The Influence of Work Culture, Competence and Work Environment on Employee Performance in Pariaman Tengah District, Pariaman City

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ABSTRACT

Without the support of adequate human resources, the activities of government agencies will not run well. How to manage human resources (HR) to become dynamic, productive hard workers to achieve Indonesia's Vision 2045.This research is to reveal the influence of work culture, competence and work environment of employees in District of Central Pariaman District, Pariaman CityThe research method used is associative quantitative method. The population in this study were 1 (one) district and 17 (seventeen) villages with 102 employees.The number of research samples was 81.3 rounded to 81 people. The sampling technique used in this research is Proportional Random Sampling. Data collection techniques used questionnaires and observation. Questionnaire testing was carried out with validity and reliability. Descriptive data analysis techniques used a percentage of the respondent's level of achievement and quantitative by using path analysis, before testing the hypothesis, first testing the analysis requirements with the normality test, linearity test and regression test.Based on the results of the analysis and discussion that has been done previously, it is concluded that (1) There is a direct effect of work culture on the work environment of employees of Central Pariaman District, Pariaman City by 28.4%. (2) There is a direct influence of competence on the work environment of employees of Central Pariaman District, Pariaman City, amounting to 13.8%. (3) There is a direct effect of work culture on employee performance in Central Pariaman District, Pariaman City by 28.2%. (4) There is a direct influence of competence on employee performance in Central Pariaman District, Pariaman City by 2.8%. (5) There is a direct effect of the working environment on the employee performance of the Central Pariaman District, Pariaman City of 9.2%.

Keywords: Work Culture; Competence; Work Environment; Performance.

INTRODUCTION

The issuance of Law Number 23 of 2014 concerning Regional Government as a revision of Law Number 32 of 2004 became a momentum for a change in policy direction related to the implementation of decentralization and regional autonomy in Indonesia. The granting of broad autonomy to the regions is directed at accelerating the realization of community welfare through improved services, empowerment and community participation and being able to increase competitiveness by taking into account the principles of democracy, equity, justice, privileges and specificities as well as regional potential and diversity in the system of the Unitary State of the Republic of Indonesia (Daraba et al., 2018; U. Farida et al., 2015; Langkai et al., 2019; Muhtasom et al., 2019; Papalapu et al., 2016; Said et al., 2019; Saputro, 2016). The lowest composition of regional apparatus in the city of Pariaman is a sub-district based on the Regional

Regulation of Kota Pariaman Number 9 of 2018 Amendment to Regional Regulation Number 7 of 2016 concerning the Formation and Composition of Regional Apparatus.District is part of the area of Kota Pariaman which is led by a Camat.

Pariaman City is divided into 4 (four) districts namely South Pariaman District, Central Pariaman District, East Pariaman District, and North Pariaman District. Central Pariaman District has 17 (seventeen) wards and 5 (five) villages. Performance representsThe work achieved by a person in carrying out the tasks assigned to him is based on skills, experience, seriousness and time (Umi Farida, 2017; Jones et al., 2009; Long et al., 2020; Rasiah & Yap, 2016). Meanwhile (Kennerley & Neely, 2002) performance is closely related to efficiency and effectiveness. The same thing was stated by (Akib & Salam, 2016; Pratiwi et al., 2019; Saggaf & Salam, 2017; Souisa et al., 2019) performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to employees. As stated by (Dahlila & Frinaldi, 2021) that one that affects employee performance is work culture, applying a work culture properly and accompanied by cooperation between employees making employee performance increase and become even better.

Performance problems in this study are related to work culture, employee competence in the workplace. The performance of employees in the district of Pariaman Tengah is fairly low. The low performance of employees can be seen from the results of an interview with one of the employees of the initial DS of the sub-district office on January 6, 2020, such as: the administrative service process provided tends to be long and has to wait, besides that there are still employees who are less disciplined in implementing regulations, this can be seen at the time of day. only one or two employees provide services to the community.

In addition, the number of employees aged 50 years is more than the productive age which causes them to be slow in working. This can be seen from the results the requested report does not comply with the predetermined format. Based on the results of an interview conducted with the village head secretary (January 8, 2020).

Apart from performance, the problems encountered in the downstream teak village based on an interview conducted with one of the village head secretaries, namely the weak behavior at work shown by an employee, namely the absence of willingness to do tasks outside of routine tasks or to replace employees who do not come to work for some reason. This reflects the low work culture that employees have. Work culture is the application of values that employees have in carrying out their work, as stated by (Dahlila & Frinaldi, 2021). (Osborne & Plastrik, 1997) work culture is a set of behavioral feelings and psychological frameworks that are deeply internalized and shared by organizational members. Work culture is something that can be seen directly or indirectly from a person through a value perspective, knowing how to work well, having a mindset, and the behavior of any person or group of people to do a job.

Based on Some of the conditions above, it can be seen that the work culture of employees is still low. The low work culture causes a decrease in the quality of work and has an impact on the low performance of employees. The most important part of bureaucratic reform is to improve the quality of human resources and the development of a work culture. Increasing the capacity of human resources shows that government officials play an important role in the implementation and development of a country by carrying out tasks and development that are

effective, efficient, professional, just and responsible (Frinaldi, 2014). This was confirmed by (Frinaldi & Embi, 2014) states that a positive work culture will have a positive influence in improving employee performance and in the development process if it is carried out thoroughly and sustainably.

Competence is the ability possessed by employees in carrying out work or tasks that are based on the skills and knowledge and attitudes of employees in an organization. This is in line with what was stated by (Armstrong, 2006) Competence is a person's knowledge, skills and qualities in order to achieve success in their workThe competence possessed by employees will be seen from the skills and knowledge characterized by professionalism in a particular field. Based on an interview with one of the kasi in the kelurahan, it is known that the employees who have a high school education (SMA) in the village are 3 (three) people from the total employees, namely 5 employees. There are still mistakes in the completion of work so that often corrected by superiors is one of the problems encountered in the village of Pasir besides that often employees procrastinate work that should be completed at that time is also the cause of delays in the results of activity reports requested by superiors, this shows that they are still lack of responsibility held by employees.as a concrete manifestation of the commitment between the recipient and the mandate to improve the integrity, accountability, transparency and performance of the Apparatus. As a State Civil ApparatusIn carrying out their profession, they must be guided by the principles of basic values, code of ethics, commitment, moral integrity and responsibility for public services, required competencies, academic qualifications, guarantees of legal protection, and professionalism of positions as stated in the Law of the Republic of Indonesia Number. 5 of 2014 concerning the State Civil Apparatus.

Apart from work culture and competence, work environment helped determine the increase in employee work.This is in accordance with the opinion expressed by (Robbins & Judge, 2013) that the work environment is an important factor in supporting employee performance. Based on the author's observations, employees are dissatisfied with the comfort of the workplace which is still less related to the availability of room facilities such as the narrow space, which disturbs the distance between one employee and another employee, the layout of work equipment components that are not easily accessible to employees and temperature / temperature. less supportive space even though there is air conditioning but it has not been used properly.

METHOD

This research uses associative quantitative method. The research was conducted in the sub-district of Central Pariaman District, Pariaman City. The population in this study were 1 (one) district and 17 (seventeen) villages with 102 employees. The number of research samples was 81.3 rounded to 81 people. The sampling technique used in this research is Proportional Random Sampling.Types of data consist of primary data and secondary data. Primary dataObtained directly from research respondents through questionnaires, while secondary data obtained through official documents owned by the sub-district office, journals and the results of interviews.Data collection techniques using questionnaires and observation. The questionnaire

was tested by validity and reliability. The data analysis technique used descriptive data analysis and used the percentage of the respondent's level of achievement and hypothesis testing used path analysis.

RESULT AND DISCUSSION

Respondents in this study were employees in the District of Central Pariaman, Pariaman City. In an overview, the characteristics of these respondents will be grouped by gender, age, education level, position, years of service, class, and ethnicity / ethnicity.

Table 1.
Characteristics of Respondents Based on Gender in the District of Central Pariaman

No.	Gender	Frequency (F)	Percent (%)
1	Man	28	34.6
2	Women	53	65.4
	Total	81	100.0

Source: Research Results 2021

From the table above, it can be seen that 34.6% of the respondents are male and 65.4% are female. This condition shows that the organization's operations are mostly carried out by female employees. This composition is in accordance with the main tasks and functions of the organization which are technical in nature which are mostly carried out by female employees. Age is an internal characteristic of an individual. Number of respondents by age.

Table 2.
Characteristics of Respondents Based on Age of Employees in the District of Central Pariaman, Pariaman City

No.	Age	Frequency (F)	Percent (%)
1	20-30 Years	7	8.6
2	31-40 Years	24	29.6
3	41-50 years	45	55.6
4	Above 50 Years	5	6.2
	amount	81	100

Source: Research Results 2021

From the table above, it can be seen that as many as 8.6% of employees are between 20 to 30 years old, 29.6% of employees are between 31-40 years old, 55.6% of employees are aged between 41-50 years, and 6.2% of employees are over age. than 50 years. This indicates that the employees in the Central Pariaman District of Pariaman City have sufficient employees to carry out their work. This data also shows that in general, the employees in the Central Pariaman

District of Pariaman City are at a steady age at work so that this provides an opportunity for employees to improve their performance in carrying out their duties and work discipline which is quite high in compliance with regulations.

Table 3.
Characteristics of Respondents Based on Level of Education in the District of Central Pariaman, Pariaman City

No.	Level of education	Frequency (F)	Percent (%)
1	SMA / equivalent	29	35.8
2	Diploma III (D3)	8	9.9
3	Bachelor (S1 / Diploma IV)	41	50.6
4	Masters (S2)	3	3,7
	amount	**81**	**100**

Source: Research Results 2021

From table 3, it can be seen that 35.8% of respondents graduated from high school / equivalent, 9.9% of respondents with Diploma Three (D3), 50.6% of respondents with Bachelor / D4 degrees and 3.7% for Masters (S2).Thus it is known that in general, employees in the Central Pariaman District of Pariaman City whose last education is a bachelor. Although the Bachelor is not from a government discipline. This shows that the employees of Central Pariaman District, Pariaman City have a high enough education in implementing the rules so that they can have high work competence. Although it is not relevant to the government sector.

Table 4.
Characteristics of Respondents Based on Class Level in the Pariaman Tengah District, Pariaman City

No.	Group	Frequency (F)	Percent (%)
1	Goal. II a- II d	19	23.5
2	Goal. III a - III d	60	74.1
3	Goal. IV a - IV b	2	2.5

Source: Research Results 2021

From the table above, it can be seen that 23.5% of respondents consist of Group IIa - IId as many as 19 employees, while 74.1% or as many as 60 employees consist of groups IIId - IIId. And the rest solongan IVa - IVb only 2 people or 2.5%. Thus it is known that in general the employees in the Central Pariaman District of Pariaman City have the level of class IIIa - IIId. This shows that the employees of the Central Pariaman District of Pariaman City have a fairly high class in carrying out their work.

Table 5.
Characteristics of Respondents Based on Employee Work Period in the District of Central Pariaman, Pariaman City

No.	Length of work	Frequency (F)	Percent (%)
1	0-5 Years	9	11.1
2	6-10 Years	20	24.7
3	11-15 Years	27	33.3
4	Above 15 years	25	30.9
	amount	**81**	**100.0**

Source: Research Results 2021

Table 5 shows that there are 9 employees who have worked for 5 years or 11.1%, 20 employees who have worked for 6 - 10 years or 24.7%. The work period of 11-15 years is 27 people or 33.3%, the work period is over 15 years 25 people or 30.9%, This figure shows that most of the employees who work in the Central Pariaman District, Pariaman City are classified as senior employees. And already accustomed to doing and very familiar with the main tasks and functions of the sub-district.

Table 6.
Characteristics of Respondents Based on Position of Employees in the District of Central Pariaman, Pariaman City

No.	Position	Frequency (F)	Percent (%)
1	Head of District	1	1,2
2	General Functional	26	32.1
3	Kasi	29	35.8
4	Sekcam	1	1,2
5	Head of the Village	12	14.8
6	Seclur	12	14.8
	amount	**81**	**100**

Source: Research Results 2021

The data table 6 shows that the number of employees with the Kasi position in the Central Pariaman District, Pariaman City is 29 people or 35.8%. it means that the work is mostly carried out by the Kasi in the sub-district in the Central Pariaman environment of Pariaman City.

Table 7.
Characteristics of Respondents Based on Employee Ethnicity / Ethnicity in the District of Central Pariaman, Pariaman City

No.	Tribe / Ethnicity	Frequency (F)	Percent (%)
1	Batak	1	1,2
2	Java	1	1,2
3	Mandailing	5	6.2
4	Minang	74	91.4
	amount	**81**	**100**

Source: Research Results 2021

From table 7, it can be seen that 74 employees of Minang ethnic / ethnicity are employees or 91.4%, ethnic / ethnic mandailing as many as 5 employees or 6.2%, other ethnic / ethnic groups that are not mentioned are 2 employees, 3.4% . From these data it can be concluded that most of the ethnic / ethnic employees in the District of Central Pariaman, Pariaman City are from the same ethnic characteristics.

1. Description of Research Variables

The data in this study consisted of variables of Work Culture (X1), Competence (X2), Work Environment (X3) and Employee Performance (Y). The analysis is as follows:

a) Descriptive Analysis of Performance Variables

The measurement of performance variables in this study uses five indicators with 12 questions. Each indicator is (1) quantity of work, (2) quality of work, (3) responsibility, (4) cooperation and (5) initiative.

Table 8.
Description of Performance Variables

No.	Statement Items	Score	N	Mean	TCR	Category
	Quantity of Work					
1	The number of tasks I have done has met the predetermined targets	307	81	3.79	75.80	Pretty good
2	The level of achievement of my work volume has met expectations	302	81	3.73	74.57	Pretty good
	Quality of Work					
3	I was able to complete assignments quickly and precisely	287	81	3.54	70.86	Pretty good

No.	Statement Items	Score	N	Mean	TCR	Category
4	My work is up to standard	328	81	4.05	80.99	Good
	Responsible					
5	I am responsible for my work	335	81	4.14	82.72	Good
6	I always complete the tasks given by my boss well	352	81	4.35	86.91	Good
7	I have high confidence every time I face difficulties at work	338	81	4.17	83.46	Good
	Cooperation					
8	I prioritize cooperation with colleagues in completing work	356	81	4.40	87.90	Good
9	In carrying out every job I am able to work as a team and build networks	350	81	4.32	86.42	Good
10	I share information with friends who don't know about their work	338	81	4.17	83.46	Good
	Initiative					
11	I always do work on my own initiative without having to have orders from my boss first	326	81	4.02	80.49	Good
12	I have the ability to find new things at work	339	81	4.19	83.70	Good
	amount	3958	81	4.07	81.44	Good

Source: Research Results 2021

Based on the table the value of the performance variable coverage is seen in the good category Where the Mean value is at 4.07 and TCR 81.44% and is in the good category.

b) Description of Work Culture Variables (X1)

Measurement of Work Culture in this study uses six indicators with 12 questions, namely (1) leadership, (2) appearance, (3) awareness of time, (4) communication, (5) appreciation and recognition, (6) values and trust.

Table 9.
Description of Work Culture Variables

No.	Statement Items	Score	N	Mean	TCR	Category
	Leadership					
1	Leaders always convey information clearly and easily understood	287	81	3.54	70.86	Pretty good
2	I always understand the information conveyed by the leadership	275	81	3.40	67.90	Pretty good

	Appearance					
3	I look neat and polite when I work	279	81	3.44	68.89	Pretty good
4	I always use my ID when I work	301	81	3.72	74.32	Pretty good
	Time awareness					
5	I like to convey ideas to my boss or colleagues even if they are not asked	305	81	3.77	75.31	Pretty good
6	I always submit job reports on time	320	81	3.95	79.01	Good
7	I always use free time for something positive	282	81	3.48	69.63	Pretty good
	Communication					
8	Communication between superiors and co-workers is always good	276	81	3.41	68.15	Pretty good
9	I have the ability to communicate with other employees	299	81	3.69	73.83	Pretty good
	Awards and recognition					
10	My leadership provides an equal opportunity for all parties to participate in decision making	279	81	3.44	68.89	Pretty good
	Values and Beliefs					
11	I accepted a job from my boss and immediately did it without much consideration	277	81	3.42	68.40	Pretty good
12	I do a job to show loyalty to superiors rather than being procedurally oriented	271	81	3.35	66.91	Pretty good
	amount	3451	81	3.55	71.01	Pretty good

Source: Research Results 2021

Based on table 9 the value of the coverage of work culture variables is in the quite good category. The average or mean value of the respondents' answers is at 3.55 and TCR 71.01 which is categorized as quite good.

c) Descriptive Analysis of Competency Variables

Measurement of Competency Variables in this study uses four indicators with 8 questions. Each indicator is (1) Work Experience (2) Education 3) Knowledge and 4) Skills.

Table 10.
Competency Variable Description

No.	Statement Items	Score	N	Mean	TCR	Category
	Work experience					
1	The work experience that I get helps me in completing work	341	81	4.21	84.20	Good
2	With the work experience that I have, help me in planning the work that I will do	342	81	4.22	84.44	Good
	Education					
3	The work I do is in accordance with my educational background	349	81	4.31	86.17	Good
4	The level of education that I have makes it easy for me to understand and complete the tasks given by my boss	329	81	4.06	81.23	Good
	Knowledge					
5	I understand very well the job description assigned to me.	360	81	4.44	88.89	Good
6	I have good knowledge in terms of service in accordance with the field of work I do.	357	81	4.41	88.15	Good
	Skills					
7	I have the ability to solve problems according to duties and responsibilities	356	81	4.40	87.90	Good
8	I have skills according to the expertise I have	358	81	4.42	88.40	Good
	amount	**2792**	**81**	**4.31**	**86.17**	**Good**

Source: Research Results 2021

Based on table 10 the value of the competency variable coverage is seen in the good category. The mean value for all questions was 4.31 and the TCR was 86.17%. With an average indicator is in the good category.

d) Descriptive Analysis of Work Environment Variables

Measurement of Work Environment Variables in this study uses two indicators with 16 questions. Each indicator is (1) Physical Dimension consisting of: lighting, air circulation, noise, color, humidity. And (2) Non-Physical Dimensions include: Harmonious relationships, opportunities for advancement, security at work.

Table 11.
Description of Work Environment Variables

No.	Statement Items	Score	N	Mean	TCR	Category
Physical Dimension (Lighting)						
1	Existing lighting (sunlight and electricity) in the work space is in accordance with the needs	317	81	3.91	78.27	Pretty good
2	I feel that the sunlight in the workspace does not interfere with my work	333	81	4.11	82.22	Good
Air Circulation						
3	The air condition in the work space gives me comfort while working	340	81	4.20	83.95	Good
4	I feel that the air circulation in the room where I work is up to standard	340	81	4.20	83.95	Good
Noise						
5	My workplace is far from noise	347	81	4.28	85.68	Good
6	I do not feel disturbed when there are coworkers chatting in the room where I work	357	81	4.41	88.15	Good
Color						
7	The color of the wall paint used at work does not interfere with my comfort at work	349	81	4.31	86.17	Good
8	The paint color used in your working room gives a morale effect	376	81	4.64	92.84	Very good
Humidity						
9	The humidity at work does not affect my body temperature	351	81	4.33	86.67	Good
10	The humidity in the work room has an impact on my work productivity	364	81	4.49	89.88	Very good
Non-Physical Dimensions (Harmonious Relationships)						
11	Relationships among colleagues are very harmonious	361	81	4.46	89.14	Very good
12	You maintain good relations with your boss	357	81	4.41	88.15	Good
Opportunity for advancement						

13	Every employee has the same opportunity for career advancement or for promotion	356	81	4.40	87.90	Good
14	Every employee is given the opportunity to take part in technical training	332	81	4.10	81.98	Good
Security at work						
15	My workplace ensures the safety of its employees at work	346	81	4.27	85.43	Good
16	The room where you work there is a security support tool.	343	81	4.23	84.69	Good
	amount	**5569**	81	**4.30**	**85.94**	Good

Source: Research Results 2021

Based on table 11 above, the value of the Work Environment variable coverage is seen in the good category. Where the mean value is at 4.30 and TCR 85.94 with good category. So it can be said that the work environment of employees in the sub-district is good.

2. Data Normality Test

The normality test is carried out on the variables using the Kolmogorov-Sminov technique, namely: If the value is sig. or significance or probability value (p) <0.05 (95% confidence level), then the data are not normally distributed. And if the value is sig. or significance or probability value (p)> 0.05 (95% confidence level), then the data is normally distributed.

Table. 12.
Summary of Research Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test					
		Work Culture	**Competence**	**Work environment**	**Performance**
N		81	81	81	81
Normal Parameters a	Mean	42.85	34.48	68.75	48.86
	Std. Deviation	7,499	2,762	4,808	2,742
Most Extreme Differences	Absolute	.142	.112	.129	.142
	Positive	.039	.112	.114	.058
	Negative	-142	-.091	-129	-142
Kolmogorov-Smirnov Z		1,278	1,004	1,162	1,276
Asymp. Sig. (2-tailed)		.076	.266	.134	.077

One-Sample Kolmogorov-Smirnov Test					
		Work Culture	**Competence**	**Work environment**	**Performance**
N		81	81	81	81
Normal Parameters a	Mean	42.85	34.48	68.75	48.86
	Std. Deviation	7,499	2,762	4,808	2,742
Most Extreme Differences	Absolute	.142	.112	.129	.142
	Positive	.039	.112	.114	.058
	Negative	-142	-.091	-129	-142
Kolmogorov-Smirnov Z		1,278	1,004	1,162	1,276
Asymp. Sig. (2-tailed)		.076	.266	.134	.077
a. Test distribution is Normal.					

Source: Research Results 2021

Based on table 12 analysis by Kolmogorov Smirnovit can be concluded that the data are normally distributed. In the analysis table above for a significant value orprobability (p)work culture variable 0.076, competency 0.266, work environment variable 0.134, and performance 0.077. The four gradesprobability (p)>alfa0,05. So it can be concluded that the four research variables come from a normally distributed population.

3. Linearity Testing

Test Linearity is a test conducted to see whether the respective data on work culture (X1), Competence (X2) and Work Environment (X3) variables tends to form a linear line on the performance variable (Y). The criterion for linearity testing is that Ha is accepted if F count <F table, or a significant value> α = 0.05, it can be concluded that the data is linear. The summary of the tests can be seen in the following table.

Table. 13.
Linearity testing

No.	Path	Alpha (α)	Linearity Test		Conclusion
			F Count	**Sig**	
1	X1 against X3		0.583	0.929	**Linear**
2	X2 against X3	**0.05**	1,589	0.128	**Linear**
3	X1 against Y		0.996	0.488	**Linear**
4	X2 against Y		1,145	0.343	**Linear**
5	X3 against Y		0.474	0.945	**Linear**

Source: 2021 Data Processing Results

Based on the results above, for data X1, X2, X3 with Y and X1 and X2 against X3, with 5 groups of paths where for Linearity Fcount at the significant level>α= 0.05. This explains that

there is a linear influence between the variables of Work Culture (X1), Competence (X2) and Work Environment (X3) on Performance (Y). So it can be understood that all variables have a linear relationship so that they can be used and continued for hypothesis testing. research.

4. Test of Regression Equations

The regression equation analysis was conducted to determine whether there was a significant relationship between exogenous and endogenous variables. So that the regression analysis can be used for path analysis testing. With the provision that if the value of F count at the significant level obtained is smaller than alpha 0.05, then the equation is significant. Conversely, if the value of Fcount at a significant level is greater than alpha 0.05, the regression equation is not significant. If the regression equation is significant, the regression analysis can be used to test the research hypothesis of the path analysis model. Based on the regression analysis with SPSS, the results of the two regression tests are summarized as follows:

Table 14.
Regression Testing

Path	Regression equation $\dot{Y} = a + bx$		Significant Test		Alpha (α)	Conclusion
			F Count	Sign		
X1 against X3	$\hat{Y} = a + bx$	$(45,184 + 0.550X1)$	220,132	0.00		Significant
X2 against X3	$\hat{Y} = a + bx$	$(18,483 + 1,458X2)$	185,587	0.00		Significant
X1 against Y	$\hat{Y} = a + bx$	$(34,200 + 0,342X1)$	557,074	0.00	0.05	Significant
X2 against Y	$\hat{Y} = a + bx$	$(18,617 + 0.877 X2)$	281,167	0.00		Significant
X3 against Y	$\hat{Y} = a + bx$	$(13,679 + 0.028 X3)$	326,342	0.00		Significant

Source: 2021 Data Processing Results

Based on the above results, for data X1, X2, X3 against Y and X1 and X2 against X3, the significance value of the 5 regression path groups, the value of F count at the significant level of 0.000α= 0.05. This explains that there is a significant influence between work culture variables (X1), Competence (X2) and Work Environment (X3) on performance (Y). So it can be understood that all variables have a significant relationship or influence so that they can be used and continued for testing. research hypothesis.

5. Conceptual Model Submission

Based on the results of the theoretical study, a conceptual framework can be formulated, as well as a research study hypothesis such as a paradigm model for the

relationship between variables. The hypotheses to be tested based on the conceptual model are as follows (1) There is a direct influence of work culture (X1) on the work environment (X3). (2) There is a direct influence of competence (X2) on morale (X3). (3) There is a direct influence of work culture (X1) on employee performance (Y). (4) There is a direct influence of competence (X2) on employee performance (Y). (5) There is a direct influence of the Work Environment (X3) on employee performance (Y).

5.1 Operate the Path Analysis Model

To find out the direct effect of each variable, namely work culture variables (X1) on the work environment (X3), competence (X2) on morale (X3), work culture (X1) on employee performance (Y), Competence (X2) on employee performance. (Y), enthusiasm (X3) for employee performance (Y), and based on the above conception can be seen in the specification of the analysis model, as illustrated in the path analysis image below:
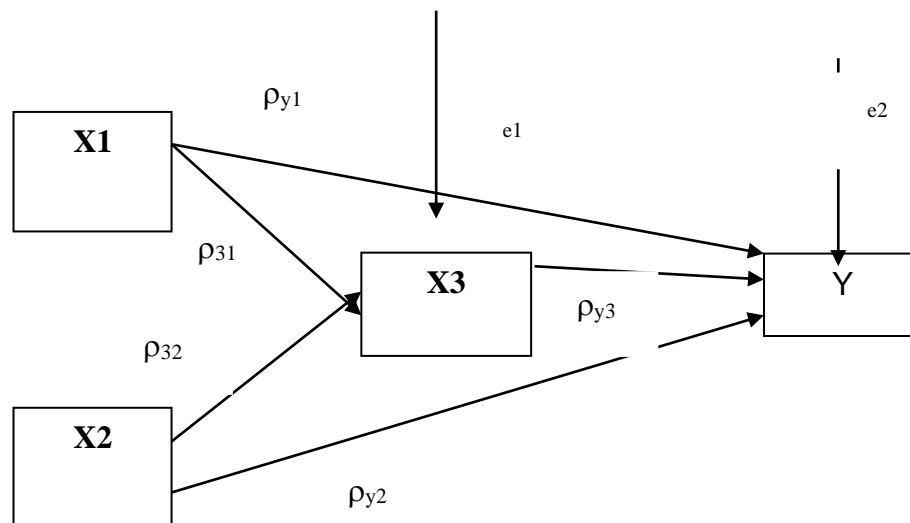
Figure 1.
Path Analysis Model

a) dentifying Path Coefficients

Based on the results of the multiple regression analysis, each path coefficient can be determined as follows:

Regression stage 1 Beta X13 = 0.533 (t = 4.757) = ρ_{31}

Stage 2 Beta X23 Regression   = 0.372 (t = 3.318) = ρ_{32}

Stage 1 Beta X1y Regression   = 0.531 (t = 6,859) =ρ_{y1}
Stage 2 Beta X2y regression   = 0.166 (t = 2.274) =ρ_{y2}
Stage 3 Beta X3y regression   = 0.303 (t = 4.388) =ρ_{y3}
Information:

Beta	=	The standardized regression coefficient is used as the path coefficient
ρ_{31}	=	Path coefficient between X_1 with X3
ρ_{32}	=	Path coefficient between X_2 with X3
ρ_{y1}	=	Path coefficient between X_1 with Y
ρ_{y2}	=	Path coefficient between X_2 with Y
ρ_{y3}	=	Path coefficient between X_3 with Y
$\rho e1$	=	The path coefficient for the residual X_1, X2, with X3
$\rho e2$	=	The path coefficient for the residual X_1, X2, and X3 with Y.

b)   Calculating the Path Coefficient for the Residual Substructure I

By using a formula $\sqrt{(1-R^2)}$ then the path coefficient for the residuals of each dependent variable can be calculated as follows:

Path coefficient for organizational culture residual (X1) Competence (X2) on Work Environment (X3).

$$e2 = \sqrt{(1-R^2)}$$
$$= \sqrt{(1-0.877^2)}$$
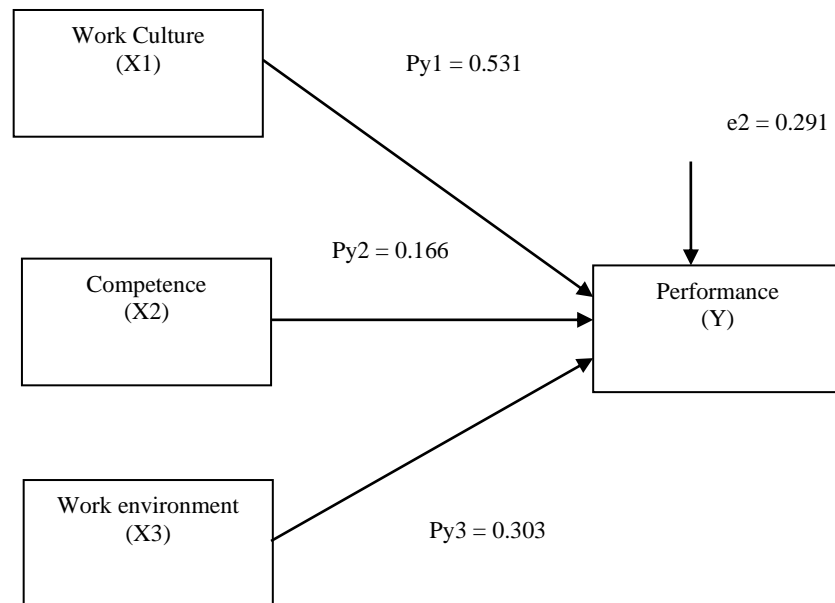$$= \sqrt{(1-0,769)}$$
$$= \sqrt{(0.231)}$$
$$= 0.481$$
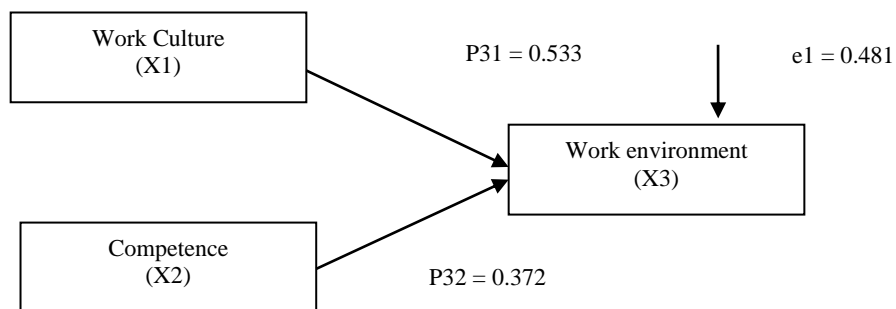
Figure 2.
Fill in the Sub-Structure Coefficient 1

Source; Results of 2021 Data Processing

c) Calculating the Path Coefficient for the Residual Substructure II
Path coefficient for work culture residual (X1) Competence (X2) and Work Environment (X3) on performance (Y).

$$e1 = \sqrt{(1-R^2)}$$
$$= \sqrt{(1-0.957^2)}$$
$$= \sqrt{(1-0.915)}$$
$$= \sqrt{(0.085)}$$
$$= 0.291$$

Source: 2021 Data Processing Results

Information:
e1 = Work culture residual path coefficient (X1) Competence (X2) and Work Environment (X3) on performance (Y).
e2 = Path coefficient for work culture residual (X1) Competence (X2), to Work Environment (X3)
R2 = Coefficient of determination on each path

1   = Constant number

Figure 3.
Filling in the Sub-structure Path Coefficient II

5.2 Testing the Significance of Influence.
a) From the analysis of the influence of work culture (X1) on the work environment (X3), the value of t = 4.757 at sign = 0.000 is obtained, thus the hypothesis is accepted.α= 0.05 so that it can be categorized in this research study, the first hypothesis is very significant. Based on the significance level of 0.000 <α= 0.05, it can be concluded that there is a direct influence of work culture (X1) on the work environment (X3)
b) From the analysis of the influence of competence (X2) on the work environment (X3), the value of t = 3.318 is obtained, at sign = 0.001, thus the hypothesis is accepted.α= 0.05 so that it can be categorized in this research study, the second hypothesis is very significant. Based on the significance level of 0.001 <α= 0.05, it can be concluded that there is a direct influence of Competence (X2) on the Work Environment (X3).
c) Based on the analysis of the influence of work culture (X1) on performance (Y), the value of t = 6,859 is obtained, with a sign of 0.000, thus the hypothesis is accepted.α= 0.05, so it can be categorized in this research study, the third hypothesis is very significant. Based on the significance level of 0.000 <α = 0.05, it can be concluded that there is a direct influence of work culture (X1) on performance (Y).
d) Likewise, based on the analysis of the influence of competence (X2) on performance (Y), the value of t = 2.274 is obtained, at sign = 0.026, thus the hypothesis is accepted.α= 0.05 so that it can be categorized in this research study, the fourth hypothesis is very significant. Based on the significance level of 0.026 <α= 0.05, it can be concluded that there is a direct influence of competence (X2) on performance (Y).
e) From the analysis of the influence of the work environment (X3) on performance (Y), the value of t = 4.388 at sign = 0.000 is obtained, thus the hypothesis is accepted.α= 0.05, so it can be categorized in this research study, the fifth hypothesis is significant. Based on the significance level of 0.000 <α= 0.05, it can be concluded that there is a direct influence of the Work Environment (X3) on performance (Y).

5.3 Summarizes Direct and Indirect Influences
    Observing the substructural path analysis model 1 and substructural 2 above, there is a path coefficient so that the price is found ρ_{y1} = 0.531, ρ_{y2} = 0.166, ρ_{y3} = 0.303, ρ_{31} = 0.533, ρ_{32} = 0.372, thus a recapitulation of both direct and indirect effects of exogenous variables on endogenous variables can be prepared with the results as described below.
a) The direct influence of work culture (X1) on the work environment (X3).
      X1 against X3   = $\rho_{31} \times \rho_{31}$
                             = 0.533 x 0.533
                             = 0.284 or 28.4%

Based on the above calculations, it can be concluded that there is a contribution of the direct influence of the work culture variable (X1) on the work environment (X3), which is 28.4%.

b) The direct influence between kempensasi (X2) on the Work Environment (X3)

$$X2 \text{ against } X3 = \rho_{32} \times \rho_{32}$$
$$= 0.372 \times 0.372$$
$$= 0.138 \text{ or } 13.8\%$$

Based on the above calculations, it is known that the contribution of the direct influence of the Competency variable (X2) on the Work Environment (X3) is 13.8%.

c) Direct influence between work culture (X1) on performance (Y).

$$X1 \text{ against } Y = \rho_{y1} \times \rho_{y1}$$
$$= 0.531 \times 0.531$$
$$= 0.282 \text{ or } 28.2\%$$

Based on the above calculations, it can be concluded that there is a direct influence of the work culture variable (X1) contribution to the performance variable (Y) which is 28.2%.

d) Direct influence between competence (X2) on performance (Y).

$$X2 \text{ against } Y = \rho_{y2} \times \rho_{y2}$$
$$= 0.166 \times 0.166$$
$$= 0.028 \text{ or } 2.8\%$$

Based on the above calculations, it can be concluded that there is a contribution of the direct influence of the Competency variable (X2) on performance (Y), which is 2.8%.

e) The direct effect of the work environment (X3) on performance (Y).

$$X3 \text{ against } (Y) = \rho_{y3} \times \rho_{y3}$$
$$= 0.303 \times 0.303$$
$$= 0.092 \text{ or } 9.2\%$$

Based on the above calculations, it can be concluded that there is a contribution of the influence of the Work Environment (X3) on performance (Y) which is 9.2%.

f) Indirect influence between work culture (X1) on performance (Y) through the Work Environment (X3).

$$X1 \text{ against } Y \, \Omega \, X3 = \rho_{y1} \times \rho_{31} \times \rho_{y3}$$
$$= 0.531 \times 0.533 \times 0.303$$
$$= 0.086 \text{ or } 8.6\%$$

Based on the above calculations, it is known that the contribution of the indirect influence of work culture variables (X1) on performance (Y) through the Work Environment (X3) is 8.6%.

g) Indirect influence between competence (X2) on performance (Y) through the work environment (X3).

$$X2 \text{ against } Y \, \Omega \, X3 = \rho_{y2} \times \rho_{32} \times \rho_{y3}$$

$$= 0.166 \times 0.372 \times 0.303$$
$$= 0.019 \text{ or } 1.9\%$$

Based on the above calculations, it is known that the contribution of the indirect influence of the Competency variable (X2) on performance (Y) through the Work Environment (X3) is 1.9%.

Based on the results of the calculation of the analysis above, there is a direct influence of work culture variables (X1) on the Work Environment variable (X3) by 28.4%, the Competence variable (X2) on the Work Environment variable (X3) by 13.8%, the work culture variable (X1), the performance variable (Y) is 28.2%, the competence variable (X2) is 2.8% the performance variable (Y) is 2.8%, the Work Environment variable (X3) the performance variable (Y) is 9.2%. Furthermore, there is also an indirect effect, namely: work culture variables (X1) on performance variables (Y) through work morale variables (X3) of 8.6.%, And competency variables (X2) on employee performance variables (Y) through environmental variables. Employment (X3) of 1.9%. So a summary table can be arranged as illustrated in the table below.

Table. 15
Summary of Analysis of the Direct and Indirect Effects of Exogenous Variables against Endogenous Variables.

No.	Information	L (%)	TL (%)
1	The direct effect of work culture (X1) on the Work Environment (X3)	28.4	
2	Direct Effect of Competence (X2) on the Work Environment (X3)	13.8	
3	Direct influence of work culture (X1) on employee performance (Y)	28.2	
4	Direct Effect of Competence (X2) on employee performance (Y)	2.8	
5	Direct influence of morale (X3) on employee performance (Y).	9,2	
6	Indirect influence of work culture (X1) on employee performance (Y) through morale (X3)		8.6
7	Indirect Effect of Competence (X2) on employee performance (Y) through the Work Environment (X3)		1.9

Source: Results of 2021 Research Data Processing

It turns out that from the results of the study above, it can be concluded that the total contribution of work culture (X1) to employee performance (Y), either directly or indirectly, is 65.2%. While the total direct and indirect influence of competence (X2) on employee performance was 18.5%. Furthermore, the percentage of the smallest direct influence is Competence (X2) on employee performance 2.8% and the smallest indirect effect is also Competence (X2) on employee performance through the work environment (X3) 1.9%, it can be understood that employee competence has not been maximal. and very few contribute to

influence either directly or indirectly on employee performance, for that employee competence needs to be improved again. Then,
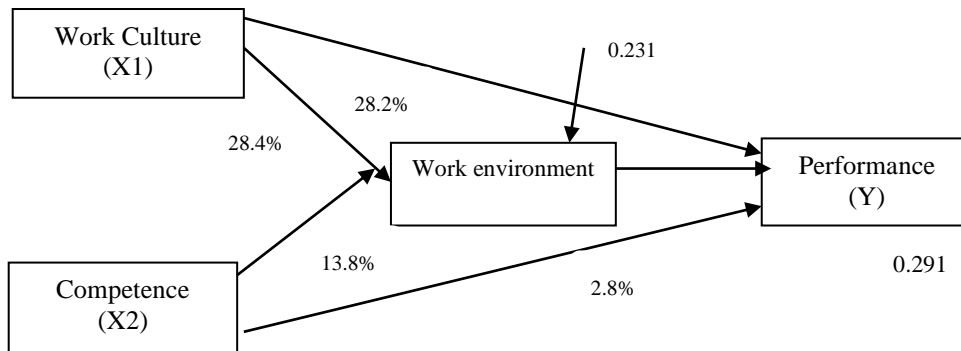
Figure 4.
Path Analysis Results (Path Anaysis)

Source: 2021 Data Processing Results

From the picture above, it can be explained that work culture and competence towards the work environment of employees are the first way to see the relationship of each variable with a residual value of 0.231. Furthermore, to see the path of the relationship between work culture, competence and work environment on employee performance with a residual value of 0.291.

Discussion

The work environment in an agency is very important to note. The work environment is everything that is around the employees, both physically and non-physically that affects the tasks that are assigned and a conducive work environment that will encourage and increase employee morale so that job satisfaction can be obtained.(Nabawi, 2019). A good work environment must be supported by a good work culture as well. Work culture will change the attitudes and behavior of human resources and play a role in increasing achievement to a higher level (Frinaldi & Embi, 2014).

Competence is an important thing for employees. Competence is one of the determining factors in improving performance. As stated by(Elizar & Tanjung, 2018)that competence (skills) as individual skills shown by someone in producing a product or service that is in accordance with the required standards. competence is a basic ability possessed by a person in the form of skills, expertise, proficiency in relation to doing work in order to get good and maximum results. The work environment deals with everything that is around the job and which can affect employees in carrying out their duties. The more comfortable the work environment is, the more motivated and eager employees are to do a job.

Performance is generally defined as a person's success in carrying out a job. Employee performance is the work achieved by a person in carrying out the tasks assigned to him to

achieve work targets. The good performance of employees can also be influenced by the employee's work culture.Work culture can form a perspective of positive values and negative values in understanding the work methods, norms, mindset and behavior of several people or groups (Frinaldi, 2017b). Work culture can help employee performance, because it creates a large level of motivation for employees to give their best ability to take advantage of the opportunities provided by the organization as stated by (Frinaldi & Embi, 2014, 2015) work culture has a positive effect on improving employee performance if it is applied carefully and continuously.

The achievement of organizational goals becomes less successful when many employees cannot carry out their duties properly so that the achievement is not achieved properly and this will cause waste for the organization. Therefore, employee performance must really be considered(Sedarmayanti & Rahadian, 2018). One of the factors that affect performance is employee competence. Competence is one of the determinants of a person's high and low performance. Employee performance is very important in an organization, because employee performance is a contribution to the achievement of the performance of each function of the organization.

The work environment is one of the factors that affect the performance of an employee. An employee who works in a work environment that supports him to work optimally will produce good performance. The work environment is one of the important factors in creating employee performance. The work environment has a direct influence on employees in completing work (Adha et al., 2019).

CONCLUSION

Based on the results of the analysis and discussion that has been done previously obtained: 1) There is a direct influence of work culture on the work environment of employees of Central Pariaman District, Pariaman City by 28.4%, 2) There is a direct influence of competence on the work environment of employees of Central Pariaman District, Pariaman City, amounting to 13.8%, 3) The direct influence of work culture on employee performance in Central Pariaman District, Pariaman City is 28.2%, 4) Direct influence of competence on employee performance in Central Pariaman District, Pariaman City by 2.8%, and 5) The direct effect of the work environment with the performance of the employees of the Central Pariaman District, Pariaman City by 9.2%.

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