



The Influence of Civil Servant Competence and Organizational Culture on Civil Servant Performance with Supervision as a Moderating Variable at the Regional Secretariat of Ponorogo Regency

Muhammad Mustofa Fahmi
Universitas Slamet Riyadi

Corresponding Author: Muhammad Mustofa : mustofafahmi78@gmail.com

ARTICLE INFO

Keywords: Competence, Organizational Culture, Supervision, Performance, State Civil Apparatus

Received : 20, January

Revised : 25, February

Accepted: 26, March

©2026 Pasaribu, Yohana, Wolor, Usman, Susita, Cedaryana : This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the influence of Competence and Organizational Culture on the Performance of State Civil Apparatus (ASN) with Supervision as a moderating variable at the Regional Secretariat of Ponorogo Regency. The research method used is quantitative with a survey approach involving 68 ASN respondents. Data analysis was performed using SmartPLS 4. The results showed that: (1) Competence has a positive and significant effect on ASN performance ($\beta = 0.475$; $p = 0.000$); (2) Organizational Culture has a positive and significant effect on ASN performance ($\beta = 0.326$; $p = 0.003$); (3) Supervision has a positive and significant effect on ASN performance ($\beta = 0.214$; $p = 0.029$); (4) Supervision does not moderate the influence of Competence on ASN performance ($\beta = 0.147$; $p = 0.064$); (5) Supervision moderates (strengthens) the influence of Organizational Culture on ASN performance ($\beta = 0.181$; $p = 0.025$). The determination coefficient (R^2) of 0.682 indicates that 68.2% of ASN performance variation can be explained by these variables. These findings confirm that competence is the strongest predictor of performance, while supervision functions as a reinforcer of organizational culture's influence on performance.

INTRODUCTION

The performance of State Civil Apparatus (ASN) is a key determinant in measuring the effectiveness of government administration and the quality of public services in Indonesia. Within the paradigm of bureaucratic reform, the government has progressively emphasized the urgency of strengthening professionalism, accountability, and integrity among civil servants to accelerate the achievement of good governance (Kemendikbudristek, 2024). However, field realities indicate a capacity discrepancy, where approximately 37% of ASN in Indonesia do not yet meet the required job competency standards (Ministry of Administrative and Bureaucratic Reform, 2024). This condition directly contributes to stagnation in public organizational performance and the low competitiveness of bureaucracy at both national and regional levels.

At the macro level, the trend of ASN performance in Indonesia continues to face challenges related to productivity and low levels of innovation. A report by the National Civil Service Agency (BKN, 2023) reveals that 45% of ASN still operate with a conventional administrative orientation rather than focusing on performance outcomes. This phenomenon is also evident in Ponorogo Regency, where internal survey results show that only 62% of ASN perceive their tasks as directly contributing to organizational performance achievements. This indicates that most civil servants remain trapped in formal routines that have not yet addressed the substance of regional strategic targets.

Fundamentally, ASN performance is multidimensional and influenced by the convergence of various internal and external factors. Theoretically, based on the social system theory proposed by Parsons (1951), public organizations are viewed as systems consisting of interrelated components that interact and influence one another to achieve equilibrium. In the context of ASN, this system includes individuals (civil servants), organizational structures, cultural values, and supervisory mechanisms that maintain system stability (Harun & Mahmudi, 2022).

ASN competency, which encompasses technical, managerial, and socio-cultural dimensions, serves as the primary foundation for task execution. According to Wibowo (2007), competency is the ability to perform tasks based on skills and knowledge, supported by work attitudes required by the job. Research by Firdaus, Disman, and Masruroh (2022) demonstrates a significant influence of competency on performance. However, a fundamental research gap exists, as several empirical studies indicate that high competency does not always correlate positively with performance when ASN operate within a passive organizational culture.

Organizational culture also plays a vital role in shaping employee behavior. Schein (2017) defines organizational culture as a pattern of basic assumptions discovered, developed, and taught to new members as the correct way to perceive, think, and respond to problems of external adaptation and internal integration. Rumapea, Susanti, and Zamora (2025) state that a healthy organizational culture acts as a catalyst that strengthens the influence of competency on performance.

However, Sundari and Zuripal (2024) warn that organizational culture often remains at a symbolic level without real implementation.

In this context, supervision emerges as a mechanism for control and alignment. Terry (2020) defines supervision as the process of determining what has been achieved, evaluating performance based on established standards, and taking corrective actions when deviations occur. The role of supervision as a moderating variable is based on contradictory findings from previous studies. On one hand, Fatah (2019) found that supervision strengthens the effect of competency on performance; on the other hand, Fitriani (2020) found that internal supervision often has no significant effect because it is limited to formal, repressive audit practices. This inconsistency provides an opportunity to position supervision as a moderator that functions as a “filter,” ensuring that competency and organizational culture are effectively translated into productive performance.

This study, conducted in Ponorogo Regency, is important for several reasons. First, based on the 2024 Government Agency Performance Report (LKjIP), the task completion rate at the Regional Secretariat only reached 78%, with 21% experiencing delays. Second, studies incorporating supervision as a moderating variable in the relationship between competency and organizational culture on ASN performance remain limited, particularly within local government environments. Third, the findings of this study are expected to provide strategic recommendations for local governments in formulating data-driven policies related to competency development and strengthening internal supervision systems.

Based on the theoretical and empirical foundations above, this study aims to examine the effect of ASN competency and organizational culture on ASN performance, with supervision as a moderating variable at the Regional Secretariat of Ponorogo Regency. Specifically, this study analyzes both partial and simultaneous effects, as well as the moderating role of supervision in the relationship between independent and dependent variables.

RESEARCH METHODOLOGY

This study employs a quantitative approach with an explanatory survey research design aimed at explaining causal relationships among variables through hypothesis testing. This approach was chosen because it aligns with the objective of analyzing the influence of independent variables on the dependent variable as well as testing moderating effects (Sugiyono, 2023). The research was conducted at the Regional Secretariat of Ponorogo Regency, which was selected as it is a central institution with a strategic function in coordinating all regional government units.

1. Population and Sample

The population in this study consists of all State Civil Apparatus (ASN) working within the Ponorogo Regency Government, totaling 216 employees. The sample was determined using proportional random sampling, which involves randomly selecting respondents while considering the proportion of each

regional unit. This method ensures that all ASN have an equal opportunity to be selected as respondents.

The sample size was calculated using the Slovin formula with a margin of error of 5% (Umar, 2021), resulting in 68 samples. Therefore, the total number of respondents in this study is 68, which meets the minimum sample requirement for PLS-SEM analysis, namely 5–10 times the number of structural paths (Hair et al., 2021).

2. Research Variables

This study involves four main variables:

1. ASN Competency (X1) as the first independent variable, measured using 9 indicators covering technical, managerial, and socio-cultural competencies.
2. Organizational Culture (X2) as the second independent variable, measured using 9 indicators reflecting organizational values.
3. Supervision (Z) as the moderating variable, measured using 9 indicators covering supervisory, functional, and participatory aspects.
4. ASN Performance (Y) as the dependent variable, measured using 15 indicators based on employee performance targets and work behavior in accordance with Government Regulation No. 30 of 2019.

3. Data Collection Techniques

Data were collected through a questionnaire using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire was developed based on predefined variable indicators and adapted from previous studies. The distribution of questionnaires was conducted directly while maintaining health protocols.

In addition, a documentation study was carried out to obtain secondary data, including organizational profiles, staffing structures, and performance reports.

4. Data Analysis Techniques

Data analysis was conducted using the Partial Least Squares (PLS) approach with the assistance of SmartPLS 4 software. This method was chosen due to the predictive nature of the study, its aim to test a moderating model, and the ability of PLS to handle relatively small sample sizes with non-normal data distribution (Ghozali, 2021).

The analysis was carried out in two stages:

a. Measurement Model Evaluation (Outer Model)

This includes testing:

- Convergent validity (outer loading > 0.70 and AVE > 0.50)
- Discriminant validity (HTMT < 0.90)
- Reliability (Cronbach's Alpha and Composite Reliability > 0.70)
- Indicator multicollinearity (VIF < 5.00)

b. Structural Model Evaluation (Inner Model)

This includes testing:

- Construct multicollinearity (VIF < 5.00)
- Hypothesis testing using the bootstrapping procedure with 5,000 subsamples (t-statistics > 1.96 and p-values < 0.05)
- Coefficient of determination (R^2)
- Effect size (f^2)

RESULTS AND DISCUSSION

1. Respondent Characteristics

Based on the results of the demographic data analysis, out of 68 respondents, the majority were male, totaling 42 individuals (61.8%), while females accounted for 26 individuals (38.2%).

In terms of educational level, respondents were dominated by bachelor's degree (S1) graduates with 35 individuals (51.5%), followed by master's degree (S2) holders with 13 individuals (19.1%), diploma (D3) graduates with 12 individuals (17.6%), and high school (SMA) graduates with 8 individuals (11.8%).

Based on years of service, respondents with 5–10 years of experience constituted the largest group with 28 individuals (41.2%), followed by those with 11–20 years of service with 18 individuals (26.5%), less than 5 years with 15 individuals (22.1%), and more than 20 years with 7 individuals (10.3%).

This composition indicates that the respondents are predominantly well-educated employees in their productive working phase.

2. Measurement Model Evaluation (Outer Model)

The results of the convergent validity test show that all indicators have outer loading values above 0.70, ranging from 0.705 to 0.896. The Average Variance Extracted (AVE) values for all variables are also above 0.50, namely ASN Competency at 0.724; Organizational Culture at 0.668; Supervision at 0.706; and ASN Performance at 0.691. These results indicate that all instruments are valid and capable of measuring the intended constructs effectively.

The discriminant validity test using the HTMT approach shows that all HTMT values between variables are below the maximum threshold of 0.90, with the highest value being 0.747 in the relationship between ASN Competency and ASN Performance. This confirms that each variable has a clear conceptual distinction.

The reliability test indicates that all variables have Cronbach's Alpha and Composite Reliability values above 0.70, with Cronbach's Alpha ranging from 0.919 to 0.962 and Composite Reliability ranging from 0.938 to 0.966. This demonstrates that the research instruments have a very high level of reliability.

The multicollinearity test of indicators shows that all VIF values are below 3.00 (ranging from 1.221 to 2.874), indicating that there are no multicollinearity issues

3. Structural Model Evaluation (Inner Model)

Table 1. Multicollinearity Test Results (Inner VIF)

Independent Variables	ASN Performance (Y)	Description
ASN Competency (X1)	1.426	No multicollinearity
Organizational Culture (X2)	1.398	No multicollinearity
Supervision (Z)	1.209	No multicollinearity
Interaction X1-Z	1.338	No multicollinearity
Interaction X2-Z	1.341	No multicollinearity

Source: Processed Primary Data, 2026

Based on Table 1, all VIF values among independent constructs are below 5.00, confirming that there are no multicollinearity issues in the structural model.

4. Hypothesis Testing Results (t-test / Partial Test)

Table 2. Hypothesis Testing Results (Path Coefficients)

Hypothesis	Relationship	Original Sample (O)	T Statistics	P Values	Description
H1	ASN Competency (X1) → ASN Performance (Y)	0.475	4.283	0.000	Accepted
H2	Organizational Culture (X2) → ASN Performance (Y)	0.326	3.015	0.003	Accepted
H3	Supervision (Z) → ASN Performance (Y)	0.214	2.178	0.029	Accepted
H4	Interaction X1-Z → ASN Performance (Y)	0.147	1.852	0.064	Rejected
H5	Interaction X2-Z → ASN Performance (Y)	0.181	2.247	0.025	Accepted

Source: Processed Primary Data, 2026

Based on Table 2, the hypothesis testing results indicate that:

The Effect of ASN Competency on ASN Performance (H1)

ASN competency has a positive and significant effect on ASN performance, with a path coefficient of 0.475 and a p-value of $0.000 < 0.05$. This finding indicates that the higher the competency possessed by ASN, the higher their performance.

This result is consistent with the theory of Spencer and Spencer (1993) as well as studies by Hermawan (2025) and Nofita (2025), which demonstrate that competency is a key determinant of performance. In the context of the Regional Secretariat of Ponorogo Regency, this finding confirms that investment in ASN competency development through education and training is the most effective strategy for improving performance.

b. The Effect of Organizational Culture on ASN Performance (H2)

Organizational culture has a positive and significant effect on ASN performance, with a path coefficient of 0.326 and a p-value of $0.003 < 0.05$. This finding indicates that the stronger the organizational culture implemented, the higher the ASN performance.

This result confirms previous studies by Nugroho (2025) conducted in the same locus (Ponorogo Transportation Office), as well as Kelsum and Hikmah (2025), which show that organizational culture plays a crucial role in determining employee performance.

c. The Effect of Supervision on ASN Performance (H3)

Supervision has a positive and significant effect on ASN performance, with a path coefficient of 0.214 and a p-value of $0.029 < 0.05$. This finding indicates that better supervision quality leads to higher ASN performance.

This result is in line with studies by Firdaus, Marlina, and Muawwanah (2022) and Difinubun (2022), which demonstrate that supervision functions as a control mechanism that drives performance improvement.

d. The Moderating Role of Supervision in the Competency-Performance Relationship (H4)

Supervision does not moderate the effect of ASN competency on ASN performance, with an interaction coefficient of 0.147 and a p-value of 0.064 > 0.05. This finding indicates that the strength or weakness of supervision does not change the relationship between competency and performance.

This result is consistent with studies conducted at BNPT (2025) and ITB (2023), which found that organizational support and leadership style do not moderate the competency-performance relationship. The theoretical interpretation is that competency is a relatively stable internal characteristic, and its effect on performance is direct rather than conditional.

e. The Moderating Role of Supervision in the Organizational Culture-Performance Relationship (H5)

Supervision positively moderates the effect of Organizational Culture on ASN Performance, with an interaction coefficient of 0.181 and a p-value of 0.025 < 0.05. The positive coefficient indicates that supervision acts as a reinforcing moderator. This means that the positive relationship between Organizational Culture and ASN Performance becomes stronger when the level of supervision is high.

This finding is consistent with studies by Fatah (2019) and Sitepu et al. (2024), which demonstrate that supervision can strengthen the effectiveness of organizational variables.

1. Coefficient of Determination (R²) and Effect Size (f²)

Table 3. Coefficient of Determination Results

Endogenous Variable	R Square (R ²)	Adjusted R Square	Q ²	Description
ASN Performance (Y)	0.682	0.656	0.326	Moderate - Strong

Source: Processed Primary Data, 2026

The R² value of 0.682 indicates that 68.2% of the variation in ASN Performance can be explained by ASN Competency, Organizational Culture, Supervision, and the interaction terms (X1-Z and X2-Z). According to Chin (1998), an R² value of 0.68 falls into the strong category. The remaining 31.8% is explained by other factors outside the model, such as work motivation, leadership style, compensation, and work environment.

Table 4. Effect Size (f^2) Test Results

Independent Variable	f Square (f^2)	Category
ASN Competency (X1) → ASN Performance (Y)	0.312	Medium
Organizational Culture (X2) → ASN Performance (Y)	0.187	Small-Medium
Supervision (Z) → ASN Performance (Y)	0.098	Small
Interaction X1-Z → ASN Performance (Y)	0.045	Small
Interaction X2-Z → ASN Performance (Y)	0.067	Small

Source: Processed Primary Data, 2026

2. Simultaneous Test (Equivalent to F-test)

The results of the manual calculation of the simultaneous test using the F-statistic formula based on the R^2 value produced an F-value of 26.59, which is greater than the F-table value (2.34). This indicates that simultaneously, all independent variables along with their interaction terms have a significant effect on ASN Performance.

DISCUSSION OF RESEARCH FINDINGS

a. The Role of Competency as the Main Predictor of Performance

The finding that competency is the strongest predictor of ASN performance ($\beta = 0.475$) confirms the human capital theory, which states that investment in individual knowledge, skills, and abilities will enhance productivity and organizational performance.

In the context of the Regional Secretariat of Ponorogo Regency, the dominance of competency indicates that individual factors play a more significant role in determining performance than organizational or control factors. This can be explained by the administrative and technical nature of work within the Secretariat, which heavily depends on individual capabilities.

b. Synergy Between Organizational Culture and Supervision

An interesting finding is that supervision moderates only the effect of organizational culture, not competency. This indicates that organizational culture and supervision belong to the same domain, namely external organizational factors, while competency belongs to the internal individual domain.

From the perspective of Parsons' social system theory, organizational culture performs the latency function (pattern maintenance) by providing values and norms, while supervision performs the integration function by ensuring consistency in implementation. The synergy of these two functions leads to goal attainment in the form of optimal performance.

d. Implications for ASN Management

The findings of this study have important implications for ASN management within the Ponorogo Regency Government.

First, the primary priority for improving performance should focus on competency development through continuous education and training, technical guidance, and other capacity-building programs.

Second, strengthening organizational culture should be carried out systematically through the internalization of core values (BerAKHLAK), accompanied by the strengthening of supervision systems to achieve optimal results.

Third, performance improvement strategies should consider that the effect of competency is direct, while the effect of organizational culture is conditional upon supervision.

CONCLUSIONS

Based on the analysis and discussion, the following conclusions can be drawn:

First, ASN competency has a positive and significant effect on ASN performance at the Regional Secretariat of Ponorogo Regency. The higher the level of competency, the higher the resulting performance. Competency is the strongest predictor compared to other variables and contributes the most.

Second, organizational culture has a positive and significant effect on ASN performance. The stronger the organizational culture that is implemented and internalized by all employees, the higher the ASN performance. Organizational values are proven to direct ASN behavior toward achieving optimal performance.

Third, supervision does not moderate the effect of ASN competency on ASN performance. The effect of competency on performance is direct and stable, regardless of the level of supervision. Highly competent ASN will maintain high performance under both strict and lenient supervision conditions.

Fourth, supervision positively moderates the effect of organizational culture on ASN performance. Supervision acts as a reinforcing moderator that strengthens the relationship between organizational culture and performance. The synergy between a strong organizational culture and effective supervision has been proven to optimize employee performance.

Fifth, simultaneously, all variables in this study (ASN competency, organizational culture, supervision, and their interactions) have a significant effect on ASN performance, contributing 68.2%, while the remaining 31.8% is explained by other factors outside the model.

RECOMMENDATIONS

Based on the conclusions and research findings, the following recommendations can be implemented:

For the Regional Secretariat of Ponorogo Regency

First, develop a competency mapping for all positions to identify gaps between actual competencies and required competencies, and allocate a specific budget for competency development of at least 20% of the human resource development budget.

Second, implement a continuous competency development program that includes scheduled technical, managerial, and socio-cultural education and training, as well as establishing internal mentoring and coaching systems.

Third, internalize organizational culture values by incorporating the core values of *BerAKHLAK* as indicators in individual performance evaluations with a minimum weight of 20%, and provide regular recognition for exemplary ASN in practicing these cultural values.

Fourth, optimize the supervision system by strengthening the role of the Government Internal Supervisory Apparatus, developing technology-based supervision systems (e-audit), and ensuring consistent follow-up of supervision results within a maximum of 30 working days.

Fifth, prioritize competency development as the main strategy for improving performance, and integrate the strengthening of organizational culture with supervision so that they reinforce each other.

b. For Future Researchers

First, expand the scope of research by involving all Regional Government Organizations in Ponorogo Regency to obtain a more comprehensive overview.

Second, include additional variables that may influence ASN performance, such as work motivation, leadership style, compensation, work environment, job satisfaction, or organizational commitment.

Third, test alternative moderation models by positioning supervision as an independent variable and competency or organizational culture as moderating variables.

Fourth, employ mixed methods by incorporating in-depth interviews and observations to gain a more qualitative understanding of why supervision does not moderate the competency-performance relationship.

REFERENCES

- Badan Kepegawaian Negara. (2023). *Laporan Kinerja ASN Nasional Tahun 2023*. Jakarta: BKN RI.
- Badan Pusat Statistik Kabupaten Ponorogo. (2024). *Kabupaten Ponorogo dalam Angka 2024*. Ponorogo: BPS Kabupaten Ponorogo.
- Chin, W.W. (1998). "The Partial Least Squares Approach to Structural Equation Modeling." In G.A. Marcoulides (Ed.), *Modern Methods for Business Research* (pp. 295-336). Mahwah, NJ: Lawrence Erlbaum Associates.
- Fatah, A. (2019). "Pengaruh Kompetensi dan Komitmen terhadap Kinerja ASN dengan Pengawasan sebagai Variabel Moderasi." *Jurnal Manajemen Publik*, 7(2), 145-162.
- Firdaus, M.A., Disman, D., & Masruroh, N. (2022). "The Influence of Competence on Employee Performance." *Journal of Management and Business*, 15(1), 78-92.

- Firdaus, R., Marlina, L., & Muawwanah, U. (2022). "Pengaruh Pengawasan dan Disiplin Kerja terhadap Kinerja Pegawai." *Jurnal Ilmiah Manajemen*, 10(2), 234-248.
- Fitriani, A. (2020). "Efektivitas Pengawasan Internal dalam Meningkatkan Kinerja ASN." *Jurnal Administrasi Publik*, 8(1), 56-71.
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 26*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hair, J.F., Hult, G.T.M., Ringle, C.M., & Sarstedt, M. (2021). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). Thousand Oaks, CA: Sage Publications.
- Harun, H., & Mahmudi, M. (2022). "Social System Theory in Public Sector Organizations." *Journal of Public Administration*, 18(3), 312-328.
- Hermawan, A. (2025). "Pengaruh Kompetensi terhadap Kinerja ASN di Kementerian Hukum dan HAM RI." *Jurnal Manajemen SDM*, 12(1), 45-60.
- Kelsum, K., & Hikmah, H. (2025). "Pengaruh Budaya Organisasi terhadap Kinerja ASN di Pemerintah Daerah Provinsi NTB." *Jurnal Ilmu Administrasi*, 14(1), 78-93.
- Kementerian PAN-RB. (2024). *Laporan Kinerja ASN Nasional Tahun 2024*. Jakarta: Kementerian PAN-RB.
- Nofita, D.Y. (2025). "Pengaruh Kompetensi ASN terhadap Kinerja Pegawai di Pemerintah Kabupaten Solok Selatan." *Jurnal Manajemen Pemerintahan*, 9(1), 112-128.
- Nugroho, B.S. (2025). "Pengaruh Budaya Organisasi terhadap Kinerja ASN di Dinas Perhubungan Kabupaten Ponorogo." *Jurnal Ilmiah Manajemen*, 11(2), 156-172.
- Parsons, T. (1951). *The Social System*. Glencoe, IL: Free Press.
- Pemerintah Kabupaten Ponorogo. (2024). *Laporan Kinerja Instansi Pemerintah (LKjIP) Kabupaten Ponorogo Tahun 2024*. Ponorogo: Bappeda Kabupaten Ponorogo.
- Robbins, S.P., & Coulter, M. (2022). *Management* (15th ed.). London: Pearson.
- Rumapea, M., Susanti, E., & Zamora, R. (2025). "Budaya Organisasi sebagai Katalisator Kinerja ASN." *Jurnal Administrasi dan Kebijakan Publik*, 13(1), 34-49.

- Schein, E.H. (2017). *Organizational Culture and Leadership* (5th ed.). Hoboken, NJ: John Wiley & Sons.
- Sitepu, L.E., et al. (2024). "Peran Pengawasan Inspektorat dalam Memoderasi Pengaruh Akuntabilitas dan Transparansi." *Jurnal Akuntansi Pemerintah*, 10(1), 67-82.
- Spencer, L.M., & Spencer, S.M. (1993). *Competence at Work: Models for Superior Performance*. New York: John Wiley & Sons.
- Sugiyono. (2023). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sundari, S., & Zuripal, Z. (2024). "Budaya Organisasi: Antara Simbol dan Implementasi." *Jurnal Manajemen Organisasi*, 8(2), 189-204.
- Terry, G.R. (2020). *Principles of Management* (9th ed.). Homewood, IL: Richard D. Irwin.
- Wibowo. (2007). *Manajemen Kinerja*. Jakarta: Rajawali Pers.