

**THE INFLUENCE OF EMPLOYEE COMPETENCE AND CORPORATE CULTURE ON  
THE PERFORMANCE OF MANAGEMENT AT PT. PLN (PERSERO) UNIT INDUK  
WILAYAH (UIW) SULUTTENGGGO**

*PENGARUH KOMPETENSI KARYAWAN DAN BUDAYA PERUSAHAAN TERHADAP KINERJA  
MANAJEMEN DI PT. PLN (PERSERO) UNIT INDUK WILAYAH (UIW) SULUTTENGGGO*

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**Abstract:** Human resources is one of the most important factors in running an organization because the success or failure of an organization is determined by the effectiveness and efficiency (performance) of its human resources. To determine that employees have high performance, it is certainly inseparable from the role of employee competencies and corporate culture. This study discusses the influence of employee competencies and corporate culture on performance of management at PT. PLN (Persero) Unit Induk Wilayah Suluttenggo. In this study, there are 33 employees who are all in Low-Level Management positions, so 33 samples were taken as research samples. This research is quantitative research using multiple linear regression analysis. The results show that competence has insignificant impact on performance of management, while corporate culture has a positive and significant impact on performance of management. Competence and Corporate Culture simultaneously have a positive and significant impact on Performance of Management.

**Keyword:** competence, corporate culture, performance of management.

**Abstrak:** Sumber daya manusia adalah salah satu faktor paling penting dalam menjalankan sebuah organisasi karena keberhasilan atau kegagalan organisasi ditentukan oleh efektivitas dan efisiensi (kinerja) sumber daya manusianya. Untuk menentukan bahwa karyawan memiliki kinerja yang tinggi, tentunya tidak terlepas dari peran kompetensi karyawan dan budaya perusahaan. Penelitian ini membahas pengaruh kompetensi karyawan dan budaya perusahaan terhadap kinerja manajemen di PT. PLN (Persero) Unit Induk Wilayah Suluttenggo. Dalam penelitian ini terdapat 33 karyawan yang semuanya berada pada posisi Manajemen Dasar, sehingga diambil sampel sebanyak 33 sebagai sampel penelitian. Jenis penelitian ini adalah penelitian kuantitatif dengan menggunakan analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa kompetensi memiliki dampak positif dan tidak signifikan terhadap kinerja manajemen, budaya perusahaan memiliki dampak positif dan signifikan terhadap kinerja manajemen. Kompetensi dan Budaya Perusahaan secara bersama-sama memiliki dampak positif dan signifikan terhadap Kinerja Manajemen.

**Kata Kunci:** kompetensi karyawan, budaya perusahaan, kinerja manajemen

## INTRODUCTION

### Research Background

Human resources are one of the most important factors in the running of an organization because the success or failure of an organization is determined by the effectiveness and efficiency (performance) of its human resources. Bintoro and Daryanto (2017:15) states that human resources are a science or method of how to manage the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that it is achieved with the company employees and society is maximized. Organizations in their

development are certainly faced with challenges, one of which is the challenge of change. In order to survive in the face of change, organizations must be fast and able to adapt to technological developments. According to Guest (1987), Human Resource Management (HRM) is the policy taken by the organization in managing its human resources directed at the unification of organizational elements, employee commitment, organizational flexibility in operating and achieving maximum quality of work results.

Employee Engagement Index is one of the most important factors needed to improve the performance of an institution/organization, PLN has several determining factors to be able to determine that employees in this case are Lower Management already have high performance. Competence according to Edison, Anwar, and Komariyah (2016: 142) is an individual's ability to carry out a job correctly and has advantages based on matters relating to knowledge, skills, and attitudes. Having competence in the world of professionalism is a must for an organization in developing and maintaining the quality of human resources. Of course, every organization has competency standards with various benchmarks, all of which are solely to maintain and achieve the Vision and Mission of an organization in empowering human resources. According to Klemp (1980), competence is the underlying characteristic of a person who produces effective work and superior performance. Researchers refer to competency as a set of required knowledge, skills, attitudes, and abilities to be successful in a specific job performance setting (El Asame and Wakrim, 2018).

The relationship between Training and Development and increasing employee competence is very close. Training provides new information and skills to employees, while development provides an opportunity to practice and broaden these knowledge and skills. Therefore, training and development is an important part of the employee competency improvement process. The data from PLN UIW Suluttenggo, shows that the Training and Development in 2019 had a value of 83.24, then decreased to 82.36 in 2020, and increased to 86.32 in 2021. Hence, it can be seen that it is important for PLN to improve its competency in line with how it pays attention to training and development for PLN employees.

Organizational culture is an important element of organizational performance and a source of sustainable competitive advantage. Organizational culture is an important element to unify various corporate cultures within the corporate group structure (Kenny, 2012). The implementation of corporate culture also has a significant impact on the progress of an organization or company, and has a crucial role because it is closely related to productivity and performance within an organization in supporting Performance of Management in a company, so that it can be carried out well by the Lower Management. The Performance Management experienced ups and downs from 2019-2021, therefore, it can be said that PLN UIW's Performance Management is dynamic. Hence, it is important to know whether the Competency and Company Culture have an impact on Performance Management so that PLN UIW can maintain consistent Management Performance or even improve it.

In this research to reduce the scope of research, the Researcher has chosen the Lower Management Level. This level has the lowest power compared to other management levels. Its responsibility is to maintain the performance of all teams in the operational field. With this responsibility, managers must have certain skills, such as communication and technical skills. It can be concluded that Lower Management is an important component in an organization because it is the delegation of tasks from the Top and Middle Management Level, so it can be implemented well to the staff, thus the Lower Management must have a high level of Competence and understanding of the Corporate Culture in a structured manner in order to create a high quality of Performance Management. This research focuses on how a Lower Management can manage the company in utilizing its competencies so that it can carry out the duties and responsibilities given by the company so as to achieve maximum results and develop values and beliefs that are developed in the organization to guide the behavior and actions of organizational members Tewel et al. (2017: 19), these two aspects are benchmarks for being able to improve the performance of Management Performance to achieve the company's Vision and Mission.

The State Electricity Company (PLN) is a State-Owned Enterprise (SOE) that has been granted the authority to monopolize and provide electrical services to the entire community. It is obviously important and a necessity for PLN to have high performance in serving the community well. To meet high standards of standardization, PLN must have performance supported by high competence. Of course, in supporting outstanding performance, an organization must have a tested competence standard in order to maintain and achieve the vision and mission of an organization in improving human resources. In developing PLN performance, attention must also be paid to how employees implement the company culture effectively and accurately. In line with the results presented by Hiluma (2016), the implementation of organizational culture in the company has a significant impact and provides a positive impact on employee performance. Employee Competence and Corporate Culture are important matters that must receive special handling in the midst of very rapid changes at this time, so that

Performance Management at PT. PLN can be maintained and can be increased. From the description above, researchers are interested in conducting research on the effect of employee competence and corporate culture on the performance of management at PT PLN (Persero) UIW Suluttenggo.

### **Research Problem**

Based on the description above, the formulation of the research problem is:

1. Does employee competence affect the performance of management at PT. PLN (Persero) UIW North Sulawesi?
2. Does the corporate culture affect the performance of management at PT. PLN (Persero) UIW North Sulawesi?
3. Does the employee competence and corporate culture simultaneously affect the performance of management at PT. PLN (Persero) UIW North Sulawesi?

## **THEORETICAL FRAMEWORK**

### **Human Resource Management**

Filippo explains in Hasibuan (2017:11), personnel management is planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance, and termination of employees, with the aim of realizing the goals of the company, individuals, employees, and the community concerned. Similar to Sutrisno (2016:6) explains, that Human Resource Management (HRM) is the activity of planning, procurement, development, maintenance, and the use of human resources to achieve goals both individually and organizationally.

### **Competence**

Competence is the abilities and characteristics of an individual person in carrying out or performing tasks professionally based on knowledge, paying attention to existing norms and values, and working attitude with integrity. According to Wibowo (2016: 271), competence is the ability to carry out or perform a job and task that is based on skills and knowledge and is supported by the work attitude required by the job as something that is most important as the flagship of the field.

### **Corporate Culture**

Robbins (2007) further provides an understanding of organizational culture that organizational culture refers to a system of shared meanings held by members that distinguishes the organization from other organizations. According to Graham in Siswadi (2012:71) organizational culture is the norms, beliefs, attitudes and philosophy of the organization.

### **Performance of Management**

Employee performance is the duty and responsibility of each individual in accountability for each task that has been entrusted. According to Wibowo (2017:2), performance is the value of a series of worker behaviors that contribute, both positively and negatively, to the completion of organizational goals. Robbins and Judge (2017) defines, that employee performance is the result of work both in quality and quantity that is achieved by a person in carrying out tasks in accordance with the responsibilities given.

### **Previous Research**

Sugiono, Efendi and Afrina (2021) analyzed the effect of training, competence and compensation on the performance of new civil servants with organizational culture as intervening: studies at the Ministry of Health of the Republic of Indonesia. This research uses quantitative methods with a descriptive analysis approach. The questionnaire uses a closed questionnaire presented in a question or statement equipped with alternative responses/answers. This research's analysis method is the quantitative analysis method using Structural Equation Model (SEM). This study shows that training is proven to have a positive and real effect on the Ministry of Health's organizational culture, meaning that the Ministry of Health's increasing practice will improve the Ministry of Health employees' corporate culture. This influence is determined by the training held by BBPK Jakarta for employees of the Ministry of Health to form employees with an excellent organizational culture.

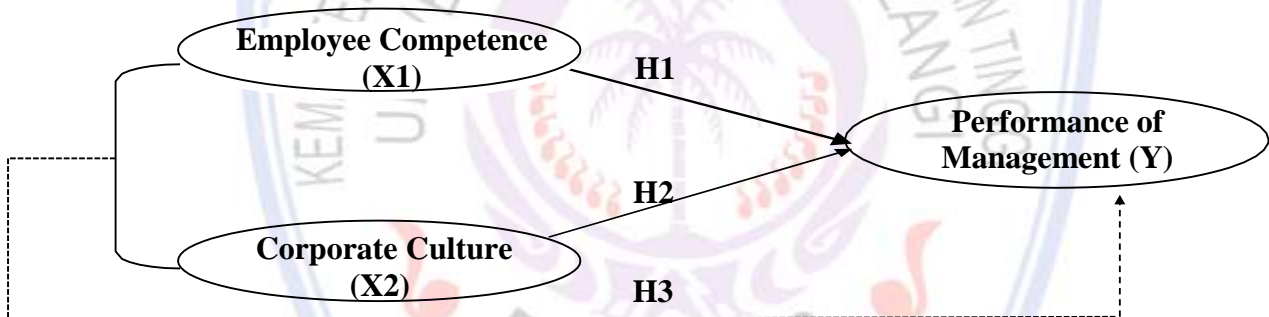
Rantesalu, Mus, Mapparenta and Arifin (2016) analyzed the effect of competence, motivation and

organizational culture on organizational commitment and employee performance. The research was conducted at the Institute of Education and Training of South Sulawesi province with a population of 513 employees and based on Slovin formulation; sample set as many as 224 employees. Research hypothesis was tested by using Structural Equation Models (Analysis of Moment Structures, AMOS version 18). The study found that the competence and organizational culture has a positive and significant effect on organizational commitment. Work motivation has a negative and insignificant effect on organizational commitment. Competence, organizational culture and organizational commitment have a positive and significant effect on employee performance. Work motivation has a negative and insignificant effect on employee performance. Organizational commitment as a mediating variable in explaining the effect of work motivation on employees performance, whereas in, explains the effect of competency and organizational culture on performance, organizational commitment is not proven.

Hulima (2016) focused on the implementation of organizational culture to the employee performance in the coconut flour company. This research used qualitative research method. The respondents of this research were the Director and managers who have implemented organizational culture and it also included employees from different divisions of job field and who have worked for at least more than 6 months in the company. The research adopted in depth interviews to gather data from employees in order to measure their opinions about the implementation of organizational culture in the company and their working performance. This research found that the implementation of organizational culture in the company is greatly affected and positively influences on the performance of employee.

**Conceptual Framework**

In this section explain about the focus of the research, namely to analyze the influence of employee competence and corporate culture on the performance of management at Pt. PLN (Persero) Unit Induk Wilayah Suluttenggo.



**Figure 1. Conceptual Framework**  
 Source: *Processed Data (2023)*

**RESEARCH METHOD**

**Research Approach**

The type of research that the author is doing is quantitative research. According to Sugiyono (2018:23), Quantitative research is research based on the philosophy of positivism, used to examine certain populations or samples, looking at reality/symptoms/phenomenon and can be classified, relatively fixed, concrete, observable, measurable, and the relationship between symptoms is cause and effect. The type of data used in this study are primary data and secondary data. Primary data is data obtained / collected directly through questionnaires compiled by interview techniques. Secondary data is data relating to this research obtained / collected through relevant agencies. In its implementation, primary data were obtained from all employees in PT PLN (Persero) UIW Suluttenggo, based on questionnaires regarding Competence, Corporate Culture and Performance of Management. Secondary data were obtained from PT. PLN (Persero) UIW Suluttenggo.

**Population, Sample and Sampling Technique**

According to Arikunto (2017:173), the sample is part of the number and characteristics possessed by the

population. Arikunto (2017:173) stated that if the subject is less than 100, then the entire population becomes the research sample. But if the subject is more than 100 then you can take 10-15% or 15-25%. In this study there are 33 employees who are all in the Lower Management position, so that a sample of 33 will be taken as a whole as a research sample. Thus, the entire population in this study is used as a sample to be studied. According to Sugiyono (2018:145) the use of saturated samples is when the population is relatively small, the range between more than 30 and less than 100 people, or research that wants to make generalizations with very small errors.

### Data Collection Method

The method used in this study is based on interviews and questionnaires. The use of interviews is intended to obtain primary data and also aims to obtain more detailed information in relation to the subject or object in this study. In its implementation, it is carried out in a structured (open) or unstructured (closed) manner to the respondent, both to the employee, or to the Lower Management Level Officials at PT. PLN (Persero) UIW Suluttenggo. The use of the questionnaire was intended to obtain primary data from respondents, namely employees at PT PLN (Persero) UIW Suluttenggo, regarding the variables to be measured.

### Testing of Research Instrument

#### Validity and Reliability Tests

Validity test is performed to determine whether a measuring instrument has carried out its measurement function. According to Sugiyono (2018:198) a valid instrument means that the instrument can be used to measure what should be measured and can display what should be displayed. Usually, the minimum requirement to be considered as meeting the criteria is if  $r = 0.3$  or higher (at least 0.3), then the items in the instrument are declared valid (Sugiyono, 2018). Reliability testing is intended to ensure that respondents are truly consistent with the answers given in the questionnaire. According to Sugiyono (2018:198) a reliable instrument is an instrument that if used several times to measure the same data.

### Operational Definition of Research Variables

**Table 1. Operational Definition and Indicator of Research Variables**

Variable	Operational Definition	Indicators
Employee Competence	Competence is a person's in Lower Management ability or capacity to do various tasks in a job, such as International Effectiveness, Business/Management Skills, Personal Effectiveness and Leadership Impact.	1. Skills 2. Knowledge 3. Social Role 4. Self-Image 5. Attitude Wibowo (2017:286)
Corporate Culture	Corporate Culture in PLN UIW a pattern of shared assumptions learned by a group in solving problems through external adaptation and internal integration so that culture can be used as a guideline for doing something, such as Increasing understanding and awareness of employees regarding values, relationships, policies, SOPs, risk management, service standards, K3LH by receiving 1 information every day.	1. Innovation and risk taking 2. Attention to details 3. Results orientation 4. Individual orientation 5. Team orientation 6. Aggressiveness 7. Stability Tewal et al. (2017:25)
Performance of Management	Performance of Management is the work achieved by a person in Lower Management to carrying out his duties on his skills, effort and opportunity. Based on the above explanation, performance is a result achieved by a person in carrying out tasks based on skills, experience and seriousness and time according to predetermined standards and criteria.	1. Quality of work 2. Work quality 3. Timeliness 4. Work effectiveness 5. Independence Robbins and Sanghi (2006:260)

Source: *Processed Data (2022)*

### Multiple Regression Analysis

Multiple regression analysis is an appropriate method of analysis when research involves one dependent variable that is thought to be related to one or more independent variables (Sofyan and Kurniawan, 2009: 81). This study aims to determine the influence of independent variables, namely Employee Competence (X1), and Corporate Culture (X2) on the dependent variable / not free, namely Performance of Management (Y). The form of multiple linear regression equations is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Note:

- Y : Performance of Management  
 a : Intercept  
 b<sub>1</sub> : Regression coefficient for X<sub>1</sub>  
 X<sub>1</sub> : Employee Competence  
 b<sub>2</sub> : Regression coefficient for X<sub>2</sub>  
 X<sub>2</sub> : Corporate Culture  
 e : Residual value

### Coefficient of Determination (R<sup>2</sup>) Test

The coefficient of determination (R<sup>2</sup>) essentially measures how far the model's ability to explain variations in respondent variables. In the SPSS output, the coefficient of determination lies in the Summary mode table and it says R square. But for the reverse multiple regression using the adjusted R square or written adjusted R square (R<sup>2</sup>) is negative, then the adjusted R square (R<sup>2</sup>) value is considered zero (Ghozali, 2013: 97).

### Hypothesis Testing

#### Simultaneous Significance Test (Statistical Test F)

The F statistical test basically shows whether all the independent variables entered in the model have a joint influence on the dependent variable. Testing is done by comparing the value of F<sub>calculate</sub> with F<sub>table</sub> at an error rate of 5% ( $\alpha = 0.05$ ). If the value of F<sub>count</sub>  $\geq$  from the value of F<sub>table</sub>, it means that the independent variables simultaneously have a significant influence on the dependent variable or the first hypothesis is accepted (Ghozali, 2013: 98).

#### Significance Test of Individual Parameters (Statistical Test T)

According to Ghozali (2013: 99) the statistical test t basically shows how far the influence of one independent variable individually in explaining the dependent variable. Tests carried out using a significant level of 0.05 ( $\alpha = 5\%$ ). Acceptance or rejection of the hypothesis is done by the criteria:

- If the value is significant  $\geq 0.05$  then the hypothesis is rejected (the regression coefficient is not significant). This means that partially independent variables do not have a significant influence on the dependent variable.
- If the significant value  $\leq 0.05$ , the hypothesis is accepted (significant regression coefficient). This means that partially independent variables have a significant influence on the dependent variable.

## RESULT AND DISCUSSION

### Result

#### Validity and Reliability Tests

##### Validity Test

From the data analysis, all dimensions of the variables have a value of r-value greater than 0.3 or at least 0.3, indicating that the instruments used in this research are valid. Shows that the lowest r-value is obtained for item X1.3 with a value of 0.464, while the highest r-value is obtained for item X1.1 with a value of 0.639. X<sub>2</sub> shows that the lowest r-value is obtained for item X2.14 with a value of 0.358, while the highest r-value is obtained for item X2.6 with a value of 0.803. Y shows that the lowest r-value is obtained for item Y2 with a value of 0.486, while the highest r-value is obtained for item Y9 with a value of 0.707.

**Reliability Test****Table 2. Result of Reliability Test**

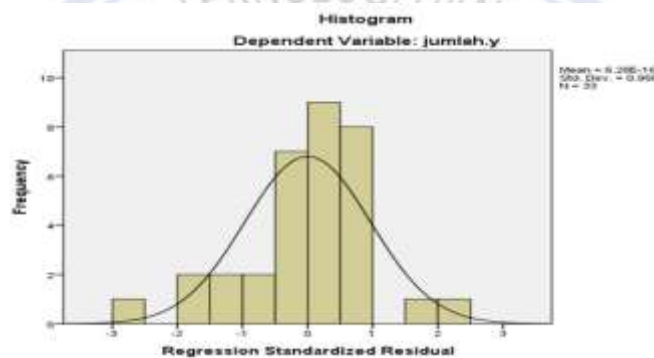
Variable	Cronbach's Alpha	Status
Competence	.811	Reliable
Corporate Culture	.733	Reliable
Management Performance	.867	Reliable

Source: Processed data (2023)

Based on the reliability test table above, it can be seen that the Cronbach's alpha for each variable X1 (0.811), X2 (0.733), and Y (0.867) is greater than 0.6.

**Classic Assumption Tests****Normality Test**

The normality test is conducted to determine whether the residuals being examined are normally distributed or not. This test is used to assess whether a regression model, independent variable, dependent variable, or both have a normal distribution or not. Normally distributed residual values form a bell-shaped curve with both sides tapering off infinitely. A non-normal distribution of data occurs when extreme values are present in the collected data (Suliyanto, 2005:63). The results of the normality test can be seen in figure below.

**Figure 2. Normality Test**

Source: Processed data (2023)

The normal curve in the histogram above, it can be said that the model is normally distributed because it forms a bell-shaped curve.

**Multicollinearity Test**

Detection of multicollinearity aims to avoid biases in the process of drawing conclusions regarding the effects on the partial t-test of each independent variable on the dependent variable. According to Santoso (2000:206), a regression model is considered free from multicollinearity if it has a Variance Inflation Factor (VIF) value less than 10 and a tolerance value close to 1. The results of the multicollinearity test can be seen in Table 4.6 below

**Table 3. Multicollinearity Test**

Variable	VIF	Tolerance	Explanation
Competence (X1)	2.039	0.490	Non Multicollinearity
Corporate Culture (X2)	2.039	0.490	Non Multicollinearity

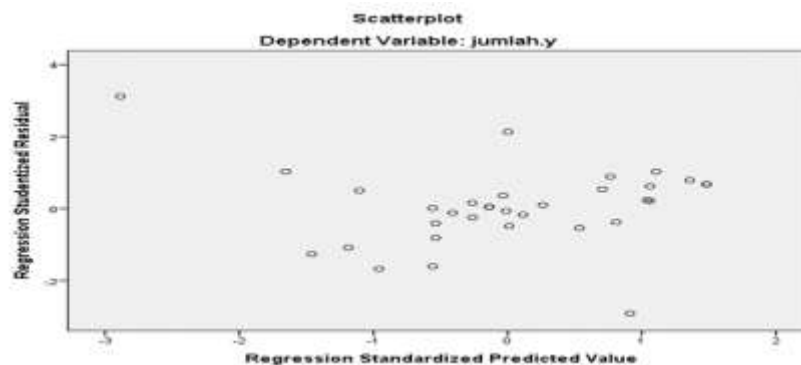
Source: Processed data (2023)

The independent variables, namely competence and corporate culture, have VIF values  $< 10$  and tolerance values  $> 0.1$ . Therefore, it can be concluded that there is no multicollinearity present among these variables.

**Heteroscedasticity Test**

If there is a specific pattern such as regularly forming waves (widening, then narrowing) in the scatter

plot, it indicates the presence of heteroscedasticity. If there is no clear pattern, then there is no evidence of heteroscedasticity. The presence of heteroscedasticity can also be determined by conducting the Glejser test. If the independent variable statistically influences the dependent variable, there is an indication of heteroscedasticity (Ghozali, 2005:69). Please refer to figure 3 for further details.



**Figure 3. Heteroscedasticity Test**

Source: Processed data (2023)

### Multiple Regression Analysis

**Table 4. Multiple Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	13.373	6.844			1.954	.060
Competence (X1)	.320	.212	.296		1.512	.141
Corporate Culture (X2)	.272	.128	.416		2.127	.042

a. Dependent Variable: Performance management (Y)

Source: Processed data (2023)

Based on the regression analysis results above using the computerized program SPSS version 22, the regression equation can be presented as follows:

$$Y = 13.335 + 0.320 (X1) + 0.272 (X2)$$

From the regression equation above, it can be observed that the constant value (a) is 13.373. This indicates that in the absence of the influence of the independent variables, competence (X1), and corporate culture (X2), the performance of management is estimated to be at a value of 13.373. The coefficient b1, which is 0.320, suggests that for every one unit increase in competence (X1), the performance of management is expected to increase by 0.320 units. Similarly, the coefficient b2, which is 0.272, indicates that for every one unit increase in organizational culture (X2), the performance of management is expected to increase by 0.272 units. Based on the regression equation, it can be concluded that the independent variables, both competence (X1) and organizational culture (X2), have a positive relationship with the dependent variable, which is performance of management (Y). This is indicated by the positive coefficients of the variables in the equation.

### Hypothesis Testing

#### Partial Test (T)

The result indicates that the significance value of the competence variable is 0.141, which is greater than 0.05. This implies that competence does not have a significant influence on performance management. Therefore, H1 cannot be accepted, and it can be concluded that there is no significant relationship between competence and performance management. The result shows that the significance value of the organizational culture variable is 0.042, which is less than 0.05. This means that the corporate culture variable has a positive and significant influence on management performance. Therefore, H2 is accepted, and it can be concluded that there is a significant relationship between corporate culture and performance management.



**Simultaneous Test (F)****Table 5. Result of Simultaneous Test**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	149.686	2	74.843	11.620	.000 <sup>b</sup>
	Residual	193.223	30	6.441		
	Total	342.909	32			

a. Dependent Variable: Performance Mangament (Y)

b. Predictors: (Constant), Competence(X1), corporate culture (X2)

Source: *Processed data (2023)*

From the analysis of the simultaneous test (F) above, the significance value (sig) is shown to be 0.000, which is less than 0.05. This indicates that the value is  $< 0.05$ . From this result, it can be concluded that the variables competence and corporate culture, when considered together, have a significant and positive impact on management performance at PT. PLN (Persero) UIW Suluttenggo. Therefore, hypothesis H3 can be accepted.

**Discussion**

The discussion in this study describes the influence of Competence and Corporate Culture on Management Performance at PT. PLN (Persero) UIW Suluttenggo can be discussed as follows:

**The Influence of Competence on Performance Management**

The management performance, as shown in Table 4.7, indicates that from the t-value, we can observe the significance level (Sig.). A significance value less than 0.05 ( $< 5\%$ ) indicates statistical significance. However, based on the obtained significance value for the competence variable, which is 0.141, it is greater than 0.05. Therefore, we can conclude that competence has a positive but not significant impact on management performance. This finding is consistent with the research conducted by Rosmaini and Tanjung (2019), which indicates that competence has a positive but not significant influence on management performance when examined partially. Similarly, the study conducted by Nurlindah and Rahim (2018) shows that employee job competence does not affect employee performance. However, it differs from the research conducted by Efendi and Yusuf (2021), the results of the research revealed that competence and motivation had a positive and significant effect. Based on the analysis conducted, the findings show that there is no significant effect of competency on management performance at PT. PLN (Persero). Therefore, there is no significant relationship between competence and management performance at PT. PLN (Persero). This implies that competency is not a significant predictor of management performance in the context of this research but in research with a specific object it can produce significant results.

**The Influence of Corporate Culture on Performance Management**

The results of the partial test (t) between the organizational culture variable and the management performance variable, as shown in Table 4.7, indicate that from the t-value, we can observe the significance value (Sig.). In this case, the significance value is less than 0.05 ( $< 0.05\%$ ). Based on the significance value, it is found that the significance value for the corporate culture variable is  $0.042 > 0.05$ . Therefore, we can conclude that corporate culture has a positive and significant impact on management performance. This finding is consistent with the research conducted by Hardiyanti, Aima, and Ridwansyah (2022), which demonstrates that organizational culture has a positive and significant impact on management performance. Similar to the study conducted by Paramesthi dan Prihatini (2017), which states that both organizational culture and work commitment have partial or simultaneous effects on performance management. It can be interpreted that organizational culture has a positive and significant influence on the management performance of PT. PLN (Persero) Unit Induk Wilayah Suluttenggo. However, it differs from the research conducted by Enjeli (2020) at the Ministry of Religious Affairs Regional Office of North Sumatra Province, which states that the research results show that organizational culture does not have an influence on employee performance or has a negative and insignificant impact. This means that companies must be able to continuously innovate and maintain the level of organizational culture to have a significant impact on management performance. Therefore, Lower Management can provide optimal performance for PT. PLN (Persero) Unit Induk Wilayah Suluttenggo.

## **The Influence of Competence and Corporate Culture on the Performance of Management**

These findings are similar to the research conducted by Utoyo et al. (2019), which indicates that competence, organizational culture, and work motivation have a positive and significant influence on employee performance. This is also consistent with the study conducted by Ernawati (2018), which shows that both corporate culture and competence variables have a significant impact on employee performance, both partially and simultaneously, specifically in PT. Angkasa Pura I (Persero). However, it differs from the research conducted by Nurlindah and Rahim (2018). The results of their study indicate that competence has no significant influence on employee performance, with a p-value of  $0.488 > 0.05$  and a coefficient value of 0.079. This suggests that employee job competence does not affect employee performance and similarly, the research conducted by Ferdian and Devita (2020) shows that organizational culture does not have an influence on employee performance.

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

From the results of data analysis as previously stated, it can be concluded that:

1. The results of the Employee Competence analysis at PT. PLN (Persero) UIW Suluttenggo does not provide results that directly affect Performance of Management. The majority of employees in PLN have a solid educational background and extensive work experience in the energy industry. They have mastered management principles, the latest technology, and relevant job requirements. Therefore, when all employees have a high level of competence, differences in individual competence may no longer have a significant impact on overall management performance. Other factors such as organizational culture, organizational structure, reward systems, and the external environment can also influence management performance.
2. There result of Corporate Culture analysis at PT. PLN (Persero) UIW Suluttenggo is significant positive influence on Performance of Management. A positive and progressive corporate culture encourages employees to quickly adopt changes, collaborate effectively, and remain committed to the goals and values of the company. This creates a work environment that promotes creativity, initiative, and personal responsibility. As a result, PLN employees become more engaged, motivated, and competitive in achieving the company's objectives. With the consistent implementation management performance at PLN. Therefore, Lower Management and employees share the same orientation towards achieving the company's goals, promoting operational efficiency, and maximizing the quality of services to customers.
3. Simultaneously, Employee Competence and Corporate Culture have a significant influence on Performance Management at PT. PLN (Persero) UIW Suluttenggo. The high level of competence among PLN employees plays a crucial role in improving management performance. Additionally, strong corporate culture also contributes to the enhancement of management performance in PLN. Higher productivity implies completing more tasks efficiently, improving the quality of customer service, and achieving better overall results. Strong management performance can be observed through the attainment of targets, making appropriate decisions, effectively managing resources, and developing successful business strategies.

### **Recommendations**

Based on the conclusions above, the suggestions are described as follows:

1. It is important for PT. PLN (Persero) UIW Suluttenggo to continuously evaluate and implement programs related to culture, while aligning them with the competencies possessed by the managers. For future researchers, it is advisable to further develop this study by incorporating different variables and indicators or by adding additional variables.
2. It is highly recommended for future researchers to consider PT. PLN (Persero) UIW Suluttenggo as the research subject and include other variables in their study.

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