The Effect of Competence, Organizational Culture, and Organizational Commitment on Performance

A Study at The National Narcotics Board Republic of Indonesia (BNN RI)

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Abstract:- Organizational productivity can be seen from the performance of each period and continuous quality improvement. One measure of government performance in Indonesia is the Performance Accountability of Government Agencies (AKIP). The National Narcotics Board Republic of Indonesia (BNN RI) as a Government Institution in Indonesia examines aspects of human resources which become evaluations and recommendations. This study aims to analyze the effect of competence, organizational culture, and organizational commitment on performance based on the Balanced Scorecard. The study used quantitative methods with SEM-PLS to 406 respondents based on proportional stratification samples. The results show that organizational culture and organizational commitment have a positive and significant effect on employee performance and organizational performance. Competence has a positive and significant effect on employee performance, but not significant on organizational performance. Employee performance has a positive and significant effect on organizational performance and mediates competence, organizational culture, and organizational commitment with a positive and significant impact on organizational performance. Based on the analysis, in improving performance, it is recommended that employees: (1) optimize technical competence and managerial competence; (2) have a brave and responsive attitude; (3) increase normative commitment to the organization; and (4) maintain good work behavior.

Keywords:- Competence; Organizational Culture; Organizational Commitment; Performance.

I. INTRODUCTION

Globally, the purpose of establishing an organization is to carry out human needs per the wishes of the members of a group to realize the organization's vision and mission. Organizational productivity can be seen from the performance produced each period and the continuous quality improvement. In the organization of Ministries/Institutions in Indonesia, one of the benchmarks for the success of organizational performance is reflected in the performance achievement of the AKIP assessment which focuses on performance measurement.

Measurement of government performance in Indonesia has been carried out since 2020 through the Presidential Instruction of the Republic of Indonesia Number 7 of 1999 concerning the AKIP [13] and the regulation of Presidential Regulation of the Republic of Indonesia Number 29 of 2014 concerning the AKIP System [15]. To support the creation of the expected organizational performance, BNN RI has issued Regulation of the Head of BNN RI Number 8 of 2020 concerning the Guidelines for the Implementation of the AKIP System in the BNN Environment [8]. BNN RI, as an institution in Indonesia, carries out performance management based on Law Number 35 of 2009 concerning Narcotics [14] in the field of Prevention and Eradication of Abuse and Illicit Trafficking of Narcotics and Narcotics Precursors (P4GN).

The accountability value obtained by BNN RI from 2016 to 2020 [3,5,7,9] shown in Table I is deemed not to be optimal, thus it requires performance improvements. If it refers to the ideal value, then at least it must reach a value above 70 (BB category) or a Very Good result to support the BNN RI Bureaucratic Reform index.

TABLE I. RESULTS OF THE BNN RI ACCOUNTABILITY EVALUATION FOR 2016–2020

No.	Evaluated Component	Weight	Year				
			2016	2017	2018	2019	2020
1.	Performance Planning	30	19.48	19.48	19.63	19.65	19.88
2.	Performance Measurement	25	15.54	15.55	15.55	15.93	16.26
3.	Performance Reporting	15	9.36	9.34	9.58	9.78	9.84
4.	Performance Evaluation	10	6.17	6.15	6.23	5.83	6.48
5.	Performance Achievement	20	11.99	12.07	12.11	12.81	12.86
Result of Evaluation Value		100	62,54	62.59	63.10	64.00	65.32
Performance Accountability Level		-	B	B	B	B	B

Source: The National Narcotics Board Republic of Indonesia (2021)

The performance achievement component contributes 20%, which means it is quite large and has an effect on AKIP and the BNN RI Bureaucracy. Meanwhile, the sub-components of the assessment are output, outcome, and current year performance (benchmarks).

Some of the human resource constraints can be mapped shown in Table II from the results of evaluation notes and recommendations from 2017 to 2020.

TABLE II.   MAPPING THE BNN RI AKIP EVALUATION AND RECOMMENDATIONS ON HUMAN RESOURCES ASPECT IN 2017–2020

No.	Human Resource Constraints	Year				Description
		2017	2018	2019	2020	
1.	Organizational Governance	Yes	Yes	Yes	Yes	As an independent variable, it leads to organizational commitment.
2.	Performance Management	Yes	Yes	Yes	Yes	Too broad to be used as a research variable.
3.	Work Culture	Yes	-	-	-	As an independent variable, it leads to organizational culture. Still relevant to the problems in 2018-2020, but needs a pre-survey.
4.	Competence	Yes	-	-	Yes	As independent variable
5.	Individual Performance (Employee)	-	Yes	Yes	Yes	As an intervening variable.
6.	Performance Monitoring and Evaluation	-	Yes	Yes	Yes	Too broad to be used as a research variable.

Source: The National Narcotics Board Republic of Indonesia (2021)

Researchers take problems in organizational governance that lead to organizational commitment, a work culture that leads to organizational culture, and competence. These problems are then used as independent variables in this research with the development of interrelated dimensions and indicators. In addition, there are also problems with the performance of individuals (employees) which are then used as intervening variables on organizational performance.

To strengthen the relevance of the research problem, pre-survey research was carried out on 30 employees at the Central BNN, which resulted in that:
1) Competence on performance, the average score of 40.00% has not gone well.
2) Organizational culture on performance, the average score of 41.30% has not gone well.
3) Organizational commitment to performance, the average score of 35.56% has not gone well.

All variables deserve to be research variables because the score is above 25.00%, which is included in all dimensions.

BNN RI together with the Research Center for Conflict and Policy Team of the Faculty of Administrative Sciences, University of Brawijaya (RCCP FIA UB Team) studied performance based on the Balanced Scorecard in implementing performance management. This measurement was developed in "Performance Management of BNN RI". Dimensions of measurement in AKIP and organizational performance, in general, are still relevant to measurements based on the Balanced Scorecard.

II.   LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

A. Organizational Performance
According to the RCCP FIA UB Team, performance is the result of carrying out the duties and functions of the organization and employees for a certain period. Performance is a description of the level of achievement of the implementation of activity in realizing the goals, objectives, mission, and vision of the organization included in the strategic planning of an organization [20].

The Balanced Scorecard is a strategic management tool that translates vision, mission, goals, and strategies into an operational framework. The use of the Balanced Scorecard is adapted to the business processes of the Ministries/Agencies through the translation of the vision, mission, goals, and objectives into a strategy map with four interrelated perspectives, namely the stakeholder perspective, customer perspective, internal process perspective, and learn and growth perspective [20].

The performance management model based on the Balanced Scorecard used at BNN RI is shown in Figure 1.

Fig. 1. Balanced Scorecard Model at BNN RI
Source: The National Narcotics Board Republic of Indonesia (2021)

What is different about the Balanced Scorecard in the public sector is that the stakeholder perspective is a redesign of a financial perspective. The financial perspective is generally used in organizations or companies that run a profit orientation, while the stakeholder perspective is used in the public sector, which is a non-profit oriented organization. The stakeholder domain is an important target for public service government organizations in Indonesia, how and what kind of BNN RI can meet the needs of stakeholders.

The dimensions used include stakeholder perspectives, customer perspectives, business process perspectives, and human resource and learning organizational perspectives.

B. Employee Performance
The measurement of employee performance is included in the Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning the Performance Assessment of Civil Servants (PNS) [16]. In Article 1, it is stated that the performance of Civil Servants (PNS) is the work achieved by every employee in the organization/unit by the employee's work goals and work behavior.

The dimensions used in this study refer to the competence theory above, which includes employee work goals and work behavior.

C. Competence
In BNN RI Regulation Number 5 of 2019 concerning the Implementation of Competence Development in the BNN Environment [6] which is a renewal of the Regulation of the Head of BNN RI Number 18 of 2016 concerning the Development of Employee Competence in the BNN

Environment, competence is the ability and characteristics possessed by employees in the form of knowledge, skills, and behaviors needed in carrying out their duties, so that the employee can carry out his duties professionally, effectively, and efficiently [2].

The dimensions used include technical competence, managerial competence, and socio-cultural competence.

D. Organizational Culture

BNN RI compiled the Regulation of the Head BNN RI Number 12 of 2018 concerning the Guidelines for Organizational Values in the Development of Work Culture [4], as the development of organizational culture.

Culture is something that is often done by most individuals in an organization. Organizational values are demands or guidelines that underlie how employees in an organization think, behave, act, and make decisions. Work culture is a person's attitude or behavior in carrying out quality daily work based on the adopted values, so that it becomes motivation, inspires them to always work better, and is beneficial for all parties [4].

The dimensions used to refer to the values of BNN RI include Courage, Nationalism, Neutral, Responsive, and Innovative.

E. Organizational Commitment

According to Kreitner and Kinicki (2014: 165), organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals [12].

The dimensions used include affective commitment, continuance commitment, and normative commitment.

F. Hypothesis Development

The conceptual framework built of the effect between variables is used as a hypothetical description shown in Figure 2.
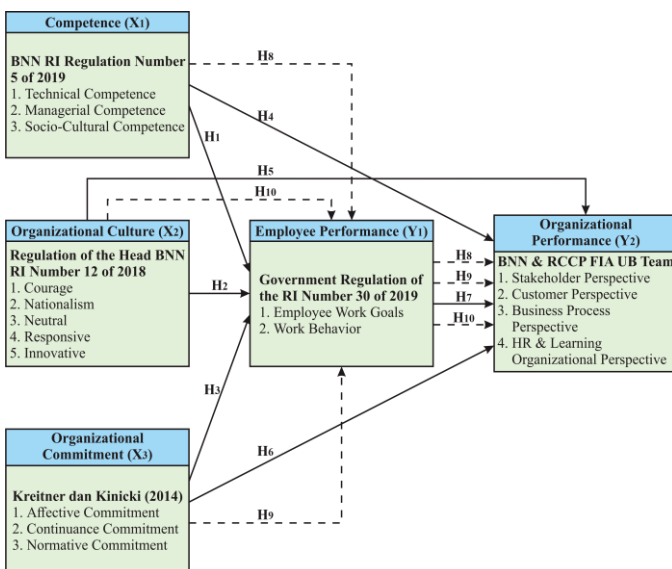

Fig. 2. The Conceptual Framework

The hypothesis that can be concluded from the research is the effect of variables with the following details:

1) H_1 : Competence (X_1) has a significant effect on employee performance (Y_1) at BNN RI.
2) H_2 : Organizational culture (X_2) has a significant effect on employee performance (Y_1) at BNN RI.
3) H_3 : Organizational commitment (X_3) has a significant effect on employee performance (Y_1) at BNN RI.
4) H_4 : Competence (X_1) has a significant effect on organizational performance (Y_2) at BNN RI.
5) H_5 : Organizational culture (X_2) has a significant effect on organizational performance (Y_2) at BNN RI.
6) H_6 : Organizational commitment (X_3) has a significant effect on organizational performance (Y_2) at BNN RI.
7) H_7 : Employee performance (Y_1) has a significant effect on organizational performance (Y_2) at BNN RI.
8) H_8 : Competence (X_1) has a significant effect on organizational performance (Y_2) with employee performance (Y_1) as an intervening variable at BNN RI.
9) H_9 : Organizational culture (X_2) has a significant effect on organizational performance (Y_2) with employee performance (Y_1) as an intervening variable at BNN RI.
10) H_{10}: Organizational commitment (X_3) has a significant effect on organizational performance (Y_2) with employee performance (Y_1) as an intervening variable at BNN RI.

III. RESEARCH METHODS

A. Research Design

The research uses a quantitative method, based on the philosophy of positivism. Meanwhile, the quantitative method is narrowed down to the type of data collection method in the form of a survey. Furthermore, the research design used is correlational research in the classification of causal associative research.

B. Population and Sample

The population of this study is all employees at BNN RI with a total population of 5,397 people, based on the BNN Employee Composition List in April 2021. Based on the Slovin formula, the minimum number of samples shown in Table III used is 372 respondents.

TABLE III. PROCESS OF SAMPLING

No.	Level	Member Population	Percentage (%)	Sample Proportional	Rounding of Sample
1.	Main Secretariat of BNN	215	3.98%	14.82	15
2.	Main Inspectorate of BNN	79	1.46%	5.45	5
3.	Deputy for Prevention of BNN	45	0.83%	3.10	3
4.	Deputy for Community Empowerment of BNN	47	0.87%	3.24	3
5.	Deputy for Eradication of BNN	463	8.58%	31.91	32
6.	Deputy for Rehabilitation of BNN	70	1.30%	4.82	5
7.	Deputy for Legal Affairs and Cooperation of BNN	43	0.80%	2.96	3
8.	Research, Data and Information Center of BNN	38	0.70%	2.62	3
9.	Narcotics Laboratory Center of BNN	53	0.98%	3.65	4
10.	Human Resource Development Center of BNN	36	0.67%	2.48	2
11.	Provincial BNN	1,515	28.07%	104.42	104
12.	Regency/City BNN	2,520	46.69%	173.70	174
13.	Rehabilitation Center of BNN	145	2.69%	9.99	10
14.	Rehabilitation Center/Location of BNN	128	2.37%	8.82	9
	Total	5,397	100%	372 Respondent	372 Respondent

Source: The National Narcotics Board Republic of Indonesia (2021)

C. Data Collection Method

The primary data collection method used is a survey method with the instrument in the form of a questionnaire. The primary data collection method used is the documentation method.

D. Data Analysis Method

To test the research hypothesis, the researchers used Structural Equation Modeling (SEM) based on Partial Least Square (PLS), using the SmartPLS 3.0 application. This test is in the form of an outer model and an inner model.

IV. RESULTS AND DISCUSSION

A. Descriptive Statistics

There were 488 respondents who participated in the survey out of 372 targeted respondents, so that a response rate of 109.14% can be seen. A total of 187 people or a percentage of 46.06% were male and 219 people or a percentage of 53.94% were female. Respondents were dominated by the age of 30-40 years, with a bachelor's education background, and 3-9 years of service.

B. Measurement Model Test Results (Outer Model)

1) Convergent Validity Test

The convergent validity test is carried out by looking at the value of the loading factor shown in Figure 3 and the Average Variance Extracted (AVE) shown in Table V.
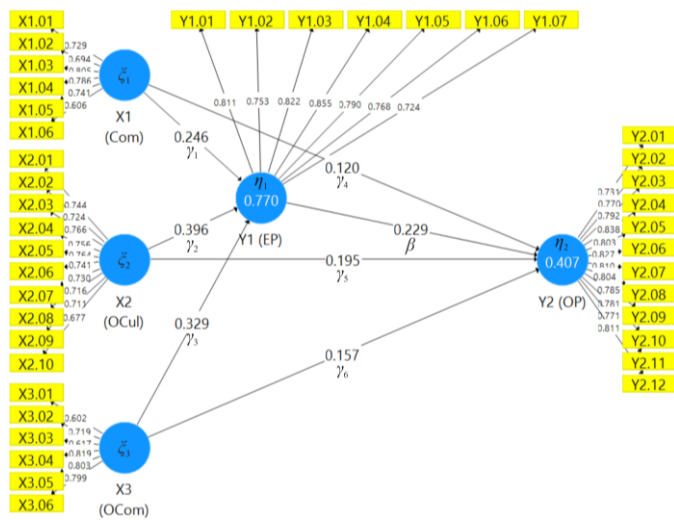

Fig. 3. Model of Measurement (Outer Model)
Source: Data processed by the researcher with SmartPLS version 3.0 (2021)

The results of the loading factor value are then projected completely based on the grouping of dimensions and variables shown in Table IV. The loading factor is a value generated by each indicator to measure the variable.

TABLE IV. TEST RESULT OF CONVERGENT VALIDITY FROM LOADING FACTOR VALUE

No.	Variable	Dimensions	Indicator	Outer Loadings	Description
1.	Competence	Technical Competence	$X_1.01$	0.729	Valid
			$X_1.02$	0.694	Valid
		Managerial Competence	$X_1.03$	0.805	Valid
			$X_1.04$	0.786	Valid
		Socio-Cultural Competence	$X_1.05$	0.741	Valid
			$X_1.06$	0.606	Valid
2.	Organizational Culture	Courage	$X_2.01$	0.744	Valid
			$X_2.02$	0.724	Valid
		Nationalism	$X_2.03$	0.766	Valid
			$X_2.04$	0.756	Valid
		Neutral	$X_2.05$	0.764	Valid
			$X_2.06$	0.741	Valid
		Responsive	$X_2.07$	0.730	Valid
			$X_2.08$	0.716	Valid
		Innovative	$X_2.09$	0.711	Valid
			$X_2.10$	0.677	Valid
3.	Organizational Commitment	Affective Commitment	$X_3.01$	0.602	Valid
			$X_3.02$	0.719	Valid
		Continuance Commitment	$X_3.03$	0.617	Valid
			$X_3.04$	0.819	Valid
		Normative Commitment	$X_3.05$	0.803	Valid
			$X_3.06$	0.799	Valid
4.	Employee Performance	Employee Work Goals	$Y_1.01$	0.811	Valid
			$Y_1.02$	0.753	Valid
		Work Behavior	$Y_1.03$	0.822	Valid
			$Y_1.04$	0.855	Valid
			$Y_1.05$	0.790	Valid
			$Y_1.06$	0.768	Valid
			$Y_1.07$	0.724	Valid
5.	Organizational Performance	Stakeholder Perspectives	$Y_2.01$	0.731	Valid
			$Y_2.02$	0.770	Valid
			$Y_2.03$	0.792	Valid
		Customer Perspectives	$Y_2.04$	0.838	Valid
			$Y_2.05$	0.803	Valid
			$Y_2.06$	0.827	Valid
		Business Process Perspectives	$Y_2.07$	0.810	Valid
			$Y_2.08$	0.804	Valid
			$Y_2.09$	0.785	Valid
		HR and Learning Organizational Perspectives	$Y_2.10$	0.781	Valid
			$Y_2.11$	0.771	Valid
			$Y_2.12$	0.811	Valid

Source: Data processed by the researcher with SmartPLS version 3.0 (2021)

According to Hair, et.al. in Gendro Wiyono (2020: 396), the loading factor value of > 0.70 is very good, but > 0.60 is considered sufficient [21]. The loading factor limit in this study uses a cut-off of 0.60 so that all indicators can be declared valid. All indicators are valid and able to measure all variables, and none of the indicators are excluded from the measurement model.

In addition to using the loading factor value, the convergent validity test is also carried out with the AVE value in Table V. AVE describes the variance or diversity of indicators that a variable can have. The greater the variance or diversity, the greater the indicator representation of the variable using the value limit > 0.50.

TABLE V. TEST RESULT OF CONVERGENT VALIDITY FROM AVE VALUE

No.	Variable	Average Variance Extracted (AVE)	Description
1.	Competence (X_1)	0.533	Valid
2.	Organizational Culture (X_2)	0.538	Valid
3.	Organizational Commitment (X_3)	0.536	Valid
4.	Employee Performance (Y_1)	0.624	Valid
5.	Organizational Performance (Y_2)	0.630	Valid

All variables have an AVE value that is greater than 0.50. The competence variable is 0.533, the organizational culture variable is 0.538, the organizational commitment variable is 0.536, the employee performance variable is 0.624, and the organizational performance variable is 0.630. All

indicators can be declared valid and able to measure all variables.

2) Discriminant Validity Test

The discriminant validity test is seen from the cross-loading value of the indicator correlation to the variable which must be higher than the correlation with other variables shown in Table VI.

TABLE VI.   TEST RESULT OF DISCRIMINANT VALIDITY

No.	Indicator	Competence	Organizational Culture	Organizational Commitment	Employee Performance	Organizational Performance
1.	X₁.01	**0.729**	0.485	0.397	0.506	0.360
2.	X₁.02	**0.694**	0.509	0.415	0.467	0.450
3.	X₁.03	**0.805**	0.590	0.501	0.631	0.468
4.	X₁.04	**0.786**	0.659	0.528	0.625	0.401
5.	X₁.05	**0.741**	0.659	0.466	0.614	0.380
6.	X₁.06	**0.606**	0.473	0.355	0.424	0.292
7.	X₂.01	0.614	**0.744**	0.563	0.647	0.421
8.	X₂.02	0.610	**0.724**	0.608	0.622	0.424
9.	X₂.03	0.619	**0.766**	0.567	0.632	0.409
10.	X₂.04	0.583	**0.756**	0.562	0.606	0.509
11.	X₂.05	0.524	**0.764**	0.614	0.638	0.425
12.	X₂.06	0.569	**0.741**	0.544	0.640	0.385
13.	X₂.07	0.519	**0.730**	0.559	0.596	0.473
14.	X₂.08	0.555	**0.716**	0.521	0.588	0.479
15.	X₂.09	0.557	**0.711**	0.500	0.581	0.398
16.	X₂.10	0.544	**0.677**	0.446	0.553	0.449
17.	X₃.01	0.234	0.313	**0.602**	0.333	0.271
18.	X₃.02	0.415	0.498	**0.719**	0.516	0.406
19.	X₃.03	0.298	0.346	**0.617**	0.378	0.329
20.	X₃.04	0.504	0.645	**0.819**	0.648	0.428
21.	X₃.05	0.595	0.693	**0.803**	0.752	0.507
22.	X₃.06	0.520	0.646	**0.799**	0.632	0.436
23.	Y₁.01	0.615	0.697	0.660	**0.811**	0.481
24.	Y₁.02	0.578	0.630	0.618	**0.753**	0.490
25.	Y₁.03	0.603	0.642	0.611	**0.822**	0.488
26.	Y₁.04	0.639	0.708	0.678	**0.855**	0.536
27.	Y₁.05	0.604	0.684	0.641	**0.790**	0.446
28.	Y₁.06	0.549	0.596	0.539	**0.768**	0.481
29.	Y₁.07	0.582	0.643	0.529	**0.724**	0.413
30.	Y₂.01	0.449	0.511	0.512	0.541	**0.731**
31.	Y₂.02	0.396	0.485	0.518	0.501	**0.770**
32.	Y₂.03	0.434	0.506	0.479	0.528	**0.792**
33.	Y₂.04	0.416	0.482	0.475	0.498	**0.838**
34.	Y₂.05	0.427	0.450	0.467	0.461	**0.803**
35.	Y₂.06	0.440	0.460	0.471	0.510	**0.827**
36.	Y₂.07	0.474	0.488	0.397	0.477	**0.810**
37.	Y₂.08	0.429	0.459	0.366	0.427	**0.804**
38.	Y₂.09	0.486	0.540	0.479	0.536	**0.785**
39.	Y₂.10	0.404	0.384	0.320	0.366	**0.781**
40.	Y₂.11	0.379	0.407	0.356	0.412	**0.771**
41.	Y₂.12	0.394	0.463	0.373	0.435	**0.811**

Source: Data processed by the researcher with SmartPLS version 3.0 (2021)

Based on the cross-loading value above, the overall value of the cross-loading indicator on the corresponding variable (bold font) with a loading factor value above 0.6 is greater than the cross-loading value of the indicator correlation with other variables (fonts without bold letters). Each indicator can measure the corresponding variable.

3) Reliability Test

A reliability test is used to determine the consistency of the research instrument in collecting data. The reliability test value is seen in the Cronbach's Alpha value which is needed to determine the research instrument items. If used repeatedly, it will produce relatively consistent measurement results.

In addition to Cronbach's Alpha, the reliability test is also supported by the Composite Reliability value which is needed to show the internal consistency of an indicator in the latent variable. The composite Reliability value must be >

0.70, so the research can be said to have good reliability and consistency on latent variables shown in Table VII.

TABLE VII.   TEST RESULT OF RELIABILITY

No.	Variable	Cronbach's Alpha	Description	Composite Reliability	Description
1.	Competence (X₁)	0.823	Valid	0.871	Valid
2.	Organizational Culture (X₂)	0.904	Valid	0.921	Valid
3.	Organizational Commitment (X₃)	0.828	Valid	0.872	Valid
4.	Employee Performance (Y₁)	0.899	Valid	0.921	Valid
5.	Organizational Performance (Y₂)	0.947	Valid	0.953	Valid

Source: Data processed by the researcher with SmartPLS version 3.0 (2021)

From the reliability test results above, the respective values of Cronbach's Alpha and Composite Reliability are greater than 0.70 where all variables have values above 0.80 and even close to 1 or very reliable. All formed indicators are reliable, accurate, consistent, and appropriate to measure the variables.

C. Structural Model Test Results (Inner Model)

1) R Square (R²)

The value of R Square (R^2) is found in the endogenous construct which is used to see the value of the path coefficient or the magnitude of the relationship of the effect of exogenous constructs simultaneously shown in Table VIII. The level of R Square (R^2) value consists of 0.75 or the strong category, 0.50 or the moderate category, and 0.25 or the weak category.

TABLE VIII.   TEST RESULT OF R SQUARE (R^2)

No.	Variable	R Square	R Square Adjusted	Description
1.	Employee Performance (Y₁)	0.770	0.768	Strong
2.	Organizational Performance (Y₂)	0.407	0.401	Moderate

Source: Data processed by the researcher with SmartPLS version 3.0 (2021)

The value of R Square Adjusted on the Employee Performance variable (Y₁) is 0.768 or 76.8%. The effect of competence, organizational culture, and organizational commitment on employee performance shows a figure of 76.8% or in the strong category. Meanwhile, the remaining 23.2% is the effect of other exogenous variables which are not discussed in this study.

The value of R Square Adjusted on the Organizational Performance variable (Y₂) is 0.401 or 40.1%. Whereas the effect of competence, organizational culture, and organizational commitment on organizational performance shows a figure of 40.1% or in the moderate category. Meanwhile, the remaining 59.9% is the effect of other exogenous variables which are not discussed in this study.

2)   Effect Size (F²)

The value of Effect Size (F^2) is used to evaluate whether the omitted exogenous variable has a substantive impact on the endogenous variable. The Effect Size (F^2) value level consists of 0.02 or small category, 0.15 or moderate category, and 0.35 or great category is shown in Table IX.

TABLE IX.   TEST RESULT OF EFFECT SIZE (F^2)

No.	Effect	F^2	Description
1.	Competence (X_1) → Employee Performance (Y_1)	0.104	Moderate
2.	Organizational Culture (X_2) → Employee Performance (Y_1)	0.189	Great
3.	Organizational Commitment (X_3) → Employee Performance (Y_1)	0.205	Great
4.	Competence (X_1) → Organizational Performance (Y_2)	0.009	Small
5.	Organizational Culture (X_2) → Organizational Performance (Y_2)	0.015	Small
6.	Organizational Commitment (X_3) → Organizational Performance (Y_2)	0.015	Small
7.	Employee Performance (Y_1) → Organizational Performance (Y_2)	0.020	Moderate

Source: Data processed by the researcher with SmartPLS version 3.0 (2021)

The Competence variable (X_1) has an Effect Size (F^2) in the moderate category on the Employee Performance variable (Y_1). This indicates that competence has an important role in employee performance. Meanwhile, the variables of Organizational Culture (X_2) and Organizational Commitment (X_3) have Effect Size (F^2) in the great category of Employee Performance (Y_1). This shows that organizational culture and organizational commitment have a very important role in organizational performance.

The Competence variable (X_1), Organizational Culture (X_2), and Organizational Commitment (X_3) have an Effect Size (F^2) in the small category on the Organizational Performance variable (Y_2). This shows that competence, organizational culture, and organizational commitment have a slightly important role in employee performance.

The Employee Performance variable (Y_1) has an Effect Size (F^2) in the moderate category on the Organizational Performance variable (Y_2). This shows that employee performance has an important role in organizational performance.

3) Predictive Relevance (Q^2)
The Predictive Relevance (Q^2) value is used to measure how well the observed values generated by the model and its parameter estimates are shown in Table X. The value of $Q^2 > 0$ indicates that the exogenous latent variable has predictive relevance to the endogenous latent variable.

TABLE X.   TEST RESULT OF PREDICTIVE RELEVANCE (Q^2)

No.	Variable	SSO	SSE	Q^2 (=1–SSE/SSO)	Description
1.	Employee Performance (Y_1)	2842.000	1495.362	0.474	Great
2.	Organizational Performance (Y_2)	4872.000	366.646	0.247	Great

Source: Data processed by the researcher with SmartPLS version 3.0 (2021)

The results of the Q^2 calculation on the Employee Performance variable (Y_1) of 0.474 and on the Organizational Performance variable (Y_2) of 0.247 or greater than 0 indicate that the research model has predictive relevance generated by exogenous variables on endogenous variables.

4) Fit Model
The measurement model and the structural model must meet the value of the fit model used to find out how good the research model is. In this study, the value of the fit model used is the value of the Standardized Root Mean Square Residual (SRMR) and the Normed Fit Index (NFI) shown in Table XI.

The SRMR value is used to measure the average difference between the observed and expected correlations as an absolute measure of the criteria (model) that corresponds to a value of < 0.10. While the NFI is used to determine the size of the suitability where the closer to 1, the better the match.

TABLE XI.   TEST RESULTS OF FIT MODEL

No.	Fit Model	Saturated Model	Estimated Model	Description
1.	SRMR	0.066	0.066	Fulfilled
2.	NFI	0.761	0.761	Good

Source: Data processed by the researcher with SmartPLS version 3.0 (2021)

The Goodness of Fit (GoF) criteria uses an SRMR value of 0.066 or less than 0.10 and an NFI value of 0.761 or 76.1%. Thus, the research model is very good with a model value of 76.1%.

D. Result of Effects Between Variables
The effect between variables is used to test the hypothesis of the path coefficient value and significance. Path coefficients are used to see the direction of the relationship between exogenous and endogenous variables. The value of this coefficient has a range of 0 to -1 (the direction of a negative relationship) and 0 to 1 (the direction of a positive relationship). While the significance of the direction of the relationship is seen in the value of T-Statistic T-Table (1.96) or the value of P-Value < Significant Alpha 5% or 0.05.

The direction of the relationship between variables is determined by the path coefficients and significance is then made in the form of a table together to see the correlation between variables shown in Table XII.

TABLE XII.   TEST RESULTS OF PATH COEFFICIENTS AND SIGNIFICANCE BETWEEN VARIABLES

No.	Effect	Path Coefficients	Effect	T-Statistics	P Values	Significance
1.	Competence (X_1) → Employee Performance (Y_1)	0.246	Positive	5.406	0.000	Significant
2.	Organizational Culture (X_2) → Employee Performance (Y_1)	0.396	Positive	7.182	0.000	Significant
3.	Organizational Commitment (X_3) → Employee Performance (Y_1)	0.329	Positive	7.164	0.000	Significant
4.	Competence (X_1) → Organizational Performance (Y_2)	0.120	Positive	1.719	0.086	Not Significant
5.	Organizational Culture (X_2) → Organizational Performance (Y_2)	0.195	Positive	2.230	0.026	Significant
6.	Organizational Commitment (X_3) → Organizational Performance (Y_2)	0.157	Positive	2.741	0.006	Significant
7.	Employee Performance (Y_1) → Organizational Performance (Y_2)	0.229	Positive	2.909	0.004	Significant
8.	Competence (X_1) → Employee Performance (Y_1) → Organizational Performance (Y_2)	0.056	Positive	2.488	0.013	Significant
9.	Organizational Culture (X_2) → Employee Performance (Y_1) → Organizational Performance (Y_2)	0.091	Positive	2.670	0.008	Significant
10.	Organizational Commitment (X_3) → Employee Performance (Y_1) → Organizational Performance (Y_2)	0.075	Positive	2.704	0.007	Significant

Source: Data processed by the researcher with SmartPLS version 3.0 (2021)

Based on the above table, it can be concluded that the results of the research hypothesis testing are as follows:

1) Competence has a coefficient value of 0.246 (positive), T-Statistic (5.406) > 1.96, and P-Value (0.000) < 0.05 on employee performance, so the hypothesis is accepted.

2) Organizational culture has a coefficient value of 0.396 (positive), T-Statistic (7.182) > 1.96, and P-Value (0.000) < 0.05 on employee performance, so the hypothesis is accepted.

3) Organizational commitment has a coefficient value of 0.329 (positive), T-Statistic (7.164) > 1.96, and P-Value (0.000) < 0.05 on employee performance, so the hypothesis is accepted.

4) Competence has a coefficient value of 0.120 (positive), T-Statistic (1.719) < 1.96, and P-Value (0.086) > 0.05 on organizational performance, so the hypothesis is rejected.

5) Organizational culture has a coefficient value of 0.195 (positive), T-Statistic (2.230) > 1.96, and P-Value (0.026) < 0.05 on organizational performance, so the hypothesis is accepted.

6) Organizational commitment has a coefficient value of 0.157 (positive), T-Statistic (2.741) > 1.96, and P-Value (0.006) < 0.05 on organizational performance, so the hypothesis is accepted.

7) Employee performance has a coefficient value of 0.229 (positive), T-Statistic (2.909) > 1.96, and P-Value (0.004) < 0.05 on organizational performance, so the hypothesis is accepted.

8) The mediation of employee performance from the effect of competence has a coefficient value of 0.056 (positive), T-Statistic (2.488) > 1.96, and P-Value (0.013) <0.05 on organizational performance, so the hypothesis is accepted.

9) The mediation of employee performance from the effect of organizational culture has a coefficient value of 0.091 (positive), T-Statistic (2.670) > 1.96, and P-Value (0.008) < 0.05 on organizational performance, so the hypothesis is accepted.

10) Mediation of employee performance from the effect of organizational commitment has a coefficient value of 0.075 (positive), T-Statistic (2.704) > 1.96, and P-Value (0.007) < 0.05 on organizational performance, so the hypothesis is accepted.

E. Inner Model Equation

The resulting equation on the effect of the Employee Performance variable (Y_1) is as follows:

$$\eta_1 = \gamma_1\xi_1 + \gamma_2\xi_2 + \gamma_3\xi_3 + \zeta_1$$

$\eta_1 = 0.246\ X_1 + 0.396\ X_2 + 0.329\ X_3 + e$

$\eta_1 = 0.246$ Competence + 0.396 Organizational Culture + 0.329 Organizational Commitment + 0.05

The resulting equation on the effect of the Organizational Performance variable (Y_2) is as follows:

$$\eta_2 = \beta\xi_1 + \gamma_4\xi_1 + \gamma_5\xi_2 + \gamma_6\xi_3 + \zeta_2 \qquad (2)$$

$\eta_2 = 0.229\ Y_1 + 0.120\ X_1 + 0.195\ X_2 + 0.157\ X_3 + e$

$\eta_2 = 0.229$ Employee Performance + 0.120 Competence + 0.195 Organizational Culture + 0.157 Organizational Commitment + 0.05

If there is an increase of one unit in each variable, then the effect of the endogenous variable will increase by each owned constant. That is, the magnitude of the effect of the endogenous variable is affected by the magnitude of the constant on the path coefficient of each variable.

F. Results of Inter-Dimensional Effect

The results of the effect between dimensions are used as additional and detailed information that accompanies the relationship between variables. Testing the effect between dimensions is done partially from 2 (two) variables by looking at the path coefficients.

TABLE XIII. TEST RESULTS OF INTER-DIMENSIONAL PATH COEFFICIENTS

Variable / Dimensions		Employee Performance (Y1)		Organizational Performance (Y2)			
		Employee Work Goals	Work Behavior	Stakeholder Perspectives	Customer Perspectives	Business Process Perspectives	HR and Learning Organizational Perspectives
Competence (X1)	Technical Competence	0.168	0.118	0.169	0.152	0.275	**0.311**
	Managerial Competence	0.343	**0.452**	0.235	0.268	0.238	0.166
	Socio-Cultural Competence	0.259	0.282	0.166	0.127	0.093	0.038
Organizational Culture (X2)	Courage	**0.307**	0.232	0.215	0.113	-0.010	0.047
	Nationalism	0.127	0.139	0.172	0.194	0.175	0.189
	Neutral	0.232	0.219	0.044	-0.009	0.030	-0.057
	Responsive	0.155	0.174	0.213	0.235	**0.251**	0.201
	Innovative	0.051	0.214	0.036	0.083	0.242	0.202
Organizational Commitment (X3)	Affective Commitment	0.111	0.106	0.108	0.131	0.148	0.123
	Continuance Commitment	0.207	0.132	0.218	0.179	0.025	0.010
	Normative Commitment	0.490	**0.610**	0.334	0.290	**0.368**	0.320
Employee Performance (Y1)	Employee Work Goals	-	-	0.205	0.181	0.253	0.202
	Work Behavior	-	-	**0.427**	0.390	0.328	0.285

Source: Data processed by the researcher with SmartPLS version 3.0 (2021)

Although there is a negative effect between dimensions, simultaneously at the variable level it produces a positive effect between variables. The negative effect becomes a note for suggestions in the study.

G. Discussion

1) The Effect of Competence on Employee Performance

The results show that competence has a positive and significant effect on employee performance. It can be concluded that the higher the competence, the significantly higher the employee performance. These results are in line with research conducted by Khoirul Anwar and Muhammad Havidz Aima (2019) at the Directorate General of Customs and Excise, Ministry of Finance of the Republic of Indonesia [1].

The managerial implications of human resources can be done in the form of encouraging employees to always have the knowledge, skills, and attitudes/behaviors for managing work so that they can complete their duties professionally, effectively, and efficiently. This ability must be developed through activities that are in accordance with the workload and in other fields that support the work in order to see a 360° perspective.

2) The Effect of Organizational Culture on Employee Performance

The results show that organizational culture has a positive and significant effect on employee performance. It can be concluded that the higher the organizational culture, the significantly higher the employee performance. This result is in line with the research conducted by Teguh Budi Santoso and Tjiptogoro Dinarjo Soehari (2020) at the BPJS Employment of the DKI Jakarta Regional Office [18].

The managerial implications of human resources can be done in the form of encouraging employees to always have a work attitude towards the organizational cultural values needed to optimize personal abilities according to organizational rules. The cultural attitudes that are applied are also expected to be able to become a benchmark for self-behavior in accordance with the norms and provisions of the nation and state.

3) The Effect of Organizational Commitment on Employee Performance

The results show that organizational commitment has a positive and significant effect on employee performance. It can be concluded that the higher the organizational commitment, the significantly higher the employee performance. These results are in line with research conducted by Khoirul Anwar and Muhammad Havidz Aima (2019) on PBC Audit Functional Officers at the Directorate General of Customs and Excise, Ministry of Finance of the Republic of Indonesia [1].

The managerial implications of human resources can be done in the form of maintaining a sense of work contribution as an employee's sense of responsibility. Commitment contributions from good employees are expected to improve quality and self-image by having a strong sense of belonging to their duties and functions.

4) The Effect of Competence on Organizational Performance

The results show that competence has a positive but not significant effect on organizational performance. It can be concluded that the higher the competence, the higher the organizational performance, but not significantly. It can be identified from the effect between dimensions that the effect of socio-cultural competence on the perspective of human resource and learning organizations is very lacking. The factors that cause this are in the form of an uneven distribution of employees as well as facilities and infrastructure that are more dominantly fulfilled in the Central BNN or the western part of Indonesia.

This is an inconsistency of research results as shown by the research gap in chapter 1 of this study conducted by Fariz, et.al. (2016) which states that organizational learning carried out through organizational competence has no effect on organizational performance at the Indonesian College of Economics (STIE) [10]. In addition, research conducted by Sutan Adil Hendra, et.al. (2020) states that managerial competence has a negative and significant effect on organizational performance at the Ministry of Tourism and Creative Economy of the Republic of Indonesia [11].

The managerial implications of human resources can be done in the form of optimizing employee skills will only slightly increase the work of the organization. The components that make up the magnitude of organizational performance are affected by other factors whose values are more significant, both internally and externally.

5) The Effect of Organizational Culture on Organizational Performance

The results of the study indicate that organizational culture has a positive and significant effect on organizational performance. It can be concluded that the higher the organizational culture, the significantly higher the organizational performance. These results are in line with research conducted by Zukarnaen, et.al. (2020) at the TNI AL Command and Staff School (Seskoal) [23].

The managerial implications of human resources can be done in the form of carrying out the habits of an individual which are reflected in the work culture with the spirit of producing better organizational quality. The spirit of the organization that is formed will trigger teamwork and relations between fellow employees to call for the vision and mission of the organization massively and simultaneously by inflaming the slogans and values of the BNN RI.

6) The Effect of Organizational Commitment on Organizational Performance

The results show that organizational commitment has a positive and significant effect on organizational performance. It can be concluded that the higher the organizational commitment, the significantly higher the organizational performance. These results are in line with the research conducted by Sugiono, et.al. (2019) at a Private Campus in East Kalimantan [19].

The managerial implications of human resources can be done in the form of encouraging a sense of belonging to the organization are an important key in improving better public services. This sense of belonging is related to the voluntary attitude and responsibility to carry out tasks according to the vision and mission.

7) The Effect of Employee Performance on Organizational Performance

The results show that employee performance has a positive and significant effect on organizational performance. It can be concluded that the higher the employee's performance, the significantly higher the organizational performance. These results are in line with research conducted by Reza Zarvedi, et.al. (2016) at the Regional Secretariat of Pidie Jaya Regency [22].

The managerial implications of human resources can be done in the form of prioritizing individual performance, both leaders and subordinates, by boosting aspects of employee work targets and work behavior. The work of each employee will be an important spotlight on the work of the organization.

8) The Effect of Competence on Organizational Performance through Employee Performance

The results of the study indicate that employee performance mediates competencies that have a positive and significant effect on organizational performance. It can be concluded that the higher the performance of employees who mediate competence on organizational performance, it will increase organizational performance significantly. These results are in line with research conducted by Arfah Salwa, et.al. (2020) at the Aceh Independent Election Commission (KIP) [17].

The managerial implications of human resources can be done in the form of employee work which indirectly improves organizational performance from the knowledge, skills, and attitudes/behaviors of employees. Employee performance is a full contribution to accommodating employee competencies as the main component of an employee.

9) The Effect of Organizational Culture on Organizational Performance through Employee Performance

The results of the study indicate that employee performance mediates organizational culture, which has a positive and significant effect on organizational performance. It can be concluded that the higher the performance of employees who mediate organizational culture on organizational performance, it will increase organizational performance significantly. These results are in line with research conducted by Reza Zarvedi, et.al. (2016) at the Regional Secretariat of Pidie Jaya Regency [22].

The managerial implications of human resources can be done in the form of employee work which indirectly improves organizational performance from the application of organizational values through the work culture that is carried out by employees. Employee performance accommodates organizational values to improve organizational performance by applying them to employee work goals and work behavior.

10) The Effect of Organizational Commitment on Organizational Performance through Employee Performance

The results of the study indicate that employee performance mediates organizational commitment, which has a positive and significant effect on organizational performance. It can be concluded that the higher the performance of employees who mediate organizational commitment to organizational performance, it will increase organizational performance significantly. These results are in line with research conducted by Arfah Salwa, et.al. (2020) at the Aceh Independent Election Commission (KIP) [17].

The managerial implications of human resources can be done in the form of employees, which indirectly improves organizational performance from the sense of loyalty and responsibility of employees to the organization. Employee performance accommodates a sense of belonging to the organization from the existence of an employee's image of good duties and responsibilities.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

Based on the results of the research and discussion, it can be concluded that:

1) Competence has a positive and significant effect on employee performance at BNN RI. This shows that by improving competence, employee performance will be higher. The knowledge, skills, and behavior of individual employees have been utilized optimally. Management of hard skills and soft skills is the key to success in human resource utilization.

2) Organizational culture has a positive and significant effect on employee performance at BNN RI. This shows that by improving organizational culture, employee performance will be higher. The organizational values of BNN RI have been able to measure and become a trigger for the enthusiasm of employees to work well. Employees have attitudes and actions in accordance with the points of work culture.

3) Organizational commitment has a positive and significant effect on employee performance at BNN RI. This shows that by improving organizational commitment, employee performance will be higher. In everyday life, a sense of responsibility for each job is reflected. Each individual values their contribution to the seriousness and empathy attitude of daily work.

4) Competence does not have a significant effect on organizational performance at BNN RI. This shows that by improving competence, organizational performance is not necessarily higher and even stagnant. The professionalism of employees has not been able to fully measure the improvement in the quality of the organization for the better.

5) Organizational culture has a positive and significant effect on organizational performance at BNN RI. This shows that by improving organizational culture, organizational performance will be higher. Organizational reliability has been created by the existence of a work culture to foster motivation and work inspiration. The daily values of the organization can trigger better management of the organization.

6) Organizational commitment has a positive and significant effect on organizational performance at BNN RI. This shows that by improving organizational commitment, organizational performance will be higher. The sense of belonging to the organization is an important capital that work is an obligation that must be carried out. Every individual has a strong desire to build an internal organization in a sustainable manner.

7) Employee performance has a positive and significant effect on organizational performance at BNN RI. This shows that by improving employee performance, organizational performance will be higher. The work of each individual and team becomes an important component in improving the quality of the organization. Individual performance is, of course, carried out in stages or cascading from the lowest level to the top leadership level.

8) Employee performance mediates competence with a positive and significant effect on organizational performance at BNN RI. This shows that by improving the performance of employees who mediate competence, organizational performance will be higher. Individual abilities have a real contribution to increasing individual performance, which then, of course, improves the quality of the organization in stages from the lowest work unit to the institutional level.

9) Employee performance mediates organizational culture with a positive and significant effect on organizational performance at BNN RI. This shows that by improving the performance of employees who mediate organizational culture, organizational performance will be higher. Overall, the work culture implemented by each individual creates a consistent and appropriate work atmosphere, both for oneself and for the organization. The increase in work results is driven by the existence of organizational values in the aspects of courage, nationalism, neutrality, responsiveness, and innovation.

10) Employee performance mediates organizational commitment with a positive and significant effect on organizational performance at BNN RI. This shows that by improving organizational performance that mediates competence, organizational performance will be higher. The existence of a good sense of individual work quality with a high sense of belonging to the organization encourages the organization to have a sustainable advantage. The willingness and desire of individuals are very high so that they are able to create superior self-quality towards an organization that has excellent service.

B. Suggestions

Based on the conclusions above, suggestions can be drawn to improve performance at BNN RI, including:

1) Improving the managerial competence of individuals and good leaders in each work unit to create work behavior that is oriented towards serving the public and building an organization. Activities that can improve this are in the form of carrying out leadership and managerial training gradually and regularly. This training can be attended by employees internally or externally organized by related parties or fields related to work assignments.

2) Improving the technical competence of employees as capital for fulfilling human resources with heterogeneous abilities to build organizations. Activities that can improve this are in the form of continuing heterogeneous recruitment of employees from elements of the relevant Ministries/Agencies and Local Governments. These special skills assist the implementation of programs and activities in technical activities, such as in the field of rehabilitation from the health element and eradication from law enforcement elements, as well as others in certain skills.

3) Improving the attitude of courage to produce good individual performance. Activities that can improve this are in the form of creating responsible behavior on each task and job mandate with the control of the leadership and related officials. In addition, accuracy in every decision making can minimize risks to produce high employee performance. Leaders always provide opportunities for subordinates to decide on work actions to be carried out with regular monitoring and evaluation.

4) Improving the responsiveness to the business processes of the work to be carried out. Activities that can improve this are in the form of involvement of all elements of leadership and subordinates in the lowest work unit in stages up to the institutional level. This planning mechanism has been described in BNN RI, namely by using bargaining budget requirements and performance targets that will be implemented every fiscal year.

5) Improving the normative commitment to improving individual good work behavior. Activities that can improve this are in the form of providing the doctrine that a sense of belonging to the organization is very important to improving the quality of work. The leader always monitors and provides an understanding of work responsibilities as a form of self-commitment to serve the community.

6) Improving the normative commitment to planning, management, and standardization of performance. Activities that can improve this are in the form of always looking at the organization's goals in accommodating programs and activities. Planning and budgeting mechanisms must always be guided by internal and external regulations of the organization, and measure outputs and outcomes on a regular basis.

7) Improving the employee behavior to provide services, fulfillment, and cooperation with stakeholders. Activities that can improve this are in the form of optimizing excellent services in the form of socialization, education, technical guidance, alternative empowerment, and rehabilitation related to P4GN to the community. In addition, increase cooperation with related parties in the P4GN sector. Stakeholder needs must be the main key in order to create high outcomes considering that BNN RI is a government institution that plays a role in public services.

8) Assessing the fulfillment of socio-cultural competence by not distinguishing the domicile of employees in the fulfillment of human resources in the form of equal distribution of employees to create reliable quality work units. The heavy workload in work units, especially in regencies/cities at national borders, requires employees with good competence, such as employees in work units at the Central BNN.

C. Limitations

This research basically has several limitations in its implementation, including:

1) The object of research is carried out at BNN RI, so it is necessary to have references to research that has been carried out previously or other research needed by Ministries/Institutions in Indonesia.

2) Respondents who are reached are very broad in the work unit within the BNN RI, so it requires time and an electronic sampling method. This method is certainly risky due to the constraints of electronic devices and internet networks on the respondents.

3) The research is limited to 3 (three) exogenous variables, namely competence, organizational culture, and organizational commitment, and 2 (two) endogenous variables, namely employee performance, and organizational performance.

4) The need for more in-depth and sustainable research, especially to build the organization of Ministries/Agencies in Indonesia in the aspect of increasing reliable, superior, and efficient human resources.

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