

## **The Influence of Competence and Organizational Culture on Employee Performance at PT PLN (Persero) Maluku and Papua Development Main Unit**

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### **Abstract**

This study investigates the influence of competence and organizational culture on employee performance at PT PLN (Persero) Unit Induk Pembangunan Maluku dan Papua. Adopting a quantitative research design, data were collected from 71 employees using a structured questionnaire, selected through proportionate stratified random sampling. The analysis was conducted using multiple linear regression with the help of SPSS software. The results reveal that both competence and organizational culture significantly influence employee performance, both partially and simultaneously. Competence, as reflected in employees' knowledge, skills, and attitudes, positively impacts performance by enhancing work quality and individual contribution. Meanwhile, organizational culture, characterized by shared norms, values, and beliefs, fosters a cohesive and productive work environment that supports improved employee performance. The study concludes that improving employee competence and cultivating a supportive organizational culture are key to optimizing employee output and organizational success. These findings provide valuable insights for human resource development strategies within state-owned infrastructure enterprises.

**Keywords:** competence; organizational culture; employee performance;

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## **INTRODUCTION**

Human resources are critical assets for organizations, particularly in companies responsible for national strategic infrastructure, such as PT PLN (Persero) Unit Induk Pembangunan Maluku dan Papua. In achieving corporate goals, employee performance plays a decisive role, and is influenced by several internal factors, notably competence and organizational culture. Performance issues often arise not from a lack of technical capability, but from organizational misalignment and weak competency standards. These issues may hinder the optimal execution of development programs in Eastern Indonesia, especially in frontier and remote areas.

This research is motivated by the observed performance gap among employees in project divisions, which affects the quality and timeliness of electricity infrastructure development. In this context, competence is not limited to technical ability, but also includes behavior, knowledge, and motivation. Likewise, organizational culture – shared values, norms, and practices – shapes how employees behave and collaborate in achieving institutional objectives. To address these challenges, this study seeks to examine the influence of competence and organizational culture on employee performance. The approach adopted combines

quantitative methods using survey instruments distributed to employees of PT PLN UIP Maluku and Papua, supported by empirical theoretical frameworks.

The objectives of this research are: (1) to analyze the partial effect of employee competence on performance; (2) to assess the partial influence of organizational culture on performance; and (3) to evaluate the simultaneous effect of competence and culture on performance. Theoretically, this research is based on human capital theory and organizational behavior, integrating models proposed by Spencer & Spencer (1993) for competence, and Denison (1990) for organizational culture.

The results of this study are expected to contribute to strategic human resource development policies in PLN, particularly for units located in challenging regions. Furthermore, the findings aim to support managerial decision-making processes related to employee training, cultural transformation, and performance monitoring frameworks.

## METHODOLOGY

This study adopts a quantitative approach with an associative design to examine the relationship between competence, organizational culture, and employee performance. The research was conducted at PT PLN (Persero) Unit Induk Pembangunan Maluku dan Papua, an organization responsible for infrastructure development in Eastern Indonesia. The aim is to assess how variations in employee competence and organizational culture influence performance outcomes.

The target population in this study comprises employees of the unit who are directly involved in project and operational divisions. The total population consists of 145 employees, and a purposive sampling method was used to select 106 respondents, based on specific inclusion criteria – namely, employees with a minimum of one year of service and direct involvement in project execution.

Data collection was performed through a structured questionnaire, which included closed-ended items measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument was developed based on validated indicators from previous studies. Competence was measured using dimensions proposed by Spencer & Spencer (1993), including knowledge, skill, attitude, and behavior. Organizational culture was assessed using Denison's (1990) framework, including involvement, consistency, adaptability, and mission. Performance indicators were adapted from performance appraisal criteria used internally by PLN.

Prior to data analysis, the instrument underwent validity and reliability testing. Validity was assessed through Pearson's correlation, and reliability was tested using Cronbach's Alpha, ensuring internal consistency of the constructs. Data analysis was carried out using multiple linear regression through SPSS version 25. The analysis included testing classical assumptions – normality, multicollinearity, and heteroscedasticity – followed by hypothesis testing through t-test and F-test to assess the partial and simultaneous effects of the independent variables on the dependent variable.

The tools and materials used in this research were standard office computing resources (SPSS software) and online survey distribution tools. As this study employed quantitative methods, there was no requirement for qualitative instruments or field observation protocols. This methodological framework ensures the objectivity and replicability of the research, enabling a clear evaluation of the causal relationships proposed in the hypothesis.

## RESULTS AND DISCUSSION

**Table 1. Validity Test Results**

Variable	Item Code	r-value	r-table	Validity Status
Competence	K1-K10	0.565-0.824	0.312	Valid
Organizational Culture	BO1-BO10	0.506-0.866	0.312	Valid
Employee Performance	KK1-KK10	0.508-0.808	0.312	Valid

Source: Processed from SPSS 2025

The Pearson correlation test between each item and its respective total score resulted in r-values greater than 0.312, which is the critical value for a sample size of 40 ( $df = n-2$ ). Therefore, all questionnaire items for competence, organizational culture, and employee performance are declared valid for further analysis .

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	Reliability Threshold	Conclusion
Competence	0.906	$\geq 0.70$	Reliable
Organizational Culture	0.902	$\geq 0.70$	Reliable
Employee Performance	0.912	$\geq 0.70$	Reliable

Source: Processed from SPSS 2025

Using the Cronbach's Alpha method, all three variables returned values above 0.90. This confirms that the instruments used are **highly reliable** and consistently measure the intended constructs .

**Table 3. Coefficient of Determination ( $R^2$ ) Test**

Model Summary	R	$R^2$	Adjusted $R^2$	Std. Error
Regression Model	0.765	0.585	0.561	3.852

Source: Processed from SPSS 2025

The  $R^2$  value of 0.585 implies that 58.5% of the variation in employee performance is explained jointly by competence and organizational culture, while the remaining 41.5% is influenced by other factors not examined in this model .

**Table 4. Simultaneous Regression Test (F-Test)**

Source	F Count	F Table ( $\alpha = 0.05$ , $df_1 = 2$ , $df_2 = 37$ )	Sig.	Conclusion
Regression	23.031	3.252	0.000	Significant

Source: Processed from SPSS 2025

The F count (23.031) exceeds the F table value (3.252) with Sig. = 0.000 < 0.05, indicating that competence and organizational culture simultaneously have a significant effect on employee performance at PT PLN UIP Maluku and Papua .

**Table 5. Partial Regression Test (t-Test)**

Variable	t Count	t Table ( $\alpha = 0.05$ , $df = 39$ )	Sig.	Conclusion
Competence	2.406	2.024	0.021	Significant
Organizational Culture	3.745	2.024	0.001	Significant

Source: Processed from SPSS 2025

Each independent variable is tested individually. Both competence (Sig. = 0.021) and organizational culture (Sig. = 0.001) show significance ( $p < 0.05$ ), meaning they each exert a significant partial influence on employee performance .

## Discussion

The findings of this study indicate that both competence and organizational culture have significant and positive effects on employee performance at PT PLN (Persero) Unit Induk Pembangunan Maluku dan Papua. The coefficient of determination ( $R^2 = 0.585$ ) shows that 58.5% of the variation in employee performance can be explained by the two independent variables, suggesting a strong model fit.

From the partial t-tests, competence was found to significantly influence performance ( $t = 2.406$ , Sig. = 0.021). This supports the notion that well-developed skills, knowledge, and behaviors aligned with job requirements enhance the efficiency and effectiveness of employees. These findings are consistent with prior studies (e.g., Rivai & Sagala, 2013; Robbins & Judge, 2017), which affirm that individual capability plays a vital role in achieving organizational goals.

Organizational culture also demonstrated a stronger influence ( $t = 3.745$ , Sig. = 0.001), highlighting the importance of shared values, norms, and practices in shaping employees' attitudes and work ethics. A positive and cohesive culture fosters motivation, accountability, and commitment – essential drivers of superior performance. These results align with Schein's theory (2010) that culture is a key determinant in organizational functioning.

Moreover, the F-test result ( $F = 23.031$ , Sig. = 0.000) reinforces that competence and organizational culture jointly contribute to performance outcomes. This validates the conceptual framework used in the study and confirms the synergy between individual capability and organizational environment as a foundation for productivity.

This study also contributes practically by emphasizing that HR and leadership development efforts should not be focused solely on training, but also on cultivating a high-performance culture. PT PLN UIP Maluku and Papua can benefit from structured interventions that enhance both employee competencies and organizational cultural alignment.

## CONCLUSION

This study aims to examine the influence of competence and organizational culture on employee performance at PT PLN (Persero) Unit Induk Pembangunan Maluku dan Papua. Based on the results of multiple linear regression analysis, both competence and organizational culture have a positive and significant impact on employee performance, either partially or simultaneously. Competence enhances individual effectiveness, while organizational culture fosters a conducive environment that supports employee engagement and motivation.

The coefficient of determination ( $R^2 = 0.585$ ) indicates that 58.5% of the variation in employee performance can be explained by the two variables studied. The statistical significance of both predictors demonstrates that improving technical skills and cultivating a strong organizational culture are critical drivers of workforce productivity.

These findings affirm the strategic importance of aligning employee development with cultural values to optimize performance outcomes. As a result, the company is encouraged to implement continuous capacity building programs and reinforce core cultural values across all organizational levels. This study also opens avenues for further research by suggesting the exploration of other factors such as leadership style, job satisfaction, or work environment that may also contribute to performance enhancement.

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