

## Analysis of Competencies, Work Culture, and Work Facilities on the Performance of ASN Employees at the North Sumatra Provincial Education Office

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### ABSTRACT

This study aims to analyze the influence of competencies, work culture, and work facilities on the performance of ASN employees at the North Sumatra Provincial Education Office both partially and simultaneously. The type of research used is quantitative research with a causal associative approach. The research population is all ASN of the North Sumatra Provincial Education Office which totals 144 people, with the determination of the sample using the Slovin formula at an error rate of 10 5% so that a sample of 59 respondents was obtained which was selected through simple random sampling technique. The data collection technique used a questionnaire with a Likert scale of 1-5, while the data analysis technique used multiple linear regression analysis with the help of SPSS software which included validity test, reliability test, classical assumption test, t test, F test, and determination coefficient. The results of the study showed that: (1) competence had a positive and significant effect on employee performance with a calculated t value of  $2.015 > t \text{ table } 2.004$  and a significance of  $0.049 < 0.05$ ; (2) work culture does not have a significant effect on employee performance with a t-value of  $1.648 < t \text{ table } 2.004$  and a significance of  $0.105 > 0.05$ ; (3) work facilities have a positive and significant effect on employee performance with a t-value of  $3.409 > t \text{ table } 2.004$  and a significance of  $0.001 < 0.05$ , and are the most dominant variable; (4) competence, work culture, and work facilities simultaneously had a significant effect on employee performance with an F value of  $9.201 > F \text{ table } 2.77$  and a significance of  $< 0.001 < 0.05$ , with the ability to explain the variation in employee performance of 33.4% based on the R Square value, while the remaining 66.6% was explained by other variables outside the study.

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### Introduction

Human resources have a big role in determining the progress or development of an organization. The success of an organization is greatly influenced by the quality of its human resources, which include competence, work ethic, and a high level of commitment

(Simanjuntak, Malikhah, & Insan, 2025). Therefore, the progress of an organization is also determined by the quality and capabilities of human resources in it (Malikhah, Pratama, & Sari, 2024). A government organization is also required to be able to optimize human resources and how human resources are managed to determine the continuity of the organization (Nestari, Anwar, & Nurpratama, 2024). The State Civil Apparatus (ASN) has a strategic role in the implementation of government and public services in Indonesia. As the spearhead of the bureaucracy, the performance of ASN is a determining factor in the success of achieving the goals of the government organization. All of these potential human resources affect the organization's or company's efforts to achieve goals (Malikhah et al., 2024). This is in line with Law Number 5 of 2014 concerning the State Civil Apparatus which emphasizes that civil servants must be professional, with integrity, neutral, and responsible in carrying out their duties to provide quality public services to the community.

Performance is defined as the embodiment of the results of work done by employees. In general, the term performance is used as a reference to assess and evaluate employees in a company or organization (Rahman, Rizky, & Alfahmi, 2023). According to (Afandi, 2021) Performance or what can also be called performance is necessary in a company because to achieve the company's goals, someone in the organization carries out their respective duties and responsibilities in order to get appropriate work results. Performance is a manifestation of the employee's ability to achieve organizational targets which includes aspects of quality, quantity, punctuality, effectiveness, and independence at work. The importance of employee performance lies in its impact on the quality of public services and the achievement of government organizational goals which ultimately leads to community welfare. Therefore, organizations need to pay serious attention to the management and development of employee performance (Islam, Amang, & Tjan, 2025).

The North Sumatra Provincial Education Office as one of the Regional Apparatus Organizations (OPD) that handles the education sector has a great responsibility in improving the quality of education in the region. The success of achieving the organization's vision and mission is highly dependent on the performance of ASN employees who work in it. However, in its implementation, there are still various challenges that affect the optimization of the performance of ASN employees within the North Sumatra Provincial Education Office.

Competent human resources (HR) are a fundamental factor in achieving organizational goals and play an important role in improving performance (Rizky, M., Faried, & Purba, 2024). Employees who have high competence will be able to carry out their duties well (Muntari, Sunarso, & Susanti, 2019). Competence can be defined as the employability of each individual which includes aspects of knowledge, skills, and work attitudes that are in accordance with the set standards (Spencer & Spencer, 2017). ASN competencies include technical competence, managerial competence, and socio-cultural competence as mandated in Government Regulation Number 11 of 2017. The low professional competence of employees leads to limitations in responding to various task

challenges and policy changes in an adaptive and effective manner (Yanti, 2025). High employee competence shows the quality of an organization, for this reason increasing employee competence is very necessary to support employee performance (Toto, 2024).

The competence of human resources is considered to meet the criteria if these human resources can realize the institution's goals, namely providing good and quality services (Malikhah, Pratama, & Kaban, 2023). The relationship between competence and employee performance is very important because employees who have high competence will be able to carry out their duties more effectively and efficiently, resulting in quality work output. Employees who have competencies according to their position will make a positive contribution to the company's performance (Wahyudi, Wardoyo, & Witjaksono, 2024). Without adequate competence, employees will have difficulty completing the tasks assigned and will not be able to make optimal contributions to the organization.

The second factor that is no less important is the work culture. Organizational culture plays an important role in influencing the development of an organization in improving its performance (Wahyudi et al., 2024). Organizations basically have an embedded culture to produce stability or stability (Muntari et al., 2019). Work culture is a system of values, norms, beliefs, and practices that are embraced and implemented by all members of the organization in carrying out their work activities (Robbins & Judge, 2019). (Schein, Turner, Schein, & Hayes, 2021) Work culture is a set of values, beliefs, and practices that develop within an organization as a result of shared learning by members of that organization in the face of external and internal challenges. Culture forms shared values and behaviors that foster a sense of belonging, psychological security, and alignment with organizational goals (Fikri, 2024; Fransisca, Rahayu, & Suharto, 2025). In accordance with research conducted by Laras et al. (2023), organizational culture has a significant effect on employee performance. This means that it is necessary to cultivate a good organizational culture before taking root in the organization so that there are no deviations made by employees so that they can maximize employee performance (Wahyudi et al., 2024). A work environment that has a positive and supportive culture will create a pleasant work atmosphere, increase a sense of belonging, and ultimately have an impact on employee satisfaction and performance (Aswadi & Prasajo, 2025). An inclusive work culture, supported by awareness of the roles and contributions of each employee as well as adequate work facilities, can create a productive work environment and encourage improved employee performance (Rizky, Anwar, & Ardian, 2024). The work culture that employees have will determine work productivity based on quality standards and completion time (Hendrawan, Hadian, & Machmud, 2020).

The third factor that also affects performance is work facilities. According to Moekijat in (Muntari et al., 2019) Work facilities are related to the work environment, because the work environment is also a work facility, with a comfortable work environment, employees can carry out work well. Work facilities are everything that can facilitate efforts and facilitate work in order to achieve a goal, including work facilities and infrastructure,

equipment, technology, and the physical environment of the workplace (Sedarmayanti, 2018). Adequate work facilities include comfortable workspaces, modern information technology equipment, transportation facilities, and various other supporting facilities. Work facilities are facilities and infrastructure that can help employees to complete their work. Inadequate facilities and infrastructure as well as materials needed for the implementation of work can also hinder motivated people from carrying out their work well (Raharjo, 2022).

Employee performance is not only determined by organizational culture, but also competency skills. Talking about institutional advancement, the key internal aspect that must be developed is HR competence. Then, another internal pillar is a strategy to create a harmonious organizational cultural climate (Mariyani, Aripin, & Darmanto, 2023). Research on the influence of competence, work culture, and work facilities on the performance of ASN employees is important to provide an overview of how much each of these factors contribute to employee performance. Therefore, it is necessary to conduct research to analyze the analysis of competencies, work culture, and work facilities on the performance of ASN employees at the North Sumatra Provincial Education Office.

## Method

This study uses a quantitative approach with the type of associative research, which aims to analyze the influence of competencies, work culture, and work facilities on the performance of ASN employees at the North Sumatra Provincial Education Office. The design of this research is causal, namely to determine the relationship and influence between the variables studied. The subject of the study is an employee of the State Civil Apparatus (ASN) who works within the North Sumatra Provincial Education Office. The inclusion criteria in this study are ASN who are still actively working, while non-ASN employees are not included in the research object. Participant characteristics were reviewed based on their employment status as ASN without special restrictions on age, gender, or working period.

The population in this study is all civil servants at the North Sumatra Provincial Education Office which totals 144 people. Sample determination was carried out using the Slovin formula with an error rate of 10%. The following is the Slovin formula.

$$n = \frac{N}{1 + N e^2}$$

$$n = \frac{144}{1 + 144 \cdot 0,1^2}$$

$$n = \frac{144}{1 + 1,44}$$

$$n = \frac{144}{2,44}$$

$$n = 59,01$$

Based on the calculation above, a total sample of 59 respondents was obtained. The sampling technique used is simple random sampling, which provides an equal opportunity

for each member of the population to be selected as a sample. Data collection was carried out within the North Sumatra Provincial Education Office.

The data analysis technique used was multiple linear regression analysis with the help of SPSS software. The analysis stages include validity tests, reliability tests, classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests, as well as hypothesis tests through t-tests (partial) and F-tests (simultaneous). In addition, the analysis of the determination coefficient ( $R^2$ ) was also used to determine the amount of contribution of independent variables to dependent variables

## Results and Discussion

### Descriptive Statistical Analysis

Descriptive statistical analysis is an analysis used to describe the minimum, maximum, mean, and standard deviation values of competency variables, work culture, work facilities, and employee performance.

**Table 1. Descriptive Statistical Analysis**

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Competencies_X1	59	30	40	33.47	1.775
Work Culture_X2	59	21	30	26.37	1.818
Work Facilities_X3	59	17	25	21.25	1.515
Employee Performance_Y	59	16	28	25.00	2.189
Valid N (listwise)	59				

Based on the results of descriptive statistical analysis, the competency variable had an average value of 33.47 with a minimum score of 30 and a maximum of 40 and a standard deviation of 1.775 which showed a relatively high and homogeneous level of respondent competence. The work culture variable has a mean value of 26.37 with a minimum value of 21 and a maximum of 30 and a standard deviation of 1.818, which indicates that the work culture of ASN is in the good category. Furthermore, the work facility obtained an average score of 21.25 with a minimum score of 17 and a maximum of 25 and a standard deviation of 1.515, which shows that the work facility is considered quite adequate by the respondents. Meanwhile, employee performance has an average score of 25.00 with a minimum score of 16 and a maximum of 28 and a standard deviation of 2.189, which reflects that the performance of ASN of the North Sumatra Provincial Education Office is in the good category with a relatively low level of variation in respondents' answers.

### Instrument Quality Test

#### Validity Test

The validity test is carried out by comparing the calculated r value with the r table or looking at the sig value.  $< 0.05$ .

**Table 2. Validity Test**

Variables	Indicators	r-hitung	r-tabel	Results
Competencies_X1	X1.1	.558**	.2564	Valid
	X1.2	.544**	.2564	Valid
	X1.3	.480**	.2564	Valid
	X1.4	.440**	.2564	Valid
	X1.5	.548**	.2564	Valid
Work Culture_X2	X2.1	.370**	.2564	Valid
	X2.2	.388**	.2564	Valid
	X2.3	.546**	.2564	Valid
	X2.4	.531**	.2564	Valid
	X2.5	.509**	.2564	Valid
Work Facilities X3	X3.1	.587**	.2564	Valid
	X3.2	.674**	.2564	Valid
	X3.3	.537**	.2564	Valid
Employee Performance_Y	Y1	.662**	.2564	Valid
	Y2	.699**	.2564	Valid
	Y3	.526**	.2564	Valid
	Y4	.442**	.2564	Valid
	Y5	.754**	.2564	Valid
	Y6	.777**	.2564	Valid
	Y7	.573**	.2564	Valid
	Y8	.424**	.2564	Valid
	Y9	.595**	.2564	Valid

Based on the results of the validity test, all indicators in the variables of competence, work culture, work facilities, and employee performance have a value of r calculated  $>$  r table (0.2564) so that all statement items are declared valid and suitable for use as research instruments.

### Reliability Test

The reliability test was carried out by looking at Cronbach's Alpha value  $\geq$  0.70 so that the questionnaire was declared reliable.

**Table 3. Reliability Test**

	Cronbach's Alpha	N of Items
Competencies X1	.707	5
Work Culture X2	.642	5
Work Facilities X3	.714	3
Employee Performance Y	.749	9

Based on the results of the reliability test, all research variables had a Cronbach's Alpha value of  $\geq 0.60$ , so that the instruments of competence, work culture, work facilities, and employee performance were declared reliable and consistent to be used in the study.

**Classic Assumption Test**

The classical assumption test is a prerequisite test of a linear regression model in order to produce a valid estimate, which includes a normality test, a multicollinearity test, and a heteroscedasticity test

**Normality Test**

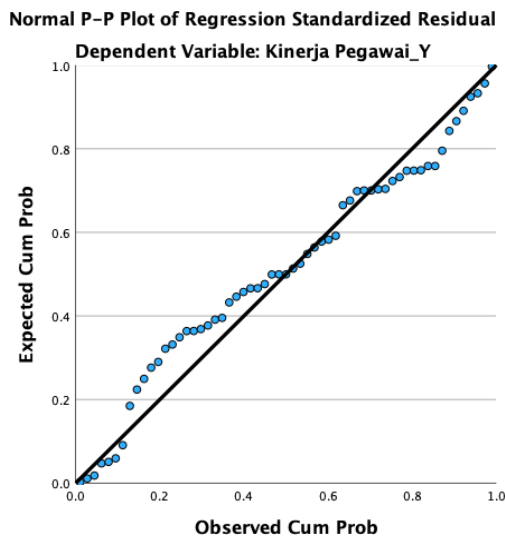
The normality test is a test to find out whether the data is normally distributed, which is carried out through the Kolmogorov–Smirnov or Shapiro–Wilk test and the Normal P–P Plot graph, with the criteria of a sig value.  $> 0.05$  or data points spread around the diagonal line.

**Table 4. Uji Kolmogorov–Smirnov One-Sample Kolmogorov-Smirnov Test**

		Unstandardize d Residual	
N		59	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	1.78646156	
Most Extreme Differences	Absolute	.114	
	Positive	.100	
	Negative	-.114	
Test Statistic		.114	
Asymp. Sig. (2-tailed) <sup>c</sup>		.055	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	.054	
	99% Confidence Interval	Lower Bound	.048
		Upper Bound	.060

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 926214481.

Based on the results of the Kolmogorov–Smirnov test, the Asymp. Sig. is  $0.055 > 0.05$ , so it can be concluded that the residual data is normally distributed and meets the assumption of normality.



**Figure 1. Normal Graph P-P Plot**

Based on the Normal P-P Plot graph, the data points are spread around the diagonal line, so it can be concluded that the residual is normally distributed and the normality assumption is met.

### Multicollinearity Test

The multicollinearity test is a test to find out whether there is a strong relationship between independent variables, which is carried out by looking at the Tolerance value  $> 0.10$  and the Variance Inflation Factor (VIF)  $< 10$ .

**Table 5. Multicollinearity Test**

#### Coefficients<sup>a</sup>

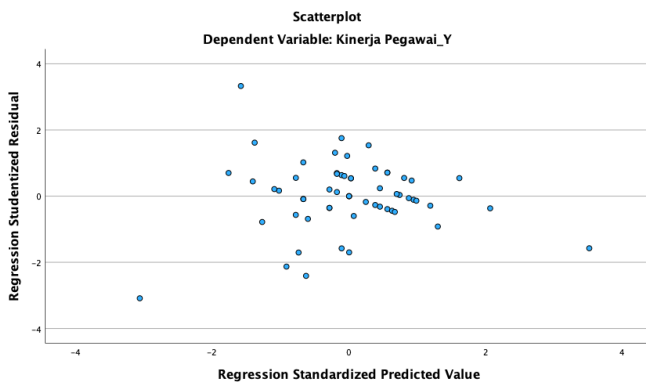
		Collinearity	
		Model Tolerance	Statistics VIF
1	Competencies_X1	.768	1.302
	Work Culture_X2	.942	1.062
	Work Facilities_X3	.758	1.320

a. Dependent Variable: Employee Performance\_Y

Based on the results of the multicollinearity test, all independent variables had a Tolerance value of  $> 0.10$  and VIF  $< 10$ , so it can be concluded that there was no multicollinearity in the regression model.

### Heteroscedasticity Test

The heteroscedasticity test is a test to find out whether or not there is a residual variance inequality in a regression model, which is carried out through the Glejser test or Scatterplot graph, with the significance value criteria of  $> 0.05$  or a random spread point.



**Figure 2. Scatterplot**

Based on the scatterplot graph, the data points are randomly spread and do not form a specific pattern, so it can be concluded that heteroscedasticity does not occur in the regression model.

**Analysis of the Regresi Linier Berganda**

Multiple linear regression analysis is an analysis technique used to determine the influence of competence, work culture, and work facilities simultaneously or partially on the performance of ASN employees.

**Table 6. Multiple Linear Regression Analysis**

		<b>Coefficients<sup>a</sup></b>				
		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		Model B	Std. Error			
1	(Constant)	7.256	5.373		1.350	.182
	Competencies X1	.312	.155	.253	2.015	.049
	Work Culture X2	-.225	.137	-.187	-1.648	.105
	Work Facilities X3	.623	.183	.431	3.409	.001

a. Dependent Variable: Employee Performance\_Y

Based on the results of multiple linear regression analysis in the Coefficients table, the regression equation is obtained as follows:

$$Y = 7.256 + 0.312X_1 - 0.225X_2 + 0.623X_3$$

The regression coefficient shows that a constant of 7.256 means that if competence, work culture, and work facilities are considered constant, then employee performance is valued at 7.256. The regression coefficient of the competency variable ( $X_1$ ) of 0.312 indicates that every increase in one unit of competency will increase employee performance by 0.312, assuming the other variables are fixed. The work culture regression coefficient ( $X_2$ ) of -0.225 indicates that every increase in one unit of work culture will decrease employee performance by 0.225, assuming other variables are constant. Furthermore, the work facility regression coefficient ( $X_3$ ) of 0.623 indicates that every increase in one unit of work facility

will increase employee performance by 0.623, assuming the other variables remain the same.

### Hypothesis Test

The hypothesis test is a test to determine the influence of competency variables, work culture, and work facilities on the performance of ASN employees, which is carried out through a t test (partial), an F test (simultaneous), and a determination coefficient ( $R^2$ ).

### T test (Partial)

The t-test (partial) is a test to determine the influence of each individual competency variable, work culture, and work facilities on employee performance, with the criteria of a sig value.  $< 0.05$  or  $t_{\text{calculate}} > t_{\text{table}}$ .

**Table 7. T test (Partial)**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.256	5.373		1.350	.182
Competencies_X1	.312	.155	.253	2.015	.049
Work Culture_X2	-.225	.137	-.187	-1.648	.105
Work Facilities_X3	.623	.183	.431	3.409	.001

a. Dependent Variable: Employee Performance\_Y

Based on the results of the (partial) t test on the Coefficients table, hypothesis testing was carried out by comparing the calculated t-value with the t-table at the significance level of  $\alpha = 0.05$  with the degree of freedom ( $df = n - k - 1 = 59 - 3 - 1 = 55$ ), so that the t-value of the table was obtained of 2.004 (double-sided test).

The competency variable ( $X_1$ ), obtained a calculated t value of 2.015 with a significance of 0.049, where  $t_{\text{calculate}} (2.015) > t_{\text{table}} (2.004)$  and a significance value of  $0.049 < 0.05$ , so that  $H_0$  is rejected and  $H_1$  is accepted, which means that competence has a positive and significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office.

The variable of work culture ( $X_2$ ), obtained a calculated t value of - 1.648 with a significance of 0.105, where  $|t_{\text{calculate}}| (1.648) < t_{\text{table}} (2.004)$  and the significance value of  $0.105 > 0.05$ , so that  $H_0$  is accepted and  $H_1$  is rejected which means that work culture does not have a significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office

The variable of work facilities ( $X_3$ ), obtained a calculated t value of 3.409 with a significance of 0.001, where  $t_{\text{calculate}} (3.409) > t_{\text{table}} (2.004)$  and a significance value of  $0.001 < 0.05$ , so that  $H_0$  is rejected and  $H_1$  is accepted, which means that work facilities have a positive and significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office.

**F Test (Simultaneous)**

The F test (simultaneous) is a test to determine the influence of competence, work culture, and work facilities together on employee performance, with the criteria of a sig value.  $< 0.05$  or  $F \text{ calculate} > F \text{ table}$ .

**Table 8. F Test (Simultaneous)**

**ANOVA<sup>a</sup>**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.896	3	30.965	9.201	<.001 <sup>b</sup>
	Residual	185.104	55	3.366		
	Total	278.000	58			

a. Dependent Variable: Employee Performance\_Y

b. Predictors: (Constant), Work Facilities\_X3, Work Culture\_X2, Competencies\_X1

Based on the results of the F test (simultaneous) in the ANOVA table, hypothesis testing was carried out by comparing the value of the calculated F with the F of the table at the significance level of  $\alpha = 0.05$  with the degree of freedom of the numerator ( $df_1 = k = 3$ ) and the degree of freedom of the denominator ( $df_2 = n - k - 1 = 59 - 3 - 1 = 55$ ), so that the value of the F of the table was obtained of 2.77. From the results of the analysis, an F value was obtained calculated of 9.201 with a significance value of  $< 0.001$ , where  $F \text{ calculated} (9.201) > F \text{ table} (2.77)$  and a significance value of  $< 0.001 < 0.05$ , so that  $H_0$  was rejected and  $H_1$  was accepted, which means that the variables of competence ( $X_1$ ), work culture ( $X_2$ ), and work facilities ( $X_3$ ) together (simultaneously) had a significant effect on the performance of ASN employees (Y) at the North Sumatra Provincial Education Office.

**Coefficient of Determination (R<sup>2</sup>)**

The determination coefficient (R<sup>2</sup>) is a measure that shows the ability of competency variables, work culture, and work facilities to explain variations in employee performance.

**Table 9. Coefficient of Determination (R<sup>2</sup>)**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.578 <sup>a</sup>	.334	.298	1.835

a. Predictors: (Constant), Work Facilities\_X3, Work Culture\_X2, Competencies\_X1

b. Dependent Variable: Employee Performance\_Y

Based on the results of the determination coefficient (R<sup>2</sup>) test in the Model Summary table, an R value of 0.578 was obtained, which shows that there is a fairly strong relationship between independent variables (competence, work culture, and work facilities) and dependent variables (employee performance). The R Square (R<sup>2</sup>) value of 0.334 or 33.4% shows that the variables of competence, work culture, and work facilities together are able to explain the variation in the performance of ASN employees at the North Sumatra Provincial Education Office by 33.4%, while the remaining 66.6% are explained by other variables outside this research model such as work motivation, leadership, compensation, work discipline, and other factors that are not studied.

### **The Influence of Competency on Employee Performance**

The results of the study show that competence has a positive and significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office, because competence is directly related to the technical and professional abilities needed in the implementation of daily work. This indicates that the higher the level of competence possessed by employees, the better the performance produced. Employees who have knowledge of education regulations, program planning, budget management, and an understanding of the regional education system will be able to carry out their duties precisely, accurately, and in accordance with applicable policies. Competent employees will be able to adjust to changes more quickly, be able to operate educational information systems, and minimize administrative errors. This has a direct impact on improving work efficiency and achieving organizational performance targets. In line with research (Sitepu & Rizky, 2025) which states that competence affects employee performance.

### **The Influence of Work Culture on Employee Performance**

The results of the study show that the work culture does not have a significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office, which indicates that the current work culture conditions have not been able to be an effective driving factor in improving employee performance. The work culture in the ASN environment has generally been formally and uniformly formed through rules, values, and work ethics set by the government. Values such as discipline, loyalty, and compliance with regulations have become common standards that must be carried out by all employees. Employees are still required to achieve certain performance targets in accordance with the Employee Performance Goals (SKP), regardless of the strength or weakness of the internalization of work culture. In other words, employees will continue to work according to the standards set by the organization because of the demands of the system, not because of the encouragement of a work culture that develops in the work environment. This condition may be caused by a lack of socialization of work culture values, weak role models from leaders in implementing work culture, or resistance from employees to expected changes in work culture. In addition, the work culture in the government bureaucratic environment tends to be thick with bureaucratic and hierarchical work patterns so that employee innovation and creativity are limited, which in the end does not have a significant impact on improving employee performance at the North Sumatra Provincial Education Office. In line with research (Hartono, 2024) which states that organizational culture has no effect on employee performance.

### **The Influence of Work Facilities on Employee Performance**

The results of the study show that work facilities have a positive and significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office with the most dominant contribution compared to other variables, which indicates that the availability and completeness of work facilities are crucial factors in supporting employees

to carry out their duties effectively and efficiently. This finding is in line with Herzberg's theory of hygiene factors which states that physical working conditions including facilities are important factors that can affect employee satisfaction and performance, where adequate work facilities such as comfortable workspaces, complete office equipment, modern information technology, and other supporting facilities will make it easier for employees to complete work faster and with quality. In the context of the North Sumatra Provincial Education Office which has complex tasks in managing the education system, the availability of work facilities such as computers, internet networks, management information systems, operational vehicles, and other supporting facilities is needed to support the implementation of administration, monitoring, evaluation, and coordination of educational programs. The dominance of the influence of work facilities shows that the improvement and addition of work facilities must be the top priority of management in an effort to improve employee performance in the agency. In line with the results of research (Asri et al., 2019), (Aswadi & Prasajo, 2025) and (Devi & Rizky, 2024) which states that work facilities affect employee performance

### **The Influence of Competencies, Work Culture, and Work Facilities Simultaneously on Employee Performance**

The results of the study show that competence, work culture, and work facilities together have a significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office, which indicates that these three variables are important factors that collectively contribute to shaping and improving employee performance. This finding confirms that employee performance is not determined by a single factor, but is the result of the interaction of various elements that support each other, where the competencies possessed by employees will be more optimal if supported by a conducive work culture and adequate work facilities. Although work culture is not partially significant, its existence still contributes to the overall model along with work competencies and facilities in explaining the variation in employee performance. This shows the importance of a holistic approach in human resource management at the North Sumatra Provincial Education

Office, where improving employee performance is not enough by focusing on just one aspect, but requires comprehensive attention to competency development through training and education, improving work culture through socialization of values and leadership examples, and providing complete and modern work facilities to support the implementation of optimal employee duties in achieving organizational goals

### **Conclusion**

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

1. Competence has a positive and significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office, which shows that the higher the level of competence that employees have in terms of knowledge, skills, and work attitudes,

the better the performance produced in carrying out organizational duties and responsibilities.

2. Work culture does not have a significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office, which indicates that the existing work culture has not been fully internalized and implemented effectively by employees so that it has not been able to become a strong driving factor in improving employee performance in the agency.
3. Work facilities have a positive and significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office with the most dominant contribution, which shows that the availability and completeness of work facilities such as office equipment, information technology, comfortable workspaces, and other supporting facilities are crucial factors that greatly affect the ability of employees to complete their tasks effectively and efficiently.

Competence, work culture, and work facilities simultaneously have a significant effect on the performance of ASN employees at the North Sumatra Provincial Education Office, which emphasizes that these three variables together contribute to shaping and improving employee performance, so that a comprehensive approach is needed in human resource management to achieve optimal organizational performance.

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