



What factors affect the employee's performance at the Ministry of Religion in Kalimantan?

Isra Misra*, Ali Sadikin, Muhammad Sholehudin
IAIN Palangka Raya, Indonesia

Autors' email:

isra.misra@iain-palangkaraya.ac.id
*)Corresponding Author

Article Info

Article history:

Received: 2022-10-14

Accepted: 2023-05-07

Published: 2023-09-22

Keywords: Commitment, Competence, Employee Performance, Organizational Culture

Abstract

The exogenous variables in this study are competence and organizational culture, and the endogenous variable is the employee's performance at the Ministry of Religion of the Republic of Indonesia in Kalimantan region. We sampled 99 staff in all work units of the Ministry of Religion in Kalimantan. The data for this study were collected through a questionnaire followed by interviews. The researchers chose mixed methods as their research approach. The data was then analyzed using SEM PLS, which consisted of descriptive statistical tests, inferential statistics, outer and inner models, path plots, and hypothesis testing. The results showed that competence had no significant effect on performance but had a significant positive effect on organizational commitment. Furthermore, organizational culture significantly affects team member performance, while organizational engagement does not. Organizational involvement has a large positive effect on team member performance. In other words, organizational commitment can convey team member competence and performance, but organizational commitment fails to convey this.

Abstrak

Variabel eksogen dalam penelitian ini adalah kompetensi dan budaya organisasi, dan variabel endogen adalah prestasi pejabat Kementerian Agama Republik Indonesia di wilayah Kalimantan. Penelitian ini merupakan penelitian kuantitatif dengan sampel terhadap 99 pegawai di seluruh unit kerja Kementerian Agama di Kalimantan. Data untuk penelitian ini dikumpulkan melalui kuesioner yang dilanjutkan dengan wawancara. Para peneliti memilih metode campuran sebagai pendekatan penelitian ini. Data tersebut kemudian dianalisis menggunakan SEM PLS yang terdiri dari uji statistik deskriptif, statistik inferensial, outer dan inner model, path plot, dan pengujian hipotesis. Hasil penelitian menunjukkan bahwa kompetensi tidak berpengaruh signifikan terhadap kinerja, tetapi berpengaruh positif signifikan terhadap komitmen organisasi. Selanjutnya budaya organisasi berpengaruh signifikan terhadap kinerja karyawan, sedangkan keterikatan organisasi tidak berpengaruh. Keterlibatan organisasi berpengaruh positif besar terhadap kinerja karyawan. Dengan kata lain, komitmen organisasi dapat menyampaikan kompetensi dan kinerja karyawan, tetapi komitmen organisasi gagal untuk menyampaikan hal ini.

How to cite item (APA Style) :

Misra, Isra., Sadikin, Ali., & Sholehudin, Muhammad. (2023). What factors affect the employee's performance at the Ministry of Religion in Kalimantan?. *Keberlanjutan: Jurnal Manajemen dan Jurnal Akuntansi*, 8(1), 8-23
doi: <http://dx.doi.org/10.32493/keberlanjutan.v8i1.y2023.p8-23>

Introduction

The government continuously innovates regarding service systems and human resources as users and service providers to improve public services. Public sector management has experienced a paradigm shift; it used to be only administration-oriented, but now, public services have become performance-based service units (Kim et al., 2017). Through ministries and institutions, the government strives to optimize services for society. This is a breath of fresh air for the community in getting excellent services from the government. Through the ministries, the government continues to improve services regarding facilities, infrastructure, and skilled human resources. Hence, it keeps improving and reaches the country's remote areas (Balabonienė & Večerskienė, 2015).

The number of civil servants “PNS” throughout Indonesia reaches up to four million people. Based on a survey conducted by an independent institution, the data shows that less than 50 percent of civil servants “PNS” can perform their duties well enough or well enough. This has been our criticism that civil servants should be able to perform much better in the future (Juliati, 2021). In addition, based on a press release from the Minister of State Apparatus Empowerment and Bureaucratic Reforms of the Republic of Indonesia, in 2019, there were 1,732 civil servants dismissed with indications of misconduct such as corruption and bribery. The Minister also stated that as many as 1.6 million civil servants in Indonesia were unproductive and likely to be dismissed.

In the future, civil servants will be focused on employee management that is oriented and focused on professional civil servants, serving the community fairly, equitably and honestly in carrying out state and government duties. Civil servants are also expected to be neutral toward any group or race. Civil servants should also not be discriminatory in providing services to all groups of people. To carry out all of this responsibility, civil servants must have integrity, global insight, and progressive competence (Feldheim, 2007).

We realize that the low and poor performance of civil servants has a bad impact on the quality of public services. In addition, this has caused the customers to pay higher fees than they should due to unprofessional civil servants. The poor performance of civil servants occurs to structural and functional officials in several offices or agencies (Unsal, 2019). For this reason, it is necessary to make a breakthrough so the professionalism of civil servants can be realized. Then, it is necessary to do a good “career path” with the support of a work performance system that emphasizes rewards and punishments with valid and rational indicators. The competence of civil servants can be reflected in their performance reports as a measurement. Therefore, the performance of civil servants will be better, and society services will also have a positive impact (Rijal, 2020). The Ministry of Religion employees' competencies consist of core, managerial, and technical competencies. Core competencies are competencies that must be possessed by each individual, which are commonly referred to as *soft competencies*. Managerial competencies are related to managerial position holders, while technical competencies or the so-called “hard competencies” are required in certain positions in expertise, managerial and technical operations (Peccei & Rosenthal, 1997).

In addition to competence, organizational culture is another factor in improving employee performance. We are certain that organizational culture reflects the organization's output, which is the tradition of every employee and institution. Organizational culture is something that affects employee performance. We can observe that good and high-performing institutions certainly have a solid organizational culture reflected in attitudes, work ethic, responses, responsibilities, and so on, as standard values are carried out within the organization (Juliati, 2021). The organizational culture of the Ministry of Religion is reflected in its organizational values, such as integrity, professionalism, innovation, responsibility, and excellence. The competencies and organizational culture will work without the joint commitment of all employees of the Ministry of Religion.

Organizational commitment is also a factor that can improve employee performance. This organizational commitment was born from a shared desire to improve performance in their respective agencies (Winarno & Hermana, 2021). The organization's commitment is needed to create competence and organizational culture. This commitment is a joint decision between the leadership and subordinates or, in the government sector, a joint commitment between the head of the ministry and the employees themselves. So this commitment is crucial as a mediator of competence and organizational culture on employee performance (Nel et al., 2000).

From the existing phenomena, it can be seen that competence and organizational culture greatly affect employee performance (Martin, 2015). At the Ministry of Religion Office in the Kalimantan region, every employee must have the required competency to perform their respective jobs. Despite many bachelors with their respective degrees in the Ministry of Religion's regional offices in Kalimantan, not all employees understand the actual competencies in the office environment. Aside from competence, organizational culture in the Ministry of Religion's regional offices in Kalimantan is a thing that is quite a concern. The organizational culture of the Ministry of Religion's regional offices should be an organizational climate that is very much needed to provide services to the community (Martin, 2015). Another phenomenon is that to see the influence of competence and organizational culture on performance, it is necessary to use other variables as a liaison (mediators), such as organizational commitment. This commitment is very important; with a shared commitment, the organizational performance at the Ministry of Religion will increase (Junita, 2017).

In the competency assessment carried out by the Ministry of Religion, three things are seen as the benchmark for the competence of employees under the Ministry of Religion: core competence, technical competence, and managerial competence (Arifin, 2015). Core competencies are competencies that employees in the Ministry of Religion must possess. Core competencies measure the extent of integrity, leadership, religious harmonization, initiating change and the institution's image. The next is technical competence, where employees at the Ministry of Religion must understand their duties and functions, understand the regulations, master the SOPs, understand the terminology and the program conceptions, and understand current actual issues. The last competency is managerial competence, where employees in all units under the Ministry of Religion must think analytically, have self-control, and be aware of organizational development, teamwork, and partnership relations.

In order to support the creation of these three competencies in the Ministry of Religion, a good organizational climate is needed. The organizational climate is reflected in the work culture of the Ministry of Religion, which consists of integrity, professionalism, innovation, responsibility, and excellence. Firstly, integrity is a unified whole that reflects one's potential and abilities with dignity and honesty. Secondly, every single employee of the Ministry of Religion must show a professional attitude in working according to their respective duties and responsibilities. Thirdly, the Ministry of Religion employees must be able to innovate and develop the latest products or ideas by providing extra value to the organization. The fourth is responsibility. Employees of the Ministry of Religion must dare to do something as a manifestation of the obligations set. Lastly, employees of the Ministry of Religion must be an example for others, including the nature, attitudes, and daily actions that reflect the values of the Ministry of Religion itself (Mardiana & Heriningsih, 2016).

This study aims to measure the extent of the influence of competence and organizational culture variables on employee performance, with organizational commitment as a mediating variable. The researcher sees an application of competence and organizational culture, a unique characteristic of the ministry of religion, such as religious competence and organizational cultural values. However, the researcher also sees that those two variables will not be able to affect the performance of the Ministry of Religion employees if there is no commitment from the employees themselves.

Literature Review

Employee Performance

Multiple points of view of performance can be interpreted as achieved by showing results and workability (Ghiyats & Aulia, 2020). Performance is said to be high, as reflected in the completion of work on time, and does not exceed the limits that have been set. On the other hand, low performance can be seen from the unfinished work within the agreed time limit (Robbins & Caulter, 2011).

Employee performance is completing the work with certain job requirements (Tanti, 2015). Performance is also understood as work achievement that can be seen from personal abilities such as experience, perseverance, excellent time management and excellent communication skills. In a foreign language, performance is the work of a person or group in the organization following the responsibilities and authorities in achieving organizational goals (Robbins & Caulter, 2011). From those opinions, it can be concluded that performance is the ability to complete certain work with certain conditions without exceeding the mutually agreed time to achieve organizational goals properly (Herminingsih, 2020). Along with it, personal performance can encourage the achievement of organizational performance institutionally (Altnöz et al., 2013).

Indicators can be referred to as dimensions that make up a variable. In order to achieve the goals of employee performance, we can carry out an assessment that includes the relationship between the assessment and the work, the emergence of standards for implementing employee work and the work must be understood by the employee (Robbins & Caulter, 2011). The performance can be measured in the following indicators (Demircioglu & Audretsch, 2017). Sutrisno (2022) measures employee performance as effectiveness, responsibility, discipline, and initiative. From these descriptions and explanations, it can be concluded that the performance criteria and performance indicators are reflected in responsibility, work effectiveness, high discipline and initiative in the organization. Employees should have clear work criteria because each job has different standards for achieving employee goals and work results.

Competence

Every employee has competence. Competence can be said to be the ability to complete a job. Competence speaks of knowledge, experience, and performance (Mukhtar et al., 2018). Employee competence can be understood as a description of the deep meaning of personality inherent in an employee, which can be seen comprehensively through performance and the ability to make decisions. Therefore, each employee's competence must be explored to perform better in making decisions and completing organizational work (Vathanophas, 2006).

We know that people can work and complete their obligations with this competence. We can say that competence is an underlying characteristic of a person that can reflect individual performance. This competence can be seen in terms of formal competence or non-formal competence. This competence can also be used as a reference in assessing the employees to work effectively and perform excellently in completing their duties (Yamali, 2018).

We need to understand that there is such a thing as a basic characteristic. This competence is part of an employee's personality, which can be seen from his performance or performance in completing the work given. In addition, a causal relationship can impact employees' work results and their competence (Robbins & Caulter, 2011). Now, we understand that high competence will certainly impact high performance. Another important thing is that we must understand that competence as a criterion is real and able to predict a person's performance, so the competence must be measurable in terms of size and standard. There are specifications to see the employee through criteria (Rijal, 2020).

According to experts, there are five dimensions or indicators of competence (Robbins &

Caulter, 2011): equipped with skills to finish the work, skills in organizing, skills in completing the work, skills in building partnerships, and skills in adapting or transferring skills.

From the explanation above, we can understand that the competency dimension consists of skills in adapting, then skills in taking action, skills in completing work, skills in managing tasks and also skills in carrying out tasks so the given job is achieved and carried out properly and also have an impact on improving the performance of the employee's performance and also the performance of the organization.

Organization Culture

Each organization has different cultural characteristics, and a good organization can certainly create a conducive working atmosphere. Culture is reflected in personal attitudes and a group of people who take positive actions in the organization to reflect the atmosphere of the organizational environment (Ratnasari et al., 2020). In some literature, it is explained that organizational culture has a purpose, including supporting the vision and mission of the organization itself and achieving a common goal. Organizational culture is a system that has a shared meaning and is organized by members with different characteristics (Robbins & Caulter, 2011). Then Sutrisno 2010 emphasized that organizational culture is a system of meaning that appears in an organization organized by different members (Edy, 2010).

Sutrisno added that organizations are also referred to as environmental culture because of the ability to create behavioral guidelines and problem-solving paths. A picture of an organizational environment that has applicable values and norms. The values and norms are adopted and carried out by every employee as norms to solve organizational problems.

Coulter 2010 argues that organizational culture can be said to be a group of values, and the way it works involves several people or organizations (Robbins & Caulter, 2011). This organizational culture should be able to be practiced and then also adapted to current developments (Syahrudin et al., 2016). At the same time, other experts explained that organizational culture is a system of coherent meanings or values and beliefs held by a group of people. He also added that organizational culture is the identity and character of the organization, which is always maintained at all times and is also maintained by its members (Robbins & Caulter, 2011). Therefore, according to him, employees must understand the values of the culture in the organization so it can be applied in the work environment and implemented to achieve a goal. Organizational culture is very strong and closely related to humans as employees themselves, and it must be able to explain the values that every employee must carry out (Paramita et al., 2020).

Organizational culture or work culture is very complex. For this reason, an indicator is needed to measure the institution's organizational culture, a characteristic of the culture manifested in the existing environment. Some experts' opinions on the indications or indicators of organizational culture are conveyed by Gomes (2008). Gomes (2008) mentioned innovation and risk-taking innovation, attention to organization, orientation on outputs and outcomes, orientation to people in the work environment, teamwork-oriented, aggressiveness, and emotional stability.

In conclusion, organizational culture is reflected in innovation, attention, result orientation, team orientation, aggressiveness, and stability in decision-making. Organizational culture fosters good morale, and employees will be able to do their work together according to the desired goals.

Organizational Commitment

Many of us know that commitment is not only seen from the basis of understanding. It can also be seen from affective, normative, and ongoing commitments (Robbins & Caulter, 2011). Commitment effectively is a commitment where an employee has the desire and hope for the organization so that the employees want to do the job as well as possible and then he can

implement that commitment in their activities or at work (Vizano et al., 2020). Another important thing is that the commitment is carried out on an ongoing basis, meaning that the commitment not only applies when the employee is doing the job but also flows into activities, which means he or she has the will to maintain organizational values (Paramita et al., 2020).

Organizational commitment can be seen from the psychological side of the employee, and we can detect that he/she survives in any situation in the organization and tends to make improvements to the organization (Mardiana & Heriningsih, 2016). Other experts also said employees want to contribute to achieving organizational goals. They work well professionally in different situations, so the employee is more flexible in carrying out his work (Robbins & Caulter, 2011). Another opinion said that organizational commitment is a dimension of employee behavior used to see an employee's tendency to stay or leave the organization.

As for civil servants, we know that this commitment is shown from the level of willingness to carry out state duties and present their work more professionally. Organizational commitment can be said to be a situation in which individuals consider some of their values and goals adjusted to the goals of the organization and the extent to which an employee wants to maintain his membership in an organization (Wasiman, 2020). Some experts also argue that organizational commitment is a belief in values or norms, the desire and willingness to try their best to maintain the organization's existence, and they are conscious and determination to help achieve organizational goals. Some experts, such as Porter quoted by Robbin that organizational commitment is seen from three factors: willingness, desire and trust (Robbins & Caulter, 2011). Robbins & Caulter (2011) suggest that organizational commitment has the following indicators: affective commitment, commitment to sustainability, and normative commitment.

At the Ministry of Religion, we hope that employees under the Ministry of Religion, especially employees who have a service function, must have a great commitment to the organization of the Ministry of Religion. Therefore, as employees of the Ministry of Religion, we must continue to strive to increase organizational commitment, both affectively, normatively and commitment to sustainability. From the explanation and theoretical criteria, a hypothetical framework can be made as follows:

Competence is an employee's ability that can be measured based on the employee's skills, knowledge and education. Competence is closely related to employee performance. In some theories, performance is determined by the competencies possessed. Empirical evidence from the results of the study shows that competence has a positive effect on employee performance. Then the first hypothesis can be made as follows Azmy & Wiadi (2023):

H₁: It is suspected that there is a direct influence between competence and employee performance

Competence can also be understood as a personal skill. Every employee certainly has expertise used to solve various problems at work. In research, it is known that competence can directly affect commitment. Then the second hypothesis is as follows Lotunani et al. (2014):

H₂: It is suspected that there is a direct influence between competence and commitment

Empirical evidence shows that organizational culture has a relationship and influence on employee performance. It can be seen that organizational culture can create a conducive organizational climate that leads to increased team member performance. As explained the third hypothesis is as follows Fidyah (2020):

H₃: it is suspected that there is a direct influence between organizational culture and employee performance

Organizational culture is built by creating an organizational climate. The organizational culture of each institution is different. Organizational culture arises from the work culture that is the organization's foundation. Organizational culture can also change the individual paradigm that raises the responsibility and commitment of each employee Rismayadi et al. (2017). In this case, the fourth hypothesis is:

H4: It is suspected that there is a direct influence between organizational culture and employee performance

Employees's responsibility and loyalty is are indications of a high commitment. Commitment is the driving force of all individuals to carry out their work collectively. With a high commitment to the organization, it will greatly impact completing the work on time accurately, which in turn impacts team member performance. The fifth hypothesis is as follows Peccei & Rosenthal (1997):

H5: It is suspected that there is a direct influence between organizational culture and employee performance

Sometimes, direct commitment is not necessarily able to affect employee performance. In empirical studies, several findings indicate that competence has not been able to affect employee performance directly. If high competence is not matched with a high commitment, it will not be very objective towards employee performance. Therefore, a mediating variable should mediate between competence and employee performance (Lotunani et al., 2014).

H6: It is suspected that there is an indirect influence between competence on employee performance and commitment as a mediating variable

Organizational culture can create a conducive organizational climate and build cooperation. However, organizational culture is not always able to directly affect employee performance. For that, we need a connecting variable, such as organizational commitment. The organizational culture supported by organizational commitment will impact continuously improving employee performance (Setyadi & Sriekaningsih, 2015):

H7: It is suspected that there is an indirect influence between organizational culture on employee performance, with commitment as a mediating variable

Method

This study was conducted to identify the effect of competence and organizational culture on employee performance, with organizational commitment as a mediating variable. The population in this study are all permanent employees in the Ministry of Religion's regional offices in Kalimantan, spread across many work units. The sample in this study was 99 employees spread over five provinces in Kalimantan. The snowball sampling technique was used where the questionnaires were distributed on a rolling basis so that 99 samples could be fulfilled (Sugiyono, 2006). The data was disseminated using Google Forms and hardcopies, and the questionnaire was given to the personnel department to be distributed to respondents. This study is an ex post facto with SEM PLS approach and confirmative interview (blended)(Balabonienė & Večerskienė, 2015). Data analysis in this study used the *Structural Equation Modeling* (SEM) method with the *Partial Least Square* (PLS) approach. The analytical tool used to test hypotheses 1 to 7 is SmartPLS 3.2.6, including to test indirect hypotheses (Ferdinand, 2006).

Result and Discussion

Unidimensionality Test

The unidimensionality test of each construct is carried out by looking at the convergent validity of each construct indicator. According to Ghozali (2011), an indicator is reliable if the value of the outer loading or loading factor is greater than 0.70. However, a loading factor of 0.50 to 0.60 can still be maintained and tolerated at an early stage. Based on the above criteria, the outer loading will be removed from the model if the outer loading is below 0.50. Testing was done by doing several tests: *Convergent Validity*, *Discriminant Validity* and *Composite Reliability* as follows(Imam, 2011):

Convergent Validity Test

The calculation of convergent validity aims to determine instrument items that can be used as indicators of all latent variables. The results of the convergent validity test are

measured based on the magnitude of the loading factor (outer loading) value of the latent indicator (construct). The results of the convergent validity test, which has an outer loading value below 0.50 will be dropped from the model. Then, the results of the initial analysis of the outer loading value can be seen in the visualization of Table 1 as follows:

Table 1. Convergent Validity Test Results

Variables	Indicator	Outer Loading	Information
Competence	X1.1	0,935	Valid
	X1.2	0,974	Valid
	X1.3	0,975	Valid
	X1.4	0,949	Valid
	X1.5	0,968	Valid
	X1.6	0,930	Valid
	X1.7	0,978	Valid
Organization Culture	X2.1	0,983	Valid
	X2.2	0,979	Valid
	X2.3	0,907	Valid
	X2.4	0,982	Valid
	X2.5	0,955	Valid
	X2.6	0,965	Valid
Employee Commitment	Y1.1	0,960	Valid
	Y1.2	0,960	Valid
	Y1.3	0,976	Valid
	Y1.4	0,947	Valid
	Y1.5	0,939	Valid
	Y1.6	0,928	Valid
Employee Performance	Y2.1	0,983	Valid
	Y2.2	0,990	Valid
	Y2.3	0,990	Valid
	Y2.4	0,981	Valid
	Y2.5	0,762	Valid
	Y2.6	0,945	Valid

As shown in table 1, by the result of the outer loading test, so the test results show that all indicators have an outer loading value above 0.6. Thus, the indicators have met the proper convergent validity criteria and are considered valid data.

Discriminant validity

Discriminant validity is a reflexive indicator measurement based on *cross-loading* with latent variables. Another method is to compare the value of the square root of *average variance extracted* (AVE) for each construct, with the correlations between other constructs in the model. In this regard, it is recommended that the measurement value should be greater than 0.50. Furthermore, the results of the *Discriminant validity* test can be seen as the visualization of Table 2 as follows (Ferdinand, 2014):

Table 2. Discriminant Validity Test Results

	Average variance extracted (AVE)
Organization Culture	0.926
Performance	0.893
Organization Commitment	0.906
Competence	0.919

Table 2 above shows the results of the *discriminant validity* test where all the *Average variance extracted* (AVE) values are more than 0.50. Thus, it can be concluded that this measurement meets the requirements of convergent validity based on the average variance extracted (AVE) value.

Composite Reliability

Composite reliability testing aims to test the instrument's validity in a research model. The results of the composite reliability test can be seen in the visualization of table 3 as follows (Ferdinand, 2014):

Tabel 3. Composite Reliability

Variabel	Composite Reliability	Information
Organization Culture	0.987	<i>Reliable</i>
Performance	0.980	<i>Reliable</i>
Commitment	0.983	<i>Reliable</i>
Competence	0.988	<i>Reliable</i>

All latent variables were reliable, as shown in Table 3, because all variable values have a composite reliability value of 0.70. In other words, the questionnaire used as an instrument in this study was reliable. Thus, it can be concluded that all indicators were indeed a measure of their respective constructs.

PLS Approach Structural Equation Modeling

This study implements a structural equation model with a *Partial Least Square* (PLS) approach. Before analyzing, testing or evaluating the empirical research model is necessary. The results of testing the empirical model of this study can be seen in the visualization of Figure 2 as follows:

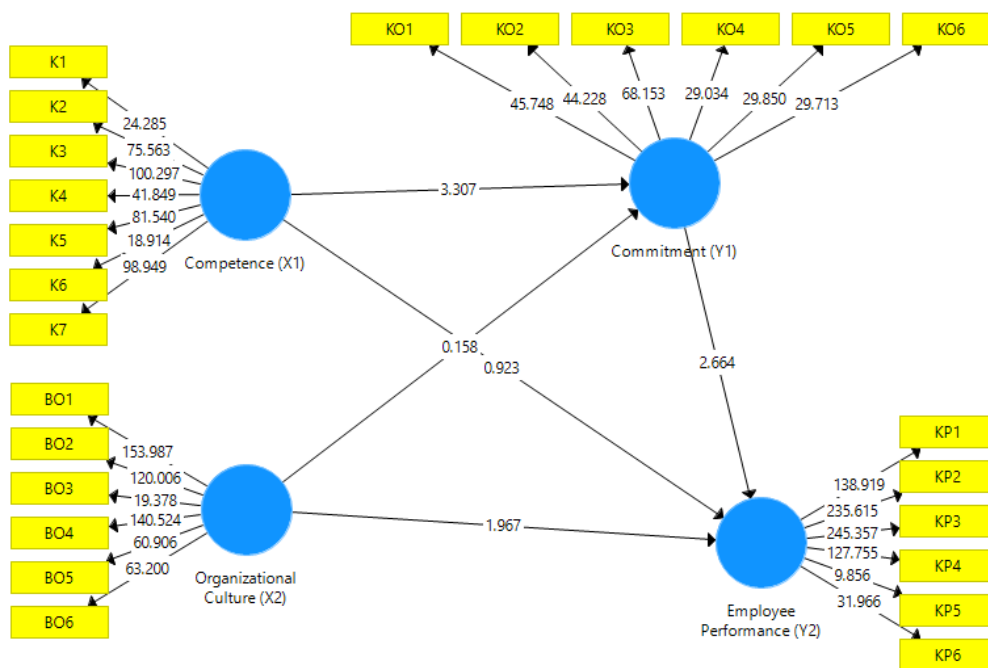


Figure 1. Structural Model

Goodness of Fit Model

Testing of the *Goodness of Fit* structural model on the inner model using the *predictive-relevance* (Q2) value. The R² value of each endogenous variable in this study can be seen as the visualization of Table 4 as follows Ferdinand (2014):

Table 4. Endogenous Variable R2 Value

Endogenous Variable	R-square
Organization Commitment	0.964
Performance	0.951

The predictive-relevance value is obtained using the following formula:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_p^2)$$

$$Q^2 = 1 - (1 - 0.964) (1 - 0.951)$$

$$Q^2 = 0.998$$

The results above show that the *predictive-relevance* value of 0.643 is greater than 0. That is, the variation of the Employee Performance variable (endogenous variable) is explained by the variables used by 99.80% and the remaining 0.20% is explained by other factors outside the model. Thus, the model is said to be very feasible to have relevant predictive value.

Hypothesis Testing

The results of hypothesis testing with *Partial Least Square* show that the three direct effects of the hypothesis are significant. Meanwhile, the test results of the hypothesis of an indirect effect are significant. Testing the direct influence hypothesis was carried out using a t-test (t-test) on each path of influence between endogenous variables and exogenous variables. In contrast, the indirect effect was tested by calculating the *Z-test* and *P-value*. Furthermore, the results of hypothesis testing can be seen in the visualization of Table 5 as follows (Ferdinand, 2014):

Table 5. Results of Hypothesis Testing of Direct and Indirect Effects

Direct Effects	Path Coefficient	Standard Deviation	T-Statistic	p-value	Information
H1: Competence -> Performance	0,436	0,515	0,959	0.338	Insignificant
H2 :Competence -> Commitment	1,533	0,318	3,216	0.001	Significant
H3: Organization Culture -> Performance	1,970	0,503	1,974	0.049	Significant
H4: Organization Culture -> Commitment	0,600	0,319	0,154	0.877	Insignificant
H5: Commitment -> Performance	0,926	0,169	2,896	0.004	Significant
Indirect Effects	Path Coefficient	Standard Deviation	T-Statistic	p-value	Information
H6: Competence -> Commitment -> Performance	1,119	0,248	2,020	0.044	Significant
H7: Organization Culture -> Commitment-> Performance	0,289	0,162	0,149	0,882	Insignificant

Discussion

The results of the study on employees at the Ministry of Religion of the Republic of Indonesia in the Kalimantan region show that the direct effect of competence is deemed not to have a significant positive effect on employee performance. Partially, competence has not been able to affect employee performance. However, the data on the outer loading shows that the average respondent answered "agree" to each item of the questionnaire statement. Then the average outer loading is above 0.9 which means the data is very valid. However, the results of the SEM analysis show that competence does not positively affect employee performance. This

shows that the accumulation of respondents' responses shows that competence has not been able to improve employee performance.

Confirming the research results, the researchers continued the interview with one of the respondents. In the discussion with the respondent, who is also the informant above, there are several things that can be referred to as explaining why competence does not significantly affect performance. Firstly, according to the informant, it is possible that the respondent's understanding of competence only revolves around formal education. When the respondent answers the statement item, the respondent assumes that the competence is only formal competence. Second, in certain cases in the Ministry of Religion, duties and functions overlap. For example, the structural employees are mostly filled by functional employees. This could also be why it may not be able to affect the overall performance of the Ministry of Religion, he added. He also added that in the last few years, there has been an improvement in policies on employee recruitment, where the Ministry of Religion has conducted studies on organizational needs and recruited employees according to their expertise, as evidenced by their diplomas. The results of this study have been supported by research results from Rosmaini and Hasrudy Tanjung, who found that competence has no significant effect on employee performance (Rosmaini & Tanjung, 2019).

The dimensions of competence referred to by Francoise and Winterton include cognitive competence, functional competence and social competence. PLS-SEM results show that competence directly has a significant effect on organizational commitment. This shows that competence is partially able to influence organizational commitment. The higher the competence of employees, the higher the organizational commitment. Commitment is seen from the knowledge, education and skills of employees. The knowledge possessed by employees of the Ministry of Religion can increase commitment. One of the knowledge employees possess can be seen from high religious knowledge. In addition, education is a means to increase knowledge. Better education of employees will have an impact on their commitment. Commitment will increase if employee competence also increases. The higher the employee commitment, the better the organization will be.

The results were confirmed to several employees. They agreed with the results where commitment significantly positively affects employee commitment. They agreed that competencies that can be explained in terms of knowledge, education and skills can increase the employees' commitment. Commitment can also be explained by the loyalty and responsibility of employees to the Ministry of Religion. The results of this study were supported by Fakhrol Rozi Yamali, who said that competence has a significant positive effect on organizational commitment (Yamali, 2018). Organizational culture at the Ministry of Religion does not directly have a significant influence on organizational commitment. On the contrary, organizational culture can influence employee performance. Furthermore, organizational culture has not been able to encourage an increase in employee organizational commitment directly. This can be seen from the PLS SEM test, which shows that the coefficient value is small and the "t value" is smaller than the "t table".

In this case, organizational culture cannot influence employee commitment. Employee commitment, reflected in high effort and loyalty, is not always influenced by organizational culture. Employees will still have organizational commitment even without an organizational culture. Partially, organizational culture has not been able to encourage increased organizational commitment. When confirmation was made with one of the key respondents, it was understood that, according to him, the organizational culture at the Ministry of Religion was nothing but the goal of creating a good work climate through a work culture approach (Winarno & Hermana, 2021). This was done to maintain the organization's morale and loyalty. Even so, organizational culture has not been able to increase commitment directly.

Commitment in an organization is very much needed. With good commitment, it will

have an impact on employee performance. The PLS-SEM analysis shows organizational commitment significantly and positively affects employee performance at the Kalimantan Regional Ministry of Religion. This indicates that the higher the employee's commitment, the higher the employee's performance. This shows that at the Ministry of Religion, the organizational commitment that has been carried out can become a variable in encouraging the performance of the employees themselves. Commitment is correlated with employee performance, so it should be maintained. Commitment indicated by high desire and responsibility can be a driving force to ensure satisfying performance.

At the time of confirmation to the respondent regarding the analysis results, the respondent said he strongly agreed. Employees of the Ministry of Religion are felt to have a high commitment, so according to him, it will be very rational to affect the performance of the employees themselves (Herminingsih, 2020). Team member performance reflected in the good quality of work and the achievement of targets can be an answer that commitment positively affects performance. According to him, this achievement must be maintained by the Ministry of Religion employees, especially those in the Kalimantan region. The results of this study confirm that organizational commitment has a significant positive effect on employee performance (Arina, 2014). The commitment of the Ministry of Religion employees is not only due to the status of Civil Servants but is reflected in employees who work wholeheartedly to provide time outside of working hours. For example, at the year's end, they must work overtime.

The PLS-SEM analysis shows that competence indirectly significantly affects employee performance, with organizational commitment as the mediating variable. In the case of employees of the Ministry of Religion, it can be seen that commitment can be a mediating variable for improving employee performance. Should competence be unable to directly affect employee performance, the organizational commitment variable of competence can affect employee performance. This shows that commitment deserves to be used as a mediating variable. Competencies such as knowledge, education, and skills will encourage employees' loyalty, ultimately improving their work quality and performance.

When confirmed with the respondent through interviews, the informant said that the employee's commitment more or less influenced the employee's performance. He revealed that competence will be in vain if employees do not commit highly to the organization. Competencies such as knowledge, education and skills will be much better if there is a commitment from employees such as the enjoyment of what they do and also paying close attention to the development of an organization. Thus, the performance of the employees will be better. This research is supported the idea that organizational commitment can mediate between competence and employee performance (Aziz et al., 2020).

Organizational culture is the norms and values of the organization that will behave according to the prevailing culture to be accepted by the environment. Organizational culture can be viewed as a system. At the Ministry of Religion, organizational culture is reflected in a work culture that has integrity, professionalism, innovation, and responsibility and is exemplary. This culture is a philosophy that the Ministry of Religion employees must own.

The results of the PLS-SEM show that organizational culture does not indirectly influence employee performance, with organizational commitment as a mediating variable. This can be seen from the low coefficient value, and the "t-count" value is smaller than the "t-table". This shows that mediating variables such as commitment cannot mediate organizational culture on employee performance. This means that organizational culture can affect employee performance directly, but on the contrary, when a mediating variable is included, such as organizational commitment, it has no effect at all. This means that organizational culture no longer requires a mediator on performance. Independently, organizational culture, such as a sense of responsibility, innovation and integrity, is enough to encourage employees to perform at high levels, increasing employee performance.

At the time of confirmation, the respondent immediately said that the organizational culture at the Ministry of Religion had actually been by the employees' wishes and had become a value that should be maintained. This shows that with the work culture of the Ministry of Religion, there is no doubt about its commitment, and it makes organizational culture sufficient to improve the performance of the employees. He agreed with the results that the researchers have conveyed. This research supported the idea that organizational commitment has not been able to mediate organizational culture on team member performance (Azmy & Wiadi, 2023).

Conclusion and Suggestion

Competence has no significant effect on the performance of the Ministry of Religion employees in the Kalimantan region. The employee's higher competence will not impact the employee's high and low performance. Improving competence is carried out in terms of education, knowledge, and skills without impacting the performance of Ministry of Religion employees. However, it significantly affects the organizational commitment of the Kalimantan Regional Ministry of Religion employees. This shows that it can encourage employees to increase commitment to the organization. Competencies such as education, knowledge, and skills can encourage employees to be loyal to the organization. They can increase collective commitment. Organizational culture significantly positively affects the performance of the regional Ministry of Religion employees in Kalimantan. This shows that the higher the application of organizational culture at the Ministry of Religion, the more impact it has on its performance. Organizational culture can partially become a variable for improving the performance of Ministry of Religion employees.

Organizational culture has no significant positive effect on organizational commitment. Organizational culture has not been able to influence organizational commitment directly. The organizational culture of the Ministry of Religion, which reflects values, beliefs, and attitudes, has not been able to encourage employees to commit to the organization fully. Organizational commitment has a significant positive effect on the performance of the regional Ministry of Religion in Kalimantan. These results indicate that the higher the organizational commitment of employees, the higher their performance. Organizational commitment reflected in the desire and responsibility as well as high loyalty will have an impact on improving the quality of work and of course, higher performance.

Indirectly, organizational commitment is a mediating variable between the competence and performance of employees of the Ministry of Religion of the Kalimantan region. Commitment as a mediator variable can bridge competence on employee performance. When competence has not been able to influence team member performance directly, then with the mediating variable such as organizational commitment, competence can affect employee performance. Competence of employees who can encourage organizational commitment will be able to improve the performance of employees of the Ministry of Religion of the Kalimantan region.

Organizational culture does not significantly affect team member performance with organizational commitment as a mediating variable. Organizational commitment as a mediating variable has not been able to intervene in organizational culture to influence employee performance. This happens because the organizational culture directly affects employee performance without any commitment.

For employees of the Ministry of Religion of the Kalimantan region to always maintain good performance and always try to improve performance through increased commitment, organizational work culture and capacity implementation, and ability enhancement through employee competence. To the Ministry of Religion, mapping the competence of employees within the organization is necessary, placing the employees according to competence and maintaining the existing organizational culture. The Ministry of Religion must also continue to carry out bureaucratic reforms to improve the performance of the Ministry of Religion itself. To other

researchers, to conduct a more in-depth study related to competence, organizational culture, commitment and employee performance. Research approaches can also be done both quantitatively and qualitatively.

Acknowledgment (if any)

Thank you to the Ministry of Religion of the Republic of Indonesia for providing research funding assistance through BOPTN funds in work units, especially at IAIN Palangka Raya. This research is expected to provide input for improvements to the Ministry of Religion employees.

References

- Altınöz, M., Çakıroğlu, D., & Çöp, S. (2013). Effects of Talent Management on Organizational Trust: A Field Study. *Procedia - Social and Behavioral Sciences*, 99, 843–851. <https://doi.org/10.1016/j.sbspro.2013.10.556>
- Arifin, H. M. (2015). The influence of competence, motivation, and organisational culture to high school teacher job satisfaction and performance. *International Education Studies*, 8(1), 38–45. <https://doi.org/10.5539/ies.v8n1p38>
- Arina, N. (2014). Analisis pengaruh komitmen organisasi terhadap kinerja karyawan (studi pada pegawai perum PERUMNAS Jakarta). In *Skripsi*. Universitas Diponegoro.
- Aziz, Y. A., Shah, A., Bali, B., & Binti, N. H. (2020). Factors on Development of Community-Based Tourism (CBT) in Phitsanulok Province of Thailand. *Journal of Critical Reviews*, 7(12), 75–85. <https://doi.org/10.31838/jcr.07.12.12>
- Azmy, A., & Wiadi, I. (2023). The effect of job satisfaction and organizational culture on employee performance in autofinance business: the mediating role of organizational commitment. *Management*, 26(2), 86–119. <https://doi.org/10.58691/man/161917>
- Balabonienė, I., & Večerskienė, G. (2015). The Aspects of Performance Measurement in Public Sector Organization. *Procedia - Social and Behavioral Sciences*, 213, 314–320. <https://doi.org/10.1016/j.sbspro.2015.11.544>
- Demircioglu, M. A., & Audretsch, D. B. (2017). Conditions for innovation in public sector organizations. *Research Policy*, 46(9), 1681–1691. <https://doi.org/10.1016/j.respol.2017.08.004>
- Edy, S. (2010). *Manajemen Sumber Daya Manusia*. Kencana Prenada Media Group.
- Feldheim, M. A. (2007). Public Sector Downsizing and Employee Trust. *International Journal of Public Administration*, 30(3), 249–270. <https://doi.org/10.1080/01900690601117739>
- Ferdinand, A. (2006). *Metode Penelitian Manajemen : Pedoman Penelitian untuk Penulisan Skripsi, Tesis, dan Disertasi Ilmu Manajemen*. Badan Penerbit Universitas Diponegoro.
- Ferdinand, A. (2014). *Metode Penelitian Manajemen*. Badan Penerbit Universitas Diponegoro.
- Fidyah, D. N. (2020). Influence of Organizational Culture and Employee Engagement on Employee Performance : Job Satisfaction as Intervening Variable. *Review of Integrative Business and Economics Research*, 9(4), 64–82.
- Ghiyats, F., & Aulia, I. N. (2020). The Effect of Competence and Motivation of Employee Performance With Organizational Commitment as Intervening Variables in PT. Maleo Kreatif Indonesia. *International Journal of Innovative Science and Research Technology*, 5(7), 959–966. <https://doi.org/10.38124/ijisrt20jul707>
- Gomes, F. C. (2008). *Manajemen Sumber Daya Manusia*, edisi pertama, cetakan keempat. In *Andi Offset, Jakarta*. Salemba Empat.
- Herminingsih, A. (2020). Transformational leadership positive influence toward employee engagement through job satisfaction and its effect on improving organizational commitment. *Jurnal Manajemen Dan Pemasaran Jasa*, 13(2), 281. <https://doi.org/10.25105/jmpj.v13i2.6290>

- Imam, G. (2011). Aplikasi Analisis Multivariate dengan Program SPSS. In *Alfabeta* (Vol. 1, Issue 1). Badan Penerbit Universitas Diponegoro.
- Juliati, F. (2021). The Influence Of Organizational Culture, Work Ethos And Work Discipline On Employee Performance. *AKADEMIK: Jurnal Mahasiswa Ekonomi & Bisnis*, 1(1), 34–39.
- Junita, A. (2017). Organizational Learning Culture, Consumer Satisfaction and Employee's Attitude: Causality Analysis. *Jurnal Dinamika Manajemen*, 8(1), 68–82. <https://doi.org/10.15294/jdm.v8i1.10412>
- Kim, M. Y., Yu, H. J., & Park, S. M. (2017). Examining and testing the roles of human resource development (HRD) in the public sector: evidence from US federal agencies. *International Review of Public Administration*, 22(1), 60–86. <https://doi.org/10.1080/12294659.2017.1304631>
- Lotunani, A., Idrus, M. S., Afnan, E., & Setiawan, M. (2014). The Effect of Competence on Commitment , Performance and Satisfaction with Reward as a Moderating Variable (A Study on Designing Work plans in Kendari City Government , Southeast Sulawesi). *International Journal of Business and Management Invention*, 3(2), 18–25.
- Mardiana, T., & Heriningsih, S. (2016). Motivation and Organizational Culture on Performance With Self-Efficacy Mediation. *Modus*, 28(2), 221. <https://doi.org/10.24002/modus.v28i2.852>
- Martin, A. (2015). Talent Management: Preparing a “Ready” agile workforce. *International Journal of Pediatrics and Adolescent Medicine*, 2(3–4), 112–116. <https://doi.org/10.1016/j.ijpam.2015.10.002>
- Mukhtar, A., Modding, B., Latief, B., & Hafied, H. (2018). The Influence of Competence, Organizational Culture and Work Stress on Job Satisfaction and Performance of Sharia Bank Employees in Makassar. *Journal of Research in Humanities and Social Science*, 6(5), 58–64.
- Nel, D., Athron, T., Pitt, L. F., & Ewing, M. T. (2000). Customer evaluations of service complaint experiences in the public sector. *Journal of Nonprofit and Public Sector Marketing*, 7(3), 3–30. https://doi.org/10.1300/J054v07n03_02
- Paramita, E., Lumbanraja, P., & Absah, Y. (2020). The Influence of Organizational Culture and Organizational Commitment on Employee Performance and Job Satisfaction as a Moderating Variable at PT. Bank Mandiri (Persero), Tbk. *International Journal of Research and Review (Ijrrjournal.Com)*, 7(March), 3.
- Peccei, R., & Rosenthal, P. (1997). The antecedents of employee commitment to customer service: Evidence from a UK service context. *International Journal of Human Resource Management*, 8(1), 66–86. <https://doi.org/10.1080/09585199700000041>
- Ratnasari, S. L., Sutjahjo, G., & Adam. (2020). The effect of job satisfaction, organizational culture and leadership on employee performance. *Annals of Tropical Medicine and Public Health*, 23(13 A). <https://doi.org/10.36295/ASRO.2020.231329>
- Rijal, A. F. N. (2020). Pengaruh Kompetensi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja : Studi Literatur. *BIMA : Journal of Business and Innovation Management*, 3(1), 49–58. <https://doi.org/10.33752/bima.v3i1.309>
- Rismayadi, B., Moeins, A., Herdinalis, & Sovitriana, R. (2017). The influence of organizational culture, soft skills and leadership on organizational commitment and its implication at educator performance (empirical research on community learning Center Karawang District, West Java Province). *International Journal of Applied Business and Economic Research*, 15(20), 111–131.
- Robbins, S. P., & Caulter, M. (2011). *Manajemen Edisi Ke 10*. Erlangga.
- Rosmaini, R., & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 1–15.

<https://doi.org/10.30596/maneggio.v2i1.3366>

- Setyadi, D., & Sriekaningsih, A. (2015). The Effect Of Competence And Motivation And Cultural Organization Towards Organizational Commitment And Performance On State University Lecturers In East Kalimantan Indonesia. *European Journal of Business and Management*, 7(17), 208–219.
- Sugiyono. (2006). Metode Penelitian Pendidikan Pendekatan Kualitatif. In *Alfabeta*. Alfabeta. https://digilib.unigres.ac.id/index.php?p=show_detail%5C&id=43
- Sutrisno, E. (2022). *Manajemen Sumber Daya Manusia, edisi pertama, Cetakan ke-8*. Kencana Prenada Media Group. https://www.google.co.id/books/edition/Manajemen_Sumber_Daya_Manusia/OhZNDwAAQBAJ?hl=id&gbpv=1&dq=Manajemen+Sumber+Daya+Manusia&printsec=frontcover
- Syahrum, A., Brahmasari, I. A., & Nugroho, R. (2016). Effect of Competence, Organizational Culture and Climate of Organization to the Organizational Commitment, Job Satisfaction and the Performance of Employees in the Scope of Makassar City Government. *International Journal of Business and Management Invention*, 5(4), 52–64.
- Tanti, L. (2015). Monitoring dan Evaluasi Kinerja Pegawai Dalam Pengambilan Keputusan Pemilihan Pegawai Berprestasi. *Citec Journal*, 2(2354–5771), 244–255.
- Unsal, O. (2019). Employee relations and firm risk: Evidence from court rooms. *Research in International Business and Finance*, 48(October 2018), 1–16. <https://doi.org/10.1016/j.ribaf.2018.11.003>
- Vathanophas, V. (2006). Competency Requirements for Effective Job Performance in Thai Public Sector. *Contemporary Management Research*, 3(1), 45. <https://doi.org/10.7903/cmr.49>
- Vizano, N. A., Utami, W., Johanes, S., Herawati, A., Aima, H., Sutawijaya, A. H., Purwanto, A., Supono, J., Rahayu, P., Setiyani, A., & Catur Widayati, C. (2020). Effect of compensation and organization commitment on turnover intention with work satisfaction as intervening variable in indonesian industries. *Systematic Reviews in Pharmacy*, 11(9), 287–298. <https://doi.org/10.31838/srp.2020.9.46>
- Wasiman. (2020). Effect of organizational culture, rewards, competence, and organizational citizenship behavior. *International Journal of Scientific and Technology Research*, 9(2), 6329–6333.
- Winarno, A., & Hermana, D. (2021). How to encourage lecturer performance in research through servant leadership, organizational commitment, and tacit knowledge sharing. *Jurnal Manajemen Dan Pemasaran Jasa*, 14(1), 35–48. <https://doi.org/10.25105/jmpj.v14i1.8541>
- Yamali, F. R. (2018). Effect of Compensation , Competencies and Organizational Culture on Organizational Commitment its Implicationson Experts Performance of Construction Services Company in Jambi Province. *International Journal of Advances in Management and Economics*, 7(2), 29–42.