Analysis Of The Influence Of Organizational Culture And Competencies On The Performance Of Employees Of The Sinembah Tanjung Muda Hulu Sub-District Office

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Abstract

The research analysis aims to analyze the influence of organizational culture and competence on the performance of employees of the Sinembah Tanjung Muda Hulu Sub-district Office. The data analysis technique used is an associative research method with the help of the SPSS version 25 program. This study uses multiple linear regression analysis. The sample in this study was 37 respondents. Primary data collection uses questionnaires. The results of the study showed that thetest results for the organizational culture variable showed a $t_{\text{-value}}$ of 2.964 > a t-table of 2.03 with a significant value of 0.005 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that organizational culture had a positive and partially significant effect on the performance of employees of the Sinembah Tanjung Muda Hulu Sub-district Office. The test results for the competency variable showed a$t_{\text{-value}}$ of 5.161 > a t-table of 2.03 with a significant value of 0.00 < 0.05, then the H2 hypothesis was accepted and H0 was rejected, meaning that competence had a positive and partially significant effect on the performance of employees of the Sinembah Tanjung Muda Hulu Sub-district Office. The results of the simultaneous hypothesis test or F test prove that the value of F is calculated as 71.841 which is greater than 3.28 and the significant value of 0.000 is less than 0.05 so that it can be concluded that H3 is accepted and H0 is rejected so that it can be concluded that organizational culture and compensation have a significant effect simultaneously on the performance of employees of the Sinembah Tanjung Muda Hulu Sub-district Office.

Keywords :
Organizational Culture, Employee Competence and Performance

Introduction

Organizations both in the government and the private sector have a work plan that must be achieved based on a predetermined plan. To achieve the work targets that have been designed, the role of employees who can work professionally is needed to achieve maximum work results. One of the indicators to assess employee work achievement can be measured based on the performance produced by employees. According to (Kasmir, 2019) performance iswork results and work behaviors that have been achieved in completing tasks and responsibilities given in a certain period. As for according to (Sedarmayanti, 2019) Performance is the result of work that can be achieved by a person or a group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not in violation of the law and in accordance with morals and ethics. Performance is the result of concrete work that can be observed and measured in a certain period of time (Batubara and Insan, 2022).

One of the factors that can affect employee performance is organizational culture (Kasmir, 2019). Organizations in improving employee performance need to create a good organizational culture so that the company can achieve the desired goals. A strong organizational culture will support the development of employee performance and motivate employees to achieve common goals. In the end, it will shape employee behavior in a certain direction as desired by the organization. According to (Robins, 2019) Organizational culture is a system of shared meaning embraced by organizational members and serves to distinguish organizations from one another. Organizational culture can also be interpreted as a shared perception held by members of the organization

Organizational culture is a set of assumptions or systems of beliefs, values and norms developed in an organization that are used as behavioral guidelines for its members to overcome external adaptation and internal integration problems (Mangkunegara, 2019). The relationship between organizational culture and employee performance is found in research Alasyari et al (2023) namely finding a positive moderate correlation between organizational culture and employee performance and also the results of research Vebrianis, et al (2021) which states that organizational culture is proven to have a significant effect on employee performance variables. The function of organizational culture as a control guideline in shaping employee attitudes and behaviors in solving organizational problems through values and norms embraced to be more innovative. *Employee performance will certainly contribute positively to the company's growth.* (Siregar, 2024)

Another factor that can affect employee performance is competence. Competence according to Sudarmanto (2018) states that competence is the basic characteristic of a person that allows him to provide superior performance in a certain job, role, or situation. Competence is a fundamental factor possessed by someone who has more abilities, which makes it different from someone who has average or ordinary abilities (Mangkunegara, 2019).

This research was carried out at a government agency, namely the Sub-district Office. The sub-district government is an auxiliary element of the Regency/City government leadership led by the head of the sub-district, subordinate to and responsible to the Regent/Mayor. The head of the sub-district is tasked with assisting the Regent/Mayor in carrying out the task of implementing government, administration, organization and administration as well as providing administrative services to all sub-district apparatus, the head of the sub-district is appointed and dismissed by the Regent/Mayor.

A good government agency is a government agency that is able to carry out its agency duties effectively and efficiently. In government agencies that need attention is the management of human resource management which is aimed at managing employees and their employees, in order to get employees who perform well and know their duties, then a government agency needs to have educated employees in accordance with their respective duties and functions.

Employees are very important assets that have the intellect and energy to be able to think and act. In order to improve the performance of the office employees, there are many ways that the organization does in motivating employees so that they can improve the performance of these employees. Without the performance of skilled, expert and loyal, and highly dedicated employees, the operational functions of government agencies will not provide the expected results. Employees who know their duties and responsibilities will carry out their duties well, earnestly and responsibly which can ultimately help achieve the goals of government agencies.

This research was conducted at the Sinembah Tanjung Muda Hulu Sub-district office. This sub-district office has the responsibility to serve the community well and satisfactorily, so the employees of the sub-district office must have an attitude of serving wholeheartedly to the community so that government programs can be channeled properly. The researcher conducted a pre-survey to see the performance of the staff of the Sinembah Tanjung Muda Hulu Sub-district office.

Based on the results of the pre-survey, it can be concluded that most employees have less than optimal performance in serving the community. This can be seen from the

very slow service to the community and some people who complain about administrative services such as birth certificates, death certificates and the implementation of programs and activities at the village level that are not effective. The researcher saw several problems that caused ineffective services, namely the attitude and behavior of employees who were less disciplined into culture or habits at the Sinembah Tanjung Muda Hulu Sub-district Office, causing services to the community to be less effective. Some of the things that were highlighted were work behavior that did not follow the rules and services that were not friendly and unenthusiastic were the causes of administrative services in the community to be less effective.

The researcher saw several other things based on the results of the pre-survey, namely competence as a problem that can cause village services and programs to be less effective. Employees should have competencies that are in accordance with the field of work given in the office, because a job done by a person who is not in accordance with his field will not be good and successful. Based on the education level of the sub-district office employees, it was found that the Sub-district Office employees with their education levels graduated from S1, D3 and high school equivalent. With the level of education of these employees, it is clear that it has a great influence on the performance of the employees of the sub-district office. This condition is in stark contrast to the sub-district office which requires human resources (HR) who have a higher morale and quality of work in accordance with their respective fields. The competencies needed in addition to education that are relevant to the position are soft skill competencies, namely the ability to communicate and socialize village programs to the community properly.

 Based on the description of the background above, the researcher is interested in conducting an analysis related to the performance of employees at the Sinembah Tanjung Muda Hulu Sub-district Office with the title "**Analysis of the Influence of Organizational Culture and Competence on the Performance of Employees of the Sinembah Tanjung Muda Hulu Sub-district Office**".

Employee Performance

According to (Kasmir, 2019) said that the performance iswork results and work behaviors that have been achieved in completing tasks and responsibilities given in a certain period. Opinion (Hasibuan, 2019) that performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on skills, experience, and seriousness and time. According to (Robins, 2019) that employee performance is a function of the interaction between ability and motivation. According to Sedarmayanti (2019), it is the result of work that can be achieved by a person or a group of people in an organization, in accordance with their respective

authorities and responsibilities, in an effort to achieve the goals of the organization in question legally, not in violation of the law and in accordance with morals and ethics.

Factors that affect employee performance

According to (Kasmir, 2019) Factors that affect employee performance, namely competence, knowledge, work design, work loyalty, personality, job satisfaction, work discipline, work environment, organizational culture, leadership, work motivation, work commitment and teamwork.

Organizational Culture

According to (Robins, 2019) Organizational culture is a system of shared meaning embraced by organizational members and serves to distinguish organizations from one another. Organizational culture can also be interpreted as a shared perception held by members of the organization. Organizational culture is a set of assumptions or systems of beliefs, values and norms developed in an organization that are used as behavioral guidelines for its members to overcome external adaptation and internal integration problems (Mangkunegara, 2019).

Indicators of Organizational Culture

According to Robins (2019), several indicators of organizational culture are

1. Innovative risk awareness
2. Results-oriented
3. Oriented to all interests
4. Be detail-oriented to tasks

Competence

Competence is a fundamental factor possessed by someone who has more abilities, which makes it different from someone who has average or ordinary abilities (Mangkunegara, 2019). Competence according to Sudarmanto (2019) states that competence is the basic characteristic of a person that allows him to provide superior performance in certain jobs, roles, or situations.

Competency Indicators

According to Mangkunegara (2019), several competency indicators are:

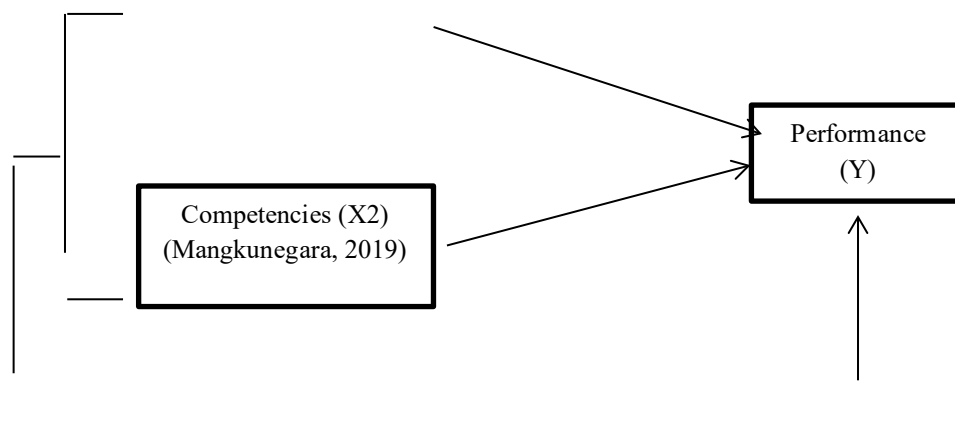1. Knowledge
2. Understanding
3. Ability
4. Attitude

Conceptual Framework

Organizational Culture
(X1) (Robins, 2019)

Figure 1. Conceptual Framework

Hypothesis

Based on the formulation of the problem that has been raised, the hypothesis of this study is:

H1 : Organizational culture has a positive and partially significant effect on employee performance at the Sinembah Tanjung Muda Hulu Sub-district Office.

H2 : Competence has a positive and partially significant effect on employee performance at the Sinembah Tanjung Muda Hulu Sub-district Office.

H3 : Organizational culture and competence have a positive and significant effect simultaneously on employee performance at the Sinembah Tanjung Muda Hulu Sub-district Office.

Research Methods

The research approach used in this study is quantitative research. According to (Sugiyono, 2019) Quantitative research methods can be interpreted as research methods based on data collection using research instruments, data analysis is quantitative/statistical with the aim of testing hypotheses that have been determined. Based on this understanding, the population in this study is all employees of the Sinembah Tanjung Muda Hulu Sub-district Office.

RESEARCH RESULTS AND DISCUSSION

Validity Test

To find out the feasibility of the items in the list of questions (questionnaires), it is necessary to conduct a validity test.

Table 1. Data Validity Test

Variable	Question Item	Corrected Item Corelation	r-mean	Result
Organizational Culture (X1)	X1.1	0,546	0,3	Valid
	X1.2	0,678		Valid
	X1.3	0,362		Valid
	X1.4	0,426		Valid
	X1.5	0,710		Valid
	X1.6	0,628		Valid
	X1.7	0,667		Valid
	X1.8	0,713		Valid
Competence (X2)	X3.1	0,507	0,3	Valid
	X3.2	0,429		Valid
	X3.3	0,606		Valid
	X3.4	0,636		Valid
	X3.5	0,645		Valid
	X3.6	0,801		Valid
Employee Performance (Y)	Y.1	0,527	0,3	Valid
	Y.2	0,495		Valid
	Y.. 3	0,562		Valid
	Y.4	0,638		Valid
	Y.. 5	0,591		Valid
	Y.6	0,510		Valid
	Y.7	0,576		Valid
	Y.8	0,760		Valid
	Y.. 9	0,511		Valid
	Y.10	0,694		Valid
	Y.11	0,458		Valid
	Y.12	0,590		Valid

Source : SPSS Output ver 25 (2025)

Based on the results *of the SPSS output,* it is known that the validity value is in the *Corrected Item-Total Correlation* column in the question item of each variable that is studied can be declared valid because all coefficient values are greater than 0.30.

Reliability Test

The reliability test is carried out to see if the data is reliable or reliable so that it is feasible to be carried out in the next test.

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	N of Items
Organizational Culture	0,853	8
Competence	0,844	8
Employee Performance	0,890	12

Source : SPSS Output ver 25 (2025)

Based on the results *of the SPSS output, it is known* that the *value of Cronbach's Alpha* in each variable is greater (>) than 0.6 so that it can be concluded that the questions that have been presented to the respondents are reliable or said to be reliable.

Normality Test

It is a test conducted with the aim of assessing the distribution of data in a group of data or variables, whether the distribution of the data is normally distributed or not
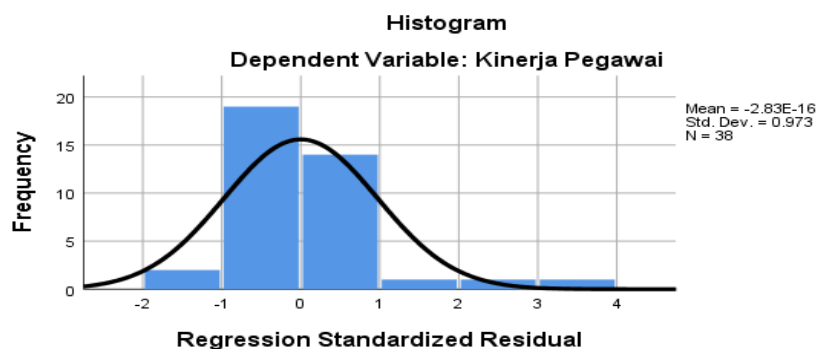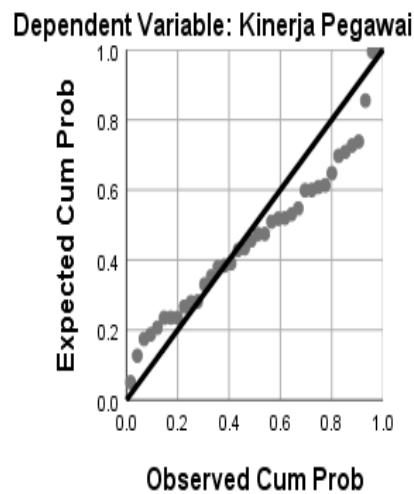

Figure 2. Histogram Test

Source : SPSS Output ver 25 (2025)

Based on the figure above, the results of the data normality test are known that the data has been distributed normally, where the histogram image has a line forming a bell and has a balanced convex in the middle.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Kinerja Pegawai

Figure 3. PP Plot Test

Source : SPSS Output ver 25 (2025)

Based on the figure above, then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points that are spread are around the diagonal line so that the data has been distributed normally.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables (Russiadi et al, 2018). A good regression model should not have correlations between independent variables. The tolerance value is not less than 0.1 and the *Variance Inflation Factor (VIF) value* is not more than 10 so that the model can be said to be free from multicollinity. The results of the multicollinearity test of this research data can be presented in the following table.

Table 3. Multicollinearity Test Results

Type	Collinearity Statistics	
	Tolerance	VIF
Organizational Culture	.410	2.439
Competence	.410	2.439

Source : SPSS Output ver 25 (2025)

Based on the data in table 3, it can be seen that the tolerance value of all independent variables is not less than the fixed value of 0.1 and the VIF value of all

independent variables is no more than the fixed value of 10. Therefore, the data in this study is said to show that competence, training and work experience do not experience multkolineity problems.

Heteroscedasticity Test
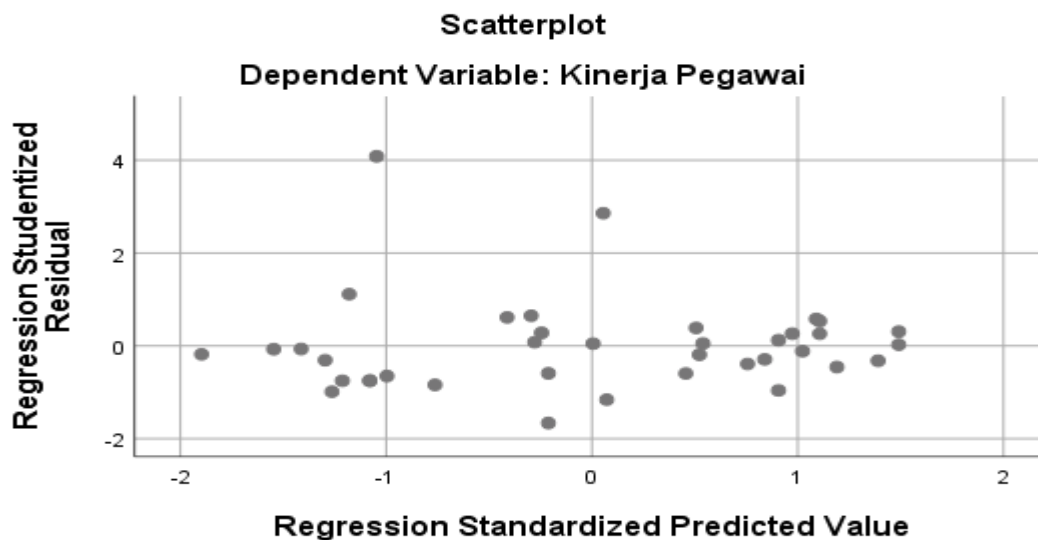
Figure 4. Heterokedesity Test
Source : SPSS Output ver 25 (2025)

Based on the scatterplot image , it shows that the resulting points are spread randomly and do not form a pattern or trend of a specific line. The image above also shows that the data spread is around the zero point. The results of this test show that this regression model is free from heteroscedasticity problems, in other words: the variables to be tested in this study are homoscedasticity.

Multiple Linear Regression

To see the correlation or relationship between independent variables and dependent variables that can have positive or negative values with multiple linear regression analysis, it can be seen which variable among the independent variables is the most dominant influence on the dependent variable.

Table 4. Multiple Linear Regression

Type		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	1,497	3,705	
	Organizational Culture	0,622	0,210	0,346
	Competence	0,872	0,169	0,603

a. Dependent Variable: Employee Performance

Source : SPSS Output ver 25 (2025)

Based on the table above, an equation can be formulated:

$$Y = 1.497 + 0.622 X1 + 0.872 X2$$

The above multiple linear regression equation interperformance is as follows:

1. A constant value of 1,497 indicates a positive sign which means that if the organizational culture and competence are considered zero, then the performance of the employee is 1,497 units.
2. The regression coefficient value for the organizational culture variable shows a positive value of 0.622 which means that if the organizational culture variable increases by one unit, then employee performance will increase by 0.622 units.
3. The regression coefficient value for the competency variable shows a positive value of 0.871 which means that if the competency variable increases by one unit, then the performance of employees will increase by 0.871 units.

Partial Hypothesis Test (t-Test)

Table 5. Results of Partial Hypothesis Test

Coefficientsa					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,497	3,705		0,404	0,689
Organizational Culture	0,622	0,210	0,346	2,964	0,005

| Competence | 0,872 | 0,169 | 0,603 | 5,161 | 0,000 |

Dependent Variable: Employee
Performance

Source : SPSS Output ver 25 (2025)

1. The test results for the organizational culture variable showed a t-value of 2.964 > a ttable of 2.03 with a significant value of 0.005 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that organizational culture had a positive and partially significant effect on employee performance.

2. The test results for the competency variable showed a t-calculated value of 5.161 > ttable of 2.03 with a significant value of 0.00 < 0.05, then the H2 hypothesis was accepted and H0 was rejected, meaning that competence had a positive and partially significant effect on employee performance.

Simultaneous Hypothesis Test (Test F)

The following can be presented the results of simultaneous testing between independent variables and dependent variables as follows:

Table 6. Results of Simultaneous Hypothesis Tests

ANOVAa

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2058.805	2	1029.402	71.841	.000b
	Residual	501.511	35	14.329		
	Total	2560.316	37			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Competence, Organizational Culture

Source : SPSS Output ver 25 (2025)

The simultaneous hypothesis test or F test proves that the value of F is calculated at 71.841 which is greater than 3.28 and the significant value of 0.000 is less than 0.05 so that it can be concluded that H3 is accepted and H0 is rejected so that it can be concluded that organizational culture and compensation have a significant simultaneous effect on employee performance.

R2 Test (Determination)

The following can be presented the results of the independent variable determination test explaining the dependent variable as follows:

Table 7. Determination Coefficient Test Results

Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897a	.804	.793	3,783

Predictors: Dependent Variable: Employee
Performance

Source : SPSS Output ver 25 (2025)

The results showed that the *adjusted R Square* value of 0.793 which can be called a determination coefficient which in this case means that 79.3% of employee performance can be obtained and explained by organizational culture and competencieswhile the remaining 20.7% is explained by other factors or variables outside the research model.

DISCUSSION

The Influence of Organizational Culture on Employee Performance

Based on the results of the study, researchers have found that work organizational culture has a positive and significant effect on employee performance. This can be seen from the hypothesis test with a t-count *value of* 2.964 > 2.03 and a significant value of 0.005 < 0.05, then the H1 hypothesis is accepted and H0 is rejected, meaning that organizational culture has a positive and partially significant effect on employee performance.

Positive direction shows that organizational culture can lead to an increase in employee performance, in other words when there is an improvement in organizational culture with innovative indicators of paying attention to risks, being results-oriented, being oriented to all interests and being detail-oriented to tasks has an impact on improving employee performance.

The results of this study are the same as the results of the study (Asrul et al, 2021) which states that organizational culture has a significant effect on employee performance. The results of the study are in accordance with the research objectives to find out whether organizational culture affects employee performance. The results of this study answer problems related to organizational culture in the Sinembah Tanjung Muda Hulu Sub-district Office.A positive culture encourages employees to feel engaged and motivated in their work. When employees feel valued and have room to contribute, their performance tends to improve. A culture that supports open

communication helps employees to share ideas, problems, and solutions. This creates a collaborative environment and increases productivity.

The Effect of Competence on Employee Performance

Based on the results of the study, researchers have found that competence has a positive and significant effect on employee performance. This can be seen from the hypothesis test with a value of F calculated as 71.841 which is greater than 3.28 and a significant value of 0.000 is less than 0.05 so that it can be concluded that H3 is accepted and H0 is rejected so that it can be concluded that organizational culture and compensation have a significant simultaneous effect on employee performance. The positive direction shows that competence can have an impact on improving employee performance, in other words when there is an increase in competence with indicators of knowledge, understanding, ability, and intelligence, it will have an impact on improving employee performance.

The results of this study are the same as the results of the study (Mukhtar, 2021) which states that competence has a significant effect on employee performance. The results of the study are in accordance with the research objectives to find out whether competence affects employee performance. Employees who have analytical and problem-solving skills can better face challenges. They can identify issues and find the right solutions, which improves overall performance. The results of this study answer problems related to employee competence that is still not good.

The Influence of Organizational Culture and Competence on Employee Performance

Employee performance is one of the abilities, skills and work results shown by all employees in carrying out their obligations and responsibilities at work. Based on the results of the study, the value of F is calculated as 40.491 which is greater than 3.13 and the significant value of 0.000 is less than 0.05 so it can be concluded that hypothesis 3 is accepted and hypothesis 0 is rejected so that it can be concluded that competence and organizational culture have a significant effect simultaneously on employee performance. The positive direction shows that every time there is an improvement in organizational culture and competence, it leads to an increase in employee performance. The results of this study are in accordance with the purpose of the research carried out, which is to find out whether organizational culture and competence simultaneously have a positive and significant effect on employee performance. The results of this study have solved the problem of declining employee performance.

Conclusion

1. The test results for the organizational culture variable showed a $_{t\text{-value}}$ of 2.964 > a ttable of 2.03 with a significant value of 0.005 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that organizational culture had a positive and partially significant effect on the performance of employees of the Sinembah Tanjung Muda Hulu Sub-district Office.

2. The test results for the competency variable showed a $_{t\text{-calculated value}}$ of 5.161 > a ttable of 2.03 with a significant value of 0.00 < 0.05, then the H2 hypothesis was accepted and H0 was rejected, meaning that competence had a positive and partially significant effect on the performance of employees of the Sinembah Tanjung Muda Hulu Sub-district Office.

3. The results of the simultaneous hypothesis test or F test prove that the value of F is calculated as 71.841 which is greater than 3.28 and the significant value of 0.000 is less than 0.05 so that it can be concluded that H3 is accepted and H0 is rejected so that it can be concluded that organizational culture and compensation have a significant effect simultaneously on the performance of employees of the Sinembah Tanjung Muda Hulu Sub-district Office.

Suggestion

Based on the lowest mean value in each research indicator, it is recommended for companies to evaluate, namely:

1. The Sub-district Office must be able to improve the competence of employees by organizing regular training programs to improve employee knowledge and skills, both in administration, management, and public services. The Sub-district Office must encourage employees to take part in relevant professional certifications in order to have officially recognized expertise.

2. Organizational culture must be well socialized in such a way that leaders must be role models and inspire employees with attitudes and actions that reflect organizational values. Involve employees in decision-making and planning. It creates a sense of belonging and responsibility.

3. The Sub-district Office must be able to improve employee performance by conducting periodic performance evaluations to identify employee strengths and weaknesses, as well as provide constructive feedback. Provide facilities and technology that support employees in carrying out their duties efficiently.

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