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Factors that Improve Performance with Competence as a Moderating Variable in Government Internal Supervisory Apparatus in Riau Island Province

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Abstract: The Government Internal Supervisory Apparatus (APIP) plays a vital role in supporting the success of regional development by ensuring that the implementation of the Regional Budget (APBD) is carried out effectively and efficiently. To fulfill this strategic role, APIP must demonstrate strong performance, which in turn must be supported by improvements in other key elements that influence performance. Through the competency of Inspectorate of Riau Islands Province personnel, this study seeks to assess the influence of work culture, work environment, and education and training on APIP performance. Utilizing a questionnaire instrument, a quantitative research technique was utilized. Data was gathered from 170 respondents selected by purposive sampling. Structural Equation Modeling (SEM) was used to assess the data. While the work environment did not demonstrate a substantial influence on APIP performance, the data suggest that work culture does. Performance was discovered to be positively affected by education and training. In addition, the correlation between competence and both work culture and performance and work environment and performance was demonstrated. There was a correlation between training and education and APIP performance, but competence was not a moderator.

Keyword: Performance, Work Culture, Work Environment, Education and Competency Training

INTRODUCTION

The success of good governance cannot be separated from the role of the Government Internal Supervisory Apparatus (APIP). Government Internal Supervisory Apparatus (APIP) is a government agency that is formed and has the duty and function of supervising the implementation of government both in terms of policies, budgets and local government performance, as well as ensuring that the duties and functions of local government are carried out in accordance with applicable statutory provisions as stated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 220 of 2008. Particularly in a public sector setting, employee performance plays a pivotal role in facilitating the attainment of organizational objectives. Good governance is directly affected by the level of

supervision, management, and execution of duties, and optimal performance is a reflection of this. When employees are highly motivated, their performance improves, which in turn gives the business valuable feedback for taking their job to the next level. This is why productivity is considered productive (Dowansiba, 2023).

However, in practice, issues such as employee work culture continue to hinder performance in Riau Islands Province as employees carry out their jobs and obligations. In order to measure the success of any organizational development program or policy, it is crucial to have a firm grasp of the ins and outs of group and individual work cultures (Prasetiawan et al., 2018). Culture in the workplace as outlined in Menpan Decree 25/Kep/M.Pan/4/2002, which is a set of rules for the creation of official government machinery. When members of a state apparatus adopt a set of shared beliefs and practices about how to go about their work each day, this is called their "work culture. Meanwhile Iswandi Ananda in Widodo (2020) states that there are at least five conditions that must be met in order to improve the ASN work culture, namely values that support the achievement of vision, motivation that can spur the work of an employee, have the right ideas and strategies, have clear common goals and work ethics that are grown through the system (meritocracy, remuneration, and so on). Regarding the work culture in the regional Inspectorate of Riau Islands Province, there is still an unhealthy work culture in the work environment, such as delays in completing assignment reports. This is an obstacle in ensuring timely and quality supervision results. As the results of research by Cherian et al., (2021) reveal that work culture does have an important influence on employee performance, attitudes, behavior, and productivity.

In order to boost employee performance, it's important to think about both work culture and how to make the office a pleasant place to be. Regarding problems in the employee work environment, in fact employees also feel that there is discomfort due to inadequate office standards or physical environment in carrying out work. In addition, facilities and infrastructure such as storage of important archives of examination results that still need to be improved, equipment and technology in supporting inadequate supervision so that they do not meet the standards and the work environment with the condition of the workspace arrangement that is not well organized. Employee performance will increase along with aspects of the work environment. The achievement of work can be more optimal supported by the conduciveness of a balanced work environment. According to Sariyanthi in Bahri (2018) as a result of the needs of its employees, excellent management considers creating a positive and enjoyable workplace. Many think that workers' actions are greatly affected by their surroundings. The two most important elements of any effective management control environment are human labor and the instruments used to do the job. Working environment, organizational leaders and policy inclinations. Workplace factors have a favorable and substantial impact on productivity, according to studies cited by Suharno et al. (2018).

As a government institution that aims to ensure the success of good governance requires continuous human resource development to improve the competence of APIP. According to Rahayu (2023) Human resource development initiatives like employee education and training aim to raise workers' level of competence by expanding their horizons and teaching them new things. The goals of training, development, and education are to improve workers' knowledge, skills, and character. According to study by Prabu and Waris (2015), training has a favorable effect on performance. Consequently, it is crucial for every firm that aspires to grow to prioritize staff training, development, and education. Likewise with human resource development, according to Hosen et al., (2024) there is a significant relationship between career development, training and development on performance.

Due to the fact that a significant number of APIP personnel in Riau Islands Province have failed to complete the annual minimum requirement of 120 hours of training, development, and education, the quality of these programs is far from ideal. Human resources are, as is well-known, the government's primary focus. Participation in learning, growth, and development

may raise the bar for human resource quality. Due to economic restrictions and onerous duties, personnel are only given the chance to increase their competence two times a year with one 50 JP training. In order to cultivate competence among employees, education and training play a crucial role. Education and training programs must be implemented correctly in response to demands if they are to genuinely benefit both individuals and enterprises. The question of how the education and training would be beneficial should be addressed by the planned training. Activities aimed at developing human resources include educational and training initiatives (Mutaqin, 2022). It is imperative that training efforts be intensified in order to maximize staff competency. In order to accomplish their goals of increasing job productivity, any firm that aspires to grow and prosper must prioritize staff training (Mardiyanti, 2020).

To achieve organizational goals and carry out management's efforts, a team-based work system relies on the expertise and experience of each individual employee (Daengs, 2022). Due to the lack of education and training for employees and there are still employees who are not optimal in carrying out supervision, this shows that employee performance has not been running optimally and this requires an increase in competence for all employees in the Riau Islands Province so that employee performance in carrying out supervision can run well and the reports produced are also timely. Because based on research by (Sulantara et al., 2020) competence has a positive effect on performance.

This study aims to determine the effect of work culture, work environment and education and training on the performance of Government Internal Supervisory Apparatus (APIP) through the competence of regional Inspectorate employees of Riau Islands Province. This study chose a research location in the Riau Islands Provincial Government because based on a survey, Riau Islands Province has APIP employees who will be the subject of research.

Literature Review And Hypothesis Development

Theoretical review

In order for a company to achieve its goals, employee performance is vital (Supriadi, 2024). Employee performance needs to be assessed in order to provide employees with a good opportunity for their career plans based on their strengths and weaknesses, so that the company can determine salaries, give promotions, and observe employee behavior (Fahmi et al., 2024). To make a beneficial impact on the business and the work environment overall, good employee performance involves several critical components (Nuraini, 2023). Job happiness, employee competency, and organizational culture are the elements that drive employee performance (Wahyuni et al., 2021). Work culture in efforts to improve employee performance essentially serves to regulate employees so that they understand how they should behave towards their profession, adapt to their colleagues and work environment, and behave reactively to their leaders' policies (Busro, 2018). To have a good work environment, workers must be able to do their tasks in an optimum, healthy, safe, and comfortable manner (Rahmawati et al., 2020). In addition, by providing training, development, and education, employees feel needed and gain confidence. They understand that the company treats its employees well, so they are enthusiastic about carrying out their assigned tasks (Indrawan, 2022).

Hypothesis

The Effect of Work Culture on Employee Performance

Work culture has a direct influence on employee performance (Mansour, 2024). Organizational culture and employee performance are positively correlated, according to Nazir and Zamir (2023). Suharno et al. (2018) found that company culture significantly affects workers' productivity. Work culture does not substantially affect bank workers' performance, according to Nkiru et al. (2019). Furthermore, Reidhead (2020) found that employee satisfaction is highly influenced by corporate culture. The study conducted by Cherian et al. (2021) shown that organizational culture has a substantial impact on the attitudes, behaviors,

performance, and overall effectiveness of two firms' employees, irrespective of their nation or cultural variety. Organizational culture has a good effect on employee performance, as stated by Farhani (2019).

H1: Work Culture significantly influences the employee performance of the Internal Government Supervisory Agency (APIP) of the Riau Islands Provincial Inspectorate.

The Effect of Work Environment on Employee Performance

Everything in and around a workplace, both tangible and intangible, contributes to the overall work environment, which in turn affects the quality of work that employees are able to produce (Jelly et al., 2024). According to Zhenjing et al. (2022), a supportive workplace can boost productivity. The organizational environment has a direct impact on staff motivation and performance, as well as on the company's overall success (Zacharias et al., 2021). Employee performance is positively and significantly affected by the work environment, leadership style, and company culture (Suharno et al., 2018). According to Andre et al. (2018), indications of a productive work environment include things like organizational support, difficult work, and support for collaboration. Meanwhile, Westerman & Yamamura (2022) also state that there is an influence between the work environment and employee performance.

H2: The work environment has a significant influence on the employee performance of the Internal Supervisory Apparatus of the Government (APIP) of the Riau Islands Provincial Inspectorate

The Effect of Training, Development, and Education on Employee Performance

Employee happiness and productivity are greatly enhanced by informal learning approaches, such as training and development (Aktar, 2023). Hosen et al. (2024) found that among those working in the hotel business, organizational commitment mediated the relationship between professional growth, training, and performance on the job. Robert and Mori (2023) add that training needs impact both employee skill improvement and business performance. Xie et al. (2022) add that subsidiaries' innovation performance is influenced by the dimensions of knowledge transfer that they get. Furthermore, training greatly improves worker productivity (Prabu & Waris, 2015). Training methods and techniques, according to Ibrahim and Boerhannoeddin (2018), have an effect on how well employees conduct their jobs.

H3: Training, development, and education have a significant influence on the employee performance of the Internal Supervisory Apparatus of the Government (APIP) of the Riau Islands Provincial Inspectorate.

Work Culture Affects Employee Performance with Competence as a Moderating Variable

A work culture that encourages motivation and creates a positive work environment also has an impact on employee competence. Factors crucial to competency development include intrinsic motivation, job satisfaction, and self-efficacy (Hernawo & Martono, 2024). Workplace competence, culture, and performance are all closely related, according to Sari and Bagis (2024). It appears that a good work culture can boost employee competence, which in turn increases their performance, since competence and work culture both impact employee performance (Silvia et al., 2019).

H4: Work culture significantly influences employee performance with competence as a moderating variable for the Internal Supervisory Agency (APIP) of the Riau Islands Provincial Inspectorate.

Work Environment Affects Employee Performance with Competence as a Moderating Variable

The availability of a comfortable working environment will be able to provide employee job satisfaction and leave a lasting impression on employees, ultimately leading to good performance (Cho and Han, 2018). Research by Aryuni, Agung Intan Fajar et al., (2023) demonstrates that a supportive workplace may boost workers' skills and enthusiasm, which in turn affects their productivity. Workers' skill sets are positively and significantly influenced by their workplace. Reason being, productivity takes a nosedive when workers aren't happy in their surroundings (Yani & Indrawati, 2016).

H5: The work environment significantly influences employee performance, with competency as a moderating variable for the Internal Government Supervisory Agency (APIP) of the Riau Islands Provincial Inspectorate.

Training, Development, and Education Affect Employee Performance with Competence as a Moderating Variable

Development has an impact on employee competence. These results explain that development activities are efforts made to improve employees' abilities in handling various tasks (Pranowo et al., 2021). Employees' technical and non-technical abilities, as well as their motivation to perform better, may be enhanced by effective training (Pakpahan et al., 2017). Education and training have a favorable and statistically significant effect on workers' competency on the job, according to Barus's (2018) research.

H6: Training, development, and workplace education have a significant impact on employee performance, with competency as a moderating variable for the Internal Government Supervisory Agency (APIP) of the Riau Islands Provincial Inspectorate.

METHOD

In this study, researchers will employ quantitative research methods. Torrentira states in Yuwono et al., (2024) that quantitative research summarises findings statistically with high accuracy and precise definitions; it also offers estimates for huge populations and shows the views of respondents. A total of 294 individuals, all of whom were APIP from the Riau Islands Province, were included in this study. Considering this group in light of their roles and responsibilities as an APIP The APIP of Riau Islands Province, numbering 294 individuals, were the subjects of this research. In this study, a total of 170 respondents were selected from the community. The sample size was determined using the Solvin method, which included a 5% margin of error (Umar, 2013). Random sampling, in which every person of the population has an equal chance of being chosen as a sample, was the sampling approach utilized (Sugiyono, 2011).

The research tool consists of a questionnaire with a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree) comprising 29 items, with the following details: Work culture with 9 (nine) statements measuring employees' attitudes toward work, behavior during work hours, and employee patterns or norms (Neo and Mondy, 1996, Kreitner and Kinicki, 2005). Work environment with 5 (five) statements measuring the work environment as perceived by employees (Hack-polay et al., 2024). Training, development, and education with 4 (four) statements measuring employees' opportunities to participate in training, development, and education (Hack-polay et al., 2024). Employee performance with 8 (eight) statements measuring the quality, quantity, effectiveness, supervision, and interpersonal relationships of employees (Usman et al., 2019). Competency with 6 (six) statements measuring employee competency (Krishna et al., 2019).

Using descriptive statistics and SEM methodology—specifically, variance-based Partial Least Squares Path Modelling (PLS-SEM) techniques—this study analyzes data (Febiola et al., 2024). The statistical discipline known as Structural Equation Modeling (SEM) allows

researchers to examine several interactions at once, even if they aren't all easy to quantify. This study used PLS as its analytic approach. PLS consists of two stages: measurement model testing and structural model testing.

RESULTS AND DISCUSSION

Respondent Characteristics

For every measurable variable, the findings of the data analysis are detailed. The responder profile is broken down into four groups: age, gender, last education, and working period. Based on age, the respondents who completed the questionnaire were mostly in the 41-50 age group, accounting for 43%. This is because this age group plays a dominant role in supervisory tasks, supported by more mature work experience and greater technical skills compared to younger age groups. Additionally, based on gender, the majority of respondents who completed the questionnaire were female, totaling 87 individuals, representing 51% of the total. Furthermore, the respondents who completed the questionnaire were mostly at the bachelor's degree/diploma IV level, accounting for 66%. This is because the bachelor's degree/diploma IV level generally provides the knowledge, analytical skills, and technical competencies required in the implementation of supervisory, audit, and government performance evaluation functions, so that more employees with this educational background are involved in supervisory tasks. Furthermore, based on years of service, the majority of respondents who completed the questionnaire had between 16 and 20 years of service, totaling 40 people, representing 24% of the total. This is because, within this timeframe, employees typically achieve professional maturity, have broader experience in oversight, and possess a deep understanding of regulations and work procedures.

Table 1. Respondent Characteristics

Profile	Criteria	Percentage
Age	21 - 30	10%
	31 - 40	34%
	41 - 50	43%
	51 - 60	13%
Gender	Male	49%
	Female	51%
Last Education	High School	2%
	Diploma	8%
	Bachelor degree	66%
	Master degree	24%
Working Period (year)	1-5	22%
	6 - 10	15%
	11 - 15	22%
	16 - 20	24%
	> 20	18%

Source: Research data (2024)

Outer Model Testing

Convergent Validity

Examining the loading factor value, which indicates the item's dependability (a validity indicator), is how convergent validity is achieved. Typically, a loading factor value larger than 0.5 is deemed significant, since it indicates a link between the score of a question item and the indicator score of the construct being measured. In the table below, you can observe the outcomes of data processing using the SmartPLS 4 loading factor settings:

Table 2. Convergent Validity

Variabels	AVE	Indicator	VIF	Description
Work Culture (X1)	0,631	X1.1	2,431	Valid
		X1.2	3,218	
		X1.3	3,262	
		X1.4	4,114	
		X1.5	3,966	
		X1.6	4,154	
		X1.7	3,781	
		X1.8	2,947	
		X1.9	3,567	
Work Environment (X2)	0,669	X2.1	2,342	Valid
		X2.2	1,929	
		X2.3	2,196	
		X2.4	2,330	
		X2.5	2,109	
Training, Development and Education (X3)	0,688	X3.1	2,488	Valid
		X3.2	1,860	
		X3.3	1,663	
		X3.4	2,062	
Employee Performance (Y)	0,620	Y.1	2,823	Valid
		Y.2	2,407	
		Y.3	2,949	
		Y.4	3,173	
		Y.5	2,233	
		Y.6	2,954	
		Y.7	2,800	
		Y.8	2,696	
		Y.9	3,882	
		Y.10	3,732	
Competence (Z)	0.684	Z.1	2,475	Valid
		Z.2	2,242	
		Z.3	1,916	
		Z.4	2,255	
		Z.5	2,234	
		Z.6	3,155	

Source: Research data (2024)

Data processed using SmartPLS 4 supports the convergent validity theory, which states that most indicators on each research variable have valid loading factor values larger than 0.05.

Composite Reliability

In addition to convergent and discriminant validity, the composite reliability value evaluates the outer model based on the reliability of constructs or latent variables. The dependability of the construct is determined by whether or not the composite reliability is greater than 0.7. The values of the composite reliability value as generated by SmartPLS are shown in the table below:

Table 5. Composite Reliability

Variabel	Cronbach's Alpha	Composite Reliability	Description
Work Culture (X1)	0,928	0,942	Reliable
Work Environment (X2)	0,877	0,883	Reliable
Training, Development and Education (X3)	0,848	0,849	Reliable
Employee Performance (Y)	0,932	0,935	Reliable
Competence (Z)	0,908	0,930	Reliable

Source: Research data (2024)

The results of SmartPLS are shown in the table up there. The composite dependability values of all the constructions are more than 0.70. According to the necessary drinking value limit, all constructions exhibit good dependability with the resultant value.

Structural Model Testing (Inner Model)

Analisis Variant (R²) Coefficient of Determination

The Variant Analysis (R2) or Determination Test is used to ascertain the impact of the independent variable on the dependent variable. The coefficient of determination is displayed in the table below:

Table 6. R Square

Variables	R Square	R Square Adjusted
Kinerja Pegawai	0.656	0,641

Source: Research data (2024)

According to the R-squared value in the table above, 65.6% of the variability in the employee performance construct can be explained by organization culture, workplace environment, training, development, and education. Other, non-study-related constructs account for the remaining 34.4%.

Results from the structural model known as the inner model—which includes the R-squared output, parameter coefficients, and t-statistics—are used to test hypotheses. It is by examining the significant value of constructs, t-statistics, and p-values that a hypothesis is either accepted or rejected. In this study, we tested hypotheses using the SmartPLS 4 program. Bootstrapping confirms all of these numbers. This study followed these standards: a positive beta coefficient, a p-value of 0.05 (5% significance threshold), and a t-statistic larger than 1.65.

The following is an analysis of the study's hypothesis, and the graphic that follows shows the outcomes of this research model.

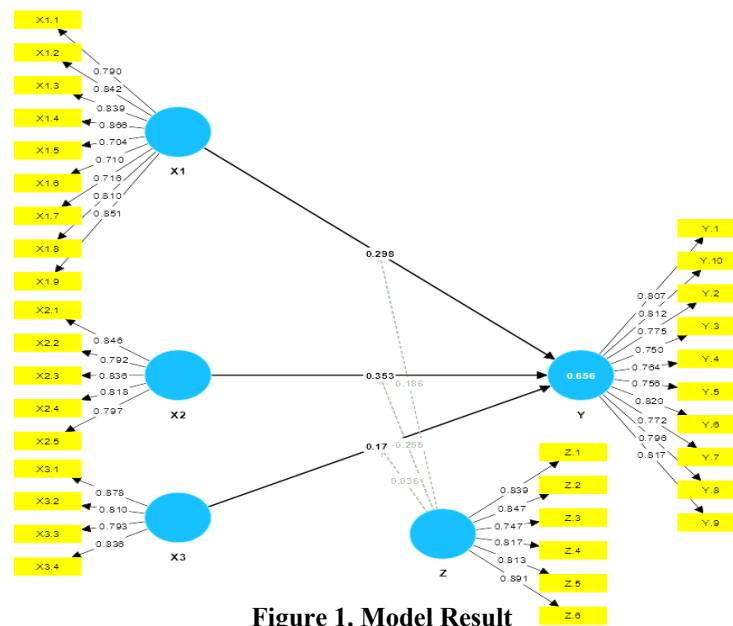


Figure 1. Model Result

Table 7. Path Coefficients

Hipotesis	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
Work Culture (X ₁) -> Employee Performance (Y)	0.290	0.073	4.058	0.000	H1 : Significant
Work Environment (X ₂) -> Employee Performance (Y)	0.349	0.097	3.638	0.000	H2 : Significant
Training, Development, and Education (X ₃) -> Employee Performance (Y)	0.178	0.079	2.186	0.029	H3 : Significant
Work Culture (X ₁)*Competence (Z) -> Employee Performance (Y)	0.179	0.063	2.959	0.003	H4 : Significant
Work Environment (X ₂)*Competence (Z) -> Employee Performance (Y)	-0.243	0.092	2.765	0.006	H5 : Significant
Training, Development, and Education (X ₃)*Competence (Z) -> Employee Performance (Y)	0.030	0.100	0.356	0.722	H6 : Not Significant

Source: Research data (2024)

Discussion

Based on the results of the aforementioned study, the first hypothesis investigates whether the work culture has an effect on the performance of the Riau Islands Provincial Inspectorate's Internal Government Supervisory Agency (APIP). According to the findings, the t-statistic is 4.058, and the coefficient value of work culture on the performance of the Riau Islands Provincial Inspectorate's Internal Government Supervisory Agency (APIP) is 0.298. At 4.058, which is higher than 1.65, and with a p-value of 0.000, which is lower than 0.05, the t-statistic is considered significant. This leads us to adopt the first hypothesis. The findings are in line with those of Cherian et al. (2021), who found a correlation of 0.742 between company culture and employee performance. According to the results of this study, the work culture has a direct impact on how personnel at the APIP of the Riau Islands Province Inspectorate carry out their tasks, which in turn affects their performance.

A second hypothesis looks at the possibility that environmental factors impact the Riau Islands Provincial Inspectorate's APIP performance. From what we can tell from the tests, the work environment has a 0.353 coefficient value and a t-statistic of 3.638 for the Riau Islands Provincial Inspectorate's APIP performance. Given that the t-statistic value of 3.638 is more than 1.65 and the p-value of 0.000 is less than 0.05, it can be concluded that the t-statistic is statistically significant. This leads us to accept the null hypothesis. Zhenjing et al. (2022) found that an encouraging workplace boosts organizational performance by 0.555, which is consistent with our results. Similarly, a t-statistic value of 2.631 was used by Sentoso and Muchsinati (2024) to demonstrate that the work environment had a substantial impact on employee performance. This study's findings support the idea that a safe workplace, with health and safety assurances and care for employees' well-being, may have a direct impact on the productivity of APIP workers at the Riau Islands Provincial Inspectorate.

The third hypothesis investigates the potential impact of education, training, and development on the efficiency of the Riau Islands Provincial Inspectorate's Internal Government Supervisory Agency (APIP). The t-statistic is 2.186 and the coefficient value of training, development, and education on the performance of the Riau Islands Provincial Inspectorate's Internal Government Supervisory Agency (APIP) is 0.172, according to the test findings. The third hypothesis is supported based on these data, since the t-statistic is significant with a value of $2.186 > 1.65$ and a p-value of $0.008 < 0.05$. These findings corroborate those of Prabu and Waris (2015), who discovered that education, training, and development positively affect performance ($r = 0.56$). The study's findings suggest that the Internal Government Supervisory Agency (APIP) of the Riau Islands Provincial Inspectorate can benefit from annual training and development opportunities provided by the government.

The fourth hypothesis investigates the potential relationship between work culture and employee performance, controlling for competence within the Riau Islands Provincial Inspectorate's Internal Government Supervisory Agency (APIP). A t-statistic of 2.959 and a coefficient value of 0.186 indicate that work culture has an effect on the competency of the Riau Islands Provincial Inspectorate's Internal Government Supervisory Agency (APIP). With a p-value of $0.003 < 0.05$ and a t-statistic value of $2.959 > 1.65$, the results indicate that the t-statistic is not significant, therefore supporting the fourth hypothesis. Hendri et al. (2023) discovered that competency ranks high among the factors impacting employee success, with work culture also playing a role. That is consistent with these results. As a result, it's clear that internal government supervisors have a critical role to play in ensuring APIP competency as a mediator between work culture and performance.

The fifth hypothesis examines the relationship between the work environment and employee performance, controlling for competence in the Riau Islands Provincial Inspectorate's Internal Government Supervisory Agency (APIP). Workplace factors had a negative impact on the proficiency of the Riau Islands Provincial Inspectorate's Internal Government Supervisory Agency (APIP), according to the findings of the tests, which had a t-statistic of 2.765. This data supports the acceptance of the fifth hypothesis, since the t-statistic value of $2.765 > 1.65$ and the p-value of $0.005 < 0.05$ indicate that the t-statistic is not statistically significant. According to Wulandari's (2023) research, which also discovered a substantial association between the factors evaluated, these results are in line with that. Employee performance was also shown to be significantly positively affected by the competence variable, which acts as a mediator between the work environment and performance. Working conditions have a direct impact on how well APIP do their jobs, although employee competency mediates this link. Employees with sufficient abilities may make more use of a suitable work environment to boost performance.

The sixth hypothesis examines the relationship between employee performance and training, development, and education, with competence serving as a moderating variable for the Riau Islands Provincial Inspectorate's Internal Government Supervisory Agency (APIP).

Training, Development, and Education had a 0.036 coefficient value and a t-statistic of 0.356 on the capabilities of the Riau Islands Provincial Inspectorate's Internal Government Supervisory Agency (APIP). Based on these findings, we may conclude that the t-statistic is not statistically significant ($t\text{-value of } 0.356 < 1.65$ and $p\text{-value of } 0.722 > 0.05$), leading us to reject the sixth hypothesis. This contradicts the findings of Arianti et al. (2024), who found that competency mediates training favorably and has a substantial impact on performance. This indicates that the education, training, and development offered to Government Internal Supervisory Officials (APIP) does not lead to a discernible improvement in performance. To rephrase, competency does not serve as a bridge between APIP performance and development, education, and training.

CONCLUSION

Based on the results of the research described above, it can be concluded that work culture has a significant influence on the performance of the Internal Government Supervisory Agency (APIP) of the Riau Islands Provincial Inspectorate. Efficiency and output are bolstered by a positive work environment. When working circumstances are favorable, it helps to boost the quality of work outputs, which in turn boosts APIP performance. Performance in the APIP is influenced by training, development, and education. Putting money into HRD is a certain way to raise proficiency in both technical and soft skills. Both the work environment and performance are influenced by the culture of the company, and competence mediates this link. Both elements have an effect on performance, but the effect is amplified when employees are competent. Training, development, education, and performance are not mediated by competence. This indicates that training has a direct effect on performance improvement independent of competence characteristics.

Recommendations that can be provided are for the government to provide a more conducive work environment, including improving work facilities, strengthening inter-employee relationships, and providing moral and technical support, as well as enhancing training programs focused on mastering specific competencies relevant to internal oversight tasks.

One way to enhance the work culture of the Government Internal Supervisory Agency (APIP) of the Riau Islands Provincial Inspectorate and boost employee performance is to firmly establish organizational values. This can be achieved through ongoing socialization, employee participation in the creation of internal policies, and the establishment of efficient systems for reward and punishment. The government should also make an effort to improve working conditions. Crucial factors to think about include providing sufficient workplace amenities, fostering better connections between employees via more transparent communication, and providing both moral and technical assistance. Human resource development in the context of internal oversight entails creating individualized training programs for staff members to help them acquire the technical and non-technical abilities necessary to do their jobs well. Mentoring, coaching, and case study simulations are more participatory methods that may be used to improve the efficacy of learning. Additionally, employees should be given broader access to continuing education and certification to support their professionalism.

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