

The Influence of Competency and Organizational Culture on Employee Performance at the South Sulawesi Provincial Education Service

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Abstract

This study is important because employee performance determines the success of government organizations. Declining performance due to low competence and a weakening organizational culture needs to be examined to provide an empirical basis for improving human resource management and the quality of public services. The objectives of this study are: 1) To determine the effect of competence on the performance of employees at the Education Department of South Sulawesi Province. 2) To determine the effect of organizational culture on the performance of employees at the Education Department of South Sulawesi Province. This study uses a quantitative method with an associative approach. The sample consists of the entire population, namely all employees of the Education Department of South Sulawesi Province, totaling 114 individuals. The results of this study indicate that competence has a positive and significant effect on employee performance. Therefore, efforts to enhance competence through training and professional development are crucial to improving employee performance at the Education Department of South Sulawesi Province. Organizational culture also has a positive and significant effect on employee performance. Hence, improving organizational culture through instilling positive values, enhancing communication, and developing a conducive work environment is essential to boost employee performance at the Education Department of South Sulawesi Province.

Keywords: *Competence, Organizational Culture, Employee Performance, Human Resources, Department of Education*

Introduction

An organization in carrying out activities to achieve its goals has several factors that are interrelated and influential. One of these factors that is very important to move other factors is human resources. Therefore, organizations are required to manage and optimize human resources. Human resources are an important factor in an organization because humans are the ones who are able to move all components in the organization. An organization without humans will not run. Humans are resources that have thoughts and feelings that distinguish them from other production factors. Because of the differences in character and their very important roles, organizations must create excellence through human resources themselves in creating products or services. In government organizations, the achievement of goals is determined through means in the form of organizations, which are driven by a group of people who play an active role as actors in achieving the goals of the organization concerned.

The achievement of organizational goals can only be achieved through positive performance from its employees, on the other hand, the organization will face obstacles in achieving goals when employee performance is ineffective in the sense that it cannot meet the demands of the

work desired by the organization (Mulia & Saputra, 2021). High employee performance will help the organization achieve strategic goals. Performance does not only mean achievement in work or the results of work, but performance can also be interpreted as the ongoing work process.

Employee performance is an important aspect in the success of an organization, where every organization needs employees who can complete work effectively. In order to complete work effectively, good human resource management is needed. With this, employees will feel comfortable in carrying out their duties so that they get maximum work results. In addition to good resource management, employee performance has various other factors that can affect the results of employee performance. Competence and organizational culture factors are one of the factors that can affect the results of employee performance (Nurwin & Frianto, 2021) .

Competence is one of the determining factors in improving performance, so companies must pay attention to employee competency issues in organizations/companies. Competence is a basic character possessed by a person or employee that can distinguish them from others. Where the competencies possessed by one person and another are not the same. Competence shows skills or knowledge that are characterized by professionalism in a particular field as something that is most important, as the superiority of that field (Humaira et al., 2020).

The competence of an employee must be demonstrated by knowledge that is characterized by professionalism in accordance with their field. Therefore, competence is a basic characteristic that must be possessed by each individual, which is related to the criteria required for performance which includes Ability, quality and quantity of work, attendance, and the ability to work together. In addition, a factor to improve employee performance is discipline, because it is an obedience (compliance) to organizational regulations to achieve controlled behavior that can be carried out, among others, through the implementation of punitive actions (Anggriawan et al., 2023). In addition to competence, organizational culture is considered capable of influencing employee performance.

Organizational culture consists of shared values, life values embraced by members, behavioral norms, and assumptions that are implicitly accepted and explicitly manifested throughout the organization. These elements serve as the basis for regulating employee behavior, ways of thinking, collaboration, and interaction with the work environment. A positive organizational culture is able to improve employee performance and contribute to organizational success (Supardi & Anshari, 2022). This statement is reinforced by research findings which indicate that organizational culture is one of the factors influencing individual performance within an organization. Organizational culture plays a crucial role in realizing the vision and mission of an organization and in directing the organization toward achieving its goals. Through a strong organizational culture, employees are guided to develop attitudes and behaviors that support improved performance (Datau et al., 2022).

Organizational culture is a guideline for every employee in behaving within the organization/agency, so that employees are not arbitrary and behave as they please at work. In organizational culture there is a reflection and embodiment of the values, norms and culture that underlie the organization. Through organizational culture, employees are formed to become individuals who have a shared vision and goals in carrying out various tasks and responsibilities based on their functions and encourage each employee to achieve increased performance and productivity within the organization.

The South Sulawesi Provincial Education Office is a government agency responsible for all matters relating to education. As an agency that plays an important role in the world of

education, of course, the agency is expected to improve the quality of educational services and the quality of human resources, especially by providing compensation, job satisfaction and commitment to employee performance, as well as providing encouragement towards the development of other activities. The South Sulawesi Provincial Education Office is facing a decline in employee performance marked by low motivation to complete work on time and a shift in positive values such as mutual respect, discipline, and cooperation. This phenomenon is seen from the weakening of communication, lack of a sense of togetherness, and the tendency of employees to work only because they are afraid of their superiors, not because of loyalty or commitment to the organization. As a result, the organizational culture that should be the basis for work behavior is starting to fade and lose its meaning.

Researchers see a tendency for employee performance to decline. This is reflected in the low initiative of employees in completing work proactively and the inability of employees to face increasingly complex work challenges. Based on the background, the study will solve the problem of how to improve employee performance at the South Sulawesi Provincial Education Office.

Method

This research employs a quantitative methodology with an associative approach designed to analyze the effect of competence and organizational culture on the performance of employees at the South Sulawesi Provincial Education Office. The associative approach is chosen to explain the causal relationship between variables and to determine the magnitude of influence each independent variable exerts on the dependent variable. The research was conducted over a period of two months, starting from February 26 to April 26, 2025, at the South Sulawesi Provincial Education Office. This institution was selected as the research site because it plays a central role in managing provincial-level education services, where employee competence and cultural alignment are essential for ensuring optimal public service delivery.

The population of this study consists of 114 employees from various divisions within the office. A saturated sampling technique was utilized, meaning that all members of the population were involved as respondents. This technique is appropriate because the population size is manageable and the research seeks to capture a comprehensive overview of employee perceptions across the entire organization. Data collection was carried out through observation, documentation, and the distribution of structured questionnaires. Observation was used to obtain an initial understanding of employee behavior, work patterns, and organizational dynamics. Documentation techniques involved reviewing official records, employee performance reports, standard operating procedures, and organizational guidelines to support the interpretation of quantitative findings.

The questionnaire served as the primary data collection tool and was designed to measure respondents' perceptions of competence, organizational culture, and performance using predetermined indicators. The data collected consisted of quantitative data, both primary and secondary. Primary data were obtained directly from employees' responses, while secondary data were derived from institutional documents, performance evaluations, and academic references related to the research variables. The research variables include competence, organizational culture, and employee performance. Competence was measured through indicators such as knowledge, skills, abilities, and attitudes relevant to task completion.

Organizational culture was assessed based on shared values, norms, beliefs, and behavioral expectations within the institution, including teamwork, innovation, communication, and

leadership orientation. Employee performance was evaluated using indicators related to work quality, timeliness, productivity, and the ability to meet organizational goals. These indicators were selected based on established theoretical concepts and adapted to the context of public service institutions to ensure relevance and accuracy.

Data analysis was conducted using simple linear regression to test the effect of each independent variable on the dependent variable. Before regression analysis was performed, data quality tests were carried out to ensure the accuracy and reliability of the measurement instruments. Validity testing was conducted to assess whether each questionnaire item accurately measured the intended construct. Reliability testing was performed using Cronbach's Alpha to ensure internal consistency among questionnaire items. A coefficient value above 0.70 indicated that the instrument was sufficiently reliable for further analysis.

Classical assumption tests were conducted to verify that the data met the requirements for regression analysis. The normality test examined whether the distribution of residuals followed a normal pattern, ensuring that the statistical model was appropriate for prediction. The multicollinearity test assessed whether there were high correlations among independent variables, which could distort regression results. The heteroscedasticity test evaluated whether residual variances were consistent across observations to avoid bias in statistical estimation. These tests were essential for ensuring the robustness of the regression model and for strengthening the reliability of the hypothesis testing process.

Hypothesis testing was performed through several statistical procedures. The F-test was used to evaluate the overall feasibility of the regression model and to determine whether the independent variables, taken together, significantly influenced employee performance. The t-test was used to assess the effect of each independent variable individually, determining whether competence and organizational culture had significant partial effects on performance. The coefficient of determination (R^2) was calculated to identify how much of the variability in employee performance could be explained by the independent variables. A higher R^2 value indicated that the model had a stronger explanatory power.

The statistical results obtained from these tests served as the basis for drawing conclusions related to the acceptance or rejection of the research hypotheses. The findings provided an empirical foundation for determining whether competence and organizational culture significantly influence employee performance within the South Sulawesi Provincial Education Office. These conclusions are expected to contribute to organizational development strategies, particularly in enhancing employee capabilities and strengthening cultural values that support improved public service performance.

Results

Respondent Characteristics

There are three characteristics of respondents included in this study, namely gender, age of respondents, and level of education, namely as follows:

Gender

Table 1. *Respondent Characteristics Based on Gender*

Gender	Frequency	Presentation
Man	49	43%
Woman	65	57%
Total	114	100 %

Based on Table 1, data from the sample respondents from the South Sulawesi Provincial Education Office employees, it is known that out of a total of 114 respondents, 49 people or 43% were male, while 65 people or 57% were female.

Age

Table 1. Respondent Characteristics Based on Age

Age	Frequency	Presentation
<31 Years	4	3.5%
>50 Years	57	50%
31-40 Years	11	9.6%
41-50 Years	42	36.8%
Total	114	100%

Based on Table 2, it states that the sample of respondents from the employees of the South Sulawesi Provincial Education Office, the age distribution shows that the largest age group is employees aged over 50 years, which is 57 people or 50% of the total respondents. The age group 41-50 years follows with a total of 42 people or 36.8%.

Level of education

Table 2. Respondent Characteristics Based on Education Level

Level of education	Frequency	Presentation
S1	92	80.7
S2	21	18.4
S3	1	,9
Total	114	100.0

Based on Table 3, it states that of the 114 respondents who are employees of the South Sulawesi Provincial Education Office, the majority have a Bachelor's degree (S1), which is 92 people or 80.7% of the total respondents. As many as 21 respondents (18.4%) have a Master's degree (S2), while only 1 respondent (0.9%) has completed education up to a Master's degree (S3).

Length of work

Table 4. Respondent Characteristics Based on Length of Service

Length of work	Frequency	Presentation
>15 Years	63	55.3
1-5 Years	6	5.3
11-15 Years	8	7.0
6-10 Years	37	32.5
Total	114	100.0

Based on Table 4 of 114 respondents who are employees of the South Sulawesi Provincial Education Office, it is known that most respondents have a working period of more than 15 years, namely 63 people or 55.3%. Furthermore, 37 people (32.5%) have worked for 6-10 years. Employees with a working period of 11-15 years number 8 people (7%), while those who have only worked for 1-5 years are only 6 people (5.3%).

Validity Test

Validity Test of Employee Competency Variable (X_1)

Table 5. *Results of Validity Test of Employee Competency Variable (X1)*

Variables	Item	R Count	R Table	Information
Competence	X1.1	0.525	0.184	Valid
	X1.2	0.621	0.184	Valid
	X1.3	0.632	0.184	Valid
	X1.4	0.605	0.184	Valid
	X1.5	0.702	0.184	Valid
	X1.6	0.649	0.184	Valid

Based on Table 5, it shows that all statement items have a positive correlation coefficient value and $r \text{ count} > r \text{ table}$, this means that the data obtained is valid and further data testing can be carried out.

Validity Test of Organizational Culture Variable (X₂)

Table 6. *Results of the Validity Test of the Organizational Culture Variable (X2)*

Variables	Item	R Count	R Table	Information
Organizational culture	X2.1	0.488	0.184	Valid
	X2.2	0.671	0.184	Valid
	X2.3	0.651	0.184	Valid
	X2.4	0.656	0.184	Valid
	X2.5	0.686	0.184	Valid
	X2.6	0.633	0.184	Valid

Based on Table 5, it shows that all statement items have a positive correlation coefficient value and $r \text{ count} > r \text{ table}$, this means that the data obtained is valid and further data testing can be carried out.

Validity Test of Employee Competency Variable (Y)

Table 7. *Results of Validity Test of Employee Performance Variable (Y)*

Variables	Item	R Count	R Table	Information
Employee Performance	Y1	0.615	0.184	Valid
	Y2	0.699	0.184	Valid
	Y3	0.645	0.184	Valid
	Y4	0.706	0.184	Valid
	Y5	0.719	0.184	Valid

Based on Table 7, it shows that all statement items have a positive correlation coefficient value and $r \text{ count} > r \text{ table}$, this means that the data obtained is valid and further data testing can be carried out.

Reliability Test

Table 8. *Reliability Test Results*

Variables	Cronbach's Alpha	Information
Competence	0.704	Reliable
Organizational culture	0.701	Reliable
Employee Performance	0.705	Reliable

Based on Table 8, it is stated that *the Cronbach's Alpha value* of all variables is greater than 0.60, so it can be said that the instrument of the questionnaire used to explain the employee discipline and employee performance variables is stated to be reliable or can be trusted as a measuring tool for the variables.

Classical Assumption Test

Normality Test

The normality test aims to test whether the regression model of independent variables and dependent variables has a normal distribution or not. One approach taken for the normality test is to use the normal *probability plot (PP Plot)* test.

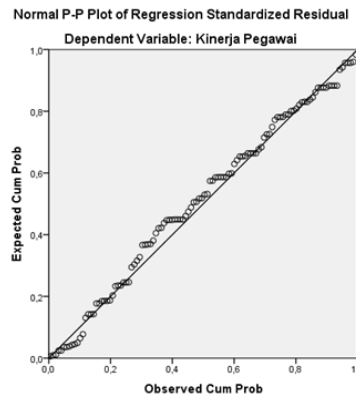


Figure 1. Results of Normality Test (*P -P Plot of Regression*)

Based on the normal image of *PP Plot of Regression* in Figure 1, it can be explained that the diagonal line in this graph describes the ideal state of data that follows a normal distribution. Because the points around the line are the state of the data being tested. The image above shows that most of the points are very close to the line or even attached to the line, it can be concluded that the data obtained follows a normal distribution or the data is normally distributed.

Multicollinearity Test

Table 9. Multicollinearity Test Results

Indicator	Tolerance	VIF	Information
Competence	,614	1,629	Non-Multicollinearity
Organizational culture	,614	1,629	Non-Multicollinearity

Based on the test results in Table 9 above, the VIF value for all variables has a value smaller than 8. This shows that there are no symptoms of multicollinearity between independent variables because all variables have values smaller than 9.

Heteroscedasticity Test

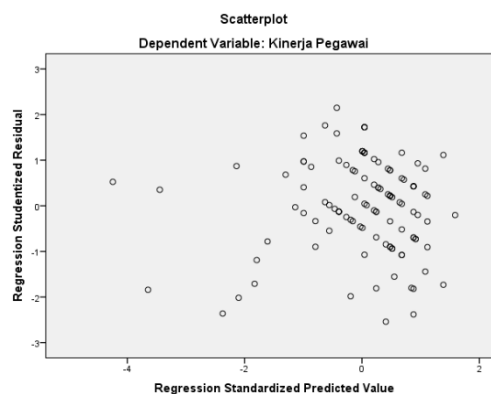


Figure 2. Heteroscedasticity Test Results – Scatterplot Graph

The results of the heteroscedasticity test from Figure 2 show that the Scatter Plot graph between SRESID and ZPRED shows a distribution pattern, where the distribution points are random and spread both above and below the number 0 on the Y axis. This right can be concluded that there is no heteroscedasticity. In the regression model, so the regression model is suitable for use to predict employee discipline and employee performance.

Multiple Linear Analysis and Hypothesis Testing

Multiple linear regression analysis is used to see the influence of independent variables with dependent variables. The regression analysis technique was chosen in this study because the multiple linear regression analysis technique can directly conclude one dependent variable (Y) and one independent variable (X).

Table 10. Results of T-Test – Partial Test

Coefficients ^a						
Independent Variable	Dependent Variable	Std. Error	Beta	t	sig	Information
Competence	Employee Performance	,373	,356	3,930	,000	Accepted
Organizational culture	Employee Performance	,316	,381	4,202	,000	Accepted
R: 0.664						
R Square :0.440			Sig= 0.000			
F: 43.669						

a. Dependent Variable: Employee Performance

Based on Table 10, the estimation model can be analyzed as follows:

$$Y = 5.187 + 0.373X_1 + 0.316X_2 + e \quad (1)$$

The regression analysis shows that the constant value of 5.187 indicates the level of employee performance when the independent variables, namely competence (X1) and organizational culture (X2), are assumed to be zero. The regression coefficient for the competence variable is 0.373, demonstrating that every one-unit increase in employee competence leads to a 0.373 increase in performance. The regression coefficient for the organizational culture variable is 0.316, meaning that every one-unit improvement in organizational culture contributes to a 0.316 increase in employee performance.

The results of the hypothesis in this study indicate that the employee discipline variable has a t_{table} . The t_{table} value is obtained by calculating the degrees of freedom (df) using the formula $df = n - k - 1$, which is $114 - 3 - 1 = 110$. With a significance level of 0.05 and a two-tailed test, the t_{table} value for df 110 is around 1.981. The calculated t value of 3.930 is greater than the t_{table} of 1.981 ($3.930 > 1.981$) with a probability of a significant level of 0.000 smaller than the significant level of 0.05, then the hypothesis is accepted. The organizational culture variable has a calculated t value of 4.202 greater than the t_{table} of 1.981 ($4.202 > 1.981$) with a probability of a significant level of 0.000 smaller than the significant level of 0.05, then the hypothesis is accepted. Based on the results of the determination coefficient test in table 4.13, this shows that the *R Square value* of the regression model is used to measure the extent to which the model is able to describe the factors or level of correlation of research results at the research location.

Based on the results of the regression analysis, the R value of 0.664 was obtained, indicating a fairly strong relationship between organizational culture and competency variables on employee performance. The R Square value of 0.440 indicates that 44% of the variation in employee performance can be explained by the two variables, while the remaining 56%. Based on the results of the F test, it shows whether the regression model describes the facts at the research site. If the F test is significant, the regression model can be generalized at the research

site. This is indicated by the ^{calculated F value} of 43.669 with a significance value of 0.000. Because the significance value is smaller than 0.05, it can be concluded that the regression model can be generalized at the South Sulawesi Provincial Education Office.

Discussion

The Influence of Competence on the Performance of Employees of the South Sulawesi Provincial Education Office

Competence has a positive and significant influence on the performance of employees of the South Sulawesi Provincial Education Office. This conclusion answers the formulation of the problem and the first hypothesis, as indicated by the results of the regression analysis presented in Table 10, which show that employee competence has a positive and significant effect on employee performance. The findings indicate that the higher the level of competence possessed by employees, the better the performance achieved in carrying out their duties and responsibilities. Competence encompasses the knowledge, skills, and attitudes required to perform work effectively. In the context of public organizations such as the education office, competent employees are able to adapt to job demands, respond to changes, and provide high-quality services to the community. This finding is in line with previous research which shows that employee competence has a positive and significant effect on employee performance in government institutions, indicating that higher levels of knowledge and skills contribute directly to improved work outcomes (Ikhzan et al., 2024).

From the perspective of human resource management theory, competence is one of the main elements in employee development. Competence is defined as an underlying characteristic of an individual that is directly related to effective or superior performance in a particular job (Spencer & Spencer, 1993). This competency-based approach emphasizes the importance of managing employees based on actual abilities rather than solely on educational background or length of service. Empirical evidence supports this view, as competence has been identified as a key predictor of employee performance because it enables employees to meet job demands and organizational expectations more effectively (Ridwan et al., 2023). Therefore, improving employee competence through training, continuing education, and professional development programs becomes an integral part of an effective human resource management strategy.

In modern human resource management, competence is not only important in the selection and recruitment process but also plays a crucial role in performance appraisal, promotion, and career development. Employees who demonstrate high competence tend to have stronger work motivation, are more capable of working independently, and show greater initiative in solving problems. Research indicates that competence influences employee performance both directly and indirectly through career development, highlighting the strategic role of competency improvement in enhancing organizational performance (Rumbekwan et al., 2025; Widayanto & Nugroho, 2022).

The significant influence of competence on employee performance also indicates that organizations need to pay serious attention to competency management. This includes conducting regular evaluations of competency needs, designing training programs based on actual job requirements, and providing constructive feedback to employees. Systematic improvement of employee competence will directly contribute to enhanced organizational performance, including the effectiveness of public service delivery. Studies have shown that systematic competency development programs are essential for sustaining high employee

performance and improving organizational effectiveness, particularly in public sector organizations (Zulkifli, 2022).

These findings are consistent with previous studies that highlight the importance of competence in improving employee performance. Research by Surtiani found that competence has a significant influence on the performance of civil servants at Sespim Lemdiklat Polri, contributing 50.84% to performance variation (Surtiani et al., 2021). Similarly, research by Krisnawati and Bagia demonstrated that work competence has a positive and significant effect on the performance of employees at PT Sapta Prima Cargo (Krisnawati & Bagia, 2021). Furthermore, a study conducted by Tyas et al. at the Bandung City Education Office showed that employee competence contributed 45.6% to employee performance (Tyas et al., 2022).

The importance of competence in enhancing employee performance is also supported by other studies. Hartati et al. found that competence, communication, and the work environment simultaneously have a positive and significant effect on employee performance at PT Indotirta Suaka (Hartati et al., 2020). This indicates that although competence is a key factor, other organizational variables also play a complementary role in improving employee performance.

Based on these findings, it can be concluded that competence has a positive and significant influence on employee performance. Therefore, efforts to improve competence through structured training and continuous professional development are essential to enhance employee performance at the South Sulawesi Provincial Education Office. In addition, supporting factors such as communication and the work environment should also be considered to achieve optimal performance outcomes.

The Influence of Organizational Culture on the Performance of Employees of the South Sulawesi Provincial Education Office

Organizational culture has a positive and significant influence on the performance of employees of the South Sulawesi Provincial Education Office. This finding answers the formulation of the problem and the second hypothesis, as evidenced by the regression analysis results presented in Table 10. The results indicate that the better the implementation of organizational culture in the work environment, the higher the level of employee performance achieved. A healthy organizational culture is capable of creating a conducive work environment, encouraging effective communication, and strengthening cooperation among employees, which in turn increases motivation and focus in achieving organizational goals. This result supports previous findings which show that a strong organizational culture plays a crucial role in shaping employee behavior and improving performance within public institutions (Sianturi & Mesra, 2025).

In the context of human resource management, organizational culture refers to a set of shared values, norms, and beliefs that influence employee behavior and performance. The findings of this study support human resource management theory, which emphasizes that a strong and positive organizational culture can improve both individual and organizational performance. Organizational culture also serves as a behavioral control mechanism that aligns employee actions with organizational goals, thereby improving performance outcomes (Ridwan et al., 2023).

Human resource management theory also states that a positive organizational culture can create a supportive work environment, increase employee motivation, and encourage optimal performance. A strong organizational culture aligns individual goals with organizational objectives, thereby enhancing employee performance (Robbins & Judge, 2013). In the case of

the South Sulawesi Provincial Education Office, the presence of a positive organizational culture likely contributes to a supportive work atmosphere that enables employees to perform their duties more effectively.

The implementation of a positive organizational culture at the South Sulawesi Provincial Education Office can be observed through the values of professionalism, openness, and integrity upheld by employees. These values are reflected in systematic work processes, responsive public services, and a strong commitment to continuous innovation in supporting the improvement of educational quality. Such a work environment serves as a key driver for employees to deliver their best performance. Moreover, organizational culture influences decision-making processes and problem-solving approaches within the workplace. Employees working within a supportive organizational culture tend to feel more confident in expressing ideas and proposing solutions. Active participation in work processes fosters a strong sense of responsibility for work outcomes, which ultimately enhances both individual and team performance.

These findings are consistent with previous research highlighting the role of organizational culture in improving employee performance. A study by Hidayat found that organizational culture and competence significantly influence employee performance, with motivation acting as a mediating variable at the Regional Revenue Service Unit Office (Hidayat, 2022). Similarly, research by Haris et al. revealed that organizational culture, competence, and motivation have a significant impact on the performance of small and medium enterprises in the post-Covid-19 and digital era (Haris et al., 2023). These results reinforce the conclusion that a strong organizational culture contributes positively to employee performance. Additionally, other studies also emphasize the interrelationship between competence and organizational culture in enhancing performance. Research by Krisnawati and Bagia showed that work competence positively and significantly affects employee performance at PT Sapta Prima Cargo, indicating that competence and organizational culture together play an important role in performance improvement (Krisnawati & Bagia, 2021).

Based on these findings, it can be concluded that organizational culture has a significant influence on employee performance. Therefore, efforts to strengthen organizational culture through the internalization of positive values, improvement of communication, and the development of a conducive work environment are essential to improve employee performance at the South Sulawesi Provincial Education Office. In addition, other factors such as competence and motivation should also be taken into account to achieve optimal performance.

Conclusion

Based on the results and discussion, the conclusion of this study is. Competence has a positive and significant influence on employee performance. Therefore, efforts to improve competence through training and professional development are very important to improve employee performance at the South Sulawesi Provincial Education Office. Organizational culture has a positive and significant influence on employee performance. Therefore, efforts to improve organizational culture through instilling positive values, improving communication, and developing a conducive work environment are very important to improve employee performance at the South Sulawesi Provincial Education Office

This study implies the importance of developing employee competence and strengthening organizational culture as key strategies to improve performance. Institutions need to prioritize continuous training, professionalism enhancement, and the cultivation of discipline, teamwork,

and communication. Theoretically, these findings reinforce the role of competence and organizational culture as determinants of performance in public sector organizations and provide references for future research. Based on the conclusions that have been presented above, several suggestions can be presented, namely the South Sulawesi Provincial Education Office is advised to periodically organize employee competency training and development programs, both in technical and managerial aspects, in order to support overall performance improvement. Further research can expand the variables studied, for example by adding leadership factors, work motivation, or job satisfaction as intermediary or moderating variables in the influence of competency and organizational culture on performance.

Acknowledgement

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