

# **The Effect of Competency, Communication and Employees 'Satisfaction on Employee Performance of Bank Sultra Branch of Mona**

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**Abstract:** *This study aims to analyze the influence of competence, communication and employee satisfaction on employee performance of Bank Sultra Branch Muna. The research was conducted on 55 employees of Bank Sultra Branch of Muna, and by using multiple linear regression analysis it was found that both simultaneously and partially competence, communication and employee satisfaction had positive and significant impact on the performance of employees of Bank Sultra Branch of Muna.*

**Keywords:** *Competence, communication, employee satisfaction, employee performance*

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## **I. Introduction**

As a company engaged in services, Bank Sultra Branch Muna recognizes the importance of good corporate governance, as it is a key factor for all stakeholders in achieving corporate efficiency. Therefore, Bank Sultra Branch Muna will continue to manage its business in accordance with the principles of Good Corporate Governance which provides the basis for achieving high quality performance. The Corporate Governance Policy, including employee competency, will provide the direction and framework for managing and monitoring the Bank in accordance with the principles of good corporate governance. This employee competency is also needed in order to achieve Vision of Bank Sultra Branch of Muna is to be a leading bank (Regional Champion) in Southeast Sulawesi Region. Therefore, Bank Sultra Branch Muna will continue to strive to provide quality financial services in accordance with the needs of customers, and equipped with competence of qualified human resources and adequate technology and working system.

Bank Sultra Branch Muna remains committed to improving its performance through upgrading resources through improved competence and good communication and providing satisfaction to its employees while maintaining the interests of all Stakeholders, ensuring that bank activities are in compliance with the rules and principles of management, control and delegation of responsibilities and constantly implement corporate governance.

Competence is basically a reflection of the values of one's expertise in carrying out his work field. In this case the more complex business developments that occur directly will be able to influence employee behavior in running the field of work. This happens because of the emergence of new values brought about by technological changes in the business world. Employees will therefore adjust to the new values to be then integrated into innovation and creativity activities that can be developed in the field of work. In relation to these developments, Draft (2003) indicates a fundamental transformation that is dramatic to the manager's job. The transformation reflects a paradigm shift from the old paradigm (marked by the old workplace) to a new paradigm (marked by a new workplace). These changes can ultimately affect organizational characteristics, organizational strength and competence in organizational management.

While the definition of competence by Whetten and Cameron (2002) includes personal skills, stress management and creative problem solving. According to Stuart and Lindsay (1997), competence can be built through organizational environment and organizational culture, therefore changes that occur in the business environment will affect the competencies required by the organization. Reio and Sutton (2006) that work competence and workplace adaptation to performance show strong positive results. The findings in this study indicate the need for a technical program, with work competence and workplace adaptation explaining that HRD professionals have a strong influence on employee performance by facilitating increased competence through training. Based on this understanding can be underlined that the control of competence by employees of the company not only limited to the ability of a technical nature, but also the ability that is managerial. The

existence of fundamental transformation as has been disclosed by the Draft above, brings consequences to changes in the mindstream of companies in the face of competition that occurred. The development of new values in the business world requires the company to not only fix on one competency control alone, but it can grow on the mastery of other competencies.

Furuya, et al. (2007) that the company's human resource policies and their implementation affect the transfer of global competence in the division of labor. Reid et al. (2008) states that organizational commitment, job involvement, and job satisfaction are important segments of the public sector as in government. A model that investigates work characteristics and work experience variables that together influence effective organizational commitment, job satisfaction and job involvement. Overall there is a strong relationship between organizational commitment, employment engagement and job satisfaction in important segments of the public sector workforce of information technology employees in the government of the State. Marthin et al. (2008) suggest that dynamic value enhancement into a competitive environment in which the measurement of employee adaptability should be incorporated as a mechanism that can explain the relevance of high performance work systems to corporate competitiveness. Empirical studies of competence are Poon, et al. (2006) that examined the relationship between three characters, namely self-concept, orientation to entrepreneurship, and company performance. The entrepreneurial orientation that is operationalized to reflect the dimensions of innovation, activeness, and risk-taking tendencies used as an intermediate variable to explain the relationship between self-conceptual characteristics and firm performance.

Empirical study of the competence variable, according to the writer bebepara that understanding of competence is states "... any knowledge, skill, trait, motivate, attitude, value or other personal characteristic essential to perform a job ..". (Bratton, 1998). Meanwhile, according to Palan (2008) that competence refers to the underlying characteristics of behavior that describes the motives, personal characteristics (characteristics), self-concept, values, knowledge or skills brought by someone who performs superior in the workplace.

Other variables related to the organization is job satisfaction which is an individual orientation that influences the role in work. Job satisfaction is the general attitude of an individual to the work that is the difference between the number of rewards received by a worker with the number of which they believe should be accepted, the more satisfied a managerial level employees in work will be more motivated to carry out their work and the higher the performance of employees managerial level . Employees who feel job satisfaction hope fulfilled will be motivated or motivated to carry out the work.

Job satisfaction variable is endogenous variable that function also as intervening variable where dimension is job satisfaction, satisfaction toward supervision of leadership, satisfaction of job reward, satisfaction toward coworker, and working condition of satisfaction toward opportunity to get promotion (Smith, 1969 in Price, 1997). Furthermore, previous research results also stated that job satisfaction has a significant effect on Performance (OCB) (Maharaj, et al, 2007). Based on the consideration of the importance of this study to examine the variables of Competence, Communication, Satisfaction and Performance on the employees of Bank Sultra Branch of Muna and the previous research descriptions, this research complements the weaknesses of some previous studies to be more complex and comprehensive.

## **II. Literature Study and Hypothesis**

This study was conducted to examine the role of competence, communication and employee satisfaction in improving employee performance, therefore some previous research theories and studies that are used as reference and developed in this research model are:

### **2.1. The Influence Of Competence, Communication And Employee Satisfaction Of Employee Performance Of Bank Sultra Branch Of Muna**

Competence is essentially an identity in the development of one's self-oriented achievement of one's ability in life. These capabilities include aspects of knowledge, expertise and professional identity. Such capabilities can be used by individuals, organizations and communities to enhance their role in utilizing existing resources (Streumer and Bjorkquist, 1998; Paloniemi, 2006: 439).

Communication is one of the most frequently discussed concepts, although in reality it is rarely understood completely. Kreitner and Kinicki (2005), states that. Communication is the exchange of information between senders and recipients, and the conclusion (perception) of meaning between the individuals involved. Hovland, Janis and Kelley in Muhammad (2007: 2), said that Communication is the process by which an individual transmits stimuli (usually verbal) to modify the behavior of other individuals. In other words communication is an individual process of sending a stimulus that is usually in verbal form to change the behavior of others.

Job satisfaction is a feeling that supports or does not support in an employee related to his job or condition. Job-related feelings involve aspects such as endeavors, career development opportunities, relationships with other employees, job placements, and organizational structure.

Based on the above theory and empirical search, the proposed hypothesis 1 is:

**Hypothesis 1: Competence, communication and employee satisfaction have a positive and significant impact on employee performance of Bank Sultra Branch Muna.**

## **2.2. The Effect of Competence on Employee Performance of Bank Sultra Branch of Muna**

Palan (2008: 6) competence refers to the underlying characteristics of behaviors that describe the motives, personal characteristics (characteristics), self-concepts, values, knowledge or skills brought by someone who performs excellently in the workplace. Robbins (2001: 26) defines competence as the capacity of an individual to perform various tasks in a job.

Based on the above understanding can be explained that the competence is an ability to perform or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Competence shows the skills or knowledge characterized by professionalism in a particular field. Competence as a person's ability to produce at a satisfactory level includes the ability of a person to transfer and apply such skills and knowledge in new situations and enhance agreed benefits. Competence also shows the characteristics of knowledge and skills possessed or required by every individual that enables them to perform their duties and responsibilities effectively and improve professional quality standards in their work.

According to Jenny Sriwasti Girsang (2015) the higher the competency owned by employees will have an impact on increasing the quantity and quality of output produced, therefore the proposed hypothesis 2 is:

**Hypothesis 2: Competence has a positive and significant impact on employee performance of Bank Sultra Branch Muna**

## **2.3. Influence of Communication on Employee Performance of Bank Sultra Branch of Muna**

According to Kreitner and Kinicki (2005), every management and activity function must involve some form of communication either directly or indirectly. Management decisions and organizational policies will not be effective unless fully understood by those who will carry them out. According Tampubolon (2008), there are 3 (three) kinds of communication aspects in the working group, namely network (network), openness in communication (open communication), and discussion (dialogue).

Communication is a basic human activity that by communicating, humans can be interconnected with each other either in everyday life, work place, in society or anywhere human being. No human being will not be involved in communication. According to Pace, R. Wayne 2006: 31. Technically, this means that one can not avoid to show a message, because a person is a running message show (Pace R. Wayne, 2006: 38). Based on this, the proposed hypothesis 3 is:

**Hypothesis 3: Communication has a positive and significant impact on employee performance of Bank Sultra Branch Muna**

## **2.4. Influence of Employee Satisfaction on Employee Performance of Bank Sultra Branch of Muna**

Job satisfaction is the way employees feel about themselves or their work (Wexley and Yukl, 1977). Employees who have high satisfaction in work are characterized by five things: (1) believing that the organization will be satisfactory in the long term, (2) maintaining the quality of its work, (3) commitment to the organization, (4) having a high memory, and (5) more productive (Bavendam Research Incorporated, 2005). Referring to this, the proposed hypothesis 3 is:

**Hypothesis 4: Employee job satisfaction has a positive and significant effect on employee performance of Bank Sultra Branch Muna**

### **III. Research Methods**

This research is explanatory, that is explanatory research generally aim to explain the position of variables studied and the relationship and influence between one variable with another variable (Sugiyono, 2002). This research was conducted on 55 employees of Bank Sultra Branch Muna. data collection is done by observation and survey by using questionnaire. The data analysis is done by using multiple linear regression analysis.

**IV. Research Result**

Ringkasan hasil perhitungan analisis regresi linier berganda dalam penelitian ini dapat dilihat pada Tabel 4.1 sebagai berikut

**Table 4.1. Summary of Results of Multiple Linear Regression Analysis**

No	Independent Variable	Koefisien regresi (β)	t	Probability
1.	Competence	0,155	7,379	0,000
2.	Communication	0,620	15,300	0,000
3.	Job satisfaction	0,291	6,352	0,000
R = 0,994				
R Square (R <sup>2</sup> ) = 0,988				
F <sub>hitung</sub> = 1.432.0845668262316				
F <sub>sig</sub> = 0,000				
Standar Error = 0,39380				

**Sumber : Data diolah 2018**

Based on the results of multiple linear regression analysis shown in Table 5.14 above, the results can be explained as follows:

1. R value of 0.994 or 99.4 percent indicates that the correlation between the variables of work motivation, job satisfaction and organizational commitment with employee performance is very strong, this is because the value of R produced close to 1.
2. The value of determination coefficient (R<sup>2</sup>) of 0.988 indicates that 98.8 percent of the variation of the dependent variable of employee performance is explained or explained by the independent variable; the ability of personnel, job satisfaction and organizational commitment. The values of 0.012 or other 1.2 percent are explained by other variables not included in the model.

After the data were analyzed then obtained the model of regression equation as follows:

$$Y = 0,677 X_1 + 0,215 X_2 + 0,271 X_3$$

Referring to Table 5.14 and above equations, it can be interpreted as follows:

1. The regression coefficient for the competence variable (X1) of 0.155 indicates a positive or direct influence of the competence variable (X1) on the employee performance variable (Y). These results indicate that the better the competence of every employee of Bank Sultra branch of Muna in carrying out its duties and work will be followed by increasing the performance of employees of Bank Sultra branch of Muna.
2. The regression coefficient for communication variable (X2) of 0.620 indicates a positive or direct influence of the communication variable (X2) on the employee performance variable (Y). These results indicate that the better communication that occurs between employees of Bank Sultra Muna branch in carrying out its duties and work will be followed by increased performance of employees of Bank Sultra branch Muna.
3. The regression coefficient for job satisfaction variable (X3) of 0.291 shows the positive and unidirectional effect of job satisfaction variable (X3) on employee performance variable (Y). These results indicate that the higher job satisfaction of the employees of Bank Sultra Muna branch in performing its duties then the performance of the employees of Bank Sultra branch Muna will also increase.

**4.1. Hypothesis Testing Simultaneously**

Hypothesis testing can be tested simultaneously based on the value of F arithmetic or probability (FSig.). Based on the results of the data analysis shown in Table 5.14 it can be explained that:

**Hypothesis 1: Competence, communication and employee satisfaction have a positive and significant impact on employee performance of Bank Sultra Branch Muna.**

The test results show that the calculated F value generated is 1.432.084E with a probability level (sig.) Of 0.000. The resulting probability level (Sig.) Is smaller than the specified level of significance (α) of 0.05. Research that states "competence, communication and job satisfaction simultaneously have a significant effect on the performance of employees of Bank Sultra branch of Muna" is acceptable.

Based on the above, it can be explained that the better the competence, communication and job satisfaction will improve the performance of every employee of Bank Sultra of Muna branch

**4.2. Hypothesis Testing Partially**

Partial test of hypothesis in research is based on result of t statistic test which is used to test the level of significance partially between independent variable (X) and dependent (Y). This t test is used to determine the prediction accuracy of the obtained regression coefficients, the greater the t test value and the smaller the significance value, meaning the prediction accuracy specified in the regression model is more accurate. The results of partial hypothesis testing are described as follows:

**Hypothesis 2: Competence has a positive and significant impact on employee performance of Bank Sultra Branch Muna**

The test results show that the value of t arithmetic for the competence variable is 7.379 with the regression coefficient of 0.155 and the probability value (sig.) Of 0.000. the resulting probability value is smaller than the specified level of significance ( $\alpha$ ) value of 0.05. these results indicate that the hypothesis that the variable "competence has a positive and significant effect on the performance of employees of Bank Sultra of Muna branch", is acceptable.

Based on this case, the findings can be explained that the better the competence of the employees of Bank Sultra Muna branch in performing its duties and work then the performance of employees of Bank Sultra branch Muna will also be increasing.

**Hypothesis 3: Communication has a positive and significant impact on employee performance of Bank Sultra Branch Muna**

The test results show that the value of t arithmetic for the communication variable is 15,300 with the regression coefficient of 0.620 and the probability value (sig.) Of 0.000. The resulting probability value is smaller than the specified level of significance ( $\alpha$ ) value of 0.05. These results indicate that the hypothesis that the variable "communication has a positive and significant effect on the performance of employees of Bank Sultra branch of Muna", is acceptable.

Based on this case, this finding can be explained that the better communication that exists between the employees of Bank Sultra Muna branch in carrying out its duties and work then the performance of employees of Bank Sultra branch Muna will increase

**Hypothesis 4: Employee job satisfaction has a positive and significant effect on employee performance of Bank Sultra Branch Muna**

The test results show that the value of t arithmetic for job satisfaction variable is 6, 352 with the regression coefficient of 0.291 and the probability value (sig.) Of 0.000. The resulting probability value is smaller than the specified level of significance ( $\alpha$ ) value of 0.05. These results indicate that the hypothesis that the variable "job satisfaction has a positive and significant effect on the performance of employees of Bank Sultra branch of Muna", is acceptable.

Based on this case, the findings can be explained that the higher the employee satisfaction of Bank Sultra branch of Muna, the performance of employees of Bank Sultra branch of Muna will increase.

**V. Limitation of Research**

This research has been done with maximum effort, but as ordinary human beings of course there are still things that have not been able to produce in this research. As for some of the limitations of this study are:

1. This research is a survey study with the help of questionnaire conducted on the Bank employees who while on duty where their activities are very busy, so the instruments used to collect data using the questionnaire is not optimal, so it needs to be equipped with some quality information from the informant as a comparison data . Therefore it is proposed for future research to do research using mix method in order to give better result.
2. This study was conducted only at a certain time (cross section data) so that the results of this study have limited generalization capability because behavior change can be very fast, so for the next researcher it is possible to do research with the same study in the future.

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