

The Effect of Competency, Culture, and Work Attitude on Staff Performance and Its Implications on the Performance of Bappeda Pidie

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Abstract: This study was to see the effect Of Competency, Culture, And Work Attitude On Staff performance And Its Implications On The Performance of the Board of Planning and Development Of Pidie Regency (Bappeda Pidie), in Indonesia. The research sample was determined by the census method so that it is the same as the total population. The data were processed using Amos software with the structural equation modeling (SEM) analysis method. The result shows that competency affects staff performance, Culture affects Staff performance, Work Attitude affects Staff performance, Staff performance affects Bappeda Pidie Performance, Competency affects Bappeda Pidie performance, Culture affects Bappeda Pidie performance, Work Attitude affects Bappeda Pidie performance, Competency affects Bappeda Pidie performance through staff performance, Culture affects Bappeda Pidie performance through staff performance, and Work Attitude affects Bappeda Pidie performance through staff performance. From the testing of the research model, staff performance is also proven to function as a partial mediation. Thus, this research model has been tested, which means that improving organizational performance, increasing competence, and looking for a culture that is in accordance with organizational performance is the right way, so that staff performance will increase and ultimately improve organizational performance. This model can be implemented especially for research subjects, namely Bappeda Pidie. This result is expected to be a reference for further research in the future, and the next researchers can develop this model tested by adding other variables in the model such as leadership variables, job satisfaction, work engagement as well as the application of work discipline and the application of e-performance.

Keywords: Competency, Culture, Work Attitude, Staff performance, and Organizational Performance

I. INTRODUCTION

To achieve staff performance, several factors can influence it, such as the individual competency possessed by each employee. One of the main supporting elements to achieve organizational goals is the ability of each leader to use other people or employees to be involved in the activities and tasks assigned according to their respective procedures. Good management is very big in organizing the implementation of all activities and activities effectively and efficiently to create harmony, harmony, and good cooperation between all parties in it, (Wibowo, 2016).

Employee competency, among others, is reflected

through knowledge. While knowledge is obtained through formal education. Existing data shows that there are still 7 employees who graduated from high school, this will have an impact on the knowledge that employees have is still low. If employee competency increases, performance will also increase. Therefore, competency and performance have a very close relationship. Increasing competency through training aims to improve staff performance.

Then the factor of employee (organizational) culture in the Board of Planning and Development Of Pidie Regency (Bappeda Pidie), in Indonesia, also influences on increasing employee job satisfaction and also has an impact on improving overall staff performance. This can be seen from the innovation and risk-taking carried out by employees, the attention to the details of the work that must be completed as well as the orientation of the results to be achieved within a certain time and the orientation of the team. Organizational culture is essential for an organization because it will always relate to the life that exists within the organization itself. Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and norms that are shared and binding in a particular community (Robbins & Judge, 2017).

In addition to individual competency and organizational culture (this study uses culture as equal to organizational culture), another factor that also influences is the employee's work attitude. The employee's work attitude also includes warmth, affection, and loyalty to the organization which is an evaluation of commitment, as well as the emotional bond and attachment between the organization and employees. Employees with high commitment feel a sense of loyalty and belonging to the organization so that it will have an impact on improving staff performance. In addition to employee commitment in achieving performance, the work environment also plays a role in improving performance (Susanty, Miradipta, & Jie, 2013).

Employees often face problems related to employee work attitudes, especially with attitudes in establishing relationships with coworkers, attitudes towards superiors, or even employee attitudes with the work itself. every employee has their way of seeing the problems they face, but an organization must take part in resolving these situations to

create a conducive atmosphere so that employees can respond positively so that employees can improve their performance.

Meanwhile, phenomena related to current staff performance also greatly affect organizational performance, in this case, the performance of the Bappeda Pidie, because if staff performance is good it will directly affect the overall performance of employees, which means the organizational performance of the Bappeda Pidie, also shows to the performance that is the expectation of the organization itself.

II. LITERATURE

Performance

Organizational performance in the study is mentioned as one of the important factors for all management activities, in achieving organizational goals. The work achieved by the organization or employees is a form of accountability to the organization and the public. The performance of employees, especially in carrying out their main tasks, does not only stand-alone but must always be related to leadership factors, compensation, and the level of discipline applied by employees and their organizations.

According to (Moehariono, 2014), performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning. Meanwhile, according to (Rivai & Sagala, 2014), performance is a general term used in part or all of the actions or activities of an organization in a period with a reference to a number of standards such as projected past costs on the basis of efficiency, accountability or management accountability and such.

The description of performance involves three important components, namely: objectives, measures, and assessments. Determining the goals of each organizational unit is a strategy to improve performance. This goal will give direction and influence how the work behavior that the organization expects of each person should be.

Staff performance

(Robbins & Judge, 2017) revealed the definition of staff performance, namely the results of work during a certain period compared to various possibilities. Then (Mas'ud, 2004), also provides a different definition, namely staff performance which refers to a person's achievement as measured by the standards and criteria set by the company. Meanwhile, according to (Ou et al., 2014) performance is a combination of behavior with the achievement of what is expected and the choice or part of the task requirements that exist in each individual in the organization. (Rivai & Sagala, 2014) stated that performance does not stand alone but is related to job satisfaction and compensation, influenced by skills, abilities, and individual characteristics.

Competency

According to the opinion of a management expert,

(Wibowo, 2016), states that the organization was formed to achieve the goals expected by the organization and if achieved as a success ". To achieve success, a strong foundation is needed in the form of leadership competency, employee competency, and work discipline that can strengthen and maximize competency. Competency is also one of the things that are very useful to help an organization in creating high performance, creating work performance from each individual in every human resource process, employee selection, performance management, planning, and so on. According to (Hartati, 2005), competency is the ability to carry out tasks following science and skills as well as technology and experience that are relevant to the field of work so that they can develop the relevant work motivation and improve performance.

Culture

(Schermerhorn, Hunt, & Osborn, 1993) defined organizational culture as a system of beliefs and values developed by an organization where it guides the behavior of members of the organization itself. Organizational culture comes from two words, namely culture, and organization. Regarding culture, (Kotter & Heskett, 1992) define culture formally as the totality of patterns of behavior, arts, beliefs, institutions, and all other products of human works and thoughts that distinguish a society. (Brown & Holloway, 2008) said culture is a shared value created by a group of people at a certain time.

According to (J. Peters & H. Waterman, 1982), organizational culture is a pattern of basic assumptions that are found, created, or developed by a particular group with the intention that the organization learns to overcome or overcome problems that arise as a result of external adaptation and internal integration. which is already going well enough, that it needs to be taught to new members as the correct way to understand, think and feel concerning these issues. According to (Hartanto, 2009), culture can be defined as the totality of beliefs, attitudes, behavioral patterns, institutions, arts, traditions, and products of the human mind that are characteristic of a community in a social environment. Culture is formed from various symbols, rituals, and values, beliefs, ideas, meanings, and patterns of behavior that are widely used in everyday life.

Work Attitude

Understanding attitude is a reaction or process of someone who is still closed to a stimulus or object. Attitudes cannot be seen directly but can only be interpreted in advance of closed behavior. Attitude clearly shows the connotation of the appropriateness of the reaction to a particular stimulus. In everyday life, it is an emotional reaction to social stimuli, (Notoatmodjo, 2007). Not only work skills and work experience are needed to improve staff performance, namely good attitudes towards work and good attitudes to employees. Attitude is defined by (Robbins & Judge, 2017) as an evaluative statement, both pleasant and unpleasant towards

objects, individuals, or events.

Attitudes in an organization are beliefs that contain cognitive, conative, and affective aspects which are psychological mental readiness to respond and act more objectively or actions that are not good for certain objects. Attitudes can change and can be influenced, can be fostered in various areas of life. Negative attitudes can be influenced so that they become positive, those who were initially unhappy become happy, those who were originally antipathy become sympathetic, and so on.

Research Hypothesis

From literature, the authors formulated the research hypothesis as follows.

- H1 : Competency affects staff performance
- H2 : Culture affects Staff performance
- H3 : Work Attitude affects Staff performance
- H4 : Staff performance affects Bappeda Pidie Performance
- H5 : Competency affects Bappeda Pidie performance
- H6 : Culture affects Bappeda Pidie performance
- H7 : Work Attitude affects Bappeda Pidie performance
- H8 : Competency affects Bappeda Pidie performance through staff performance
- H9 : Culture affects Bappeda Pidie performance through staff performance
- H10 : Work Attitude affects Bappeda Pidie performance through staff performance

III. RESEARCH METHOD

The location of this research was carried out at the Bappeda Pidie. The object of research is individual competency, culture, work attitudes, staff performance, and organizational performance. The research sample is determined by the census method so that it is the same as the total population. To support this research, it was necessary to have a data analysis tool to test descriptively based on the value of each indicator using the average method with the assumption that if the mean value is < 3.41, then it is perceived as less good and if the mean value is 3.41, then it is perceived negatively by the respondents. The data was processed with the Structural Equation Modelling method (SEM) through the Amos software (Ferdinand, 2014); (Ghozali, 2017).

IV. RESULT

The results provided by the SEM test are shown in the following figure, with its explanation.

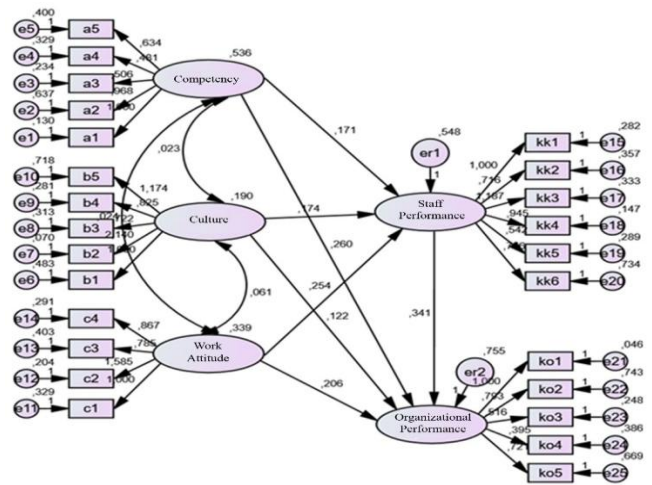


Figure 1. Structural Model Test Result

H1 : Competency effect on staff performance

Testing the competency effect on staff performance provides the critical ratio (CR) value 9.733 and probability 0.000. Thus, the CR > 1.97. Thus, it reveals that the competencies possessed by the employees of the Bappeda Pidie can influence the staff performance. This indicates the higher the competency level of the Bappeda Pidie staff will have a positive and real impact on improving the performance of the Bappeda Pidie staff, especially in carrying out their duties and functions. The results of this study are consistent with research conducted by (Rahardjo, 2014) which stated that the competencies possessed by employees will have an effect on improving employee performance.

H2 : Culture effect on Staff performance

Testing the culture effect on staff performance provides the CR value of 2.979 which is greater than the t-table of 1.97. Thus, it describes that the organizational culture of the Bappeda Pidie staff can influence the performance of the Bappeda Pidie Staff. This indicates the higher the level of organizational culture owned by staff can improve the staff performance. The results of this study are consistent with research conducted by (Shahzad, Luqman, Khan, & Shabbir, 2012) which stated that organizational culture has a positive impact on improving organizational performance, then organizational culture also has an impact on employee commitment to the company and the achievement of organizational goals.

H3 : Work Attitude effect on Staff performance

Testing the work attitude effect on staff performance provides the CR value of 9.618 is greater than the t-table 1.97. Thus it explains that the work attitude possessed by staff can influence the performance of the Bappeda Pidie. This indicates the better the work attitude possessed by employees can improve the staff performance because employees are able to adapt to the conditions of their work environment. The results of this study are consistent with research conducted by (Susanty & Miradipta, 2013) which stated that a person's work

attitude is able to influence the improvement of employee performance in an organization or company because of the ability to adapt himself to his organizational environment.

H4 : Staff performance effect on Bappeda Pidie Performance

Testing the staff performance effect on Bappeda Pidie Performance provides the CR value of 6.819 is greater than the t-table 1.97. Thus it reveals that employee performance can influence the performance of Bappeda Pidie. This indicates the success of an employee in achieving work targets will have a direct influence on the organizational performance of the Bappeda Pidie, especially in achieving the targets set by the company. The results of this study are consistent with the theory developed by (Wijayanti, 2013) which stated that the performance produced by employees will have a real influence in improving organizational performance, especially the performance produced by the Pidie Regency Bappeda Office in providing services to the community related to various information related to development.

H5 : Competency effect on Bappeda Pidie Performance

Testing the competency effect on Bappeda Pidie Performance provides the CR value of 6.514 is greater than the t-table 1.97. Thus, it explains that the competencies possessed by the staff of the Bappeda Pidie can influence the Bappeda Pidie performance. This indicates the higher the level of competence possessed by employees will improve the performance of the Bappeda Pidie. The results of this study are consistent with research conducted by (Murgiyati, 2010) which stated that competencies that are in accordance with the duties and functions of each employee will influence in improving organizational performance.

H6 : Culture effect on Bappeda Pidie Performance

Testing the culture effect on Bappeda Pidie Performance provides the CR value of 8,000 is greater than the t-table 1.97. It explains that the organizational culture applied by all staff at the Bappeda Pidie can influence the performance of the Bappeda Pidie. This indicates the higher organizational culture applied by staff will improve Bappeda Pidie's performance. The results of this study are consistent with research conducted by (Febiningtyas & Ekaningias, 2014) which stated that the existence of an organizational culture of employees or employees will have an impact on improving organizational performance.

H7 : Work Attitude effect on Bappeda Pidie Performance

Testing the work attitude effect on Bappeda Pidie Performance provides the CR value of 7.415 is greater than the t-table 1.97. Thus, it explains that the work attitude of the employees at the Bappeda Pidie can influence the Bappeda Pidie performance. This indicates the better the work attitude shown by the staff will improve the performance of the Bappeda Pidie. The results of this study are consistent with research conducted by (Susanty & Miradipta, 2013) that said work attitudes can have a positive influence or impact on improving organizational performance.

H8 : Competency effect on Bappeda Pidie Performance Through Staff performance

Based on the test results indicate that the effect of competence on organizational performance is positive, and the influence of employee performance on organizational performance has a significant effect and the influence of competence on employee performance is significant, thus this test shows that there is a partially mediated. This means that to improve Bappeda Pidie Performance, the competency of staff needs to be improved and it will affect the staff performance as a mediator to impact the Bappeda Pidie performance, and the competency also can affect the Bappeda Pidie performance directly.

H9 : Culture effect on Bappeda Pidie Performance Through Staff performance

Based on the test results indicate that the influence of organizational culture on organizational performance is positive, and the influence of employee performance on organizational performance has a significant effect and the influence of organizational culture on employee performance is significant, thus this test shows that there is a partially mediated. This means that to improve Bappeda Pidie Performance, the culture needs to be improved and it will affect the staff performance as a mediator to impact the Bappeda Pidie performance, and the culture also can affect the Bappeda Pidie performance directly.

H10 : The Work Attitude effect on Bappeda Pidie Performance Through Staff performance

Based on the test results indicate that the effect of work attitudes on organizational performance is positive, and the influence of employee performance on organizational performance has a significant effect and the effect of work attitudes on employee performance is significant, thus this test shows that there is a partially mediated. This means that if you want to improve Bappeda Pidie Performance. This means that to improve Bappeda Pidie Performance, the work attitude needs to be improved and it will affect the staff performance as a mediator to impact the Bappeda Pidie's performance, and the work culture also can affect the Bappeda Pidie performance directly.

Implications

Based on the results of the analysis showed that all exogenous variables significantly affect endogenous variables and no insignificant variable were found so that in this study there was no full mediated. Thus, it can be concluded that the findings in this subsample are consistent with the findings in the entire sample, in which the competence, organizational culture, and work attitude variables have a role as a partially mediated variable between employee performance variables and the organizational performance of Bappeda Pidie.

The results of this study imply that the competencies possessed by the employees of the Bappeda Pidie have a real impact on improving staff performance

through their abilities and knowledge so that staff can carry out their main duties and functions properly according to their knowledge. In addition, the competencies possessed by employees are also able to provide a real influence in improving the Bappeda Pidie performance, this can be seen from the workability shown by the staff following the competency standards set by the Bappeda Pidie.

Then the implications of employee organizational culture affect Bappeda Pidie's performance, this is because the organizational culture applied by the leadership and also by all employees has an impact on improving employee performance and also has an impact on improving organizational performance at the Bappeda Pidie. While the work attitudes shown by staffs also influence improving the staff's performance and also the Bappeda Pidie performance, this is indicated concerning willingness receive suggestions from co-workers as well as suggestions given by the leadership as well as employee attitudes towards the ability to be able to respond to every incident that occurs in the office environment.

The results are consistent with the theory developed by (Timpe, 2012) which stated that performance is: 1) Skills that include individual abilities and skills, 2) The level of effort required to complete work related to employee duties, and 3) External and internal conditions that support employee productivity. This shows that one's job satisfaction will greatly affect the improvement of one's performance in carrying out their responsibilities.

V. CONCLUSION

From the result we can see that Competencies possessed by employees affect staff performance, the culture that exists in the organization also has a real influence on improving staff performance, the work attitude is shown by employees also influences staff performance, staff performance influences on improving Bappeda Pidie performance, competencies possessed by employees also influence Bappeda Pidie performance, culture applied by the leadership also affects Bappeda Pidie performance, the work attitude shown by employees affects improving Bappeda Pidie performance, there is an indirect impact of competency on Bappeda Pidie performance through staff performance, there is an indirect impact of culture on Bappeda Pidie performance through staff performance, and there is an indirect effect of work attitude on Bappeda Pidie performance through staff performance.

Some suggestions were mapped based on the result as follows.

1. In order to improve staff performance and Bappeda Pidie Performance at the Bappeda Pidie based on the perspective of individual competency, what needs attention is increasing the competency of each employee through education and training programs that are carried out continuously by the Bappeda Pidie.
2. To Improve staff performance and Bappeda Pidie Performance based on culture, it should be noted that

employees should be given the freedom to express their opinions in meeting forums at the office so that employees can express their aspirations as well as those of their co-workers.

3. based on work attitudes, employees should be willing to accept suggestions both from colleagues and suggestions given by the leadership, so that employees can act to respect each other.
4. to improve staff performance and Bappeda Pidie Performance as a whole, what needs to be considered is that employees must be able to achieve the performance targets set by the leadership based on the abilities and main tasks of each employee.
5. Then the results of this study are expected to be a reference for further research in the future, by adding other variables in the model such as leadership variables, job satisfaction, work engagement as well as the application of work discipline and the application of e-performance.

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