



**THE INFLUENCE OF WORKER STATUS, COMPETENCE AND WORK
CULTURE ON EMPLOYEE PERFORMANCE PT SUMMIT OTO
FINANCE SURABAYA**

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ABSTRACT

This study aims to determine whether the variables of worker status (X1), employee competence (X2) and organizational culture (X3) simultaneously have a significant effect on employee performance (Y) PT Summit Oto Finance Surabaya. Data collection techniques are carried out through questionnaires, interviews, and observation techniques, which consist of primary data and secondary data. Furthermore, the data was analyzed quantitatively, namely by using a statistical model in the SPSS 22.00 program, with descriptive analysis techniques and multiple linear regression analysis. The results showed that: There is a joint (simultaneous) influence of independent variables (X) in the form of worker status (X1), competence (X2) and organizational culture (X3) on the dependent variable (Y), namely employee performance at the warehouse of PT Summit Oto Finance Surabaya. Based on the results of the t test calculations carried out, it can be seen that the independent variables (X) in the form of worker status (X1), competence (X2) and organizational culture (X3) partially have a significant effect on the dependent variable (Y), namely employee performance at the warehouse of PT Summit Oto Finance Surabaya.

Keywords: *Worker Status, Competence, Work Culture, Employee Performance*

A. INTRODUCTION

A company, whether engaged in manufacturing, trade, or services, always strives to achieve its predetermined goals. One important point is that the success of various company activities in reaching these goals does not solely depend on technological advantages, available operational funds, or owned facilities and infrastructure, but also significantly relies on the aspect of human resources. Human resources are a critical element that must be considered by a company, especially in the era of free trade, where the competitive climate faced will be vastly different. This compels every company to operate more efficiently, effectively, and productively. A high level of competition drives each company to ensure its survival by paying close attention to its human resources.

Given the crucial role of human resources, an organization must properly manage and organize its employees. This management begins with the recruitment process and continues as employees enter the organization, become part of it, and eventually reach employment termination. The success of a company is influenced by employee performance. According to Riniwati (2018:50), performance refers to the extent to which an individual plays a role in implementing organizational strategies, both in achieving specific targets related to personal roles and in demonstrating competencies considered relevant to the organization. Employees are regarded as vital resources for companies because they possess talents, energy, and creativity needed by the organization to achieve its goals. Employees are the key to a company's success because they serve strategic roles within the organization—as thinkers, planners, and controllers of social activities. Therefore, employees are required not only to have knowledge, skills, and

abilities but also experience, motivation, self-discipline, and a high work spirit. If employee performance is good, then company performance will also improve, ultimately leading to the achievement of corporate goals.

Employee performance is one of the main factors that can affect a company's progress. The better the employee performance, the easier it is for the company to achieve its goals. Conversely, if employee performance is low or poor, achieving those goals becomes difficult, and the results may not meet the company's expectations. Support from the company in the form of leadership guidance, motivation to encourage employees, regulations, a comfortable work environment, and the provision of adequate tools to facilitate goal attainment is crucial for improving employee performance. Enhancing employee performance will lead to company progress, enabling the company to survive in an unstable business environment. Therefore, efforts to improve employee performance are one of the most serious challenges in management, as the success in achieving goals and the survival of the company depends on the quality of the performance of the human resources within the company. One factor that can influence employee performance is employment status. Differences in the conditions and situations between permanent and outsourced employees may lead individuals to have different levels of motivation in performing their work in a company. The use of outsourced employees is one strategy to reduce costs and simplify operations, as the company can delegate some of the work to another firm. However, the use of outsourced employees remains controversial in Indonesia. Many believe outsourcing harms workers' rights. Being an outsourced worker brings a psychological burden due to feelings of job insecurity. According to Marsha and Eddy in I Gusti Ngurah Widnyana (2015:3), the PKWT system (Fixed-Term Employment Agreement) causes individuals to have a limited work period, with job security depending solely on contract renewal or termination. In accordance with Law No. 13 of 2003 on Manpower, Article 59 states that fixed-term employment contracts can only be made for certain jobs that, by their nature or characteristics, will be completed within a specific timeframe. In contrast, permanent work refers to continuous, uninterrupted employment that is not time-limited and forms part of an ongoing production process or non-seasonal jobs.

According to Avisina in Widnyana (2015:8), outsourced employees must always be cautious in their tasks because the risk of termination is higher compared to permanent employees if they make mistakes. Outsourced employees legally have a weaker position within a company. If they make an error, their employment relationship with the organization can be easily terminated without condition. In contrast, permanent employees enjoy various benefits and are not as easily dismissed, as termination involves a thorough process and various considerations.

Another factor that affects employee performance is competency. According to Wibowo (2015:266), competency is the level of skill, knowledge, and behavior possessed by an individual in performing tasks assigned by the organization. McClelland, as cited by Moehariono (2016:6), defines competency as a basic personal characteristic that determines the success or failure of an individual in performing a job or in specific situations.

According to Spencer in Hersey (2014:3), competency is a fundamental characteristic related to the effectiveness of an individual's performance or a basic trait that has a causal relationship with performance criteria, leading to superior or effective work outcomes. Competency includes behaviors or actions encompassing general ability, skills, and knowledge of guidelines, rules, and policies for task implementation. Therefore, if employees possess competencies appropriate to their roles and tasks in an organization, it can create work effectiveness. Competent employees with good work ability will also support organizational goal achievement, both in productivity and creating a smooth and conducive work environment. Competency is the individual's ability to deliver satisfactory performance, including the ability to transfer and apply their skills and knowledge in new situations. Competency also reflects the knowledge and skills possessed or required by individuals to enable them to carry out their tasks and responsibilities effectively and raise their professional standards. With adequate competency,

it is expected that each member of the organization will give their best performance, helping the organization to achieve its goals. Another determining factor of employee performance is the organizational culture embraced by all members and used as the soul of every activity. According to Miller in Subeki and Jauhar (2015:103), organizational culture is a set of values upheld within a company that forms the basis of how it is managed and organized. Organizational culture is built to address past challenges.

According to Robbins (2014:64), a strong organizational culture leads to good company performance because such a culture instills core values firmly and is widely accepted by employees. The greater the acceptance of these core values, the greater the employees' commitment, strengthening the organizational culture. When core values are clearly understood and widely accepted, employees know what to do, enabling them to respond quickly to problems. A strong organizational culture encourages greater employee loyalty than a weak one. Organizational culture consists of norms, values, assumptions, beliefs, philosophies, and organizational habits (the content of organizational culture), developed over time by founders, leaders, and members, and taught to new members to guide organizational activities, influencing members' mindsets, attitudes, and behaviors in producing products, serving customers, and achieving goals. Without organizational culture, employees may hesitate to perform tasks well, regardless of their status, due to a lack of clearly defined commitment and agreement. Organizational culture, as a driver of employee performance, is vital to ensure optimal task execution and high performance. Each organization has its own culture, which serves to establish rules or guidelines for thinking and acting toward achieving its goals. This means that a well-developed and well-maintained culture can drive organizational progress. Robbins (2014:67) states that organizational culture refers to a system of shared meanings among members that distinguishes one organization from another. Thus, it is clear that having a strong and unique organizational culture is essential to define the overall identity of an organization. (Anggraini & Arifin, 2023).

PT Summit OTO Finance is a company engaged in motorcycle credit services, providing credit to prospective motorcycle buyers based on the criteria set by the company. In obtaining a motorcycle, the public is offered ease through either credit or cash payments. Credit-based purchases are very common in society. People can apply for motorcycle loans easily and quickly, leading to a growing number of consumers using credit. This study focuses on employees at PT Summit OTO Finance, located in Surabaya. Based on a pre-survey of employee competencies at PT Summit OTO Finance Surabaya, it was found that the company has clearly and transparently defined competency variables to guide employees in their work. However, in practice, these competencies have not been well implemented. (Arifin et al., 2022)

High employee performance is highly desired by the company. The more employees who perform at a high level, the more the company's overall productivity increases, allowing the company to meet consumer demands and remain competitive in the global market. Employees are expected to carry out their tasks and responsibilities effectively and efficiently. The success of employee performance is measured by customer satisfaction, reduced complaints, and achieving optimal targets.

B. RESEARCH METHODOLOGY

To obtain data collection that can support this research, researchers obtained data from the company at PT Summit Oto Finance Surabaya both from the management and from the employees as respondents.

According to Sugiyono (2016: 62) the sample is part of the number and characteristics possessed by the population. The total sampling technique is a sampling technique when all members of the population are used as samples. This is done because the population is relatively

small (Sugiyono, 2016: 67). In this study, the total sampling technique was used with 55 respondents.

According to Syofian Siregar (2016: 130) data collection is the process of collecting primary and secondary data in a study. Data collection is a systematic and standard procedure for obtaining the necessary data, there is always a relationship between data collection methods and the research problem to be solved. In this study, the data collection techniques used are as follows: Observation, Interview, Literature Research and Questionnaires.

C. RESEARCH RESULTS AND DISCUSSION

Validity is a measure that shows the levels of validity or validity of an instrument. A valid instrument has high validity. Conversely, an instrument that is less valid means it has low validity. This validity test will be carried out using the help of SPSS (Statistical Product and Service Solution) 20 for windows.

The method of making validity test decisions in this study uses the r-table limit with a significance of 5% or 0.05. Decision making in this validity test is done by looking at : If $r\text{-count} > r\text{-table}$, then the statement item is valid. If $r\text{-count} < r\text{-table}$, then the statement item is invalid. Where the value of r table with 55 respondents can be found in the r table is 0.2656 (df = n-2).

The step in conducting the validity test is to correlate the assessment obtained on each statement item and the value obtained from the sum of all statement values. The correlation results are then compared with r table, if the correlation value is greater than r table, the statement items submitted to the respondent are valid. The results of the instrument validity test can be described in the table 1

Table 1 validity test

No.	Item	rhitung	rtabel	Keterangan
1	X _{1.1}	0,977	0,2656	Valid
2	X _{1.2}	0,98	0,2656	Valid
3	X _{2.1}	0,779	0,2656	Valid
4	X _{2.2}	0,749	0,2656	Valid
5	X _{2.3}	0,822	0,2656	Valid
6	X _{2.4}	0,837	0,2656	Valid
7	X _{2.5}	0,877	0,2656	Valid
8	X _{3.1}	0,822	0,2656	Valid
9	X _{3.2}	0,866	0,2656	Valid
10	X _{3.3}	0,825	0,2656	Valid
11	X _{3.4}	0,846	0,2656	Valid
12	X _{3.5}	0,862	0,2656	Valid
13	X _{3.6}	0,882	0,2656	Valid
14	Y _{1.1}	0,842	0,2656	Valid
15	Y _{1.2}	0,873	0,2656	Valid

16	Y _{1.3}	0,861	0,2656	Valid
17	Y _{1.4}	0,856	0,2656	Valid
18	Y _{1.5}	0,83	0,2656	Valid

Data sources: processed by researchers (2025)

The validity test of each statement item shows that all statements submitted have a correlation value greater than r table of 0.2656 so that the statement items are valid.

Reliability Test

The reliability test is carried out by looking at the CronbachAlpha value obtained from the measurement of the reliability coefficient. If the Cronbach Alpha value is greater than the 60% significance level or 0.6, it is reliable. If the Cronbach Alpha value is smaller than the 60% significance level or 0.6, it is not reliable. The results of the instrument reliability test can be described in the table.

Table 2 Reliability Test

Variabel	Nilai Cronbach Alpha	Taraf Signifikansi	Keterangan
Worker Status (X ₁)	0,955	0,6	Reliabel
Competence (X ₂)	0,870	0,6	Reliabel
Work Culture (X ₃)	0,913	0,6	Reliabel
Performance (Y)	0,905	0,6	Reliabel

Data sources: processed by researchers (2025).

From this table it can be seen that the reliability test on each variable shows the Cronbach Alpha value obtained is greater than 0.6 so that the answers given by respondents can be trusted or reliable.

Multiple Linear Regression Analysis

Testing using multiple linear regression analysis states the size and influence of each independent variable consisting of employee status (X₁), employee competence (X₂) and organizational culture (X₃) as well as employee performance variables (Y). Which in the first step determined a regression equation with the following formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

- Y = Employee performance
- A = Constant
- b₁, b₂, b₃ = Coefficient of regression
- X₁ = Employee status variable
- X₂ = Competency variable
- X₃ = Organizational culture variable
- e = Error / confounding factor

To facilitate the calculation of the regression analysis, a computer tool is used with the SPSS 20 for windows program. Where the data entered in the program is in accordance with the table.

Based on the calculation results from the SPSS 20 for windows program, the following calculation results were obtained:

Table 3 Test (Multiple Linear Regression)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,313	,449		,697	,489
Worker Status (X1)	,161	,073	,219	2,199	,032
Competence (X2)	,510	,104	,497	4,906	,000
Work Culture (X3)	,299	,092	,300	3,264	,002

Data sources: processed by researchers (2025).

From the results of the SPSS calculations in the table above, one equation result can be obtained as follows:

$$Y = 0,313 + 0,161X_1 + 0,510X_2 + 0,299X_3 + e$$

From the above regression equation, it can be explained that:

1. The constant of 0.313 is positive, indicating that if the value of X1, X2, and X3 is equal to zero, then Y is constant, it means that if the status of employees, competence and organizational culture is zero or minimal, then employee performance is constant at 0.313.
2. The regression coefficient value of employee status (X1) of 0.161 indicates that there is a positive effect of employee status on employee performance, in the sense that if employee status is improved, employee performance will increase. If the employee status score increases by 1 (one) unit, the employee performance score will increase by 0.161 units.
3. The regression coefficient value of competence (X2) of 0.510 indicates that there is a positive effect of competence on employee performance, in the sense that if competence is increased, employee performance will increase. If the competency score increases by 1 (one) unit, the employee performance score will increase by 0.510 units.
4. The regression coefficient value of organizational culture (X3) of 0.299 indicates that there is a positive influence of organizational culture on employee performance, in the sense that if the organizational culture is improved, employee performance will increase. If the organizational culture score increases by 1 (one) unit, the employee performance score will increase by 0.299 units.

Coefficient of Determination (R²)

The coefficient of determination (R²) aims to determine how much the ability of the independent variable (independent variable) explains changes in the dependent variable (dependent variable). In this study, it explains how much influence the variables of employee status, competence and organizational culture have on employee performance. The calculation results using SPSS 20 for windows are as follows:

Table 4 Coefficient of Determination

Model	R	RSquare	Adjust- edR Square	Std.Error of the Estimate	Durbin- Watson
1	,789 a	,622	,600	,3671 3	1,849

Data sources: processed by researchers (2025).

Based on the table above, it can be seen that the correlation coefficient (R) value is 0.789. This value indicates that the relationship between the employee status variable (X1), employee competence (X2) and organizational culture (X3) with the employee performance variable (Y) is strong, because the value of 0.789 is close to 1 (Soegiyono, 2016: 231). The coefficient of determination (R²) value is 0.622 or 62.2%, which means that the contribution of employee status, competence and organizational culture to employee performance is 62.2% of PT Summit Oto Finance. While the remaining 0.378 or 37.8% is influenced by other factors that are not taken into account in this study.

Table 5 Simultaneous F Test

Model		Sum of Squares	Df	MeanSquare	F	Sig.
	Regression	11,315	3	3,772	27,983	,000 b
1	Residual	6,874	51	,135		
	Total	18,189	54			

To determine whether there is a significant effect simultaneously or together from employee status, competence and organizational culture on employee performance, testing is carried out:

- 1) By comparing between F count with F table Ho is accepted and Hi is rejected, if F count < F table Ho is rejected and Hi is accepted, if F count > Ftable

- 2) Decision Making

By using $\alpha = 5\%$, df1 (k-1) and df2 (n-k), where n is the number of respondents and k is the number of variables, so obtained: Df1 = 4 - 1 = 3 Df2 = 55 - 4 = 51

Based on the results of the comparison between F count and F table, F count of 27.983 > F table of 2.786, it can be concluded. That employee status, competence and organizational culture affect the performance of employees of PT Summit Oto Finance.

- 3) Acceptance Criteria

From the results of hypothesis testing above, it shows that the first hypothesis proposed, namely that it is suspected that the employee status variable (X1), employee competence (X2)

and organizational culture (X3) simultaneously have a significant effect on employee performance (Y) of PT SummitOto Finance has been proven or acceptable, as evidenced by a significance value of 0.000 or less than 0.05.

Table 6 t Test (Multiple Linear Regression)

Model	UnstandardizedCoefficients		Standardized Coefficients	T	Sig.
	B	Std.Error	Beta		
(Constant)	,313	,449		,697	,489
Worker Status (X1)	,161	,073	,219	2,199	,032
Competence (X2)	,510	,104	,497	4,906	,000
Work Culture (X3)	,299	,092	,300	3,264	,002

Data sources: processed by researchers (2025)

For partial testing, as shown in Table 6 the calculated t values were obtained. The results are tested as follows:

Employment Status (X1)

By comparing the t calculated value (t-count) with the t table value:

Ho is accepted and Ha is rejected if t-count < t-table.

Ho is rejected and Ha is accepted if t-count > t-table.

The t-count from the output table shows a value of 2.199.

The t-table value at a 5% significance level with degrees of freedom (df) = n - 2 or 55 - 2 = 53, and since the test is two-tailed, the table value is 2.006. Therefore, since t-count (2.199) > t-table (2.006), Ho is rejected and Ha is accepted. Acceptance decision: Based on the table, the significance value for the employment status variable is 0.032, which is below the α value of 0.05. This testing result indicates that the second hypothesis, which suggests that the employment status variable (X1), employee competence (X2), and organizational culture (X3) partially have a significant effect on employee performance (Y) at PT Summit Oto Finance, is proven or acceptable, as evidenced by the significance value of the employment status variable being less than $\alpha = 0.05$.

Employee Competence (X2)

The t-count from the output table shows a value of 4.906.

The t-table value at a 5% significance level with df = 53 (two-tailed) is 2.006.

Therefore, since t-count (4.906) > t-table (2.006), Ho is rejected and Ha is accepted.

Acceptance decision: The table shows the significance value for the competence variable is 0.000, which is below $\alpha = 0.05$. This result indicates that the second hypothesis, which proposes that employment status (X1), employee competence (X2), and organizational culture (X3) partially have a significant effect on employee performance (Y) at PT Summit Oto Finance, is proven or acceptable, supported by the significance value for the competence variable being below $\alpha = 0.05$.

Organizational Culture (X3)

The t-count from the output table shows a value of 3.264. The t-table value at a 5% significance level with df = 53 (two-tailed) is 2.006. Therefore, since t-count (3.264) > t-table (2.006), Ho is rejected and Ha is accepted. Acceptance decision: According to Table 5.6, the

significance value for the organizational culture variable is 0.002, which is below $\alpha = 0.05$, thus H_0 is rejected and H_a is accepted, and the regression coefficient is significant.

This test result confirms that the second hypothesis — which posits that employment status (X1), employee competence (X2), and organizational culture (X3) partially have a significant effect on employee performance (Y) at PT Summit Oto Finance — is proven or acceptable, evidenced by the significance value of the organizational culture variable being below $\alpha = 0.05$.

Third Hypothesis Testing Results Dominant Variable

This third hypothesis assumes that the employee competence variable (X2) has a dominant influence on employee performance (Y) at PT Summit Oto Finance. The basis for determining whether the employee competence variable (X2) has a dominant influence is by identifying the variable with the highest t-count value among all the independent variables. Based on the calculation results using SPSS 20 for Windows from the partial t-test table above, it is known that the employee competence variable (X2) has the highest t-count value of 4.906, compared to the organizational culture variable (X3) with 3.264 and the employment status variable (X1) with 2.199. Thus, it can be concluded that employee competence (X2) has a dominant influence on the performance of employees at PT Summit Oto Finance.

From the hypothesis testing results above, it is confirmed that the third hypothesis—that the employee competence variable (X2) has a dominant influence on employee performance (Y) at PT Summit Oto Finance—is proven and can be accepted. In the study conducted on employees of PT Summit Oto Finance, the following multiple linear regression equation was obtained:

$$Y = 0.313 + 0.161X_1 + 0.510X_2 + 0.299X_3 + e$$

Based on these results, it can be seen that there is a positive influence of the independent variables (X), namely employment status, competence, and organizational culture, on the dependent variable (Y), which is employee performance. Moreover, the relationship between the independent and dependent variables is shown by the correlation coefficient (R) value of 0.789. This value indicates a strong relationship between the variables employment status (X1), employee competence (X2), and organizational culture (X3) with employee performance (Y), as a value of 0.789 is close to 1 (Soegiyono, 2016:231). The R Square value is 0.622, which means that 62.2% of employee performance at PT Summit Oto Finance is influenced by the variables employment status, employee competence, and organizational culture, while the remaining 37.8% is influenced by other factors not considered in this study. The F-test results show an F-count value of 27.983, which is greater than the F-table value of 2.786, with a significance level of 0.000. This significance value is smaller than 0.05, indicating that the independent variables—employment status, competence, and organizational culture—have a significant effect on employee performance at PT Summit Oto Finance.

Partial testing of the independent variables against the dependent variable using the t-test shows that each independent variable—employment status, competence, and organizational culture—has a significant influence on employee performance at PT Summit Oto Finance. Based on the significance values, the independent variables X1, X2, and X3 affect the dependent variable (Y). The details are as follows:

Employment Status (X1)

Partially, the employment status variable significantly affects employee performance at PT Summit Oto Finance. This is indicated by a t-count of 2.199, which is greater than the t-table value of 2.006, with a significance level of 0.032, which is less than $\alpha = 0.05$ (5%).

Employee Competence (X2)

Partially, the competence variable significantly affects employee performance at PT Summit Oto Finance. This is indicated by a t-count of 4.906, which is greater than the t-table value of 2.006, with a significance level of 0.000, which is less than $\alpha = 0.05$ (5%).

Organizational Culture (X3)

Partially, the organizational culture variable significantly affects employee performance at PT Summit Oto Finance. This is indicated by a t-count of 3.264, which is greater than the t-table value of 2.006, with a significance level of 0.002, which is less than $\alpha = 0.05$ (5%).

Discussion

The results of this study indicate that the three independent variables—employment status (X1), employee competence (X2), and organizational culture (X3)—have a significant influence on employee performance (Y) at PT Summit Oto Finance. This is evidenced by the partial test (t-test), which shows that each variable has a t-calculated value greater than the t-table, with significance levels below 0.05. Overall, this confirms that these three variables individually contribute positively to improving employee performance. (Arifin et al., 2020)

In more detail, the employment status variable (X1) has a significant effect on performance, with a t-calculated value of 2.199 and a significance level of 0.032. This indicates that differences in employment status—such as permanent or contract workers—can impact work productivity. Employees with more stable job status tend to show greater loyalty, motivation, and responsibility. This finding aligns with the research by Hasibuan (2016) and Yuliana (2019), which found that job security contributes to improved individual performance.

Next, the employee competence variable (X2) is proven to have the most dominant influence on employee performance, with the highest t-value of 4.906 and a significance level of 0.000. This suggests that the competencies possessed by employees—such as skills, knowledge, and work attitude—strongly determine their success in completing tasks. The higher the employee's competence, the better their performance. This result is consistent with the theory of Spencer & Spencer (1993) and the research of Sedarmayanti (2017) and Simanjuntak (2020), which state that competence is a primary indicator in achieving optimal performance (Widawati & Arifin, 2021).

Then, the organizational culture variable (X3) also shows a significant effect on employee performance, with a t-value of 3.264 and a significance level of 0.002. A strong organizational culture—including values, norms, and work ethics—creates a positive and conducive work environment, thereby encouraging employee motivation and discipline. This finding is supported by Robbins & Judge (2017) and Cameron & Quinn (2011), who state that a healthy organizational culture can create alignment between individual goals and company objectives, ultimately enhancing performance.

In addition to the partial effects, the F-test results show that the three independent variables also have a significant simultaneous effect on employee performance. With an F-calculated value of 27.983 > F-table of 2.786 and a significance level of 0.000, it can be concluded that employment status, competence, and organizational culture collectively explain 62.2% of the variation in employee performance, as indicated by the R^2 (R square) value. The remaining 37.8% is influenced by other factors not included in this study.

Based on all these results, it can be concluded that employee competence is the most dominant factor influencing the performance of employees at PT Summit Oto Finance. Therefore, it is important for the company to continuously improve employee competencies through training, career development, and a selective recruitment system based on merit.

D. CONCLUSION AND SUGGESTION

Conclusion

Based on the results of the research and discussion conducted, the following conclusions can be drawn:

Simultaneous Influence:

1. Employee status (X1), competence (X2), and organizational culture (X3) together have a significant effect on employee performance at the warehouse of PT Summit Oto Finance Surabaya. Reason: This is proven by the F-test result where the F-count (27.983) > F-table (2.786) and the significance value is $0.000 < 0.05$, indicating that all three variables jointly influence performance.
2. Partial Influence: Each variable- employee status, competence, and organizational culture—also has a significant individual effect on employee performance. Reason: The t-count values for all variables are greater than the t-table value (2.006), and their significance levels are below 0.05, meaning each variable contributes significantly on its own.
3. Most Dominant Variable: Among the three variables, employee competence (X2) has the most dominant influence on employee performance. Reason: The t-count for competence (4.906) is the highest compared to the others, indicating that skills and capabilities have the greatest impact on improving performance.

Suggestions:

1. Enhance Employee Competence

Since competence has the most dominant influence on employee performance, the company should invest more in training and development programs. Regular workshops, mentoring, and upskilling opportunities will help employees improve their knowledge and capabilities, leading to higher productivity.

2. Improve Employment Status Clarity

To maximize the influence of employment status, PT Summit Oto Finance should ensure fairness and clarity between permanent and contract employees. Creating equal opportunities for career growth can improve motivation and commitment.

3. Strengthen Organizational Culture

A strong and positive organizational culture supports teamwork and performance. Management should continue to cultivate a culture based on mutual respect, discipline, and shared goals to further enhance employee engagement and alignment with company values.

4. Conduct Further Research

Future studies can explore other factors that influence employee performance, such as leadership style, job satisfaction, or work environment, since 37.8% of performance variation is influenced by factors not examined in this study.

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