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The Influence of Competence, Spiritual Intelligence and Work Culture on Employee Performance

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Abstract

This study aims to determine and analyze the influence of competence, spiritual intelligence, and work culture on employee performance at PT Semen Bosowa Maros. This study uses quantitative methods by distributing questionnaires to employees of PT. Semen Bosowa Maros are totaling 131 people. Sampling using the Slovin formula using a simple random sampling technique. The data used in this study are primary data and secondary data. The method of analysis utilized descriptive analysis using SPSS. This study indicates that Competence and Work Culture have a positive and significant effect on employee performance at PT Semen Bosowa Maros. Meanwhile, spiritual intelligence does not significantly affect employee performance at PT Semen Bosowa Maros. Of the three independent variables used in determining employee performance, it turns out that the work culture variable has a dominant influence in improving the performance of PT Semen Bosowa Maros employees. The results of this study can be used as input for the management of PT Semen Bosowa Maros regarding perceptions of competence, spiritual intelligence, work culture, and employee performance which are very important to achieve company goals and can be used for researchers' further researchers as well as other parties. Who needs it as a source of reference and helpful information in adding insight on issues related to employee performance.



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Introduction

How important is performance for companies so that competency-based employee development is one of the efforts to improve performance? Competency-based employee development is a form of concern and recognition by the company or leadership to employees who

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demonstrate workability, craft, compliance, and discipline. So important is the issue of an employee or employee performance. Hence, it is not wrong if the core of human resource management is how to manage the performance of Human Resources (HR). Working with people in an organizational context means managing people to produce optimal performance. Therefore, this employee performance needs to be appropriately managed to achieve organizational goals to become a performance management concept (Endah, 2013).

Employees are one of the company's valuable assets Endah, (2013) says that the most asset in a company is reliable human resources (HR). Likewise, Bambang Suharno believes that employees are assets, where the most critical investments in a company are 3, namely: HR, HR, and HR. The point is how vital HR or employees are in the company. Employees as a resource who also function plays a role and are responsible for the primary mover for a company's progress, both profit-oriented and non-profit. Rediansa et al. (2014) stated that employees are also managers of the company so that all activities run according to plans to achieve company goals.

Ninety percent (90%) of employees who are not identified as high potential are among the 15 - 20% identified as outstanding performers but do not have the potential to occupy more significant jobs. Companies must also focus on high-performing employees by placing them through the talent management process, for example, by conducting an objective assessment process by external parties, validating who belongs to this category, and understanding or knowing who the current outstanding contributors are and what should be done by the company. Companies so that they remain motivated and can develop (Setiawan, 2013).

In facing the era of globalization, competition between companies will be higher, and one of the keys to success to win the match is the need for quality Human Resources (HR). For this reason, companies will be required to be more selective in choosing human resources who can show good performance. According to Karmandita (2014), "Competence produces effective and superior performance." This explanation means that competence has a close relationship with performance. It can be said that if the employee has competence in his field, the employee will improve effective performance.

Employees of PT Semen Bosowa Maros, in carrying out their daily tasks, always prioritize a culture of hard work and a sense of love for the homeland, which is reflected in the Bosowa motto, better known as the employee pledge, follows 1). Work hard for the Nation, State, and Religion; 2). Work hard for the company; 3). Work hard for your career and family. Meanwhile, employees in carrying out the duties and responsibilities entrusted to the company adhere to the six (6) pillars of the basic mentality of bosowa corporation employees, namely: One step ahead, Mobilization and participation, Energy through cooperation, Process for determining results, never giving up and Fully Responsible.

Some of the causes for not achieving production targets are the competency factor. When entering the world of work, we, as prospective employees, are often expected to have specific competencies for our positions. This is a reference for the company to discover our work abilities as future employees. Nauli (2021) states competence is a fundamental characteristic of an individual, namely the causes associated with the reference criteria regarding effective performance. As it is known that every organization is formed to achieve specific goals, it is called a success when it is

completed. To achieve success, a strong foundation is needed in leadership competence, employee competence, and organizational culture that can strengthen and maximize competence. Thus competence is instrumental in helping organizations create a high work culture. Competence is indispensable in every human resource process, employee selection, performance management, planning, etc. (Wibowo, 2013).

With the formation of a culture of spirituality in the workplace, it is hoped that employees who are happy, knowledgeable, and able to fulfill life goals will be formed. Such employees generally have a balanced life between work and personal, between duty and service. In general, they also have higher performance. The results of research conducted by a large consulting firm show that applying a spiritual work environment increases productivity and reduces turnover. The company as a form of organization requires human resources for the goals and objectives of the organization to be achieved as planned. Therefore, the role of work culture for human resources is vital in every operational activity of the organization in the hope of improving employee performance. People who have high spiritual intelligence will be able to overcome the problems they face and can make peace with these problems. In addition, people who have high spiritual intelligence will be able to find happiness and meaning in the life they live (Budi, 2017).

Some research results show that performance is influenced by several factors as, according to Qamariah (2011), performance is influenced by competence. As in the conclusion of his research entitled the influence of planning and employee competence on employee performance at PT. Indonesia Asahan Aluminum Kuala Tanjung that technical competence simultaneously affects and very significantly affects employee performance. This research is strengthened by Didik Hadiyatno's study in his study entitled the influence of competence, compensation, and job satisfaction on employee performance at PT. Cinemas Adisatwa Balikpapan that simultaneously the variables of competence, compensation, and job satisfaction have an influence on employee performance and partially competence has an impact on performance; the settlement affects employee performance and job satisfaction results performance.

Sa'diyah, (2018) argues that performance is influenced by spiritual intelligence, as in his research entitled the influence of intellectual intelligence, emotional intelligence, and spiritual intelligence on employee performance (Study at PT Taspen (Persero) Malang Branch). Based on the results of his research, it is concluded that intellectual intelligence, emotional intelligence, and spiritual intelligence either simultaneously or partially have a significant influence on employee performance; meanwhile, according to Kuku, (2011), in his research entitled The Effect of Work Culture and Job Satisfaction on Employee Performance at PT. Savings and Loans Cooperative "Services" in Pekalongan, the study results show that work culture has a significant effect on employee performance *t count = 2,382 with sig. 0.021. Work Culture and job satisfaction substantially affect employee performance (F count = 82.781 with sig. 0.000). Work Culture and Job Satisfaction can affect employee performance by 75.2% (adjusted r square = 0.752).

This study replicates the research conducted by Silvia et al. (2019) regarding the influence of competence and works culture on employee performance. However, in this study, the researcher added one variable, namely spiritual intelligence, which could be another aspect that needs to be investigated.

Theoretical Framework and Hypotheses

Human Resource Management

Management is the art of getting things done by other people. This opinion develops because leaders achieve organizational goals by arranging for other people to do the work needed without doing the work themselves (Wibowo, 2013). Robbins and Coulter in Wibowo (2013: 2) state that management is a process to make activities completed efficiently and effectively with and through other people. Efficient shows the relationship between inputs and outputs by finding the minimum cost of resources, while practical shows the meaning of achieving predetermined goals.

Human resource management (HRM) is one of the fields of general management, which includes aspects of planning, organizing, implementing, and controlling. This process is contained in production, marketing, finance, and employment functions or fields. Because human resources (HR) are considered to have an increasingly important role in achieving company goals, various experiences and research results in the HR field are systematically collected in human resource management. The term "management" means a collection of knowledge about how to manage human resources (Duwit, 2015).

Employee performance

According to Armstrong and Baron, quoted by Wibowo (2013: 2), it is stated that performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and provides an economic contribution. Performance in carrying out its functions does not stand alone but is related to job satisfaction and the level of rewards, influenced by skills, abilities, and individual characteristics. The combination of these relationships and the best way to achieve someone's success is to believe that you can succeed. With the belief to work and always be positive, which is permanently embedded in his heart: I am cheerful, I can generate the strength, skills, and energy needed to succeed (Duwit, 2015).

Competence

Competence in the Indonesian language dictionary is an authority (power) to determine (decide something). According to Azhar et al. (2017), competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Thus, competence shows skills or expertise characterized by professionalism in a particular field as the most important thing, as the superior of that field. Meanwhile, Santiasih et al. (2012) argue that competence is all aspects of knowledge, skills, and abilities that exist in each personality. But Hajiali et al. (2021) expressed that competence is an ability to carry out various tasks that have been given of one's own will. Thus, competence shows aspects of knowledge, as well as work professionalism.

Spiritual Intelligence

There are many bits of intelligence given by God to humans. Queen et al., (2018). There are three kinds of intelligence, namely abstract intelligence (the ability to understand mathematical symbols and language), concrete intelligence (the ability to understand natural objects), and social

intelligence (the ability to understand and manage social relationships). The term spiritual comes from Latin, which means something that gives life or vitality to a system. Spirituality is also seen as an increase in quality of life, both in family life, society, and organizations (Septiarini & Gorda, 2018). Mahdi & Darwis, (2020), spiritual intelligence is intelligence that reflects physical and spiritual elements. There are at least three types of intelligence known. Namely, first, intellectual intelligence or Intelligence Quotient (IQ). This intelligence is a person's potential ability to learn something using thinking tools. This intelligence can be measured based on one's verbal and logical strength. Technically, this intellectual intelligence was first conceived and discovered by Alfred Binet. The second is emotional intelligence or Emotional Quotient (EQ). This intelligence consists of at least five main components: self-awareness, emotional management, motivation, empathy, and social relationships. Technically, this emotional intelligence was first conceived and discovered by Daniel Goleman. Third, spiritual intelligence or Spiritual Quotient (SQ). This intelligence is intelligence that elevates the function of the soul as an internal device that has the ability and sensitivity to see the meaning behind an inevitable reality or event. Technically, spiritual intelligence, which is closely related to the issue of meaning and value (Mahdi & Darwis, 2020).

Work Culture

Work success is rooted in the owned values and the behavior that becomes a habit. These values stem from customs, religion, norms, and rules that become beliefs that become habits in work or organizational behavior. The weights that have become habits are called culture. Because culture is associated with quality or work quality, it is called work culture (Septiarini & Gorda, 2018). The word culture itself is a development of the Sanskrit 'budhayah', which is the plural form of buddhi or reason, and the compound word cultivating, which means the power of the mind; in other words, "culture is the power of the mind in the form of creativity, initiative and flavor. Meanwhile, culture is the development of culture resulting from creativity, industry, and taste. Work culture is a system of values, perceptions, behaviors, and beliefs held by each employee and group of employees about the meaning of work and its reflection in activities to achieve organizational and individual goals (Budi, 2017).

H1 : Competence has a significant effect on employee performance.

H2 : Spiritual intelligence has a significant effect on employee performance.

H3 : Work culture has a significant effect on employee performance.

H4 : Competencies that have a dominant effect on employee performance.

Research Method

This study uses quantitative methods by distributing questionnaires to employees of PT. Bosowa Maros Cement. The data used in this study are primary data and secondary data. Primary data was obtained from the distribution of questionnaires, while secondary data was obtained through journals, books, and previous studies. Sampling using the Slovin formula using a simple random sampling technique. The method of analysis using descriptive analysis using SPSS.

Table 1. Variable Operationalization

Variable	Code	Indicator	Major Reference
Competence (X1)	• X1.1 • X1.2 • X1.3 • X1.4 • X1.5	• motive • traits • Sel-Concept • Knowledge • Skill	(Silvia et al., 2019) ; (Hajiali et al., 2021) ; (Santiasih et al., 2012)
Kecerdasan spiritual (X2)	• X2.1 • X2.2 • X2.3 • X2.4 • X2.5	• Self-awareness • Holistic • Humble • Celebrating Diversity • Spontaneity	(Alfurqon, 2021) ; (Septiarini & Gorda, 2018) ; (Azhar et al., 2017)
Budaya kerja (X3)	• X3.1 • X3.2 • X3.3 • X3.4	• Discipline • Openness • Mutual respect • Cooperation	(Duwit, 2015) ; (Silvia et al., 2019)
Kinerja Karyawan (Y)	• Y1.1 • Y1.2 • Y1.3 • Y1.4	• Destination • Facilities • Opportunity • Standard	(Silvia et al., 2019) ; (Alfurqon, 2021) ; (Karmandita, 2014)

Data Analysis and Discussion

Data Analysis

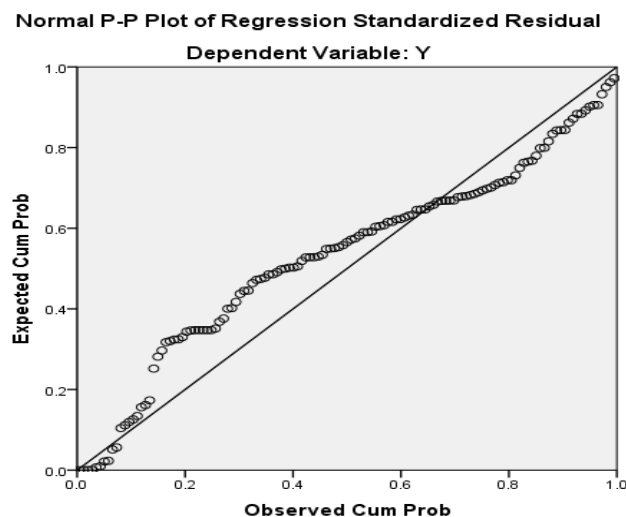
Table 2. Characteristics of Respondents

Variable	Measurement	N	%
Gender	Man	131	99,24
	Woman	1	0,76
Age	≤ 30 year	34	25,95
	31 - 37 year	22	16,79
	38 – 44 year	52	39,70
	≥ 45 year	23	17,56
Education Level	Master	1	0,76
	Bachelor	30	22,90
	D3	5	3,82
	High School	88	67,18
Work-length	Junior High School	7	5,34
	≤ 10 year	45	34,35
	11 – 17 year	71	54,20
	≥ 18 year	15	11,45

Table 3. Validity and Reliability Test Result

Variable	Question Items	Bivariate Person Correlation	Cronbach's Alpha	Info
Employee performance	Y.1	0,336	0,921	Valid dan reliable
	Y.2	0,648	0,915	Valid dan reliable
	Y.3	0,640	0,915	Valid dan reliable
	Y.4	0,674	0,913	Valid dan reliable
	Y.5	0,599	0,915	Valid dan reliable
Competence	X1.1	0,499	0,917	Valid dan reliable
	X1.2	0,681	0,914	Valid dan reliable
	X1.3	0,499	0,917	Valid dan reliable
	X1.4	0,551	0,916	Valid dan reliable
	X1.5	0,678	0,914	Valid dan reliable
Spiritual Intelligence	X2.1	0,615	0,915	Valid dan reliable
	X2.2	0,658	0,915	Valid dan reliable
	X2.3	0,323	0,920	Valid dan reliable
	X2.4	0,598	0,916	Valid dan reliable
	X2.5	0,526	0,917	Valid dan reliable
	X2.6	0,601	0,915	Valid dan reliable
	X2.7	0,336	0,922	Valid dan reliable
Work Culture	X3.1	0,662	0,914	Valid dan reliable
	X3.2	0,657	0,914	Valid dan reliable
	X3.3	0,706	0,913	Valid dan reliable
	X3.4	0,669	0,914	Valid dan reliable

The instrument's validity test of competence, spiritual intelligence, work culture, and employee performance obtained the value of Correlation r count $> r$ table 0.176. This means that each statement item from each variable used in this study is valid. Then the results of the instrument reliability test of the competence, spiritual intelligence, work culture, and employee performance variables obtained the value of Cronbach Alpha r count $> r$ table 0.176, which means that each statement item from each variable used in this study is reliable.

**Figure 1. Normality Test Results**

Based on figure 1, the results of the normality graphic test in this study show that the distribution of points on the normality graphic is along the diagonal line. This means that the regression model of this study has met the normality assumptions of the data; it is expected that the results will be good or under the classical assumptions of regression.

Table 4. Multicollinearity Test Results

Collinearity Statistics^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Competence	.420	2.380
	Spiritual Intelligence	.448	2.235
	Work Culture	.474	2.108
a. Dependent Variable: Kinerja karyawan			

The results of the multicollinearity test in table 4 show that all research variables, namely competence, spiritual intelligence, and work culture, have a VIF value < 10 and a tolerance value above 0.1. This means that the existence of multicollinearity in the equations carried out is not proven, or there is no multicollinearity in the equations carried out, or the relationship between independent variables can be tolerated so that it will not interfere with the regression results.

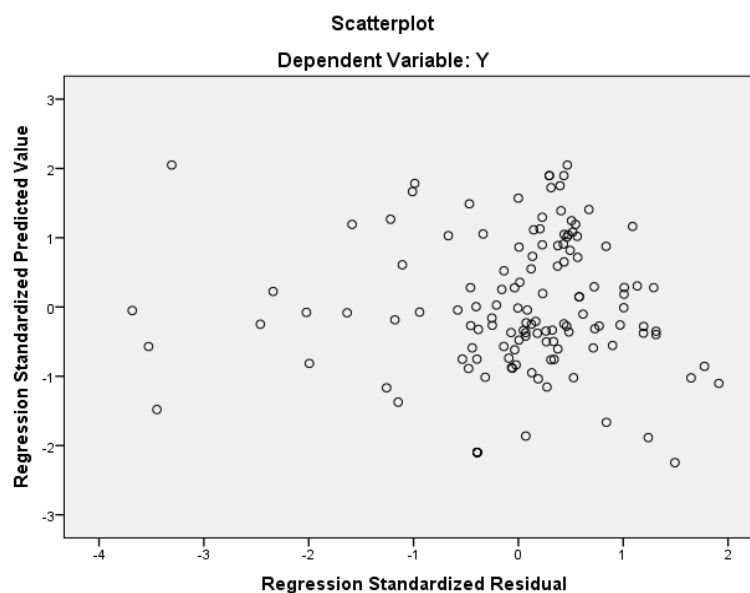


Figure 2. Heteroscedasticity Test Results

The results of the heteroscedasticity test in Figure 2 show that the points randomly spread above and below the zero line. This means that the regression model used in this study does not show heteroscedasticity, but homoscedasticity, where this study does not produce biased parameters that will cause errors in treatment.

Table 5. Results of the Coefficient of Determination (R²)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.579 ^a	.336	.320	.47701	1.976
a. Predictors: (Constant), X ₃ , X ₁ , X ₂					
b. Dependent Variable: Y					

The results of the determination test in table 5 show the value of the coefficient of determination (R²) is 0.336. The coefficient of determination indicates that the contribution of competence, spiritual intelligence, and work culture variables to the performance of PT Semen Bosowa Maros employees is 33.6 percent. At the same time, the remaining 32.2% is influenced by other factors not included in this study.

Table 6. Simultaneous Test (Test F)
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.592	3	4.864	21.376	.000 ^a
	Residual	3.151	127	.228		
	Total	10.027	130			
b. Dependent Variable: Y						

The data in table 6 shows that the calculated F value obtained is 21.376, while the F-table (df₁=3; df₂=127; =0.05) at a 95% confidence interval or error rate ($\alpha = 0.05$) is obtained 2.68 with a significance level of 0.000. Thus, the F-count > F-table or 21.376 > 2.68 means that it has a significant effect on a minimal alpha level (0%). With these results, it can be concluded that the variables of competence, spiritual intelligence, and work culture have a positive and significant effect on employee performance at PT Semen Bosowa Maros.

Table 7. Partial Test (t-test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.248	.535		.465	.643
	X ₁	.371	.177	.234	2.095	.038
	X ₂	.148	.173	.093	.857	.393
	X ₃	.387	.128	.319	3.035	.003
a. Dependent Variable: Y						

Based on the partial test as in table 7, the variables of competence, spiritual intelligence, and work culture individually have a positive and significant effect on employee performance at PT Semen Bosowa Maros. This can be seen from the t-count value obtained being more critical than the

t-table and can also be known through the level of significance wherein the sig./probability column in the table above, the significance value is smaller than 0.05, namely: competence variable 0.038 <0.05 (significant effect), spiritual intelligence 0.393 > 0.05 (not necessary), and work culture 0.003 <0.05 (considerable impact). Of the three independent variables, the work culture variable shows the most dominant influence.

Furthermore, it can also be seen that the results of the multiple linear regression equation from this research model are as follows:

$$Y = 0,248 + 0,371 X1 + 0,148 X2 + 0,386 X3$$

Constant (b0) = 0.248, which indicates that if there is no effort to increase competence, spiritual intelligence, and work culture, then the employee's performance will be constant or fixed, which is 0.248. b1 = 0.371, which indicates that competence has a positive and significant effect on employee performance at PT Semen Bosowa Maros. This means that the better the competence, the employee's performance tends to increase. The magnitude of the influence of the competence variable on employee performance can be known through the beta number or standardized coefficient, which is 0.234 or 23.4 percent. b2 = 0.148, which indicates that spiritual intelligence has a positive and significant effect on employee performance at PT Semen Bosowa Maros. This means that the higher the employee's spiritual intelligence, the employee's performance tends to increase. The magnitude of the influence of the spiritual intelligence variable on employee performance can be known through the beta number or standardized coefficient, which is 0.093 or 9.3 percent. b3 = 0.387, which indicates that work culture has a positive and significant effect on employee performance at PT Semen Bosowa Maros. This means that the better the employee's work culture, the employee's performance tends to increase. The magnitude of the influence of work culture variables on employee performance can be known through the beta number or standardized coefficient, namely 0.319 or 31.9 percent. Of the three significant independent variables, it turns out that the work culture variable has a dominant influence in improving employee performance at PT Semen Bosowa Maros because the beta number or standardized coefficient is greater than the other variables. Thus, the third hypothesis of this study is accepted.

Discussion

Competence is the ability of employees to carry out their duties properly. The results of the partial test analysis (t-test) show that the competence variable has a positive and significant effect on employee performance at PT Semen Bosowa Maros. This indicates a unidirectional relationship between competence and employee performance, meaning that if there is an increase in incompetence, the employee's performance will also increase. The competence variable has a positive and significant influence on employee performance and ranks second among the independent variables that have a significant effect. Therefore, the competency variable is one of the critical factors in improving employee performance, so it needs to be continuously developed and maximized, especially on the indicators that shape it so that employee performance can be improved in the future. The influence of the competence variable on employee performance is primarily

determined by the four indicators that make it up: employee knowledge, adequate skills; expertise in the use of technology; and professional attitude at work. These four indicators can support employee performance improvement at PT Semen Bosowa Maros. The dominant indicator informing the competency variable at PT Semen Bosowa Maros is the motive indicator, the self-concept indicator, and the skill indicator. At the same time, the little indicator, on average, is the indicator of knowledge. The four indicators are considered to have met the expectations of employees. While the indicator whose contribution is small has expertise in the use of technology, it needs to be improved by providing employees training to carry out the tasks that are their responsibility to support improving employee performance in the future. The results of this study support the research conducted by Qamariah, (2011), which proves that competence has a significant effect on employee performance. Therefore, the indicators that make up the competency variable need to be considered in the formulation of competence policies to support the improvement of the performance of PT Semen Bosowa Maros employees.

Spiritual intelligence is a person's ability to view things based on sound values. The partial test results show that the spiritual intelligence variable has no significant effect on employee performance at PT Semen Bosowa Maros. This means that spiritual intelligence has not been able to improve employee performance optimally. Therefore, spiritual intelligence needs special attention by policymakers to prioritize its improvement to spur employee performance at PT Semen Bosowa Maros. The insignificant effect of the spiritual intelligence variable on employee performance is primarily determined by the six indicators that make it up: self-awareness, holistic, humility, a celebration of diversity, spontaneity, and reframing. The six indicators have not been able to support and shape the spiritual intelligence variable. It needs to be continuously streamlined to support employee performance improvement in the future. The dominant indicator informing the spiritual intelligence variable at PT Semen Bosowa Maros is the humble indicator, followed by the reframe indicator, and the holistic indicator, then the indicator celebrates existence, followed by the spontaneity indicator, and the self-awareness indicator. While the little indicator, on average, is the concern indicator that gives the minor proportion in forming the spiritual intelligence variable, it needs to be improved to support spiritual intelligence in improving employee performance. According to Budi, (2017), spiritual intelligence (SQ) is intelligence that reflects physical and spiritual elements. Furthermore, according to Septiarini & Gorda (2018) that, spiritual intelligence is intelligence to deal with problems of meaning or value, namely intelligence to place our behavior and life in the context of a broader and richer meaning, intelligence to judge that one's actions or way of life are more meaningful than others. Based on the description above, it can be concluded that spiritual intelligence has no significant effect on employee performance at PT Semen Bosowa Maros. The results of this study are different from the research conducted by Sa'diyah, (2018), which proves that spiritual intelligence has a significant influence on employee performance. Therefore, the indicators that make up the spiritual intelligence variable need to continue to be maximized in order to be able to form spiritual intelligence so that it has a significant influence on the performance of employees at PT Semen Bosowa Maros in the future.

Work culture are behavioral values that become habits and apply in the life of groups or organizations in achieving goals. The partial test results show that the work culture variable has a positive and significant effect on employee performance at PT Semen Bosowa Maros. This means that the work culture of employees primarily determines the increase in employee performance in carrying out their daily work. Therefore, the work culture needs to be prioritized by policymakers so that it can be maintained to spur the level of employee performance at PT Semen Bosowa Maros. The significant influence of work culture variables on employee performance is primarily determined by the role of indicators that shape work culture, namely: discipline, openness; mutual respect; and cooperation. These four indicators, so that indicators still need to be improved to support the improvement of employee performance at PT Semen Bosowa Maros. Of the four indicators that make up the employee's work culture, the dominant indicator in shaping the work culture variable at PT Semen Bosowa Maros is the discipline indicator, followed by the mutual respect indicator and the cooperation indicator, while the little indicator on average is the openness indicator. The four indicators are considered to have met the expectations of employees. Meanwhile, the indicator that has a small contribution is the indicator of being diligent in various office activities, so it needs to be improved by providing directions, warnings, and advice from the leadership so that employee performance can be improved and at least can be maintained as a variable that has a dominant influence. The results of this study support the research conducted by Kuku, (2011), which proves that work culture has a significant effect on employee performance. Therefore, the indicators that make up the work culture variable need to be considered in formulating policies to improve employee performance at PT Semen Bosowa Maros.

Conclusions

Based on the results of the analysis and discussion that have been stated, it can be concluded that Competence and Work Culture have a positive and significant impact on employee performance at PT Semen Bosowa Maros, meaning that the more competence and work culture increase, the employee's performance will also increase. Meanwhile, spiritual intelligence has no significant effect on employee performance at PT Semen Bosowa Maros, meaning that spiritual intelligence has not been able to improve employee performance significantly. Of the three independent variables used in determining employee performance, it turns out that the work culture variable has a dominant influence in improving the performance of PT Semen Bosowa Maros employees. This means that the fourth hypothesis is rejected, stating that competence has a dominant effect on employee performance.

It is recommended that the leadership of PT Semen Bosowa Maros develop a policy related to improving employee performance by considering the competence factor and work culture as variables that have a significant influence, especially on the indicators that shape it. That employee performance can be improved. Then for further researchers, it is recommended to increase the number of samples and new variables other than in this study to know better what factors can affect employee performance.

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