

INFLUENCE OF COMPETENCE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT IN GORONTALO CLASS II COMMUNITY CENTER

By

Musafir^{1*}, Poppy Mu'jizat², Abdul Basid Tuda³

^{1,2} Lecturer in the Management study program Ichsan Gorontalo University

³ Students in the management study program Ichsan Gorontalo University

Email: ¹musafirnyaklak@gmail.com, ²pmujizat3@gmail.com

³abdulbasidatuda@gmail.com

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Abstract: This research aims to provide empirical evidence that competence and organizational culture have a direct influence on employee performance and are mediated by employee engagement at the Gorontalo Class II Penitentiary. All employees were used as a sample of 42 employees. Data collection uses a survey method via questionnaires to all employees. The analysis method used is Path Analysis via SPSS version 22, and uses the Sobel Test to test the influence of employee engagement mediating variables. The research results show that competence has a positive and significant effect on employee performance; Organizational culture has a positive and significant effect on employee performance. Likewise, Employee Engagement is able to mediate significantly between competence and performance, as well as between Organizational Culture and employee performance.

INTRODUCTION

Competence and organizational culture have a profound influence on employee performance through the lens of employee engagement (Indiyati, D. et.al., 2021; Widodo, 2021). Competence refers to the knowledge, skills, and abilities that employees possess to effectively perform their roles ([Mirchuk](#), K., 2023), while organizational culture encompasses shared values, beliefs, and behaviors within a workplace. Employee engagement represents the emotional, cognitive, and behavioral connection employees have with their work and organization (Shuck, et.al.2013)

Competence plays a vital role in employee performance, as skilled and knowledgeable employees are more likely to feel confident, motivated, and empowered in their roles (Spencer, 1993; salala, 2012). When employees perceive themselves as competent, they are more likely to engage with their work, exhibit higher levels of deliver superior performance outcomes (Noe, R. A., et.al, 2017).

Organizational culture significantly influences employee engagement and performance (Cameron, K, et.al., 2011). A positive and supportive culture that values collaboration, open

communication, and trust fosters a sense of belonging and psychological safety (Schein, E. H., 2010). When employees feel valued and supported, they are more likely to engage with their work, contribute innovative ideas, and collaborate with colleagues, resulting in enhanced performance (Avey, J. B., et.al., 2008).

Therefore, understanding the interplay between competence, organizational culture, and employee engagement is crucial for organizations aiming to optimize employee performance and achieve sustainable success (Chen, et.al., 2019). By establishing a culture that promotes competence and supports employee engagement, organizations can create an environment conducive to high performance, and overall organizational effectiveness (Josh, 2017).

In conclusion, competence and organizational culture play pivotal roles in influencing employee performance through employee engagement. By cultivating a culture that values competence, encourages growth and development, and fosters a supportive work environment, organizations can enhance employee engagement levels. Engaged employees, in turn, exhibit higher performance, productivity, and dedication to achieving organizational goals. Recognizing the significance of competence and organizational culture is crucial for organizations seeking to create an engaged workforce and maintain a competitive edge in today's dynamic business environment.

LITERATURE REVIEW

Competence

Competence as a trait or set of personal habits that leads to more effective or superior work performance (McClelland (1973); a fundamental characteristic of a person that results in effectiveness or superior performance on the job (Klemp, 1980); the underlying characteristics of an individual that lead to changes in behavior associated with superior performance in a job (Boyatzis, 1982, 2007; Cuesta, 2000, 2020); the ability to effectively perform management related functions in work situations (Hornby and Thomas, 1989); observable skills or abilities to complete managerial tasks successfully (Jacobs, 1989); capacity to transfer skills and abilities from one field to another (Hogg B, 1989); skills & abilities that can be acquired through work experience, life experience, study or training (Spencer and Spencer, 1993); the inclusion of directly observable and testable competencies, such as knowledge and skills, and less assessable competencies related to personal characteristics or personal competencies (Page and Wilson, 1994); refers to the ability to consistently produce appropriate behavior to be most efficient and effective in achieving larger organizational goals (Gilbert, 1996); characteristics-knowledge, skills, thinking patterns, patterns of thinking, and the like, when used alone or in various combinations, produce successful performance (Dubois, 1998); the underlying characteristics of a manager that are causally related to his or her superior performance on the job (Evarts, 1998); skills, knowledge and understanding, qualities and attributes, a set of values, beliefs and attitudes that lead to effective managerial performance in a given context, situation or role (Woodall and Winstanley (1998).

Despite lingering debate around definitions (Campion et al. 2011), professionals concur that a competency serves to connect these various influences into a single construct, with the "primary definitional element being a behavioral or performance description (Griffiths,

2009). Thus an individual competency describes a specific set of behaviors or performance indicators associated with a facet of exceptional performance in an organizational role. Each competency reflects a unique combination of knowledge, skills, abilities, value, attitude, interest and other factors that are driven and influenced by multiple traits and motivations, ultimately manifesting themselves in skillful behavior.

Organizational Cuture

Organizational culture refers to the shared values, beliefs, attitudes, assumptions, expectation, and behaviors that characterize an organization (Schein, E. H., 2010). It represents the collective identity of an organization and guides the way its members think, interact, and work together. Organizational culture influences employee behavior, decision-making, and overall organizational performance. (Denison, D. R.,1990)

The concept of organizational culture can be understood through the following key elements (Schein, E.H.,2010); 1) Values and Beliefs: These are the fundamental principles and philosophies that an organization holds. They shape the organization's priorities, expectations, and standards. 2) Norms and Assumptions: Norms are the unwritten rules and expectations that govern behavior within the organization. Assumptions are the taken-for-granted beliefs about how things work in the organization. 3) Symbols and Rituals: Symbols are the tangible representations of an organization's culture, such as logos, slogans, or physical artifacts. Rituals are the repeated behaviors and ceremonies that reinforce the organization's values and traditions. 4) Communication Patterns: Organizational culture is reflected in the way information flows within the organization. It includes both formal communication channels, such as official memos or meetings, and informal communication, such as conversations and social interactions.

A strong organizational culture promotes employee engagement by providing a sense of belonging, purpose, and alignment with personal values (Khan, 2021).

Employee engagement

Employee engagement is individuals using and expressing themselves physically, cognitively and emotionally in their roles (Khan, 1990); participation and enthusiasm for work (Gallup, 2006); a sense of positive emotional attachment and employee commitment (Dernovsek, 2008); cognitive and emotional antecedents at work (Harter, et al., 2002); positive attitudes and values held at work (Robinson, et al., 2004); employee willingness and ability to contribute continuously (Perrin's, 20303); emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; Shaw, 2005) efforts beyond job requirements (Frank et al in Saks, 2006). The conclusion from the description above regarding employee engagement is the attitude and behavior of employees at work by expressing themselves in their totality both physically, cognitively and affectively for the success of their organization.

The three-factor model of employee engagement developed by Schaufeli et al. (2002), namely vigour, dedication and absorption and the steps determined by the Utrecht Work Engagement Scale-9 (Uwes-9), have also been chosen as the most appropriate and complete model for measuring employee engagement in other studies (McBain, 2006; Chughtai & Buckley, 2008; Simpson, 2009; Wefald et al, 2011).

Employee Performance

Employee performance is an expression of intervention to improve skills, abilities and expertise in order to increase productivity that can be measured and assessed (Benett, 2004); human output which can be measured from productivity, absenteeism, employee turnover rate, satisfaction (Robbins, 2007); success in carrying out a job (Baron & Greenberg, 1990); successful role achievement that a person obtains from their work (Schermerhorn, et.al., 2005); the degree of completion of tasks that accompany one's work (Byars, 1988).

There are two criteria for measuring performance appraisal, namely result-based performance evaluation, which is based on the achievement of organizational goals or final results, and behavior-based performance evaluation, which emphasizes behavior or means in achieving goals (Gomes, 1995). Koopman L., et al. (2014), individual performance consists of three indicators, namely task performance, contextual performance, and counterproductive performance which is called the Individual Work Performance Questionnaire (IWPQ). Mitchell, T.R., (1978: 343) states that performance includes several aspects, namely: Quality and quantity of work, progress, capability, communication, initiative.

CONCEPTUAL FRAME WORK AND HYPOTHESIS

Employee competence and organizational culture have direct effects on employee engagement, which, in turn, mediates the relationship between these factors and employee performance. By focusing on enhancing competence, fostering a positive organizational culture, and promoting employee engagement, organizations can create an environment conducive to high performance.

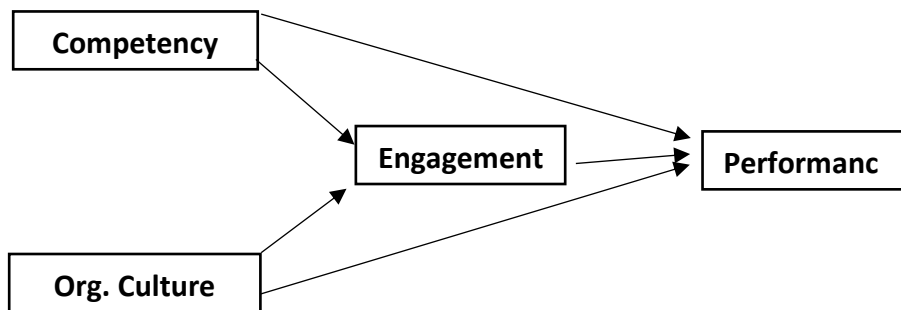


Figure 1. conceptual framework

Hypothesis:

1. Competency has a positive and significant influence on Employee Engagement
2. Organizational Culture has a positive and significant influence on Employee Engagement
3. Competence has a positive and significant effect on employee performance
4. Organizational culture has a positive and significant effect on employee performance
5. Employee Engagement has a positive and significant influence on employee performance
6. Competency has a positive and significant effect on employee performance through Employee Engagement
7. Organizational culture has a positive and significant effect on employee performance through Employee Engagement.

RESEARCH METHOD

The population in this study were all employees of the Gorontalo Class II Penitentiary, totaling 41 employees and all of them were used as samples. The instrument contains statements that are measured using a Likert scale with five alternatives ranging from "strongly disagree" (scored 1 point) to "strongly agree" (scored 5 points). Of the four variables analyzed, the independent variable is employee competency which consists of 6 indicators (knowledge, understanding, skill, value, attitude, interest), organizational culture consists of 5 indicators (Self-Awareness, Aggressiveness, Personality, Performance, Team Orientation) and variables The binding factor is employee engagement which consists of 3 indicators (vigor, dedication, absorption) and employee performance which consists of 5 indicators (quality, quantity, timelessness, attendance, teamwork). Employee involvement acts as a mediating variable answering research questions or verifying hypotheses is using the path analysis method via SPSS 22 software, and Sobel calculator to test the role of mediating variables.

RESULTS AND DISCUSSION

To determine the direct influence of the independent variable on the dependent variable, two stages of testing the path analysis model were used, namely testing the direct influence of the independent variable on the dependent variable of modification, and testing the influence of the variables competency (X1), organizational culture (X2), employee engagement (Z) on employee performance (Y) as follows:

Figure 2. Path analysis results

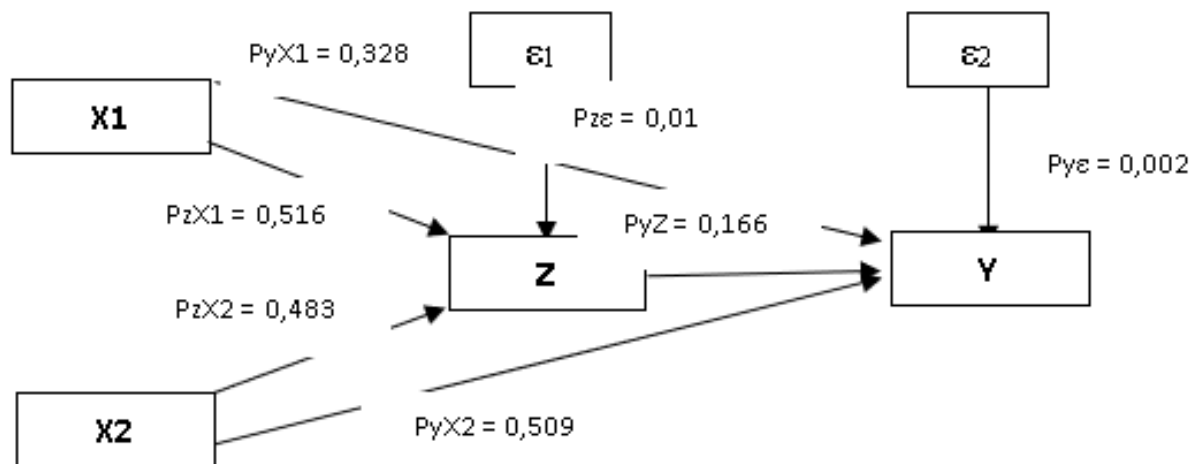


Table 1. Research Hypothesis Test

Hypothesis	path coefficient	T-Test	Sig.	Conclusion	accepted/rejected
X1 → Z	0.516	5,984	0.000	Positive and significant influence	accepted

$X2 \rightarrow Z$	0.483	5,596	0.000	Positive and significant influence	accepted
$X1 \rightarrow Y$	0.328	6,215	0.000	Positive and significant influence	accepted
$X2 \rightarrow Y$	0.509	9.962	0.000	Positive and significant influence	accepted
$Z \rightarrow Y$	0.166	2.355	0.024	Positive and significant influence	accepted
$X1 \rightarrow Z \rightarrow Y$	0.085	5.922	0.000	Positive and significant influence	accepted
$X2 \rightarrow Z \rightarrow Y$	0.080	4.205	0.000	Positive and significant influence	accepted

Competency Has A Positive And Significant Influence On Employee Engagement And Employee Performance

Findings study This disclose that employee competency has influence in a way significant Good on employee engagement and employee performance. Employee competency as measured by knowledge, understanding, skills, values, attitudes and interests has a significant effect on employee engagement and employee performance. Employee performance is defined as how well employees complete their duties and obligations. It shows how successfully individuals apply their skills, knowledge, abilities and drive to contribute to the success of the organization.

One indicator of competency is that sufficient knowledge will provide productive work results for the employee employee. The relationship between knowledge and performance is very close. Condition For perform with Good is he has appropriate competency at the required level. Understanding refers to ability somebody for understand and master information, concept, or related tasks with his job. Good understanding possible somebody for own deep knowledge about his work, incl goals, procedures, and demands work that must be done done. Strong understanding help somebody feel more believe yourself and ready in carry out his task. Good skills in something work will tend own more abilities big for carry out task with effective and efficient. High skills possible somebody for control techniques, knowledge, and strategies required for reach good result in work they. Attitude refers to the way somebody responding, looking, and behaving to situation or someone else. When somebody own attitude positive about his work so inclined more engaged in his work impact impact on its performance.

Employee competencies can be brought by an employee into their work. This includes technical skills, such as institution-specific knowledge and proficiency in using tools and technology, as well as soft skills, such as communication, problem solving, leadership, and teamwork. Competency is the ability to carry out tasks or activities effectively. Competencies are a combination of knowledge, skills, and behaviors that enable individuals or organizations to meet required standards and achieve their goals. This reflects the practical application of knowledge and skills to complete a specific task (Mirchuk K., 2023).

Employee performance, on the other hand, refers to the level of achievement and results demonstrated by an employee in his or her job role. This includes the quality, quantity and timeliness of work, as well as the ability to meet or exceed targets, goals and expectations.

The results of this research confirm several previous research results that competence has a significant effect on employee performance (Nguyen, et al. 2020, Sabuhari, et al; DwiYanti, et al). Competency refers to the knowledge, skills and abilities that employees have to carry out their roles effectively (Mirchuk, K., 2023). Employee engagement represents the emotional, cognitive and behavioral connection that employees have with their work and organization (Shuck, et.al.2013).

Competency plays an important role in employee performance, as skilled and knowledgeable employees are more likely to feel confident, motivated, and empowered in their roles. (Spencer, 1993; Salala, 2012). When employees feel competent, they will be more involved with their work, showing higher and superior levels of performance (Noe, RA, et al, 2017).

Competency is the basis of employee performance. When employees have the competencies needed in their role, there is a high probability that they can work well. Competencies provide the knowledge and skills necessary to carry out tasks effectively and efficiently.

Competent employees are better prepared to carry out their work responsibilities, are able to handle their tasks appropriately and proficiently, resulting in higher quality work results and increased performance. Competence provides the ability to adapt to changes in the work environment and be able to quickly learn and master new skills. They are better prepared to face challenges, gain new knowledge, and apply it to their work. This adaptability has a positive impact on their performance because they can quickly adapt to changing job requirements.

Competency also provides the ability to solve problems and make decisions. Employees with strong competence in their field can analyze situations, identify solutions, and make the right decisions. These abilities have a positive impact on their performance by enabling them to handle complex tasks and overcome obstacles effectively. Competent employees tend to have a higher level of confidence in their abilities. When employees feel competent, they are more likely to take initiative, set higher goals, and strive for excellence in their performance.

Likewise, the competencies you have employee capable increasing vigor, dedication, and absorption so that employee Good in a way physical, emotional nor cognitive will have total engagement direct so that capable show outstanding performance normal. This matter in accordance results research that employee engagement is the best predictor performance employees (Musafir, 2018).

Organizational Culture Has A Positive and Significant Effect on Employee Performance Through Employee Engagement

The research results show that organizational culture has a positive and significant effect on both employee engagement and employee performance. Likewise, employee engagement is able to significantly mediate the relationship between organizational culture and employee performance.

These findings support several previous studies, that organizational culture has a significant influence on employee performance (Indiyati, D. et.al., 2021; Widodo, 2021; Nguwen, et.al. 2024., G. et.al. 2022); Likewise, organizational culture has a significant effect on employee engagement and performance (Cameron, K, et al., 2011). The findings of this

research also show that employee engagement is able to mediate significantly between organizational culture and employee performance. This can be interpreted as employee engagement consisting of enthusiasm, dedication and absorption capacity, which is able to provide a positive and significant contribution between the values, norms that are believed to be the quality, quantity, punctuality, work teamwork shown by employees. employee.

A positive and supportive culture that values collaboration, open communication, and trust fosters a sense of belonging and psychological safety (Schein, EH, 2010). When employees feel valued and supported, they will be more engaged with their work, contribute innovative ideas, and collaborate with colleagues, resulting in increased performance (Avey, JB, et al., 2008).

Organizational culture as measured by indicators of self-awareness, aggressiveness, personality, performance, team orientation (Gordon, 2020; Edison, 2017) has a significant effect on employee engagement and employee performance. Aggressiveness as an indicator of organizational culture is something conditions in which each member organization tend more competitive and aggressive. Encouraging organization aggressiveness its members will own exists tolerance conflict. With Tolerance is something that can reduce conflict between members and create a sense of brotherhood even though they have different backgrounds behind. Culture strong organization will capable finish problem or internal conflict with Good. Because, members of the organization the own tolerance to very conflict tall.

Self-awareness is the human ability to know and understand strengths, weaknesses, values, drives and their impact on other people (Goleman, 1996). Culture emphasizing organization self-awareness to employees who can be assessed as continuously paying attention to what they think, observing and exploring experiences, self-reflection, and understanding emotions. With high self- awareness make employee more focus on the work (absorption) so that it can have an impact to quality and quantity Work employee. own self awareness type this, then You will more Can understand how other people view you. Self awareness own connection with attitude empathic. If employees have self-awareness external with, the employee will more can understand other people, so makes it easier For Work in a way tiem. Self awareness is also an individual's tendency to be organized, responsible, and diligent in completing tasks and obligations so that influential to several performance indicators employee.

Personality as a cultural indicator Organizations that emphasize conscientiousness and emotional stability are the best predictors big to success work in a way general. Study about influence personality is also carried out by Kong, et al (2018) stated that there is influence direct on work engagement as well performance. Personality being proactive individual in organization own connection tightly with work engagement (Kong, et al, 2018). Team work is an indicator of organizational culture influence significant Good on employee engagement and on employee performance and employee engagement becomes mediator (Cici, et al., 2024). Spirit Tiem work from organizational members in Work together for reach the same purpose. With there is teamwork, individuals with different skills can each other complete and work in a way effective.

CONCLUSION

Employees who have a connection between competency, organizational culture, and employee engagement are very important for organizations that want to optimize employee performance and achieve sustainable success. By building a strong organizational culture that encourages high competency, it will support the formation of employee engagement, which in the long term will have an impact on high performance and overall organizational effectiveness. Employee engagement is the main predictor of employee performance. The results of this research recommend that to improve performance it is very necessary to create a strong organizational culture and new competencies to continuously increase employee engagement and performance.

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