

# The Influence of Organizational Culture and Competence on Employee Performance

Hamdana <sup>\*1</sup>, Arwin Malik <sup>2</sup>

<sup>\*1</sup> Institut Teknologi dan Bisnis Nobel Indonesia, Makassar City, South Sulawesi, Indonesia

<sup>2</sup> Badan Pengembangan Sumber Daya Manusia Provinsi Sulawesi Selatan, Indonesia

---

## ARTICLE INFO



ISSN: 2620-6196  
Vol. 5 Issues 2 (2022)

### Article history:

Received – August 22, 2022

Revised – September 19, 2022

Accepted – September 30, 2022

### Email Correspondence:

[hamdanaitbnobel@gmail.com](mailto:hamdanaitbnobel@gmail.com)

[arwin.malik@gmail.com](mailto:arwin.malik@gmail.com)

### Keywords:

Organizational Culture

Competence

Employee Performance

---

## ABSTRACT

*This study aims to determine the simultaneous and partial influence of organizational culture and competence on employee performance at the Makassar City Communication and Information Service. The data were obtained from 87 respondents determined based on the slovin method. Furthermore, the data were analyzed using descriptive and multiple linear regression analyses. This research is a quantitative research type. The type of data used is primary data obtained by distributing questionnaires to all respondents. This study used descriptive statistical techniques and SPSS-assisted path analysis for data analysis. In addition to maintaining data quality, research uses validity, reliability, and classical assumption tests. The analysis results show that organizational culture, competence, and employee performance descriptively are well perceived. The results of multiple regression analysis show that corporate culture and competence have a positive and significant effect on the performance of the Makassar City Communication and Information Service employees both partially and simultaneously.*

---

## INTRODUCTION

The company is an organization consisting of a group of people who work together to carry out planned activities. An organization can run effectively if management functions such as planning, organizing, motivation, discipline, and supervision function properly and the supporting elements are available and meet the requirements (Jumady et al., 2021). One of the essential elements that can support the company's running is human resources (employees). Labor or human resources can be interpreted as laborers, employees, workers, or employees with expertise in their respective fields and the same intention to achieve an organizational or company goal (Nofriyanti & Kuswantoro, 2019). Thus, human resource management is vital in determining a company's success (Hidayat & Latief, 2018). Culture provides an identity for organizational members and evokes a commitment to beliefs and values greater than oneself. Organizational culture connects its members, so they know how to interact with each other (Arifin, 2015). Organizational culture is a pattern of basic assumptions that are found, created, or developed by a particular group with the intention that the organization can overcome, overcome problems that arise due to external adaptation and internal integrity that have been going well enough so that it needs to be taught and applied to new members as the right way to understand, think and feel friends with them (Nazir & Zamir, 2015). Research conducted (Meutia & Cahyadi Husadha, 2019; Muis et al., 2018; Tirtayasa, 2019) found that organizational culture positively and significantly affects employee performance. In contrast, research (Maabuat, 2016; Masambe et al., 2015) shows that organizational culture has a negative and insignificant effect on employee performance.

Rantesalu (2017) states that competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or the essential characteristics of individuals who have a causal or causal relationship with the criteria used as a reference, effective or excellent or superior performance at work or in certain situations. So, efforts to improve employee performance need to be competitive in what employees must have because competent employees will be able to provide their best abilities to the organization and company so that organizational and company productivity increases. The competencies possessed by these employees must be the competencies required in specific fields and can exceed the minimum level set by the company, which can be seen from education, attitudes, skills, and personality in carrying out functions and responsibilities toward achieving organizational goals.

Competence can be described as the ability to carry out a task, role, or task, integrate knowledge, skills, attitudes, and personal values, and build knowledge and skills based on experience and learning. Moreover, it can be concluded that whether the competence possessed by employees results in increased or decreased performance produced by the employees themselves. Research conducted by (Ainanur & Tirtayasa, 2018; Elizar & Tanjung, 2018) found that competency significantly positively affects employee performance.

Many efforts have been made to improve employee performance by using resources, technology, infrastructure, and work facilities, as well as improving employee skills and abilities through various courses or training. However, the performance achievement of the Makassar City Communication and Informatics Office employees has not been maximized. This can be seen from the performance results, which are still low, and the work process is not optimal. Performance in carrying out its functions does not stand alone but is related to workability and motivation. Therefore, according to Mangkunegara (2013), two main factors influence individual performance: ability and individual work motivation. Individual abilities depend on the level of knowledge possessed, educational background, and skills mastered. Meanwhile, individual work motivation depends on attitude as the primary motivation and the environment that influences this motivation (Achmad, 2017). Therefore, coaching and improving individual performance can be done by increasing their ability and work motivation. Workability is improved by improving the aspects that underlie these elements, namely individual knowledge and work skills. Increasing work motivation is achieved by fostering individual mental attitudes and situations/environments that encourage individual satisfaction and willingness to work.

Organizational culture, according to George Jennifer (2012), is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave toward each other and toward people outside the organization (a set of shared values, beliefs, and norms which affect the way workers or employees think, feel, and behave towards fellow members of the organization and outsiders of the organization). Meanwhile, Sedarmayanti (2009) states that organizational culture is a belief, attitude, and values that are generally owned and arise in the organization; put forward more simply, culture is the way we do things, here the pattern of values, beliefs, norms, attitudes, and assumptions may not be disclosed but will shape the way people behave and do things. There are seven essences of organizational culture (Robbins & Judge, 2013): 1. Innovation and risk-taking, namely the extent to which employees are encouraged to be innovative and dare to take risks. 2. Attention to detail, namely the extent to which employees are expected to show precision (accuracy), analysis, and attention to detail. 3. Result in orientation, namely the extent to which management focuses on results rather than the techniques and processes used to achieve these results. 4. People orientation, namely the extent to which management decisions consider the impact of results on people in the organization. 5. Team orientation, namely the extent to which work activities are organized based on a team. 6. Aggressiveness, namely the extent to which people in the organization are aggressive and competitive. 7. Stability, namely the extent to which organizational activities emphasize maintaining the status quo. In terms of function, organizational culture has several functions (Robbins & Judge, 2013; Sumual, 2015), namely: 1. Organizational culture has a differentiating role, meaning that organizational culture creates clear distinctions between one

organization and another. 2. Organizational culture brings a sense of identity to members of the organization. 3. Organizational culture facilitates the growth of commitment to something broader than individual self-interest. 4. The organizational culture increases the stability of the social system. In relation to the social aspect, culture functions as a social glue that helps unite the organization by providing precise standards for what employees (members) should say and do. Culture functions as a meaning-making and control mechanism that guides and shapes employees' attitudes and behavior.

Baba (2014) stated that competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job. Thus, competence shows skills or knowledge characterized by professionalism in a particular field as the most important and superior of that field. Nuridin (2018) explains that the notion of competence in public and private organizations is needed, especially to answer organizational demands where there are rapid changes, complex and dynamic problem developments, and future uncertainties in the social order of life. Competence is an ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the specified work requirements.

Rivai (2005) states that performance is the result or level of success of a person as a whole during a specific period in carrying out tasks compared to various possibilities, such as work standards, targets/goals, or mutually agreed criteria. Meanwhile, according to Shahzad (2018), the work results in quality and quantity achieved by an employee in carrying out their duties based on their responsibilities. Based on these definitions, performance is the performance of employees at work in carrying out their duties and responsibilities. Employee performance is what affects how much they contribute to the organization. Performance improvement for individuals and groups is the center of attention in efforts to improve organizational performance, as expressed by (Mathis & Jackson, 2006). Anwar P. Mangkunegara (2014) explains that two factors affect employee performance, namely: a. Individual Factors. Psychologically, an average individual is an individual who has high integrity between his psychological (spiritual) and physical (physical) functions. The individual has good self-concentration with high integrity between psychological and physical functions. This good concentration is the principal capital of individual humans to manage and utilize their potential optimally in carrying out activities or daily work activities in achieving organizational goals. b. Organizational Environmental Factors. Organizational work environment factors are very supportive of individuals in achieving performance. The organizational environmental factors include clear job descriptions, adequate authority, challenging work targets, effective communication patterns, harmonious work relationships, a respectful and dynamic work climate, career opportunities, and relatively adequate work facilities.

According to Achmad (2017), employee performance can be said to be good or assessed from several things: a. Faithfulness. Performance can be measured by employee loyalty to their duties and responsibilities within the organization. According to Syuhadhak in Nazir (2015), loyalty is determination and ability, obeying, implementing, and practicing something that is adhered to with full awareness and responsibility. b. Work performance. The results of employee performance, quality, and quantity can be used as a benchmark for performance. In general, the work performance of an employee is influenced by the skills, skills, experience, and ability of employees to carry out their duties and functions. c. Discipline. The extent to which employees can comply with existing regulations and carry out the instructions. d. Creativity. Employees can develop creativity and unleash their potential in completing their work so that they work more efficiently and effectively. e. Cooperation. In this case, cooperation is measured by the ability of employees to work together to complete a specified task so that the work results will be better. f. Proficiency. It can be measured from the level of education of employees who are adjusted to the work that is their job. g. Responsibility. Namely, the ability of an employee to complete the work assigned to him as well as possible and on time and dare to take the risk of the work being done.

Organizational culture is the beliefs and values outlined in the form of norms or guidelines for organization members behaving and doing activities within the organization. The values used as

guidelines result from a selection formulated to be implemented by the goals and desired organizational changes, such as a. Behavior, which can be seen from the interaction process between members of the organization. b. Norms are several standards of behavior that become boundaries and must be obeyed by members of the organization. c. Dominant values are the characteristics of the organization that distinguishes it from other organizations, and the organization institutionalizes these values and expects members to live them. d. Philosophy is a set of beliefs that an organization firmly holds. e. Regulations are strict guidelines listed in writing in organizational policies. f. Organizational climate is a general atmosphere that members feel through physical buildings, work layouts, communication processes, and so on (Luthans, 2005; Matkó & Takács, 2017).

The organizational culture of an organization has specificities or characteristics that make it different from other organizational cultures. A good organizational culture will significantly influence the behavior of its members because it provides a basis for members to behave the same. Consequently, members of the organization must be able and willing to adjust so that their behavior will reflect an acceptance of the organizational culture. This will undoubtedly give birth to a sense of togetherness and the intensity of the members will lead to a climate of cooperation that is conducive to carrying out work activities. A person's success as a member of an organization will be determined by his will, ability, and willingness to adapt individual behavior to the organizational culture. Performance is the implementation of work by employees or members of the organization, either individually or in groups. This work does not mean that it is only seen or assessed physically. However, it includes various things such as workability, discipline, work relations, initiative, leadership, and unique things according to the field and level of work held (Arifin, 2015). In carrying out a job, every organization member must be guided by work values embodied in a work norm. These norms are socialized and understood to lead to members' willingness to accept and behave in accordance with organizational values and norms. Thus, it is suspected that there is an influence between organizational culture on employee performance.

Performance is the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, vision, and mission of the organization. In practice, achieving performance is strongly influenced by the ability of employees in it. Work success is more than just with general abilities; but needs to be supported by employee competence in carrying out work in a professional manner. In addition, by evaluating a person's competence, we will be able to predict that person's performance. Theoretically, several factors affect individual performance in organizations: competence, skills, will, motivation, energy, technology, leadership, compensation, quality of effort, experience, and security. This is in line with the opinion of Pasolong (2008), stating that: a person's performance is influenced by 8 (eight) factors, namely competence, will, energy, technology, leadership, compensation, clarity of purpose, and security. In addition, Hafid (2018) also cites Gomes' opinion, which states that six variables affect performance: knowledge, skills, behavior, motivation, skills, and years of service. Meanwhile, Davis, quoted by Azis (2018), said that "performance is determined by the quality of effort (effort) and competence (ability), and Davis and Newstrom further explain that individual performance will be bad if you have low competence." Based on the explanation above, many factors affect performance. However, this study only discusses one primary variable that influences performance, namely "competence," using the dimensions of Michael Armstrong (2007), that there are 3 (three) levels of competence, namely: core competence, managerial competence, and functional competence. On performance variables, dimensions will be used: quantity of work, quality of work, and timeliness.

***H1. Organizational culture has a positive and significant effect on employee performance.***

***H2. Competence has a positive and significant effect on employee performance.***

## RESEARCH METHOD

This research is a type of quantitative research conducted at the Makassar City Office of Communication and Information. The sample was determined based on the Slovin method, so a total sample of 87 respondents was obtained. The data source used is primary data, namely data obtained directly from the respondents through distributing questionnaires to the respondents. Statements in the questionnaire for each variable in this study were measured using an ordinal scale. This scale is designed to see how strongly the subject agrees or disagrees with the statement on a 5-point scale, where a score of 5 (SS = Strongly Agree), a score of 4 (S = Agree), a score of 3 (KS = Disagree), score 2 (TS = Disagree) and score 1 (STS = Strongly Disagree). The data that has been collected will be analyzed through three stages of testing. The first stage is to perform descriptive statistical tests. The second stage is the data quality test which consists of (a validity test and a reliability test). The third stage is the classical assumption test (normality test, multicollinearity test, heteroscedasticity test). The fourth stage is to test all the hypotheses proposed in this study which will be proven through a partial test (t-test), simultaneous test, and test of the coefficient of determination.

**Table 1. Operational Variables**

Variable	Item	Indicator	Reference
Organizational Culture (X1)	X1.1	Be innovative at Work	(Rosvita et al., 2018; Sinaga, 2019)
	X1.2	Prioritizing results over processes	
	X1.3	Be aggressive at work	
	X1.4	Loyalty to work	
Competence (X2)	X2.1	Understand the system with regard to work well	(Fadhil, 2016; Suhardi, 2019)
	X2.2	Have basic skills in general data management and finance	
	X2.3	Increase knowledge at work	
	X2.4	Increase knowledge at work	
Employee Performance (Y)	Y1.1	Perform work according to predetermined targets	(Ardiansyah & Sulistiyowati, 2018; Saputra et al., 2016)
	Y1.2	The results of the work according to predetermined standards	
	Y1.3	Completion of work according to the predetermined time	
	Y1.4	Opportunity to improve the results of work	

Source: Data Processing Results, 2022

## RESULTS AND DISCUSSION

Respondent characteristics are intended to provide an overview of the identity of the respondent, which can be based on gender, age of the respondent, and work education. This is done to obtain a thorough and detailed description of the total number of items stated in the questionnaire so that it will be easier to interpret. Profile of respondents based on gender (gender) can be seen in Table 2, which explains that of the 87 people who participated in this study, it was dominated by female respondents 63%, followed by male respondents with a total of 37%, so it can be concluded that on average those who answered the questionnaire were female employees 63% who worked at the Makassar City Communication and Information Service. Based on data regarding the profile of respondents according to age, it can be seen that the age of the most significant respondent in this study was between 26-30 years, with the number of respondents as much as 42%, followed by respondents aged over 20-25 years namely as many as 37%, it can be concluded that most of the employees who became research respondents were aged between 26-30 years. Based on the profile table of respondents according to the latest education, the most significant respondents in this study were employees with the last bachelor's degree, namely 61%, followed by

respondents with the last D3 education, namely 19%, followed by respondents with the last education SMA is as much as 11%. The last is with Masters' degree education, namely 8%, so it can be concluded that most of the employees who answered the questioner were employees with the last education, namely S1, as much as 61%.

**Table 2. Demographic Data**

Variable	Measurement	n	%
Gender	Man	32	37%
	Woman	55	63%
Age	20-25 years	32	37%
	26 – 30 years	37	42%
	Over 30 years old	18	21%
Education Level	SMA	10	11%
	Diploma 3	17	19%
	Bachelor	53	61%
	Magister	7	8%

The second stage is the research data instrument test. The instrument is said to be good if the research instrument meets the main requirements, namely valid and reliable (legitimate). The instrument is declared valid if the r-count is greater than the r-table. The test results can be seen in table 3.

**Tabel 3. Validity and Reliability Test Results**

Variable	Item	r-calculated	Cronbach Alpha	Info
Organizational Culture	X1.1	0,833	0,807	Valid dan reliabel
	X1.2	0,832		Valid dan reliabel
	X1.3	0,833		Valid dan reliabel
	X1.4	0,684		Valid dan reliabel
Competence	X2.1	0,841	0,828	Valid dan reliabel
	X2.2	0,835		Valid dan reliabel
	X2.3	0,774		Valid dan reliabel
	X2.4	0,794		Valid dan reliabel
Employee Performance	Y1.1	0,692	0,678	Valid dan reliabel
	Y1.2	0,738		Valid dan reliabel
	Y1.3	0,678		Valid dan reliabel
	Y1.4	0,743		Valid dan reliabel

From table 3, it is known that all items of Organizational Culture and Employee Competency and Performance variable instruments are stated to be valid because r-count > r-table (0.30). Based on the value of the validity test of the instrument items for all variables, it can be concluded that the questionnaire data that the researchers used in the study were representative in the sense of revealing the data and variables studied appropriately. At the same time, the results of the reliability test showed that the Organizational Culture variable with an alpha coefficient of 0.807 and the Competency variable with an alpha coefficient of 0.828, and the dependent variable (Employee Performance) expressed an alpha coefficient of 0.678, declared reliable because the alpha coefficient > 0.60. Based on the reliability test values of the instrument items for all the variables above, it can be concluded that the questionnaire data used in the study were reliable because they had passed the instrument test using the reliability test.

The third stage is the classic assumption test which consists of a normality test, reliability test, and multicollinearity test. The Normality test aims to test whether, in the regression model, the dependent variable and independent variable both have a normal distribution or not. By looking at the normality test using the Kolmogorov-Smirnov, the data tested is normally distributed.

**Tabel 4. Normality Test Results**

### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value	Unstandardized Residual
N		87	87
Normal Parameters <sup>a,b</sup>	Mean	14,7356322	,0000000
	Std. Deviation	2,54949524	1,07792817
Most Extreme Differences	Absolute	,075	,053
	Positive	,068	,046
	Negative	-,075	-,053
Test Statistic		,075	,053
Asymp. Sig. (2-tailed)		,200 <sup>c, d</sup>	,200 <sup>c, d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the SPSS output, it is known that the significance value is 0.200, which means that this value is more significant than 0.05, so it can be concluded that this data fulfills the Classical Assumption test in the Normality Test. Furthermore, the heteroscedasticity test was carried out with the Glesjer test, meaning that Glesjer proposed to regress the absolute value of the residuals on the independent variables with the regression equation. The results of the heteroscedasticity test can be seen in table 5.

**Table 5. Heteroskedasticity Test Results**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,799	,443		1,804	,088
Organizational Culture	,029	,040	,088	,725	,569
Competence	-,018	,039	-,065	-,462	,678

a. Dependent Variable: RES\_2

Based on the SPSS output, it is known that the significance value of the Organizational Culture variable is 0.569, meaning that there is no Heteroscedasticity in the Organizational Culture variable. The significance value of the Competency variable is 0.678, meaning there is no Heteroscedasticity in the Competency variable. In the Heteroscedasticity test, it is said that if the significance value (Sig.) > 0.05, there are no symptoms of Heteroscedasticity. Thus, it is concluded that this data fulfills the Classical Assumption test on the Heteroscedasticity Test. Next is the multicollinearity test. A typical value to indicate the presence of multicollinearity is a Tolerance value < 0.10 or equal to a VIF value >10. Each researcher must determine the level of clarity that can still be tolerated. Multicollinearity results can be seen in table 6.

**Table 6. Multicholnearity Test Results**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	-1,212	,780			
Organizational Culture	,309	,065	,282	,524	1,912
Competence	,751	,068	,711	,524	1,912

a. Dependent Variable: Employee Performance

Based on the SPSS output, it is known that the Tolerance and VIF values of Organizational Culture are Tolerance with a value of  $0.524 > 0.10$  and VIF with a value of  $1.912 < 10$  means that there is no multicollinearity in the Organizational Culture variable. The Tolerance and VIF values for the Competency variable are Tolerance with a value of  $0.524 > 0.10$  and VIF with a value of  $1.912 < 10$  means there is no multicollinearity in the Competency variable. In the Heteroscedasticity test, it is said that if the Tolerance value is  $> 0.1$  and  $VIF < 10$ , then there are no symptoms of Multicollinearity. Thus it is concluded that this data fulfills the Classical Assumption test on the Multicollinearity Test.

The fourth stage is testing all hypotheses through multiple linear regression analysis. Multiple linear regression analysis was used in this study to determine whether there is an influence of the independent variables on the dependent variable. Statistical calculations in the multiple linear regression analysis used in this study were with the help of the SPSS v23.0 computer program.

**Table 7. Multiple Linear Analysis**

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,212	,780		-1,554	,135
	Organizational Culture	,309	,065	,282	4,754	,000
	Competence	,751	,068	,711	11,044	,000

a. Dependent Variable: Employee Performance

The results when written in the standardized form of the regression equation, is as follows:

$$Y = -1.202 + 0.303X_1 + 0.745X_2$$

Based on the unstandardized Coefficients regression equation model, it is known that the coefficient value is a constant -1.212, meaning that Employee Performance will be constant at -1.212% if there is no change in the Organizational Culture variable (X1) and Competence (X2). The X1 regression coefficient of 0.309 means that Organizational Culture (X1) positively affects Employee Performance (Y). This shows that with the addition of 1% in Organizational Culture, there will be an increase in Employee Performance of 0.309%. The regression coefficient X2 of 0.751 means that competence (X2) positively affects employee performance (Y). This shows that with the addition of 1% to Employee Performance, there will be a change in Competency increase of 0.751%.

The f statistical test shows whether all the independent variables included in the model have a simultaneous effect on the dependent variable. The results of this f-test calculation can be seen in table 8

**Table 8. F-Test Calculation Results**

ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	559,032	2	279,516	234,932	,000 <sup>b</sup>
	Residual	99,941	84	1,190		
	Total	658,973	86			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Competence, Organizational Culture

From the results of the regression analysis, together the independent variables have a significant effect on the dependent variable. This can be proven from the f-count value of  $234.932 > f\text{-table of } 2.713$  (this value is obtained from MsExcel = FINV (5%;3;84) then enter) with a significance value (sig) of



(0.000) < (0, 05) then at an error rate of 5% it can be said that Competence and Organizational Culture have a significant joint effect on Employee Performance. This is marked as Ha accepted and H0 rejected.

Furthermore, the t-test was conducted to determine the effect of each or partially independent variable (Organizational Culture and Competence) on the dependent variable (Employee Performance). Meanwhile, partially the effect of the two independent variables on employee performance is shown in table 9.

**Table 9. Partial Test Results (t-Test)**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1,212	,780		-1,554	,135
Organizational Culture	,309	,065	,282	4,754	,000
Competence	,751	,068	,711	11,044	,000

a. Dependent Variable: Employee Performance

Based on table 9, for Organizational Culture (X1) with a t-count value (4.754) > t-table (1.988) and a significant value of (0.000) < (0.05), it is proven that the Organizational Culture variable has a significant effect on Employee Performance. At the 95% Organizational Culture level, it is stated for the first hypothesis that Ha is accepted and H0 is rejected.

For Competence (X2) with a t-count value (11.044) > t-table (1.988) and a significant value of (0.000) < (0.005) so it is proven that the Competency variable has a significant effect on Employee Performance, then at a Competency level of 95% it is stated for the second hypothesis that Ha is accepted and H0 is rejected.

The calculation of the coefficient of determination (r<sup>2</sup>) can be seen by squaring the correlation coefficient of each of these independent variables in percentage. The results of the partial determination coefficient can be seen in table 10.

**Table 10. Partial Coefficient of Determination (r<sup>2</sup>)**

Independent Variables	Partial correlation coefficient (r)	Coefficient of partial determination (r <sup>2</sup> )
Organizational Culture (X1)	0,778	77,8%
Competence (X2)	0,893	89,3%

From the calculation of the partial coefficient of determination (r<sup>2</sup>), it can be seen that the coefficient of determination of the Organizational Culture variable (77.8%) is greater than the coefficient of determination of the promotion variable (89.3%). This shows that the competency variable has a dominant effect on employee performance, so the hypothesis is that Ha is accepted and H0 is rejected.

## Discussion

### *The Influence of Organizational Culture on Employee Performance*

The results of this study indicate that organizational culture has a positive and significant effect on employee performance. This is in line with (Sinaga, 2019) research on organizational culture's influence on performance at the Dairi Regency Secretariat because the r count is more significant than the r table, and the influence of organizational culture on employee performance at the Dairi Regency Secretariat is in the category strong. Thus, the initial hypothesis, which states that organizational culture influences employee performance, can be accepted. This result is in line with expert theory from G. Owen in Rosvita (2018), who said that organizational culture is a system of shared values and beliefs that interact with people in an organization, organizational structure, and control systems that produce behavioral

norms (employee performance). The results of this study indicate that organizational culture should be considered in predicting employee performance. The influence of organizational culture on employee performance shows that if there is a change in organizational culture, employee performance will also change. The form of the questionnaire on the organizational culture variable proves that respondents are interested in working carefully and thoroughly to speed up the work given by the company.

#### *The Effect of Competence on Employee Performance*

The results of the study show that competence influences employee performance. This is in line with research conducted (Ardiansyah & Sulistiyowati, 2018; Saputra et al., 2016) which found that competency has a positive and significant effect on employee performance. In this study, the results prove that competency affects employee performance. This is in line with the expert theory from Adianita (2017), stating that competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job. Competence shows skills or knowledge characterized by professionalism in a particular field as something that is most important, as the superior of that field. The results of this study indicate that competency values are worth considering in predicting employee performance. The influence of competence on employee performance indicates that if there is a change in competence, the employee's performance will also change. Companies should improve employee discipline by referring to employees' goals and abilities, exemplary leadership, corporate remuneration, and fairness to the company. The results of responses from employees, in the form of questionnaires dominated by respondents who are interested in working by prioritizing results rather than processes in the tasks given by the company.

## **CONCLUSION**

Based on the results of the tests that have been carried out, it can be concluded that Organizational Culture has a significant effect on Employee Performance because organizational culture is a system of shared values and beliefs that interact with people in an organization, organizational structure, and control systems that produce behavioral norms (employee performance). The influence of Organizational Culture on Employee Performance shows that if there is a change in Organizational Culture, Employee Performance will also change. Moreover, competence significantly affects employee performance because competence shows skills or knowledge characterized by professionalism in a particular field as something that is most important, as the superior of that field.

The results of this study suggest that companies can improve standards in employee organizational culture so that employee performance, honesty, creativity, and cooperation can also increase. Based on respondents' responses regarding Organizational Culture on Employee Performance shows that being innovative at what job is at the lowest level. Hence, companies need to conduct some form of training to train employees to be more innovative. The company should improve employees' competence by referring to the goals and abilities of employees, exemplary leadership, corporate remuneration, and fairness to the company. Respondents' responses regarding Competency in Employee Performance show that having basic skills in managing general and financial data is at the lowest level. Hence, companies need to conduct basic training in managing general and financial data so that employees can be competent in their fields. For future researchers, it is hoped that they can examine other variables outside the variables that have been studied in order to obtain more varied results that can affect employee performance.

## **REFERENCE**

Achmad, S. H. (2017). The effect of competency, motivation, and organizational culture on the employee performance at the Jayakarta Hotel, Bandung, Indonesia. *Journal of Business on Hospitality and Tourism*, 2(1), 120–130. <https://dx.doi.org/10.22334/jbhost.v2i1.48>

- Adianita, A. S., Mujanah, S., & Candraningrat, C. (2017). Kompetensi karyawan, emotional quotient dan self efficacy pengaruhnya terhadap organizational citizenship behavior dan kinerja karyawan pada Indomobil Grup di Surabaya. *Jurnal Riset Ekonomi Dan Manajemen*, 17(1), 199–212. <http://www.jrem.iseisby.or.id/index.php/id/article/view/69>
- Ainanur, A., & Tirtayasa, S. (2018). Pengaruh budaya organisasi, kompetensi dan motivasi terhadap kinerja karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 1–14. <http://dx.doi.org/10.30596%2Fmaneggio.v1i1.2234>
- Ardiansyah, Y., & Sulistiyowati, L. H. (2018). Pengaruh kompetensi dan kecerdasan emosional terhadap kinerja pegawai. *Jurnal Inspirasi Bisnis Dan Manajemen*, 2(1), 91–100. <https://core.ac.uk/download/pdf/229999318.pdf>
- Arifin, H. M. (2015). The influence of competence, motivation, and organisational culture to high school teacher job satisfaction and performance. *International Education Studies*, 8(1), 38–45. <https://eric.ed.gov/?id=EJ1060782>
- Azis, M. D. (2018). Pengaruh motivasi kerja, kompetensi, dan kompensasi terhadap kinerja pegawai pada Kantor Pelayanan Pajak Pratama Makassar Selatan. *Jurnal Aplikasi Manajemen, Ekonomi Dan Bisnis*, 2(2), 1–11. <https://jameb.stimlasharanjaya.ac.id/JAMEB/article/view/53>
- Baba, A. (2014). Pengaruh kompetensi, komunikasi dan budaya organisasi terhadap kinerja karyawan PT. Semen Bosowa Maros. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 18(4), 524–540. <https://ejournal.stiesia.ac.id/ekuitas/article/view/106>
- Baron, A., & Armstrong, M. (2007). *Human capital management: achieving added value through people*. Kogan Page Publishers.
- Basri, A. F. M., & Rivai, V. (2005). *Performance appraisal*. Jakarta: PT Raja. Grafindo Persada.
- Elizar, E., & Tanjung, H. (2018). Pengaruh pelatihan, kompetensi, lingkungan kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 46–58. <http://dx.doi.org/10.30596%2Fmaneggio.v1i1.2239>
- Fadhil, M. (2016). Pengaruh kompetensi sumber daya manusia terhadap kinerja pegawai pada balai latihan kerja industri Makassar. *Perspektif: Jurnal Pengembangan Sumber Daya Insani*, 1(1), 70–81. <https://doi.org/https://doi.org/10.26618/perspektif.v1i1.155>
- George Jennifer, M., & Jones, G. R. (2012). *Understanding and Managing Organizational Behavior*. Person Education Inc, USA.
- Hafid, H. (2018). Pengaruh kompetensi, kepemimpinan dan disiplin kerja terhadap kinerja pegawai pada Samsat Polewali Mandar. *Derema Jurnal Manajemen*, 13(2). [http://digilib.mercubuana.ac.id/manager/t!@file\\_artikel\\_abstrak/Isi\\_Artikel\\_395781918754.pdf](http://digilib.mercubuana.ac.id/manager/t!@file_artikel_abstrak/Isi_Artikel_395781918754.pdf)
- Hidayat, M., & Latief, F. (2018). The influence of developing human capital management toward company performance (The evidence from developer companies in south Sulawesi Indonesia). *SEIKO: Journal of Management & Business*, 2(1), 11–30.
- Jumady, E., Sugiarto, S., & Latief, F. (2021). Management performance analysis based on total quality management principles. *Point of View Research Management*, 2(1), 10–18.
- Luthans, F. (2005). *Organizational behavior 10 th edition*. Penerjemah Vivin Andhika Yuwono, Shekar Purwanti, Th. Arie P., Dan Winong Rosari. Andi Yogyakarta.
- Maabuat, E. S. (2016). Pengaruh kepemimpinan, orientasi kerja, dan budaya organisasi terhadap kinerja pegawai (studi pada Dispenda Sulut UPTD Tondano). *Jurnal Berkala Ilmiah Efisiensi*, 16(1). <https://ejournal.unsrat.ac.id/index.php/jbie/article/view/10630>
- Mangkunegara, A. A. A. P. (2014). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Masambe, F., Soegoto, A. S., & Sumarauw, J. (2015). Pengaruh gaya kepemimpinan, budaya organisasi dan inovasi pemimpin terhadap kinerja karyawan daihatsu kharisma manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 3(3). <https://doi.org/10.35794/emba.3.3.2015.9717>

- Mathis, R. L., & Jackson, J. H. (2006). Human resource management: Manajemen Sumber Daya Manusia. Terjemahan Dian Angelia. Salemba Empat.
- Matkó, A., & Takács, T. (2017). Examination of the relationship between organizational culture and performance. *International Review of Applied Sciences and Engineering*, 8(1), 99–105. <https://doi.org/10.1556/1848.2017.8.1.14>
- Meutia, K. I. K., & Cahyadi Husadha, C. H. (2019). Pengaruh budaya organisasi dan komitmen organisasi terhadap kinerja karyawan. *Jurnal Riset Manajemen Dan Bisnis (JRMB)*, 4(1), 119–126. <https://core.ac.uk/download/pdf/235155681.pdf>
- Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh budaya organisasi dan komitmen organisasi terhadap kinerja karyawan. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 1(1), 9–25. <https://doi.org/10.36778/jesya.v1i1.7>
- Nazir, N., & Zamir, S. (2015). Impact of organizational culture on employee's performance. *Industrial Engineering Letters*, 5(9), 31–37. <https://core.ac.uk/download/pdf/234685444.pdf>
- Nofriyanti, E., & Kuswantoro, A. (2019). Pengaruh kompetensi pegawai, budaya organisasi, disiplin pegawai, dan kepuasan kerja terhadap produktivitas kerja pegawai. *Economic Education Analysis Journal*, 8(3), 879–897. <https://doi.org/10.15294/eeaj.v8i3.35005>
- Nuridin, & Faka, B. (2018). Pengaruh kompetensi dan disiplin kerja terhadap kinerja pegawai Bank Index Cabang Bekasi. *Jurnal Manajemen Bisnis Krisnadwipayana*, 6(2), 665–670. <https://ojs.ekonomi-ungris.ac.id/index.php/JMBK/article/view/186>
- Pasolong, H., & Paramudia, P. (2008). Penerapan the new public service dan new public management dalam pelayanan publik. *Jurnal Administrasi Publik*, 4(1), 17–24. <http://repository.poliupg.ac.id/id/eprint/1812>
- Rantesalu, A., Mus, A. R., & Arifin, Z. (2017). The effect of competence, motivation, and organizational culture on employee performance: the mediating role of organizational commitment. <https://osf.io/preprints/inarxiv/m7wqs/>
- Robbins, S. P., & Judge, T. A. (2013). Essentials of organizational behavior. In Pearson (Vol. 12). <https://id1lib.org/book/5156824/48bfac>
- Rosvita, V., Setyowati, E., & Fanani, Z. (2018). Pengaruh budaya organisasi terhadap kinerja karyawan. *Indonesia Jurnal Farmasi*, 2(1), 46–52. <http://ejr.stikesmuhkudus.ac.id/index.php/IJF/article/view/418>
- Saputra, I. P. A., Bagia, I. W., & Suwendra, I. W. (2016). Pengaruh kompetensi dan disiplin kerja terhadap kinerja karyawan. *Jurnal Manajemen Indonesia*, 4(1). <https://ejournal.undiksha.ac.id/index.php/JMI/article/view/6715>
- Sedarmayanti. (2009). Sumber daya manusia dan produktivitas kerja. Mandar Maju.
- Shahzad, F., Iqbal, Z., & Gulzar, M. (2018). Impact of organizational culture on employee's job performance: An empirical study of software houses in Pakistan. *Journal of Business Studies Quarterly*, 5(2), 56. <https://search.proquest.com/openview/f43ea8741748aca161e417a28e6828ae/1?pq-origsite=gscholar&cbl=1056382>
- Sinaga, P. N. S. (2019). Pengaruh budaya organisasi terhadap kinerja pegawai pada sekretariat daerah kabupaten Dairi Sumatera Utara. Medan: Fakultas Ilmu Sosial Dan Politik, Universitas Sumatera Utara. [https://www.academia.edu/download/33888350/Skripsi\\_ADM\\_pada\\_Sekretariat\\_Daerah.pdf](https://www.academia.edu/download/33888350/Skripsi_ADM_pada_Sekretariat_Daerah.pdf)
- Suhardi, S. (2019). Pengaruh motivasi kerja, kompetensi, lingkungan kerja dan kompensasi terhadap kinerja karyawan PT. Asuransi Jiwa di Kota Batam Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening. *Jurnal Benefita*, 4(2), 296–315. <http://ejournal.ildikti10.id/index.php/benefita/article/view/3670/0>

- Sumual, T. E. (2015). Pengaruh kompetensi kepemimpinan, budaya organisasi terhadap kinerja pegawai di Universitas Negeri Manado. *MIMBAR: Jurnal Sosial Dan Pembangunan*, 31(1), 71–80. <https://doi.org/10.29313/mimbar.v31i1.1296>
- Sutedjo, A. S., & Mangkunegara, A. P. (2013). Pengaruh kompetensi dan motivasi kerja terhadap kinerja karyawan di PT. Inti Kebun Sejahtera. *BISMA (Bisnis Dan Manajemen)*, 5(2), 120–129. <https://doi.org/https://doi.org/10.26740/bisma.v5n2.p120-129>
- Tirtayasa, S. (2019). Pengaruh kepemimpinan, budaya organisasi, dan motivasi terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 45–54. <http://dx.doi.org/10.30596%2Fmaneggio.v2i1.3367>