

## **The Influence of Professionalism, Capabilities and Work Culture on the Performance of Regional Secretariat Employees of South Sulawesi Province**

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### **ABSTRACT**

This study aims to determine and analyze the effect of professionalism, capability and work culture on the performance of the regional secretariat employees of South Sulawesi Province. The research approach used in this study is a quantitative method. The population is all employees of the Regional Secretariat of South Sulawesi Province, totaling 90 people. From these data, the unit of analysis is taken from the number of civil servants (PNS) so that the census method is a method that is in accordance with the conditions that exist in the Regional Secretariat of South Sulawesi Province, totaling 90 respondents. The results show that professionalism has a positive and significant effect on employee performance at the Regional Secretariat of South Sulawesi Province, as well as capability has a positive and significant impact on employee performance at the Regional Secretariat of South Sulawesi Province. Work culture has a positive and significant influence on employee performance at the Regional Secretariat of South Sulawesi Province. The value of the coefficient of determination (R square) is 53.3 % which means that all independent/independent variables (X) have a contribution to performance while the rest are not included in the study.

**Keywords:** Professionalism Culture; Capability; Work Culture; Employee Performance.

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### **INTRODUCTION**

Organized human resource management will produce work results achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him (Efendi, 2021; Prabawati & AOKtariyanda, 2018; Sitopu et al., 2021; Sukawati et al., 2020). Improved performance is important for the sake of improving the organization. According to (Orvis & Leffler, 2011) employees have an interest in self-development and promotion at work, therefore to be able to fulfill these desires, a good performance management system is needed.

Good performance management will create high-performing employees which are marked by several things (Aguinis, 2019; Beer et al., 2019; Gruman & Saks, 2011; Reed & Henley, 2015), namely employees can complete tasks accurately and quickly, employees are also always willing to comply with the regulations that are currently in effect in the organization, and employees are also able to work within the stipulated timeframe. determined, the employee can

also cooperate with other employees to complete the work or a task that has been determined by the organization. Employee performance is the main capital in the organization to increase the organization's activities in order to achieve organizational goals (Bapna et al., 2013; Louati & Hadoussa, 2021; Ngwenya & Pelsler, 2020). Employees need professionalism as well as capabilities and work culture in order to work much better. Employees in the organization are needed, therefore more serious attention is needed to the tasks to be carried out so that organizational goals can be achieved properly. This statement is supported by the opinion of (Abdul-Jalal et al., 2013) where employees are assets in organizations that are very vital because they make a major contribution as the driving force of the organization and are also the main actors to carry out organizational goals.

Organizations can develop and survive if there is support from all human resources (HR) in the Regional Secretariat of South Sulawesi Province who master the tasks in their respective fields (Swanson, 2022). The problem faced by employees at the Regional Secretariat of South Sulawesi Province is that there are still some employees who have not been placed in accordance with work professionalism and capabilities such as education discrepancies with the job descriptions that have been assigned to them, resulting in employees not being able to perform well.

Improved employee performance both individually and in groups will provide overall work results for the organization. Therefore, performance appraisal is something that cannot be separated from competent organizations and human resources according to (Whitman & Valpuesta, 2010). This is clarified by the opinion of (Khuong & Yen, 2016) where employee performance is said to have increased due to work performance at the employee's workplace, so that organizational goals can be achieved in accordance with the expectations of the organization. Organizational goals have been designed in such a way to be implemented effectively and efficiently.

The effect of professionalism for employees can improve employee performance. Professionalism is a skill in carrying out a job or task based on skills and knowledge and supported by the work attitude required by the job. Determination of the level of professionalism based on human resources is needed in order to know the level of achievement or performance expected for the good or average category. Determination of the required professionalism will certainly be used as a basis for performance evaluation. (Sinambela et al., 2020) states that professionalism is the most important part that must be possessed by an employee in order to carry out the work as well as possible.

Improving performance requires employee professionalism, besides that, employee capabilities are also needed. The results of previous studies provide concrete evidence that capability has a significant positive effect on improving performance according to (Kuo et al., 2017) that there are research results stating that capability has a significant positive influence on employee performance. The high and low performance of employees is not only influenced by the capabilities possessed by employees, in this study it is also influenced by the attitude of work professionalism.

Another factor that affects performance is a factor, namely work culture. Work culture is a value system that is obtained and developed by the organization and the pattern of habits that are formed into rules that are used as guidelines in thinking and acting to achieve organizational goals. Work culture is able to influence the professionalism of employees' work, because it can create

interaction between employees and behavior patterns for all employees to give their best ability to take advantage of the opportunities provided by the organization.

The results of previous research conducted by (Mayland et al., 2020) , which showed that work culture had a positive influence on improving performance. The results of this study are able to explain that it has an influence in increasing performance. Furthermore, the increase in performance cannot be denied from the professionalism shown by the employees at the South Sulawesi Regional Secretariat. Every human being at work is required to have a professional spirit because in professionalism there is expertise or expertise in optimizing knowledge, time, and energy.

The formation of a work culture attitude in the organization, the capability and professionalism of an employee in carrying out the work should be directed towards a program that is in accordance with the established capability standards, such as being able to provide the right response and have a good adjustment to the environment. In fulfilling these responsibilities, it can be realized if they have competent, experienced human resources and have a good work ethic to determine a professional attitude in carrying out their duties and responsibilities as employees who can improve their performance.

Facts in the field obtained from the results of the pre-research, it was found that there were still employees who often delayed their work and there were employees who did not focus on work because they were seconded, because it was evidence of low work professionalism, and employee capabilities at work. Based on this explanation, the researcher is interested in conducting research with the title "The Influence of Professionalism, Capabilities and Work Culture on Employee Performance at the Regional Secretariat of South Sulawesi Province.

## METHOD

This study uses a quantitative research approach, this quantitative approach uses a survey method with correlation analysis techniques to determine between the independent variable and the dependent variable. Therefore, the independent variable and the dependent variable in this study are the results of filling out the instrument in the field. The location was chosen by the authors considering that it is easier to collect data, both primary data and secondary data. The research time is approximately 1 (one) month. The total population in this study was ASN, amounting to 90 people from the State Civil Apparatus, the secretariat of the province of South Sulawesi. while the number of samples in this study, the authors took the entire population .

### Validity test

Variable	Items	r-count	r-table	Valid/invalid
Performance	1	0.609	0.205	Valid
	2	0.589	0.205	Valid
	3	0.693	0.205	Valid
	4	0.665	0.205	Valid
	5	0.576	0.205	Valid
rofessionalism Variable (X1)	1	0.410	0.205	Valid
	2	0.870	0.205	Valid
	3	0.857	0.205	Valid

	4	0.729	0.205	Valid
Capabilities Variable (X2)	1	0.453	0.205	Valid
	2	0.341	0.205	Valid
	3	0.429	0.205	Valid
	4	0.471	0.205	Valid
Work Culture Variables	1	0.680	0.205	Valid
	2	0.653	0.205	Valid
	3	0.689	0.205	Valid
	4	0.775	0.205	Valid
	5	0.698	0.205	Valid

source : processed in 2022

Based on the validity test table above, it can be concluded that all variables (X) which include the Professional variable, the Capability variable and the Work Culture variable are valid because the three variables (X) where the r-count value is greater than the r-table as well as the variable ( Y) is valid because the value of r-count is greater than r-table.

### Reliability Test

In the reality test, the variable is said to be real if the *Cronbach's Alpha value* is above 0.60. The data from the reliability test results can be seen in the following table:

Variable	Alpha Coefficient	Results
Professionalism (X <sub>1</sub> )	. 0.799	Reliable
Capability (X <sub>2</sub> )	.0.759	Reliable
Work Culture (X <sub>3</sub> )	.0.698	Reliable
Performance (Y)	.0.605	Reliable

**Source: Data processed, 2022**

The reliability test which includes reliability test with variable (X) includes professionalism variable, capability variable, work culture variable shows the results, namely the professionalism variable with a *Crombachs Alpha value* of (0.799), while the Capability variable with *Cronbach's Alpha* (0.759). The work culture variable shows *Cronbach's Alpha* (0.698) on the dependent variable, namely the performance variable (Y) showing *Cronbach's Alpha* (0.605), thus it is reliability because all variables have a value greater than 0.60.

### Multiple Linear Regression Analysis Test

In the multiple linear regression analysis test is a test used to determine how much influence the independent variable has on the dependent variable by using the assumption equation  $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$

**Table 1.3 Regression Calculation Results**

		Coefficients <sup>a</sup>					
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance VIF
1	(Constant)	.3918			1.865	.066	
	X1	.590	.496	.480	2,661	.003	.861 1.162
	X2	.931	.360	.263	3.260	.002	.792 1.262
	X3	.637	.184	.607	7.577	.000	.810 1,235

a. Dependent Variable: Y

Source: Data processed, 2022

Based on the results of the SPSS print out, the coefficients in the regression calculation are obtained with the following regression equation :

$$Y = 0.3918 + 0.590X_1 + 0.931X_2 + 0.637X_3$$

1. Based on these equations, it can be concluded that the value of the constant is 0.3918, which can be interpreted if the value of the variable Professionalism ( $X_1$ ), Capabilities ( $X_2$ ), and work culture ( $X_3$ ), have increased by 1 point and the variable (X) has not changed or is zero (0) then the performance has a value of 0.3918.
2. On the variable of professionalism as a variable ( $X_1$ ) with a value of 0.590, it can be concluded that performance has increased by 0.590. This means that professionalism ( $X_1$ ) increases by 1 (one) point, then performance will increase by 0.590 points, assuming the independent variable is considered constant or fixed .
3. In the Capability Variable as a variable ( $X_2$ ) with a value of 0.931, it can be concluded that the performance has increased by 0.931. This means that the capability ( $X_2$ ) increases by 1 (one) point, then the performance will increase by 0.931 points, assuming the independent variable is considered constant or fixed.
4. In the work culture variable as a variable ( $X_3$ ) with a value of 0.637, it can be concluded that performance has increased by 0.637. This means that the work culture ( $X_3$ ) increases by 1 (one) point, then the performance will increase by 0.637 points, assuming the independent variables are considered constant or fixed.

### Hypothesis testing

To find out the results of the study, a hypothesis test was carried out based on the established hypothesis . The hypothesis tests include t test (partial) and F test (simultaneous) based on processed data using SPSS tool with version 25, apart from researchers also conducting a determination test to find out how many percent of the variable (X) has an effect on the variable (Y) for more details can be explained in accordance with the test below;

**Table 1.4 t test**

**Coefficients <sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	.3.918			1.865	.066		
	X1	.590	.496	.480	2,661	.003	.861	1.162
	X2	.931	.360	.263	3.260	.002	.792	1.262
	X3	.637	.184	.607	7.577	.000	.810	1,235

a. Dependent Variable: Y

**Partial Testing (t-test)**

The t- test test (Partial) is to find out how much partial influence on the variables of Professionalism, Capability and work culture, on the performance variable. The results of the t-test can be presented as follows:

1. The effect of professionalism as a variable ( X1 ) on performance is found in the variable (X1 ) of professionalism obtained by the value of t-count > t table, of (2.661>1.987) and significant (0.003 <0.05) , it can be said that the variable of professionalism has a positive effect and significant to the performance of Employee Performance at the Regional Secretariat of Sulawesi Province South".
2. The effect of Capabilities as a variable ( X2 ) on performance is found in the variable (X2 ) . Capability is obtained by the value of t-count>t table, which is (3.260>1.987) and significant (0.002 <0.05), it can be said that the Capability variable has an effect on positive and significant on Employee Performance at the Regional Secretariat of Sulawesi Province South. .
3. The influence of work culture as a variable ( X3 ) on performance is found in the variable (X3 ) . Work culture is obtained by the value of t-count> t table, which is (7.577>1.987) and significant (0.000 <0.05), it can be said that the variable Work culture has a positive and significant effect on employee performance at the Regional Secretariat of Sulawesi Province South " . .

**Simultaneous testing**

Simultaneous testing using the F test is to determine the simultaneous effect on the variable (X ) which includes the variables of professionalism, capability and work culture on the variable (Y) or the performance variable. Simultaneous coefficient test can be seen in the F test below

**Table 1.4 F . Test****ANOVA <sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	285,737	3	95.246	35,395	.000 <sup>a</sup>
	Residual	231.418	86	2691		
	Total	517,158	89			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

**Source: Data processed, 2022**

Based on the results of the F test which can be seen in the table above by looking at the ANOVA test which describes the results of the F test where the f-count result is greater than the f-table ( $35.395 > 2.71$ ), namely professionalism ( $X_1$ ), Capability ( $X_2$ ), work culture ( $X_3$ ) together have a simultaneous effect or influence together on employee performance at the Regional Secretariat of Sulawesi Province South. So that, to get results significantly, it is better if the three variables are done together so that the results will be maximized.

**Determination Test**

The test of determination which is often called the coefficient test ( $R^2$ ) is a test that is used to find out how much the contribution of the influence of the independent variables together to the dependent variable is.

**Table 1.5 Determination Test Results****Model Summary <sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.743 <sup>a</sup>	.553	.537	1.640	1,667

a. Predictors: (Constant), X3, X1, X2

In the determination test table where the coefficient of determination (R square) is 0.553, it can be interpreted that the independent variable/independent variable the coefficient of determination is 53.3%. Where Variable X which includes professionalism, capability and work culture spreads to the dependent variable by 53.3 % to the Y variable and the rest is not included in the study.

**RESULTS AND DISCUSSION****Professionalism has a positive and significant effect on performance Employee**

The effect of professionalism on employee performance is positive and significant, thus

if employee professionalism is getting better, it will have an impact on increasing employee performance. The findings of this study are interesting to be studied further to find out the causes of the effect of professionalism on employee performance, because theoretically it shows a real influence.

According to Sartono (2008), professionalism is a position or job that requires expertise ( *exerise* ) from its members. This opinion shows that professionalism cannot be carried out by just anyone who is not trained and is not specially prepared to do the job. Partially, the professionalism of employees is built from characteristics, which must be expert, able to be independent, responsible for work, able to show that he/she is a professional. , upholds professional ethics and maintains good relations with clients (society) so that it has implications for the performance of the employees of the South Sulawesi Provincial Secretariat.

### **Capabilities have a positive and significant effect on employee performance.**

Based on the results of the t-test analysis, it can be seen that employee capabilities directly affect employee performance. Thus, the hypothesis which states that there is a significant effect of Capabilities on Employee Performance.

Capabilities are the 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. Capabilities show skills or knowledge that are characterized by professionalism in a particular field. Capabilities as a person's ability to produce at a satisfactory level including one's ability to apply these skills and knowledge in new situations and increase agreed benefits. Capabilities also indicate the characteristics of knowledge and skills possessed or required by each individual that enable them to perform their duties and responsibilities effectively and improve.

From the results of the analysis, it can be seen that there is sufficient evidence to state that there is a significant and positive influence between Employee Capability and Employee Professionalism. The results of this study support the research of Furuya, et al. (2007) , that organizations continuously need to improve capabilities. In addition, the capability of the Human Resources policy in the division of labor affects global competence significantly. Previous research from Sutton (2006) that work capability and workplace adaptation to performance shows strong positive results. competent or capable of carrying out proper obligations and responsibilities.

This research is also in line with the research of Mayang Sari (2003) which states that competence is a factor that determines professionalism. Existing test results are also in line with the notion of competence where competence is defined as a person's expertise to complete a job well.

### **Organizational Culture has a positive and significant effect on Performance**

From the results of the analysis, it can be seen that there is strong evidence to state that there is a significant and positive influence between work culture on performance. This indicates that the higher the work culture, the higher the performance results.

The results of this study can provide an explanation that work culture can affect the work of civil servants, because it creates interactions between civil servants and behavior patterns for employees with shared values in the organization making employees feel comfortable working, have commitment and loyalty and make employees civil servants try harder, improve the



performance of civil servants, and maintain a competitive advantage. The results of the work of civil servants are determined by the success of the organizational culture of the institution or institution they have. The success of managing an organization is no longer only determined by the success of organizational principles such as planning, organizing, actuating, and controlling, supported by professionalism. From the results of the factor analysis on organizational culture, it shows that the strongest indicator is aggressiveness, which means that if the organizational culture is strong due to the high cooperation between employees, so to be able to improve organizational culture, it should start with efforts to keep employees focused on work and discipline.

### **The influence of professionalism, capability and work culture simultaneously affect employee performance.**

Simultaneous testing in this study using the F test or ANOVA with a coefficient comparison of  $f\text{-count} > f\text{-table}$  which can be seen in the results, namely ( ) at  $(35.395 > 2.71)$  or sig  $(0.000 < 0.05)$  it can be stated that the variable X have a simultaneous effect on employee performance which can be interpreted that it is better for the variables of professionalism, capability and work culture to work together because it will produce very good performance, especially since the F value is also far from the comparison between the F-count and the F-Table. This is in line with previous research by Ferdinand 2020 The influence of professionalism, capability and organizational culture affect the performance of IT-based employees at the Infokom service in Medan City.

## **C ONCLUSION**

Based on the results of testing and data analysis that has been carried out, the conclusions that can be drawn from this study are as follows: (a) The results of testing the hypothesis prove that there is a positive and significant influence on the professionalism variable on employee performance at the Provincial Secretariat, Sulawesi South, (b) The results of testing the hypothesis prove that there is a positive and significant influence on the Capability variable on employee performance at the Secretariat of South Sulawesi Province, (c) The results of hypothesis testing prove that there is a positive and significant influence on Organizational Culture Variables on employee performance at the Secretariat of South Sulawesi Province. (d) The results of testing the hypothesis prove that there is a simultaneous positive and significant influence between the professionalism variable, capability variable, and work culture on Employee performance at South Sulawesi Provincial Secretariat.

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