

THE INFLUENCE OF COMPETENCE, COMMUNICATION, ORGANIZATIONAL CULTURE, AND TRAINING ON EMPLOYEE PERFORMANCE

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THE INFLUENCE OF COMPETENCE, COMMUNICATION, ORGANIZATIONAL CULTURE, AND TRAINING ON EMPLOYEE PERFORMANCE

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Abstract

Employee performance is one of the most important things in the organization, employee performance is a concern and must be improved anytime, because employee performance determines a company performance. Employees are one of the human resources who have a big role in the company's performance, and become one of the spearheads of the company. Therefore, its performance must be improved and optimized from time to time so that its performance increases, if employee performance increases, the company's performance also increases. This research aims to determine the influence of competency on employee performance, the influence of communication on employee performance, the influence of organizational culture on employee performance, the influence of training on employee performance and the influence of competence, communication, organizational culture, and training on employee performance. The population of this research is 154 employees of PT. AB with a research sample of 154 employees. The sampling technique uses census techniques. The analysis technique uses multiple linear regression analysis. The research method used is descriptive quantitative method. The results showed that competency had a significant influence on employee performance, communication had a significant influence on employee performance, organizational culture had a significant influence on employee performance, training had a significant influence on employee performance, as well as competence, communication, organizational culture, and training has a significant influence on employee performance.

Keywords: Employee Performance, Competence, Communication, Organizational Culture, Training

INTRODUCTION

Employee performance is one of major factors which concerned each company, because the employee performance determining company performance. It is the higher employee performance, the higher company's performance. Each company always expects high employee performance, but in reality, the expectation is improperly.

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This research was conducted to follow up on company management complaints that conveyed that employee performance has decreased in 2019. Declining performance is known from the results of employee performance assessments conducted by the Human Resources Department. Indications of decreased employee performance are caused by errors in communication and complaints that employees lack training in accordance with their main tasks and functions. Employees can do their best performance when owning supported competencies on their responsibilities, can do communication well, company own a strong organizational culture, employees get training in accordance to their main duties and functions in the company.

Communication is considered effective if it is timely, accurate, complete, unambiguous, and acceptable to recipients of information. Communication aims to reduce mistakes or mistakes and can improve employee performance. Communication can be in verbal, electronic, or written forms. Poor communication can result poor or bad effect on employee performance. Communication at PT. AB is susceptible lead to poor communication, in form of verbal orders, or telephone orders, verbal communication, and even in submitting reports. It is predicted caused by differences in accent and dialect. Good and standardized communication can improve employee performance.

Training is the process of providing information, assignments, and examples to employees in order to carry out their main tasks and functions properly, so that their performance is getting better.

Organizational culture is a strength and potential of an organization to coordinate and control organization members behavior. A good strengtness of organizational culture will influence the increasing quality of information and members behavior coordination which ultimately improving organizational performance.

Based on the background of the problem, then the problem formulation are determined as follows: Does competency influence on employee performance? Does communication influence on employee performance? Does organizational culture influence on employee performance? Does training influence on employee performance? Does competency, communication, organizational culture, and training influence on employee performance?

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Performance is the real behavior displayed by everyone in doing work according to their role in the company. Performance is concrete result of work that can be observed and measured (Gaol, 2014).

Competence is high-performing people in various situations with better results, compared to common people perform. Competence can be described as a combination of knowledge, skills, abilities, and personal attributes which can be observed and measured which affect employee performance (Robbins, 2015).

Anjaswarni (2016) states that communication can be interpreted as a process of exchange, delivery, and receiving news, ideas, or information from one person to others.

Mulyadi (2015) states that organizational culture is a fundamental value and passion in how to manage and organize it. These values are beliefs that are held firmly and sometimes are not revealed.

Training is a designed process to increase knowledge and skills, or improve employee performance technically (Robbins, 2015).

MATERIALS AND METHODS

The object of research is a scientific goal to get data with specific goals and uses about something objectively, valid, and reliable (Sugiyono, 2017). The objects of this research are the PT. AB. Employees.

The number population in this research are 154 employees of PT. AB where 154 people taken as sample. The sampling technique uses census techniques. The independent variables in this research are: X1 = Competence, X2 = Communication, X3 = Organizational Culture, and X4 = Training.

Dependent variables are variables that are explained or influenced by independent variables. In this study the dependent variable: Y = Performance. Data Analysis Techniques by conducting Validity Test, reliability test, classic assumption test, normality test, multicollinearity test, and heteroscedacity test.

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Hypothesis Testing is through ⁵ Multiple Linear Regression Analysis. Multiple linear regression analysis is used to measure the presence or absence of influence between independent and dependent variable.

⁷ T Test (Partial), this test is used to measure whether each independent variable individually influences dependent variable significantly. With the provisions of $t_{count} > t_{table}$ or the error probability is less than 5%, then prove that the independent variable partially has a significant effect on the dependent variable, ¹⁰ H_a is accepted and H_0 is rejected. F test (Simultaneous), this test is used to determine the influence of independent variable on the dependent variable simultaneously, where $F_{count} > F_{table}$, then H_a is accepted or independent variable can explain the dependent variable simultaneously.

⁵ R^2 test is intended to measure the ability of percentage of independent variable (independent) variation in the multiple linear regression models in explaining dependent variable (dependent variation). In another words, testing the model using R^2 , the ⁷ coefficient of determination is between 0 (zero) and 1 (one) means the ability of independent variables (competence, communication, organizational culture, training) in explaining the variation of the dependent variable (employee performance) is very limited.

RESULT

Respondent's characteristic is aged based. The result of this research observed by respondents characteristics aged based can be seen at the Table 1.

Based on Table 1, it can be conclude that the average age of employment PT. AB in range 36-45 years old or a good productive age to have an experience and join various supported performance trainings.

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Table 1 Respondents Characteristics Aged Based

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	≤ 25 years	6	3.92	3.92	3.92
	26 - 35 years	53	34.64	43.64	100
	36 - 45 years	91	59.48	59.48	
	46 – 55 years	3	1.31	1.31	
	≥ 55 years	1	0.65	0.65	
Total		154	100		

Source: A Processed Premier Data, 2020

The result of the research observed by the respondents characteristics gender based can be seen at Table 2.

Table 2 Respondents Characteristics Gender Based

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	14	9.15	9.15	9.15
	Female	140	90.85	100.0	100.0
	Total	154	100.0	100.0	

Source: A Processed Premier Data, 2020

Based on Table 2 it can be said that female employee is much more compared to male ones at PT. AB.

Respondents Characteristics Working Period Based

The result of this research observed from the respondents characteristics working period based can be seen at Table 4.

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Table 4 Respondents Characteristics Working Period Based

	Frequency	Percent	Valid Percent	Cumulative Percent
	≤ 5 years	49	32.03	32.03
Valid	5 - 10 years	61	39.87	100
	≥ 10 years	44	28.1	28.1

Source: A Processed Premier Data, 2020

Based on respondent's responses, it can be concluded that the majority of respondents have had working period in range 5-10 years. Based on the result of the validity test of all valid indicators and reliability, the result of normality test, the scatter plot in Figure 1 shows the points that follow the diagonal lines spread in all directions to the normal curve area.

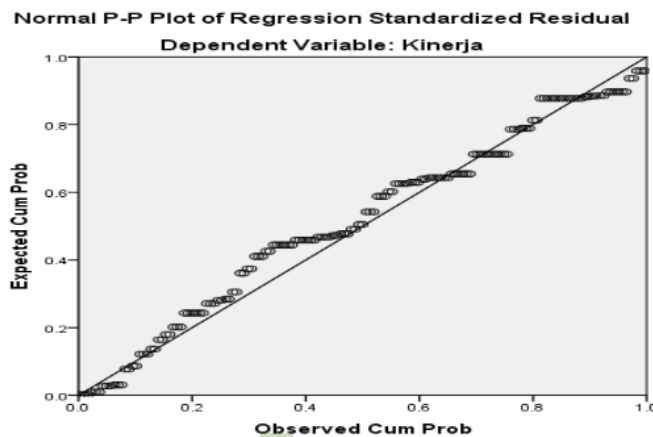


Figure 1 Normality Test Result (P-P Plot)

Source: A Processed Premier Data, 2020

The results of the Multicollineation Test, based on the results of data processing with the SPSS 20.0 program, obtained that both independent variables known to have VIF value <10, which means there is no multicollinearity indications in this regression model.

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Table 5 Multicollinearity Test Result

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Competention	.257	3.894
Comunication	.134	7.481
Organization Culture	.176	5.672
Trainings	.212	4.712

a. Dependent Variable: Employee Performance

Source: A Processed Premier Data, 2020

Heteroscedasticity Test

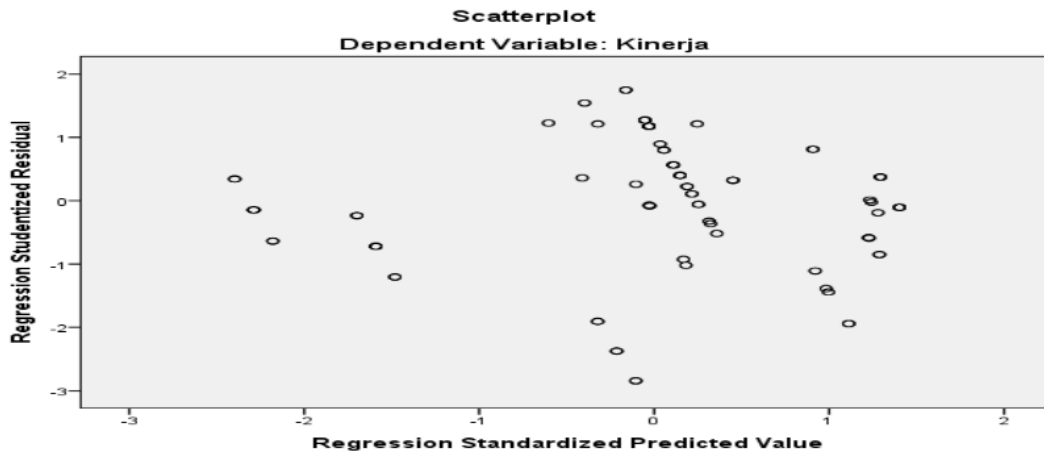


Figure 2 Partial Regression Plot Graphic

Source: A Processed Premier Data, 2020

Based on Figure 2, the graphic of Partial Regression Plot shows the points on scatter plot spread and do not form a pattern and its dissemination above and below of number 0, it shows

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that the model is distributed normally, and formed regression model does not identify forming heteroscedasticity. The result of Multiple linear regression test can be seen at Table 6.

Table 6 Multiple Linear Regression

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
	(Constant)	17.791	1.244	14.296	.000
1	Competention	.765	.057	.488	13.493
	Comunication	.295	.065	.228	4.551
	Organization	.095	.042	.099	2.266
	Culture	.095	.042	.099	2.266
	Trainings	.267	.048	.220	5.530

Dependent variable; Employee Performance

Source: A Processed Premier Data, 2020

Based on the results data analysis in the tables above, it obtained the following regression equation: $Y = 17.791 + 0.765X_1 + 0.295X_2 + 0.095X_3 + 0.267X_4 + e$. It means: Constants have a value, 17,791. It shows that if the Competency, Communication, Organizational Culture, and Training value is zero, so the employee's performance has a value, 17,791. The Competency variable has a regression coefficient of 0.765 which means that if other independent variables have a consistent or unchanged value, so each 1 increasing point or 1% Competency variable will increase employee performance 0.765.

Competency coefficient has positive value, it means that there is a positive relationship between Competence and Employee Performance, it means that the increasing value of Competence can improve employee performance. Communication variable has a regression coefficient of 0.295, this means that if other independent variables have consistent or unchanged value, so each 1 increasing point or 1% of the communication variable will increase employee performance by 0.295. Communication coefficient has positive value, it means there is a positive

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relationship between communication and employee performance, meaning that the value of communication increases, it can improve employee performance.

Organizational Culture Variable has a regression coefficient of 0.095 this means that if other independent variables the value is consistent or unchanged, so each 1 increasing point or 1% increase in Organizational Culture variables will increase employee Performance by 0.095. Organizational Culture Coefficient has a positive value meaning that there is a positive relationship between Organizational Culture and Employee Performance, meaning that the increasing value of Organizational Culture can improve employee performance. The training variable has a regression coefficient of 0.267, meaning that if other independent variables have a consistent or unchanged value, so each 1 increasing point or 1% of the training variable will increase employee performance by 0.267. The coefficient of training is positive, meaning that there is a positive relationship between training and employee performance, meaning that the increasing value of training can improve employee performance.

DISCUSSION

Hypothesis Test Results

The t test (partial) shows that: The calculated t-value for the Competency variable was $13,493 > 1,655$ t-table and the sig value is $0,000 < 0,05$. Based on the results obtained, H_0 is rejected and H_1 is accepted for the Competency variable, thus partially the Competency variable has a significant effect on employee performance. The t-count value for the Communication variable is $4,551 > 1,655$ t-table and the sig value is $0,000 < 0,05$. Based on the results obtained, H_0 is rejected and H_2 is accepted for the Communication variable, thus partially the Communication variable has a significant influence on employee performance.

The t-count value for the Organizational Culture variable is $2,266 > 1,655$ t-tables and the sig value is $0,025 > 0,05$. Based on the results obtained, H_0 is rejected and H_3 is accepted for the Organizational Culture variable, thus partially the Organizational Culture variable has a significant influence on employee performance.

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The t-count value for the organizational culture variable is $5,530 > 1,655$ t-tables and the sig value is $0,000 < 0,05$. Based on the results obtained, H_0 is rejected and H_4 is accepted for the organizational culture variable, thus partially the training variable has a significant influence on employee performance. Partially Competency variable is the most dominant variable influence on employee performance.

T Test Results that have been stated above indicate that the variables Competency, Communication, Organizational Culture, and Training partially influence on employee performance. This research is in line with research from Alhardni & Alyahya (2013); Abdul Sambasivan & Johari (2003); Bani & Alhawary (2009); Cuong & Swierzek (2008); Femi (2014); Fey & Denison (2003); Glaser, Zamanou & Kenneth (2007); Gunastri (2009); Hersey & Blanchard (2012); Kanfer, Kantrowitz & Ackerman (2010); Manetje & Marthin (2009); Ojo (2009); Khan, Ziauddin & Ramay (2010); Rofiaty (2017); Smith & Meyer (2009); Sujana (2012); Sukrapi, Muljono & Purnaningsih (2014); Zain, Ishak & Ghani (2009); Rantesalu, Mus, Mapparenta & Arifin (2016), Ratnasari, Sutjahjo & Adam (2019).

F Test (Simultaneous)

The test results show that the independent variables simultaneously obtained the calculated F value = 707,855 with a probability value F (Sig) of 0.00 (Sig.0.00 $< 0,05$). So it can be concluded that competence (X1), communication (X2), organizational culture (X3) and training (X4) altogether have a significant influence on employee performance.

Table 7 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7508.469	4	1877.117	707.855	.000 ^b
Residual	392.472	148	2.652		
Total	7900.941	152			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), training, competence, organizational culture, communication

Source: A Processed Premier Data, 2020

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R2 Test (Determination)

This analysis is used in relation to determine the amount or percentage contribution of the influence of the independent variables in the regression model that partially and multiple influences the dependent variable. So, numbers coefficient shown the extent to which the model formed explains the actual conditions.

The R2 test results show an R number of 0.975, it means that the number of correlation among the Competence, Communication, Organizational Culture, and Training variables toward Employee Performance is 97.5%. The value of determination (R2) obtained is 0.950, this means that the percentage contribution of the Competence, Communication, Organizational Culture and Training variables in the regression model is 95% and the occurrence relationship is very strong, while the rest, 5% is explained by other variables which are not examined nor included in this study.

Based on above analysis it can be concluded that Competence, Communication, Organizational Culture and Training altogether are able to make a large or very strong contribution to employee performance.

This study found a significant positive effect among competence, communication, organizational culture and training so that if competence is higher, communication is getting better, organizational culture is getting higher and training is getting better, so employee performance will increase.

This research is in line with Pranata's research (2018) The Effect of Training on Employee Competency and Performance (Study of permanent employees at PT. Bank Tabungan Pensiunan Nasional Syariah Malang, Syariah Mobile Marketing Division) which states that competence has a significant effect on employee performance.

This research is in line with research by Silvia, Bagia, Cipta (2016), The Effect of Competence and Work Culture on Employee Performance, where the Path Analysis results show that competence and work culture on employee performance altogether positively affect employee performance at Adirama Hotel

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This research is also in line with research conducted (Winasih, 2015), Organizational culture and quality of work life on employee performance and job satisfaction.

This research is also in line with research by Ratnasari, Sutjahjo, and Adam (2019), The Contribution of Competence, Motivation, And Creativity Towards Teacher's Performance Through Work Satisfaction.

CONCLUSION

Based on the results and discussion above, it can be concluded as follows:

1. Competence has significant influence on employee performance.
2. Communication has significant influence on employee performance.
3. Organizational Culture has significant influence on employee performance.
4. Training has significant influence on employee performance.
5. Competency, communication, organizational culture, and training simultaneously influence on employee performance.

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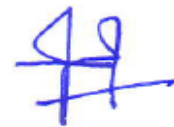
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