The Influence of Employee Competence and Organizational Culture on Employee Performance at the Manpower and Transmigration Office, Karawang Regency

Dedi Mulyadi [1]

[1](Management Study Program, Faculty of Economics and Business, Universitas Buana Perjuangan, Karawang)

Abstract:

The implementation of main duties, responsibilities, and authorities in the field of manpower requires human resources with backgrounds and competencies that are following the activities of the organization's activities being carried out. Therefore, the competence of human resources is so important in an organization. So, the holding of this study aims to find out how much influence the Employee Competence and Organizational Culture have on Employee Performance at the Manpower and Transmigration Office of Karawang Regency. The methods used are descriptive and verification. The variables consist of Employee Competence (X1) and Organizational Culture (X2) and Employee Performance (Y). Population and sample used as the unit of analysis are all employees of the Office of Manpower and Transmigration of Karawang Regency as many as 91 people. The data was collected using observation, interviews, and submitting a structured questionnaire. H. From the analysis, it is obtained that the correlation coefficient between the independent variables is the relationship between the employee competency variable and organizational culture, the value is 0.642 which means that it has a sufficient and unidirectional level of relationship because the value is positive. The total influence of the variable employee competence and organizational culture on employee performance is expressed by the coefficient of determination (RYX) 2 of 52%, while the influence of other variables outside the model is 48%.

I. Introduction

Local governments are obliged to improve the quality and quality of their institutions by increasing the capacity of government officials from the lowest level to the leadership level. The speed and accuracy in carrying out tasks need to be constantly improved by employees, so that it is hoped that it can continue to improve the better performance and, in the end, will be able to provide contributions and benefits for the employees themselves, the leadership and the organization. The implementation of main duties, responsibilities, and authorities in the field of manpower requires human resources with backgrounds and competencies that are following the activities of the organization's activities being carried out. Therefore, the competence of human resources is so important in an organization. According to Veithzal Rivai and Ella Jauvani Sagala (2013: 304), that competence is a key determining factor for a person in producing excellent performance.

Meanwhile, according to Richard Boyatzis (in Sudarmanto, 2009: 32) states that competence as an attribute of the quality of human resources has a significant effect on individual performance. Meanwhile, according to Armstrong (in Surya Dharma, 2013: 102) states that the term competence refers to the behavioral dimension of a role-behavior that is needed by a person to be able to carry out his job satisfactorily.

Based on the various definitions that have been described, it can be concluded that competence is very influential in improving the performance of an organization to achieve effective and efficient goals.

The fundamental problem at this time is how to encourage the improvement of the performance of the Manpower and Transmigration Office of Karawang Regency so that it can carry out its duties according to predetermined targets, given that the results of coaching and supervision of workers and employers are one of the important recommendations for the head. regions in the formulation of regional development policies in Karawang Regency. The results of coaching and supervision to companies that should have been targeted at 100% were only 46%. The unachieved target achievement is due to the large number of objects for supervision and inspection that must be fostered and supervised, but it is not following the number of employees and competencies available in the manpower sector Looking at their functions and duties, the composition of existing Human Resources is needed according to the qualifications and competencies who can work in their fields, especially in carrying out labor guidance and inspection tasks.

The implementation of tasks in the field of Manpower, especially the function of Labor Guidance and Inspection, must be considered from the start of recruitment, which in this case is the level of education that is

following the executor of the tasks that will be his responsibility to the level of education and training that must be passed so that he will be able to carry out his duties and functions. as mandated.

Many factors have resulted in the ineffectiveness of the Manpower and Transmigration Office of Karawang Regency as an institution that functions to coordinate, develop and supervise companies in the Karawang Regency work area. Among them are employees who have competence in the field of manpower which is still inadequate and still not in balance when compared to the demands of the community who require services and handling from local government officials, in this case, the Office of Manpower and Transmigration, Karawang Regency. The Manpower and Transmigration Office of Karawang Regency still needs employees who have competence in the field of Manpower such as Labor Inspectors, Mediators, Work Introducers so that they are expected to be able to improve the performance of the Karawang Regency Manpower and Transmigration Office. All these criteria will be fulfilled if the Regional Government / Office of Manpower and Transmigration of Karawang Regency tries to add and increase the quality and competence of its Human Resources.

Table no 1: Number of employees by education

No.	Description	Education							Jmlh
		S3	S2	S1	D3	SLTA	SLTP	SD	
1	2	3	4	5	6	7	8	9	10
1	Head of Department			1					1
2	Secretary		1						1
3	Head of Division		1	4					5
4	Head of Subdivision.			4					4
5	Ka. Sexy			12		2			14
6	Labor Inspector			8					8
7	Mediator			5					5
8	Introduction to Work			1		2			3
9	BLK instructor			12	4	4			20
10	General Executor			3	4	20	1	2	30
	total		2	50	8	28	1	2	91

Source: Disnakertrans Karawang Regency, 2014

Based on data from the Manpower and Transmigration Office (Disnakertrans) of Karawang Regency as shown in table 1.1, the number of employees consists of 91 people, consisting of 36 people with special competencies and 55 people from several disciplines.

If seen from the condition of the employees at the Karawang Regency Manpower and Transmigration Office, have met the requirements according to Government Regulation Number 41 of 2007 concerning regional apparatus organizations that have met the requirements, but the number of employees who meet the requirements in the field of Manpower has not met the standard when compared to the number of objects and workloads of employees such as the number of Functional Personnel has also not been fulfilled, including:

1. The number of PPNS in the manpower sector is only 1 person, while according to the provisions, the minimum is 4 people.
2. There are only 8 Functional Labor Inspectors, while according to the provisions there are at least 12 people.
3. There are only 6 functional Mediators, while according to the provisions, the minimum is 12 people.

Organizational culture factors are also very supportive in improving the implementation of organizational activities. Culture differentiates people from one another in how they interact and act to complete a job. Culture binds members of community groups into a unified view that creates uniformity of behavior or action. As time goes by, culture must be formed in the organization and its benefits can also be felt in contributing to the overall effectiveness of the organization. A strong culture can also be interpreted as a culture that is held intensively, is widely adopted, is increasingly socialized and inherited, and has an effect on the environment and human behavior.

According to Stephen Robbins (in Irham Fahmi, 2011: 96) states that a strong culture is characterized by the core values of the organization that are strongly embraced, well-regulated, and widely shared. From the various literature obtained, it is explained that it is also stated that an organization applies a strong culture so that it will encourage an increase in the effectiveness of the organization. Meanwhile, according to Sedarmayanti (2013: 77) states that the work culture of human resources is an attitude of life (cultivation + power = culture) as well as a way of human life which is based on a view of life that rests on generally accepted values of commendable behavior and has become traits, habits, and strengths. a driving force that gives people positive power to always succeed at work.

On the basis of the observation that the organizational culture of the employees at the Manpower and Transmigration Office can be said to be less strong, such as:

1. There are still employees in carrying out their duties only as a routine, without the innovation and creativity of each individual.
2. Teamwork patterns are still not satisfactory, because there are still many employees who prioritize individual work implementation.
3. The culture of communication and coordination is still not optimal, because there are still groups / separators from each sector.

Whereas for an organization or company that has a strong culture and is supported by all members of the organization, it will be able to contribute and benefit to improving organizational performance.

From the description that has been described, the researchers are interested in conducting a study with the title "**The Effect of Employee Competence and Organizational Culture on Employee Performance at the Office of Manpower and Transmigration, Karawang Regency**".

II. Research Methods

This research uses descriptive and verification approaches. The descriptive approach is a method in researching the status of human groups, an object, a condition, a system of thought, or a class of events in the present. According to Travers (in Husein Umar, 2009: 22) this method aims to describe the nature of something that was taking place at the time the research was carried out and examine the causes of a particular symptom.

The descriptive method used in this research is descriptive correlation research. According to Consuelo (in Husein Umar, 2009: 25) Correlation Research is research designed to determine the level of the relationship between the independent variables and the dependent variable and the magnitude of the direction of the relationship/influence that occurs.

While verification research is to test the truth of a hypothesis carried out through data collection in the field, wherein this study will examine the influence of competence and organizational culture on employee performance at the Manpower and Transmigration Office of Karawang Regency.

Given the nature of this research is descriptive and verification, the research methods used are descriptive survey and explanatory survey methods. The type of investigation in this research is causality. The population used as the unit of analysis is all employees of the Manpower and Transmigration Office of Karawang Regency, with as many as 91 people.

An explanatory survey according to Kerlinger (in Sugiyono, 2013: 72) is a study conducted on large and small populations, but the data studied is data from samples taken from that population, so that relative incidents, distribution, and relationships are found. sociological and psychological variables.

In this study, 3 (three) variables were used, consisting of 2 independent variables and 1 related variable. The independent variable is Employee Competence (X1) and Organizational Culture (X2), while the related variable is Employee Performance (Y). The data was collected using observation, interviews, and submitting a structured questionnaire.

III. Results and Discussion

Descriptive Analysis

In this study, the dependent variable observed was only the employee performance variable and two independent variables, consisting of the employee competency and organizational culture variables. Analysis of the questionnaire data regarding the independent variables and related variables is seen from the frequency of respondents' answers to each indicator. The highest answer frequency will be classified into the criteria for interpreting the answers from the conditions of the research variables. The Criteria for the Interpretation of Answers from the conditions of the research variables can be seen in Table 2 as follows:

Table No.2: Range of Answer Category Scale

Score scale	Range of	criteria scale
1	91 – 163,8	Not good
2	163,9 – 236,6	Not good
3	236,7 – 309,4	Pretty good
4	309,5 – 382,2	Good
5	382,3 – 455	Very good

Source: Husein Umar (2009: 164)

Employee Competency Variable Description

The term Employee Competence in this study is the ability of employees to be directed so that the organizational units of the state apparatus have the number and quality of employees according to the type and size of the workload. Therefore, it is necessary to have the number or quantity of employees according to the needs and capacity of the work being carried out, so that the implementation of tasks and work activities can be done optimally. Also, it is necessary to have the quality or quality of employees following competence in their fields, so that the implementation and workload can be completed effectively and efficiently (Prapto Hadi: 2007).

To measure the competence of employees in this study, questionnaires were distributed to 91 employees who were employees of the Manpower and Transmigration Office in Karawang regency. This questionnaire consists of 15 statement items consisting of 12 indicators, including attitudes, knowledge, skills, recognizing self-emotions, motivating oneself, building relationships, and recognizing the emotions of others.

Of the 15 statement items, only 14 statements were declared valid. The respondent's answer frequency from 14 statements on each employee competency indicator resulted in a total score. Furthermore, this total score is confirmed by an analysis of the scale ranges displayed in the bar scale (table 2), resulting in a descriptive explanation of each indicator.

Based on the results of testing the questionnaire data on statements addressed to respondents from employee competency variables, it is described in table 3 as follows:

Table No.3: Description of Employee Competency variables

No.	Statement	Total Score	Description
1	To defend the truth, I am ready to face anyone	395	Very good
3	I have broad insight into Employment	365	Good
4	I master the field of work at the Manpower and Transmigration Office	355	Good
5	I often attend training related to Employment and Transmigration	370	Good
6	My educational background is very supportive of the field of work that I am currently in	382	Good
7	I realized my abilities and weaknesses	373	Good
8	I can hold back emotions when I am angry or happy when dealing with clients	365	Good
9	I always want to be the best	371	
10	I can cultivate working relationships with all colleagues in the office	386	Very good
11	I recognize the character of every employee in Disnakertras Kab. Karawang	381	Good
12	I am ready to help every company/client in solving employment problems	346	Good

Source: Primary data analyzed, 2014.

Description of Organizational Culture

Table No.4: Description of the Organizational Culture variables

No.	Statement	Total Score	Description
1	I am always innovative in carrying out the work for which I am responsible.	383	Very good
2	I often face great risks in completing work.	337	Good
3	I take full responsibility for every decision I make	372	Good
4	I am required to be thorough in completing a job.	391	Very good
5	I am required to be sharp in analysis in making a decision.	374	Good
6	I try to apply the knowledge gained from education and training wholeheartedly for the Kab. Karawang.	375	Good
7	I will use shortcuts to get the job done to get optimal results.	270	Pretty good
8	I prefer deliberation with colleagues in making decisions.	381	Good
9	I enjoy doing teamwork	374	Good
10	I am required to be a member of a work unit that is compact and reliable in carrying out my work to get maximum results.	387	Very good
11	I try to collaborate with other work unit members to improve the best results for the Kab. Karawang.	384	Very good
12	I always build effective communication between colleagues.	383	Very good
13	I believe that with good communication all problems can be solved	397	Very good
14	I have a desire to complete work with better performance than other employees.	355	Good
15	I feel valued and not as a tool to gain profit so that a good work environment is stable.	366	Good

Sumber : Output SPSS

Description of Employee Performance Variables

Table no 5: Description of the Employee Performance variable

No.	Statement	Total Score	Description
1	The results of my work are always well evaluated by my superiors	363	Good
2	I can finish the job to the best of my ability	379	Good
3	I can always finish the job according to a predetermined target	368	Good
4	I work following the prescribed procedure	376	Good
5	I always have ideas for problem-solving	327	Good
6	The result of my creativity is always followed by co-workers	364	Good
7	In doing work, I always put forward working as a team	292	Pretty good
8	In my work team, I am always the coordinator/team leader	373	Good
9	My creativity in solving a problem always gets praise from the leaders	354	Good
10	I always have the initiative to tackle a job when co-workers are no longer able to complete it	358	Good
11	Although I often work as a team, I can work independently	359	Good
12	I have never relied on co-workers in solving job problems	349	Good
13	I have the ability and expertise in the field of Labor	306	Good
14	I need motivation from the leadership so that my work can go well	371	Good
15	I always encourage co-workers in completing the job	375	Good

Sumber : Output SPSS

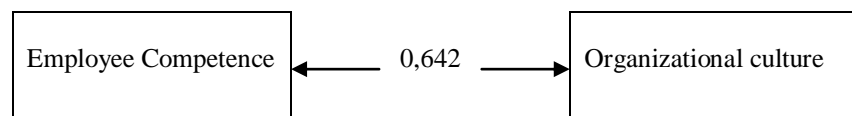**Product Moment Correlation Analysis**

Figure 1 Relationship among independent variables

From the analysis, it was found that the correlation coefficient between the independent variables, namely the relationship between employee competency variables and organizational culture, obtained a value of 0.642, which means that it has a sufficient and unidirectional relationship because the value is positive.
Path Analysis.

Partially Influence of Employee Competence Variables and Organizational Culture on Employee Performance Variables.

The partial influence of employee competency variables and organizational culture on employee performance variables can be described as shown in Figure 4.2 below:
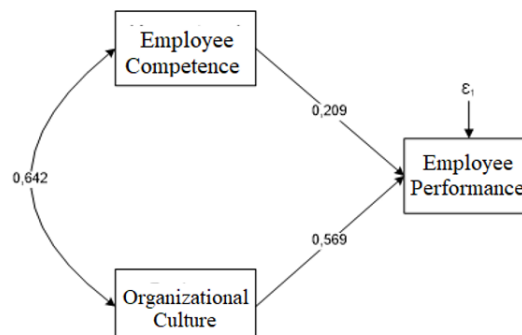

Figure 2 Partial Influence of Work Motivation and Control Variables on Employee Performance Variables

From the picture above, we can explain the amount of the associative degree or the path coefficient of each independent variable on the dependent variable where the organizational culture variable has a higher path coefficient than the employee competency variable.

For the path equation, namely:

$Y = 0.209X_1 + 0.569X_2 + \varepsilon_1$

Where:

Y = Employee Performance

X_1 = Employee Competence

X_2 = Organizational Culture

ε 1 = Effect of other variables

Simultaneously Influence of Employee Competency Variables and Organizational Culture on Employee Performance Variables.

The direct and indirect effects simultaneously of employee competency variables and organizational culture on employee performance variables are as follows:

1. Magnitude of Direct Effect
   a. The direct effect of employee competency variables on employee performance is 4.37% ($\rho 2yx1$)
   b. The direct influence of organizational culture variables on employee performance is 32.38% ($\rho 2yx2$)
2. Magnitude of Indirect Effect
   a. The total indirect effect of employee competency variables on employee performance is 7.63%.
   a. The total indirect influence of organizational culture on employee performance is 7.63%.

The total influence of the variable employee competence and organizational culture on employee performance is expressed by the coefficient of determination (RYX) 2 of 52%, while the influence of other variables outside the model is 48%.

For more details, it can be seen in the table below:

Table No.6 Direct and Indirect Influence of Employee Competency Variables and Organizational Culture on Employee Performance

Variable	Direct Influence to Employee Performance	Indirect Influence		Total Influence
		Work motivation	Supervision	
Work motivation	0,044	-	0,076	**0,120**
Supervision	0,324	0,076	-	**0,400**
Total Influence				**0,520**

The hypothesis of Partial Influence of Employee Competency Variables and Organizational Culture on Employee Performance.

The results of statistical tests on the effect of the independent variables on the dependent variable using the hypothesis:

Ho: $\rho YXi = 0 \rightarrow$ there is no partial influence of the independent variable (Xi) on the dependent variable Y.

H1: $\rho YXi \neq 0 \rightarrow$ there is a partial effect of the independent variable (Xi) on the dependent variable Y.

With the test criteria: Reject Ho if Sig. $< \alpha$ or t count $>$ t table

Table No.7 Result of Partial Path Analysis

Structural	Sig.	α	Conclusion
ρ_{YX1}	0,033	0,05	Ho is rejected, there is a significant effect
ρ_{YX2}	0,000		Ho is rejected, there is a significant effect

From the table above, the following results are obtained:

a. For the partial effect of X1 on Y, the value of Sig. (0.033) $<\alpha$ (0.05) then Ho is rejected. Thus, it can be concluded that employee competence partially has a significant effect on employee performance.

b. For the partial effect of X2 on Y, the value of Sig. (0.000) $<\alpha$ (0.05) then Ho is rejected. Thus, it can be concluded that organizational culture partially has a significant effect on employee performance.

The hypothesis of the Simultaneous Influence of Employee Competency Variables and Organizational Culture on Employee Performance

The results of statistical tests of the effect of the independent variables simultaneously on the dependent variable using the following hypothesis:

Ho: $\rho YX1 = \rho YX2 = 0 \rightarrow$ There is no concurrent effect of the independent variable X on the dependent variable Y

H1: $\rho YX1 \neq \rho YX2 \neq 0 \rightarrow$ There is a simultaneous influence from the independent variable X on the dependent variable Y.

With the test criteria: Reject Ho if Sig. $< \alpha$ or F count $>$ F table.

Table No.8 The simultaneous effect of variable X on Y

Model	Sig.	A	Conclusion
ρ_{YX}	0,000	0,05	**Ho is rejected, there is a significant effect**

IV. Discussion and Suggestions

Conclusion

The research results that can be concluded are:

1. From the analysis, it is found that the correlation coefficient between the independent variables, namely the relationship between the employee competency variable and organizational culture, is 0.642 which means that it has a sufficient and unidirectional level of relationship because the value is positive.

The direct and indirect effects simultaneously of employee competency variables and organizational culture on employee performance variables are as follows:

3. Magnitude of Direct Influence
   c. The direct effect of employee competency variables on employee performance is 4.37% ($\rho 2yx1$)
   d. The direct influence of organizational culture variables on employee performance is 32.38% ($\rho 2yx2$)
4. Magnitude of Indirect Effect
   c. The total indirect effect of employee competency variables on employee performance is 7.63%.
   d. The total indirect influence of organizational culture on employee performance is 7.63%.
5. The total influence of the variable employee competence and organizational culture on employee performance is expressed by the coefficient of determination (RYX) 2 of 52%, while the influence of other variables outside the model is 48%.

Suggestion

1. For further research it is recommended to add or use other variables that have the potential to contribute to the performance of the Manpower and Transmigration Office of Karawang Regency, for example, work discipline variables, job satisfaction, compensation and use other methods to see the comparison between one method and the method. other.
2. For future researchers who are interested in similar material, the results of this study can be used as reference material for further research development, of course by paying attention to the weaknesses and limitations of this study.
3. For the Manpower and Transmigration Office of Karawang Regency, it is hoped that it will continue to improve the performance of its workers for the better in the future.

References

[1]. Husein Umar, 2009. Desain Penelitian MSDM dan Perilaku Karyawan: Paradigma Positivistik dan Pengembangan Berbasis Pemecahan Masalah. Rajawali Pers.
[2]. Irham Fahmi, 2011. Manajemen Kinerja, Teori dan Aplikasi. Alfabeta, Bandung
[3]. Surya Dharma. 2013. Manajemen Kinerja, Falsafah Teori dan Penerapannya. Pustaka Pelajar. Yogyakarta.
[4]. Sudarmanto. 2009. Kinerja dan Pengembangan Kompetensi SDM, teori, dimensi pengukuran, dan implementasi dalam organisasi. Pustaka Pelajar Yogyakarta.
[5]. Sedarmayanti. 2013. Manajemen Sumber Daya Manusis, Reformasi Birokrasi dan manajemen Pegawai Negeri Sipil. Refika Aditama, Bandung.
[6]. Sugiyono, 2013. Metode Penelitian Kuantitatif, Kualitatif dan R&D. Alfabeta Bandung.
[7]. Veithzal Rivai & Ella Jauvani Sagala. 2013. Manajemen Sumber Daya Manusia untuk Perusahaan. Prajagrafindo Persada, Depok