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The Influence Of Competence And Work Culture On The Performance Of Nutritionists At SPPG In Way Kanan Regency

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Abstract

This study examines the effects of competence and work culture on the performance of nutritionists at the Nutrition Fulfillment Service Unit (SPPG) in Way Kanan Regency. The study was motivated by the need for competent human resources and a supportive work environment to strengthen the implementation of the Free Nutritious Meal (MBG) Program. A quantitative approach with a survey method was employed. The research population comprised 53 nutritionists, all of whom were included as respondents using a saturated sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression after fulfilling the requirements of validity, reliability, and classical assumption tests. The findings demonstrate that competence has a positive and significant effect on employee performance, as indicated by a t-value of 4.856 and a significance level of 0.000. Work culture also exerts a positive and significant effect on employee performance, with a t-value of 4.914 and a significance level of 0.000. Furthermore, competence and work culture simultaneously have a positive and significant effect on employee performance, as demonstrated by an F-value of 71.152 with a significance level of 0.000. The coefficient of determination (R^2) of 0.675 indicates that competence and work culture collectively explain 67.5% of the variation in employee performance, while the remaining 32.5% is attributable to other factors not examined in this study. These findings indicate that strengthening professional capabilities needs to be accompanied by the development of a work culture emphasizing discipline, responsibility, integrity, professionalism, and teamwork. Continuous competency development through training and professional certification, combined with efforts to strengthen a positive work

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culture, is expected to improve nutritionists' performance and contribute to the successful implementation of the Free Nutritious Meal Program in Way Kanan Regency.

Keywords: competence, work culture, employee performance, nutritionists, Nutrition Fulfillment Service Unit, Free Nutritious Meal Program.

INTRODUCTION

The rapid development of digital technology has significantly transformed the world of work, Human resources represent a strategic component that determines an organization's capacity to achieve its objectives effectively and sustainably. Organizational success is influenced not only by the availability of facilities, technology, and financial resources but also by the quality and capabilities of employees who perform organizational functions. Employees with appropriate knowledge, skills, abilities, and work-related behaviors are more likely to perform their responsibilities effectively. Previous research has demonstrated that employee competencies can contribute to job performance, although the strength and mechanism of this relationship may differ across organizational contexts (Sujarwo et al., 2018; Wu et al., 2018). In addition, human resource management practices may influence organizational performance through the development of employee competencies, indicating that competency development is an important component of strategic human resource management (Alfes et al., 2019).

This issue is particularly relevant in organizations responsible for nutritional and food services, where employee competence is closely associated with food quality and safety. Nutritionists are required not only to possess nutritional knowledge but also to understand food hygiene, food safety procedures, quality control, and appropriate food-handling practices. Research in food-service settings indicates that food safety education and training can improve employees' food safety knowledge, attitudes, and practices (Young et al., 2020). Similarly, practical food safety training has been found to produce more sustained improvements in employees' knowledge, behavior, and food safety habits than theoretical training alone (Soares et al., 2020). Evidence from hospital food handlers also demonstrates that inadequate food safety knowledge may pose risks to food safety, emphasizing the importance of ensuring that personnel possess sufficient knowledge and competencies to manage food safely (Teffo & Tabit, 2020).

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This context is particularly significant for the Nutrition Fulfillment Service Unit (SPPG) in Way Kanan Regency, which plays an important role in supporting the implementation of the Free Nutritious Meal (MBG) Program. Nutritionists working in SPPG are required to support menu planning, monitor nutritional adequacy, maintain food safety and hygiene, and coordinate food-service activities. The thesis indicates that SPPG Way Kanan Regency employs 53 nutritionists, making the quality and readiness of their competencies an important consideration in ensuring effective nutritional service delivery.

The competency issue is reflected in the unequal fulfillment of certifications relevant to nutrition-related responsibilities. Although all 53 nutritionists have obtained Halal Supervisor certification, none had obtained Hazard Analysis Critical Control Point (HACCP) certification. Furthermore, 45 of the 53 nutritionists had obtained Food Handler certification, leaving eight employees without this certification. This condition indicates that competency requirements have not been fulfilled uniformly, particularly in areas associated with food safety and food management. Such gaps are important because food safety competencies are not solely determined by formal education but also by specific training and practical knowledge. Studies involving trained and untrained food workers have shown substantial differences in food safety knowledge, attitudes, and practices, although training does not always guarantee that knowledge will automatically translate into appropriate workplace behavior (Ahmed et al., 2020). Therefore, continuous competency development and certification are important mechanisms for strengthening the professional capacity of nutritionists in SPPG.

In addition to competence, organizational or work culture represents another factor that may influence employee performance. Organizational culture encompasses shared values, norms, assumptions, and behavioral expectations that guide how employees perform their responsibilities. A supportive culture can encourage discipline, accountability, teamwork, professionalism, and commitment to organizational objectives. Research conducted in different organizational settings has demonstrated that organizational culture can be associated with employee productivity and performance. For example, Abane et al. (2022) found that organizational culture plays an important role in employee productivity within the local government sector. Similarly, Smollan and Mooney (2024) emphasize that organizational culture can influence employee performance when it provides appropriate expectations, skills, and resources for employees to perform their roles effectively. These findings suggest that employee

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performance cannot be understood solely from individual capability but should also be examined in relation to the organizational environment in which employees work.

The importance of organizational culture is also relevant to public and service-oriented organizations. Evidence from research on public institutions indicates that organizational culture can influence job performance, although its effect may vary according to organizational characteristics and other contextual factors (Uddin et al., 2020). Moreover, research in the health-service context has found that organizational culture can positively contribute to employee performance, suggesting that organizational values and behavioral norms may become important mechanisms for improving work outcomes. However, empirical findings are not entirely consistent. Some studies have reported that organizational culture does not significantly influence employee performance in certain public-sector settings (Muzakki et al., 2019). This variation indicates the need for further empirical investigation of the role of work culture in specific organizational and occupational contexts.

The relationship between competence, organizational culture, and employee performance has also been examined jointly. Research on human resource competencies and organizational culture suggests that both factors can contribute to employee performance, either individually or simultaneously (Indiyati et al., 2021). In addition, research examining workplace context demonstrates that organizational culture, team climate, and management practices can shape individual competencies and performance within work teams (Rozhkov et al., 2017). These findings provide a theoretical and empirical basis for examining competence and work culture simultaneously, particularly in occupations that require technical expertise, teamwork, procedural compliance, and service orientation.

Employee performance is an important concern in SPPG because the quality of nutritionists' work is directly related to the implementation of nutritional fulfillment services. Performance is reflected not only in the quantity of completed tasks but also in work quality, accuracy, timeliness, responsibility, teamwork, and initiative. In the SPPG context, optimal performance is required to ensure that menu planning, food quality and safety monitoring, coordination among personnel, and services for beneficiaries are conducted according to established standards. Consequently, improving employee performance should be approached through integrated human resource management that addresses both individual competencies and the organizational culture supporting employees in carrying out their responsibilities.

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The existing empirical evidence nevertheless reveals a research gap. Previous studies have examined the effects of employee competence on performance and the relationship between organizational culture and performance, but the findings concerning organizational culture are not completely consistent across different organizational contexts. Furthermore, relatively limited research has specifically examined the simultaneous contribution of competence and work culture to the performance of nutritionists involved in nutritional fulfillment services. This gap becomes more important in the context of SPPG, where employee performance is closely related to food safety, nutritional quality, teamwork, and public service. Therefore, examining these relationships within SPPG Way Kanan Regency can provide context-specific empirical evidence that complements findings from previous studies.

Based on these considerations, this study investigates the effect of competence on the performance of nutritionists, examines the effect of work culture on employee performance, and analyzes the simultaneous effect of competence and work culture on the performance of nutritionists at SPPG Way Kanan Regency. The study is expected to contribute to the human resource management literature by providing empirical evidence from the nutritional service sector while also offering practical implications for SPPG management. In particular, the findings may support the development of competency improvement programs, professional certification, food safety training, and the strengthening of a positive work culture to improve employee performance and support the effective implementation of the Free Nutritious Meal Program.

LITERATUR REVIEW

Competence

Competence is an essential element of human resource management because it represents an employee's capacity to perform work effectively in accordance with organizational requirements. It encompasses not only the knowledge possessed by an individual but also the skills, abilities, and behavioural attributes required to apply such knowledge in practical work situations. Armstrong (2024) explains that competence is associated with the personal attributes required to perform a job effectively, which are reflected in knowledge, skills, and behaviour. This perspective indicates that competent employees are not merely those who understand their duties, but also those who are able to translate their knowledge and skills into effective work practices. Empirical research has also demonstrated the importance of competence in determining employee and organizational outcomes. Sánchez et al. (2019) found that

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competencies are associated with organizational performance, particularly when employees possess competencies that correspond to job requirements. Similarly, Kusumawati et al. (2020) demonstrated that competency dimensions can contribute positively to employee performance, indicating that strengthening employees' knowledge, skills, and capabilities can improve their ability to achieve work objectives.

Competence is multidimensional because effective job performance requires the integration of technical capabilities and behavioural characteristics. Ismail and Rosdi (2022) emphasized that individual work performance is influenced by several human performance factors, including competencies, knowledge, skills, and individual capabilities. In the context of nutritionists working at SPPG Way Kanan Regency, competence refers to the ability of nutritionists to understand their professional responsibilities, apply appropriate technical knowledge and skills, solve work-related problems, adapt to changing situations, communicate effectively, and collaborate with other employees. Therefore, this study conceptualizes competence through five dimensions: knowledge, skills, abilities, behaviours, and communication and teamwork. These dimensions are consistent with the competency indicators established in the research instrument, which assess employees' understanding of their duties, technical capabilities, problem-solving abilities, professional behaviour, communication, coordination, and teamwork.

Work Culture

Work culture refers to the shared values, attitudes, norms, and behavioural patterns that guide employees in performing their daily responsibilities within an organization. It provides employees with behavioural expectations and establishes a framework through which organizational members understand how tasks should be performed, how colleagues should interact, and how organizational objectives should be pursued. The Decree of the Minister of Administrative and Bureaucratic Reform Number 25/KEP/M.PAN/4/2002, as cited in the thesis, describes work culture as the attitudes and behaviours of individuals or groups that are based on values accepted as correct and that have become habitual in carrying out daily work activities. A positive work culture can therefore encourage discipline, responsibility, cooperation, professionalism, and productivity. This argument is supported by Cherian et al. (2021), who found that organizational culture is associated with employees' attitudes, performance, productivity, and behaviour. Likewise, Tulcanaza-Prieto et al. (2021) demonstrated that organizational culture

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dimensions are related to corporate performance, indicating that the values and behavioural patterns established within an organization can influence employee and organizational outcomes.

A strong work culture can create a supportive environment in which employees are encouraged to maintain professional standards, comply with organizational procedures, cooperate with colleagues, and continuously improve their work practices. Stříteská and Sein (2021) highlighted the importance of a performance-oriented culture in the public sector and showed that organizational culture can contribute to the development of performance-oriented practices. In this study, work culture at SPPG Way Kanan Regency is understood as the shared values and behavioural practices demonstrated by nutritionists in carrying out their responsibilities. Given the nature of their work, which involves nutritional services, food quality, food safety, teamwork, and public service, the study measures work culture through five dimensions: commitment, integrity and professionalism, work discipline, teamwork, and creativity and innovation. These dimensions reflect employees' dedication to organizational objectives, adherence to professional and ethical standards, compliance with work procedures, ability to cooperate with colleagues, and willingness to develop new ideas and adapt to changes.

Employee Performance

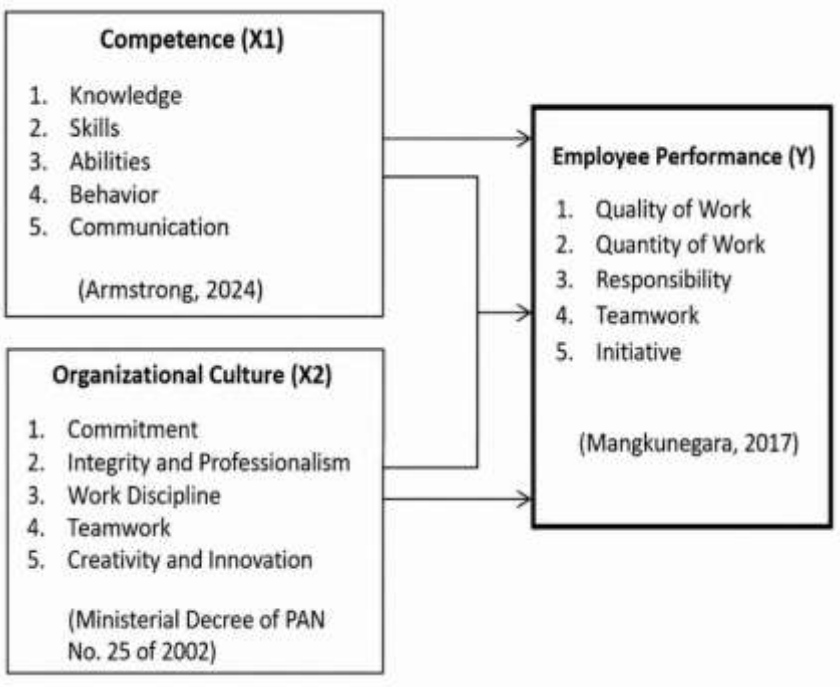
Employee performance represents the extent to which an individual successfully carries out assigned duties and contributes to the achievement of organizational objectives. Performance is not limited to the quantity of work produced but also encompasses the quality of outputs and behaviours demonstrated during the execution of work responsibilities. Mangkunegara (2017) defines employee performance in terms of the quality and quantity of work achieved by an employee when carrying out assigned duties and responsibilities. Contemporary research further indicates that employee performance is a multidimensional construct. Carpini et al. (2017), through an extensive review of individual work performance literature, identified different dimensions of performance, including proficiency, adaptivity, and proactivity. Their findings demonstrate that employee performance should be viewed broadly because employees may contribute to organizational effectiveness not only through the completion of assigned tasks but also through their ability to adapt and take proactive actions.

The assessment of employee performance therefore needs to consider several dimensions that represent both work outcomes and work-related behaviours. Van der Vaart

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(2021) emphasized the importance of construct validity when measuring individual work performance, demonstrating that performance measurement requires appropriate dimensions and indicators to accurately represent employees' actual work contributions. More recently, Tang et al. (2026) confirmed the multidimensional nature of individual work performance through the dimensions of task performance, contextual performance, and counterproductive work behaviour. In the context of nutritionists at SPPG Way Kanan Regency, employee performance refers to the ability of nutritionists to complete their responsibilities accurately, achieve expected work targets, cooperate with colleagues, demonstrate initiative, and remain accountable for their work. Accordingly, this study measures employee performance through five dimensions: quality of work, quantity of work, initiative, teamwork, and responsibility. These dimensions reflect the ability of nutritionists to produce work that meets established standards, complete the required workload, take proactive action, participate effectively in teamwork, and fulfill their professional responsibilities

Framework



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Hypothesis

H1: Competence has a positive and significant effect on employee performance.

H2: Work culture has a positive and significant effect on employee performance.

H3: Competence and work culture simultaneously have a positive and significant effect on employee performance.

RESEARCH METHODS

This study employed a quantitative research design with a descriptive survey approach to examine the effects of competence and work culture on the performance of nutritionists at the Nutrition Fulfillment Service Unit (SPPG) in Way Kanan Regency. A quantitative approach was selected because the study aimed to empirically assess the relationships between the independent variables, namely competence and work culture, and the dependent variable, namely employee performance. Data were collected using a structured questionnaire as the primary research instrument, enabling the researchers to obtain measurable responses that could subsequently be analyzed statistically.

The study consisted of three variables: competence (X1) and work culture (X2) as independent variables, and employee performance (Y) as the dependent variable. Competence was operationalized as the characteristics and capabilities possessed by nutritionists that support the effective execution of their duties, encompassing motives, personal traits, self-concept, knowledge, and skills. Work culture referred to the values, attitudes, and behavioral patterns that become established practices among nutritionists in carrying out their responsibilities within SPPG. Employee performance was defined as the quality and quantity of work achieved by nutritionists in performing their duties and responsibilities within the Free Nutritious Meal Program. All variables were measured using indicators derived from the theoretical framework adopted in the study and assessed using a five-point Likert scale.

The population comprised all 53 nutritionists working at SPPG in Way Kanan Regency who were directly involved in implementing the Free Nutritious Meal Program. Given the relatively small population size, the study applied a saturated sampling technique, whereby every member of the population was included as a respondent. Accordingly, the number of respondents analyzed in the study was 53 nutritionists. This sampling strategy was adopted to obtain comprehensive information regarding competence, work culture, and employee performance within the research setting.

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Data were obtained from both primary and secondary sources. Primary data were collected through field observations and structured questionnaires distributed to the nutritionists. The questionnaire employed a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Secondary data were obtained from relevant literature, organizational documentation, records, and other sources related to the research topic. The use of both sources enabled the researchers to complement respondents' perceptions with relevant supporting information concerning the research context.

Before hypothesis testing, the quality of the research instrument was assessed through validity and reliability testing. Item validity was examined using the corrected item-total correlation, with an item considered valid when the calculated correlation exceeded the critical value. Instrument reliability was evaluated using Cronbach's alpha, with a coefficient greater than 0.60 considered indicative of acceptable internal consistency. The study also conducted classical assumption tests, including normality, multicollinearity, and heteroscedasticity testing, to ensure that the regression model met the required statistical assumptions. Normality was assessed using the Kolmogorov–Smirnov test, multicollinearity was evaluated based on tolerance and variance inflation factor (VIF) values, while heteroscedasticity was examined using the Glejser test and scatterplot analysis.

The collected data were analyzed using multiple linear regression with the assistance of SPSS. This analytical technique was selected because the research model involved two independent variables, competence (X1) and work culture (X2), that were expected to influence employee performance (Y). The regression analysis was used to determine both the direction and magnitude of the effects of the independent variables on the dependent variable. Hypothesis testing was subsequently conducted through the partial t-test and simultaneous F-test. The coefficient of determination (R^2) was also examined to determine the proportion of variation in employee performance that could be explained by competence and work culture. Statistical significance was assessed at the 5% level, with a significance value below 0.05 interpreted as evidence of a statistically significant effect.

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RESULT AND DISCUSSION

Instrument Validity Test

Table 1. Competence Validity Testing

Statement	R Count	r Table	Description
Statement 1	0.708	0,361	Valid
Statement 2	0.933	0,361	Valid
Statement 3	0.933	0,361	Valid
Statement 4	0.836	0,361	Valid
Statement 5	0.988	0,361	Valid
Statement 6	0.912	0,361	Valid
Statement 7	0.912	0,361	Valid
Statement 8	0.858	0,361	Valid
Statement 9	0.988	0,361	Valid
Statement 10	0.933	0,361	Valid

Source: Primary data processed by the researcher (2026)

Based on the validity test of the 10 questions for the Competence variable, all questions were found to be valid.

Table 2. Work Culture Validity Testing

Statement	R Count	r Table	Description
Statement 1	0.969	0,361	Valid
Statement 2	0.969	0,361	Valid
Statement 3	0.935	0,361	Valid
Statement 4	0.760	0,361	Valid
Statement 5	0.969	0,361	Valid
Statement 6	0.935	0,361	Valid
Statement 7	0.760	0,361	Valid
Statement 8	0.969	0,361	Valid
Statement 9	0.416	0,361	Valid
Statement 10	0.723	0,361	Valid

Source: Primary data processed by the researcher (2026)

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Based on the validity test of 10 questions from the employee performance variable, all questions are stated to be valid.

Table 3. Employee performance Validity Testing

Statement	R Count	r Table	Description
Statement 1	0.762	0,361	Valid
Statement 2	0.477	0,361	Valid
Statement 3	0.396	0,361	Valid
Statement 4	0.756	0,361	Valid
Statement 5	0.762	0,361	Valid
Statement 6	0.628	0,361	Valid
Statement 7	0.477	0,361	Valid
Statement 8	0.711	0,361	Valid
Statement 9	0.477	0,361	Valid
Statement 10	0.713	0,361	Valid

Source: Primary data processed by the researcher (2026)

Based on the validity test of 10 questions from the employee performance variable, all questions are stated to be valid.

Reliability Test

Table 4. Reliability Statistics for the Competence Variable

Reliability Statistics	
Cronbach's Alpha	Total
.975	10

Source: Primary data processed by the researcher (2026)

Regarding the Competence construct, the reliability analysis using Cronbach's Alpha for the 10 valid items resulted in a coefficient of 0.975, exceeding the minimum threshold of 0.60. This finding confirms that the instrument demonstrates a high level of reliability and consistency.

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Table 5. Reliability Statistics for the Work Culture Variable

Reliability Statistics	
Cronbach's Alpha	**Total**
.939	**10**

Source: Primary data processed by the researcher (2026)

For the Work Culture variable, 10 valid statement items were subsequently subjected to a reliability test. The results showed a Cronbach's Alpha value of 0.939, which exceeds the minimum threshold of 0.60. Therefore, all statement items were considered reliable and consistent in measuring the Work Culture variable.

Table 6. Reliability Statistics for the Employee Performance Variable

Reliability Statistics	
Cronbach's Alpha	Total
.912	10

Source: Primary data processed by the researcher (2026)

For the Employee Performance construct, 10 valid statement items were subsequently tested for reliability. The results showed a Cronbach's Alpha value of 0.912, which exceeds the minimum threshold of 0.60. Therefore, the instrument was considered reliable and demonstrated good internal consistency.

Normality Test

Table 7. Normality test results

One-Sample Kolmogorov-Smirnov Test				
		Komp	BK	KP
N		53	53	53
Normal Parameters[a,b]	Mean	42.55	42.72	42.81
	Std. Deviation	2.431	2.287	2.364
Most Extreme Differences	Absolute	.109	.097	.104
	Positive	.109	.094	.104
	Negative	-.087	-.097	-.091

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Test Statistic	.101	.097	.104
Asymp. Sig. (2-tailed)	.124[c]	.262[c]	.304[c]

Source: Primary data processed by the researcher (2026)

Based on the One-Sample Kolmogorov–Smirnov test, all variables obtained Asymp. Sig. values > 0.05, namely Competence (0.124), Work Culture (0.262), and Employee Performance (0.304). Therefore, all data were normally distributed and met the normality assumption for further analysis.

Multicollinearity Test

Table 8. Multicollinearity Test Results

Coefficients[a]			
Model		**Collinearity Statistics**	
		Tolerance	**VIF**
1	**Komp**	**.116**	**1.540**
	BK	**.211**	**2.084**

Source: Primary data processed by the researcher (2026)

Based on the results of the multicollinearity test presented in the Coefficients table, the Competence variable (X1) has a Tolerance value of 0.116 and a VIF value of 1.540, while the Work Culture variable (X2) has a Tolerance value of 0.211 and a VIF value of 2.084. All independent variables have Tolerance values greater than 0.10 and VIF values below 10.00, indicating that there is no evidence of multicollinearity among the independent variables. Therefore, the regression model meets the multicollinearity assumption and is suitable for use in multiple linear regression analysis.

Heteroskedasticity Test

Table 9. Heteroskedasticity Test Results

Model	**Unstandardized Coefficients**		**Standardized Coefficients**		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.185	1.964		1.112	.271

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Komp	-0.024	0.041	-0.098	-0.585	.561
BK	0.031	0.038	0.136	0.816	.418

Source: Primary data processed by the researcher (2026)

Based on the results of the heteroscedasticity test using the Glejser method, the significance value was 0.561 for the Competence variable and 0.418 for the Work Culture variable. Since both values are greater than 0.05, it can be concluded that there is no indication of heteroscedasticity in either independent variable. This indicates that the residuals in the regression model have relatively constant variance, thereby satisfying the homoscedasticity assumption. Therefore, the regression model meets the relevant classical assumption and is considered suitable for multiple linear regression analysis to examine the effects of Competence and Work Culture on the Performance of Nutritionists in the Free Nutritious Meal (MBG) Program.

Multiple Linear Regression Model

Table 10. Multiple Linear Regression Model Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.583	2.158		2.124	0.039
	Competence	0.452	0.093	0.481	4.856	0.000
	Work Culture	0.438	0.089	0.487	4.914	0.000

Source: Primary data processed by the researcher (2026)

$Y = 4{,}583 + 0{,}452X_1 + 0{,}438X_2 + et$

Based on the resulting regression equation, the constant value of 4.583 indicates that when Competence and Work Culture remain unchanged, the predicted Performance of Nutritionists is 4.583. The regression coefficient for Competence is 0.452, indicating a positive relationship, meaning that a one-unit increase in Competence is expected to be accompanied by a 0.452-unit increase in Nutritionist Performance, assuming Work Culture remains constant. Meanwhile, the regression coefficient for Work Culture is 0.438, which also indicates a positive

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relationship. Thus, a one-unit increase in Work Culture is expected to increase Nutritionist Performance by 0.438 units, assuming Competence remains unchanged. Therefore, both Competence and Work Culture are positively associated with Nutritionist Performance, indicating that higher competence and a more supportive work culture may contribute to improved performance in implementing the Free Nutritious Meal (MBG) Program.

Coefficient of Determination

Table 11. Coefficient of Determination Results

Model Summary

Model		R Square	Adjusted R Square	Std. Error of the Estimate
1	0.821	0.675	0.662	1.372

Source: Primary data processed by the researcher (2026)

Based on the Model Summary table, the R value of 0.821 indicates that the relationship between Competence and Work Culture and the Performance of Nutritionists is very strong. Meanwhile, the R Square value of 0.675 indicates that Competence and Work Culture jointly explain 67.5% of the variation in Nutritionist Performance, while the remaining 32.5% is influenced by other factors not included in the research model.

T-Statistic Test (Partial)

Table 12. T-Statistic Test (Partial) Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.583	2.158		2.124	0.039
Competence	0.452	0.093	0.481	4.856	0.000
Work Culture	0.438	0.089	0.487	4.914	0.000

Source: Primary data processed by the researcher (2026)

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The partial test results show that Competence has a t-value of 4.856, which exceeds the t-table value of 2.009, with a significance level of 0.000 < 0.05. These findings indicate that Competence has a positive and significant effect on the Performance of Nutritionists in the Free Nutritious Meal (MBG) Program. Therefore, H_o is rejected and H_1 is accepted.

The partial test results for Work Culture show a t-value of 4.914, which is higher than the t-table value of 2.009, with a significance level of 0.000 < 0.05. This result demonstrates that Work Culture has a positive and significant effect on the Performance of Nutritionists in the Free Nutritious Meal (MBG) Program. Therefore, H_o is rejected and H_2 is accepted.

F-statistic test (Simultaneous)

Table 13. F-statistic test (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	267.814	2	133.907	71.152	0.000[a]
	Residual	93.960	50	1.879		
	Total	361.774	52			

Source: Primary data processed by the researcher (2026)

Based on the ANOVA test results, the calculated F-value is 71.152, which is higher than the F-table value of 3.18 (71.152 > 3.18), with a significance level of 0.000 < 0.05. These results indicate that H_o is rejected and H_3 is accepted, demonstrating that Competence and Work Culture simultaneously have a positive and significant effect on the Performance of Nutritionists in the Free Nutritious Meal (MBG) Program. This finding suggests that improving competence, supported by the implementation of a positive work culture, can contribute to enhancing nutritionists' performance.

DISCUSSION

The Effect of Competence on the Performance of Nutritionist Employees

The results indicate that Competence has a positive and significant effect on the Performance of Nutritionist Employees, with a t-value of 4.856 and a significance level of 0.000 < 0.05. This finding indicates that improvements in knowledge, skills, experience, and work

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capabilities can contribute to more optimal employee performance. In implementing the Free Nutritious Meal (MBG) Program, competence is essential for preparing menus according to nutritional requirements, monitoring food quality and safety, and evaluating program implementation. This finding is consistent with Martini et al. (2020), who found that competence, including knowledge, skills, and attitudes, has a positive and significant effect on worker performance.

The Effect of Work Culture on the Performance of Nutritionist Employees

The findings demonstrate that Work Culture has a positive and significant effect on the Performance of Nutritionist Employees, with a t-value of 4.914 and a significance level of 0.000 < 0.05. This result indicates that a supportive work environment characterized by discipline, responsibility, professionalism, communication, and teamwork can contribute to improved employee performance. In implementing the Free Nutritious Meal Program, a positive work culture is necessary because nutritionists must coordinate with various parties throughout menu planning, food processing, distribution, and food quality supervision. This finding is consistent with research on organizational culture, which indicates that organizational cultural characteristics can contribute to positive work behavior and improved employee performance.

The Effect of Competence and Work Culture on the Performance of Nutritionist Employees

Simultaneously, Competence and Work Culture have a positive and significant effect on the Performance of Nutritionist Employees, as indicated by an F-value of 71.152 > the F-table value of 3.18 and a significance level of 0.000 < 0.05. The R Square value of 0.675 indicates that the two variables jointly explain 67.5% of the variation in employee performance, while the remaining 32.5% is influenced by factors outside the research model. These findings indicate that competence and work culture complement each other, as employees' technical capabilities need to be supported by a work environment that promotes discipline, responsibility, communication, and teamwork. Therefore, improving competence together with strengthening work culture can serve as an important strategy for enhancing nutritionists' performance in supporting the implementation of the Free Nutritious Meal Program. The relationship between competence, organizational culture, and employee performance is also supported by Indiyati et al., who examined the effects of human resource competencies and organizational culture on employee performance.

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CONCLUSION

1. Competence has a positive effect on the performance of nutritionist employees. Better knowledge, skills, and abilities contribute to more optimal performance.
2. Work Culture has a positive effect on the performance of nutritionist employees. Strong discipline, responsibility, teamwork, integrity, professionalism, and commitment can improve performance quality.
3. Competence and Work Culture jointly affect the performance of nutritionist employees. The combination of adequate competence and a positive work culture enables employees to work more effectively and supports the successful implementation of the Free Nutritious Meal (MBG) Program.

IMPLICATION

1. Theoretical Implications
   The findings reinforce the view that competence and work culture are important factors in improving employee performance. Competence provides the knowledge, skills, and abilities required to perform tasks, while work culture promotes discipline, responsibility, teamwork, and professionalism. Thus, this study provides empirical evidence that these two factors contribute to improving the performance of nutritionists in implementing the Free Nutritious Meal (MBG) Program.
2. Practical Implications
   The findings provide several practical implications for SPPG management. First, employee competence should be enhanced through training, workshops, professional certification, and continuous competency development to ensure that employees can keep pace with developments in nutrition science, food safety, and MBG policies. Second, a positive work culture should be strengthened through discipline, responsibility, integrity, teamwork, effective communication, and service orientation. Third, regular performance evaluations using objective indicators are needed to provide feedback and encourage continuous improvement. Fourth, these findings can serve as a consideration in human resource management, particularly regarding recruitment, employee placement, competency development, and work culture development.
3. Implications for the Free Nutritious Meal (MBG) Program

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The success of the Free Nutritious Meal Program depends not only on funding and facilities but also on the quality of the human resources responsible for its implementation. Improved competence supported by a positive work culture can enhance menu planning, food supervision, coordination among personnel, and services for beneficiaries. Therefore, competency development and work culture strengthening should be carried out continuously to ensure effective MBG implementation and support improvements in the quality of nutrition services.

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