, 2025

Based on the table above, the weighted score is calculated as follows:  $(131/205) \times 100\% = 63.90\%$ , which falls into the moderate category. This result indicates that professionalism in public services at the Population and Civil Registration Office of Kebumen Regency is categorized as moderate, as it lies between the strong and weak categories. This suggests that employee professionalism has not yet shown dominance in either category, reflecting that its implementation is fairly good but still requires improvement.

Professionalism plays an important role in fostering a strong organizational culture. Organizational culture can be developed through employees’ professionalism in carrying out their duties (Subanar, 2016). The presence of respondents in the weak category, along with inconsistencies found in the statement “I dedicate all my abilities to my work” compared to field observations, indicates that some employees have not fully internalized professional values. As a result, they tend not to exert their full potential at work, which reflects a low level of commitment. This finding is supported by Hofstede et al. (1993), who argue that individuals with strong professional values tend to demonstrate higher work commitment.

## Management Distance Dimension

The results of data analysis show that the management distance dimension in the services of the Population and Civil Registration Office of Kebumen Regency is categorized as moderate, with a weighted score of 65.85%. This category reflects a condition between weak and strong, indicating a balance in the presence or absence of distance in the relationship between management and employees.

Since the indicators in this dimension are negative or unfavorable, the scoring was reversed to minimize response bias and improve data accuracy. In addition, the indicator statements were transformed into positive forms to ensure clearer interpretation.

**Table 6. Management Distance**

Indicator	N	Minimum	Maximum	Mean	Std. Deviation
P07	41	2	7	4.8537	1.69648
P08	41	1	7	3.8293	2.23498
P09	41	1	7	3.9512	1.73135
<b>Total Management Distance</b>	41	4	20	12.6341	4.50975
Valid N (listwise)	41				

Source: Primary data processed by the researcher, 2025

The indicator “Disdukcapil pays attention to employees” obtained the highest mean score (4.8537), indicating that the organization demonstrates concern for employee needs through the provision of adequate facilities, such as computers, internet access, and administrative support.

However, the indicator “Decision-making is not centralized to direct supervisors” recorded the lowest mean score (3.8293), indicating that decision-making processes are still dominated by top management. This limits employees’ autonomy in taking independent actions. This finding is supported by observations and informal interviews, which show that employees tend to wait for confirmation from superiors before conveying information. In addition, the indicator “There are unlimited opportunities to reach managerial positions” (mean = 3.9512) suggests that opportunities for career advancement into managerial roles remain limited for some employees. These findings indicate that although efforts have been made to strengthen relationships between management and staff, strong hierarchical structures, centralized decision-making, and limited career opportunities mean that management distance remains evident within the organizational structure.

**Table 7. Management Distance Categorization**

Category	Frequency	Score	Weight	Percentage	Cumulative Percentage
Very Weak	8	1	8	19.5%	19.5%
Weak	3	2	6	7.3%	26.8%
Moderate	7	3	21	17.1%	43.9%
Strong	15	4	60	36.6%	80.5%
Very Strong	8	5	40	19.5%	100.0%
<b>Total</b>	41		135	100.0%	

Source: Primary data processed by the researcher, 2025

Based on the table above, the weighted score is calculated as  $(135/205) \times 100\% = 65.85\%$ , which falls into the moderate category. This indicates that management distance still exists and needs to be addressed by strengthening vertical relationships to reinforce organizational culture.

This finding is consistent with Hofstede (2010), who defines management distance as the extent to which less powerful members of an organization expect and accept unequal power distribution. Leadership literature often overlooks that leadership exists as a complement to subordinates, highlighting the importance of balanced relationships within organizations.

### Trust in Coworkers Dimension

The results of data analysis show that the trust in coworkers dimension in the Population and Civil Registration Office of Kebumen Regency falls into the strong category, with a weighted score of 74.14%.

**Table 8. Trust in Coworkers**

Indicator	N	Minimum	Maximum	Mean	Std. Deviation
P10	41	3	7	6.0000	1.02470
P11	41	5	7	6.4390	0.67264
P12	41	5	7	6.2683	0.63342
<b>Total Trust in Coworkers</b>	41	14	21	18.7073	2.06451
Valid N (listwise)	41				

Source: Primary data processed by the researcher, 2025

The indicator “I am open to others” obtained a high mean score (6.0000), reflecting employees’ openness in sharing information, receiving feedback, and clarifying information to colleagues. The indicator “I interact in a friendly manner” also shows a high mean score (6.4390), indicating a positive work environment characterized by empathy and mutual support among employees.

Meanwhile, the indicator “I maintain a neat appearance” (mean = 6.2683) suggests that employees strive to maintain a professional image and respect the workplace environment. Observational findings support these results, showing that openness, friendliness, and neat appearance are integral parts of daily work dynamics.

**Table 9. Categorization of Trust in Coworkers**

Category	Frequency	Score	Weight	Percentage	Cumulative Percentage
Very Weak	5	1	5	12.2%	12.2%
Weak	1	2	2	2.4%	14.6%
Moderate	10	3	30	24.4%	39.0%
Strong	10	4	40	24.4%	63.4%
Very Strong	15	5	75	36.6%	100.0%
<b>Total</b>	41		152	100.0%	

Source: Primary data processed by the researcher, 2025

Overall, the high proportion of employees in the strong category indicates that the organizational culture is relatively positive. This finding supports Subanar (2016), who states that trust among coworkers contributes to the development of a strong organizational culture.

This is reflected in the three key indicators within this dimension: “I am open to others,” “I interact in a friendly manner,” and “I maintain a neat appearance.” These findings are also supported by Mayer and Davis (1999), who define trust in coworkers as the willingness to be transparent and open, as well as to maintain positive expectations regarding others’ behavior and intentions in important matters.

### Orderliness Dimension

The results of data analysis indicate that the orderliness dimension in the services of the Population and Civil Registration Office of Kebumen Regency falls into the strong category, with a weighted score of 77.07%.

**Table 10. Orderliness**

Indicator	N	Minimum	Maximum	Mean	Std. Deviation
P13	41	4	7	6.2439	0.76748
P14	41	3	7	5.8780	1.02944
P15	41	5	7	6.1951	0.67895
<b>Total Orderliness</b>	41	13	21	18.3171	2.10284
Valid N (listwise)	41				

Source: Primary data processed by the researcher, 2025

The indicator “My work unit has clear internal regulations” obtained a high mean score (6.1951), reflecting the presence of systematic work guidelines that are easily accessible to employees through official websites and internal office media. The indicator “Decisions made by direct supervisors are based on data and facts” (mean = 5.8780) suggests that decision-making processes are perceived as rational and objective. However, empirical findings reveal discrepancies between Disdukcapil data and data from the Central Statistics Agency, indicating that data quality is not yet fully optimal. In addition, the indicator “Disdukcapil activities are carried out on time” obtained the highest mean score (6.2439), demonstrating a commitment to work discipline. Nevertheless, observational findings show that services effectively begin at 08:10 WIB, indicating a gap between perceived and actual practice.

**Table 11. Orderliness Categorization**

Category	Frequency	Score	Weight	Percentage	Cumulative Percentage
Very Weak	1	1	1	2.4%	2.4%
Weak	7	2	14	17.1%	19.5%
Moderate	3	3	9	7.3%	26.8%
Strong	16	4	64	39.0%	65.9%
Very Strong	14	5	70	34.1%	100.0%
<b>Total</b>	41		158	100.0%	

Source: Primary data processed by the researcher, 2025

Based on the table above, the weighted score is calculated as  $(158/205) \times 100\% = 77.07\%$ , which falls into the strong category. However, differences were found between employees’ perceptions in the questionnaire and actual field conditions. The perceived orderliness reported in the survey has not been fully realized in daily practice. This gap indicates that employees tend to prioritize the existence of rules rather than their practical compliance.

This finding supports the theory of Hofstede et al. (1993), which states that individuals with a high need for structured environments are more likely to perceive orderliness. These results highlight the need to strengthen organizational culture by ensuring consistent implementation of established internal rules. This is also consistent with Lase et al. (2024), who found that a strong organizational culture contributes to accuracy and orderliness in public service delivery.

### Hostility Dimension

The results of data analysis show that the hostility dimension in the services of the Population and Civil Registration Office of Kebumen Regency has a weighted score of 78.04%, which falls into the strong category. However, since the statements in this

dimension are negative or unfavorable, this result actually indicates that the level of hostility in the work environment is relatively low.

To reduce response bias and improve data accuracy, the scoring for this dimension was reversed, and the indicator statements were converted into positive forms to facilitate clearer interpretation.

**Table 12. Hostility**

Indicator	N	Minimum	Maximum	Mean	Std. Deviation
P16	41	4	7	6.0976	0.86037
P17	41	3	7	5.4146	1.13964
P18	41	3	7	6.0732	0.98464
<b>Total Hostility</b>	41	12	21	17.5854	2.20199
Valid N (listwise) 41					

**Source:** Primary data processed by the researcher, 2025

The indicator “Employees in Disdukcapil do not feel suspicious of one another” obtained a high mean score (6.0976), indicating a strong level of trust and openness among employees. The indicator “Employees are easy to get along with” (mean = 6.0732) reinforces this condition, reflecting that social interactions occur not only in work contexts but also in daily interpersonal relationships.

Meanwhile, the indicator “New employees are not left to figure out work procedures on their own” (mean = 5.4146) suggests that new staff generally receive guidance from colleagues. However, the relatively lower score compared to other indicators indicates that some level of isolation may still exist and requires attention. Observational findings support these results, showing a harmonious work environment characterized by openness, mutual assistance, and minimal prejudice.

**Table 13. Hostility Categorization**

Category	Frequency	Score	Weight	Percentage	Cumulative Percentage
Very Weak	2	1	2	4.9%	4.9%
Weak	0	2	0	0%	4.9%
Moderate	12	3	36	29.3%	34.1%
Strong	13	4	52	31.7%	65.9%
Very Strong	14	5	70	34.1%	100.0%
<b>Total</b>	41		160	100.0%	

**Source:** Primary data processed by the researcher, 2025

Based on the table above, the weighted score is calculated as  $(160/205) \times 100\% = 78.04\%$ , which falls into the strong category. However, due to the negative nature of the statements, this result indicates a low level of hostility within the work environment. In other

words, most employees perceive that relationships among coworkers are well maintained, with minimal conflict and no significant tension.

This finding supports Rayyani (2019), who argues that lower levels of hostility in organizational culture are associated with higher employee performance.

### Integration Dimension

The results of data analysis show that the integration dimension within Disdukcapil has a weighted score of 76.09%, which falls into the strong category.

**Table 14. Integration**

Indicator	N	Minimum	Maximum	Mean	Std. Deviation
P19	41	2	7	5.8537	1.06210
P20	41	2	7	6.1707	1.04648
<b>Total Integration</b>	41	8	14	12.0244	1.50811
Valid N (listwise) 41					

Source: Primary data processed by the researcher, 2025

The indicator “I am proud to talk about Disdukcapil to others” obtained a mean score of 5.8537, indicating a strong sense of belonging and motivation to contribute to organizational goals. Observational findings also show that employees actively promote the institution through social media, use official attributes, and enthusiastically share organizational achievements.

In addition, the indicator “I collaborate with other work units” (mean = 6.1707) reflects effective and efficient coordination, as seen in the rapid disposition process for research permit applications.

**Table 15. Integration Categorization**

Category	Frequency	Score	Weight	Percentage	Cumulative Percentage
Very Weak	2	1	2	4.9%	4.9%
Weak	6	2	12	14.6%	19.5%
Moderate	3	3	9	7.3%	26.8%
Strong	15	4	60	36.6%	63.4%
Very Strong	15	5	75	36.6%	100.0%
<b>Total</b>	41		156	100.0%	

Source: Primary data processed by the researcher, 2025

Based on the table above, the weighted score is calculated as  $(156/205) \times 100\% = 76.09\%$ , which falls into the strong category. The findings indicate that organizational integration within Disdukcapil is well established. This supports Subanar (2016), who states that integration contributes to the development of a strong organizational culture.

The synergy built across work units not only facilitates task implementation but also creates a collaborative work climate. This serves as an important asset for the organization in addressing increasingly complex public service challenges while strengthening its image as a professional and trustworthy provider of population administration services. These findings are also supported by Sugiayasin (2025), who emphasizes that organizational culture rooted in local values such as cooperation and social responsibility tends to produce flexible and cohesive work structures.

## Conclusion

Overall, the organizational culture at the Population and Civil Registration Office of Kebumen Regency can be categorized as strong, reflecting a conducive, orderly, and well-integrated work environment. This cultural pattern contributes to improving the quality of public services through harmonious working relationships and trust among employees.

However, the study also identifies challenges in the dimensions of professionalism and management distance, both of which fall into the moderate category. The gap between formal regulations and actual practice, particularly in the orderliness dimension, highlights the need for consistent implementation of organizational values in daily activities.

These findings emphasize that strengthening organizational culture should focus on improving internal communication, increasing employee involvement in decision-making processes, and enforcing fair work discipline. Such efforts will enhance the organization's adaptive and collaborative capacity in responding to the dynamics of public service. For future research, studies can focus on the role of participatory leadership in strengthening organizational culture within local government institutions.

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