The Effect Of Competence And Organizational Culture On Employee Performance Of Ganesha Medan Polytechnic

Dody Amdani, Sukaria Sinulingga, Yeni Absah, Iskandar Muda

Abstract: This study aims to find out: (1) The influence of competence on employee performance at the Medan Polytechnic Ganesha. (2) Effect of organizational culture on employee performance at the Medan Polytechnic of Ganesha. (3) Effect of competency and organizational culture on employee performance at the Medan Polytechnic of Ganesha. This research is categorized as quantitative correlational research, and the research instrument is a questionnaire. The population in this study were 49 employees of Medan Polytechnic, Ganesha. The sampling technique uses the Total Sampling method. The sample in this study amounted to 49 employees of the Medan Polytechnic Ganesha. The measuring instrument proved to be valid and reliable for research instruments. The results of the study found that: (1) Competence has a positive and significant effect on the performance of Medan Ganesha Polytechnic employees Medan Polytechnic.

Keywords: Employee Performance, Competence, and Organizational Culture

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1. INTRODUCTION

Management is a basic science in managing and running a company or organization. According to Mulyadi (2015) in essence human activities in general are managing (regulating), to regulate here art is needed, how to work and cooperate with other people to achieve goals. Employees as human resources (HR) contained within the organization. Managing HR well is the key to the success of an organization in achieving its stated goals (Weinert, 2001). Problems regarding employees is a problem that must always be considered by the organization because quality and quantity can be affected so that they can face the competition of the times (Eraut, 2003). In order to improve employee performance, the factor that needs to be considered is the competence possessed by employees. Competence is the ability to carry out and do work or tasks based on knowledge and skills supported by the work attitude demanded by the job.

Sutrisno (2011) argues that competence is defined as knowledge, skills, and abilities that are mastered by someone who has become a part of him, so that he can do cognitive, affective and psychomotor behaviors as well as possible. With the existence of competencies, the more work that can be done by employees, the more work

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experience and more widespread, and the most important

and the main thing is to be able to improve performance (Palan, 2007). This Medan Ganesha Polytechnic has the role of providing services as an administrative implementation element that organizes technical and administrative services to all elements of the environment and management of the organization's property, is required to be able to have good performance in providing optimal and maximum service to students, campus communities and stakeholders effective and efficient.

Based on the survey of researchers by looking at the working conditions that occur and by conducting in-depth interviews with several students related to the competencies of employees, it is suspected that there are indications of low performance which can be seen that there are still delays in managing or completing a file involving student interests, some employees are not in the workplace, and not maximally in providing services to students. In addition to competence, other factors that influence employee performance are organizational culture. According to Banendro (2016), organizational culture can be described as values, norms and artifacts received by members of the organization as an organizational climate he will influence and influence organizational strategy, structure and organizational systems. One of the organizational cultures applied by the Medan Polytechnic is the discipline behavior. Every employee is expected to always be able to behave discipline. Recapitulation of employee discipline values in 2015, 2016 and 2017 can be seen in Table 1:

Table 1. Recapitulation of Employee Discipline Values

Years	Range of Work Discipline Assessment Numbers				Number of employees	Average
	5	**4**	**3**	**2**		
2015	21	18	0	0	39	4,5
2016	15	16	8	0	49	3,3
2017	20	16	3	0	49	3,53

Source: Ganesha Polytechnic Medan (2018)

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Table 2. Employee Discipline Value Scale

Scale of Value Acquisition		
Alphabet	Number	Employee Discipline Level
A	8,1 - 100	Very disciplined
B	6,1 - 8,0	disciplined
C	4,1 - 6,0	Enough Discipline
D	2,0 - 4,0	Lack of Discipline

Source: Ganesha Polytechnic Medan (2018).

From Table 2, we can see employee discipline in 2015 with an average value of 4.5 (Enough Discipline). In 2016 the level of employee discipline fell with an average value of 3.3 (lack of discipline) and in 2017 it rose again to 3.53 (lack of discipline). The average employee discipline score dropped in 2016 from 2015, then rose again in 2017 but the increase was not too significant. We can see that there are fluctuations in the average value of employee discipline from 2015, 2016, and 2017 which can also be seen in Table 3 the scale of acquisition of discipline values found by employees at work. Furthermore, the organizational culture applied by the Medan Ganesha Polytechnic is dedicated and loyal. The recapitulation of the value of employee dedication and loyalty in 2015, 2016 and 2017 can be seen in Table 3:

Table 3. Recapitulation of Employee Dedication and Loyalty Value

	Range of Employee Dedication and Loyalty Values				Number of employees	Average
	5	4	3	2		
2015	30	5	4	0	39	4,6
2016	45	4	0	0	49	5,1
2017	25	4	10	10	49	3,8

Source: Ganesha Polytechnic Medan (2018).

Table 4. Scale of Employee Dedication and Loyalty Value

Scale of Value Acquisition		
Alphabet	Number	Range of Employee Dedication and Loyalty Values
A	8,1 - 100	Very dedicated and loyal
B	6,1 - 8,0	Dedicated and loyal
C	4,1 - 6,0	Dedicated and loyal enough
D	2,0 - 4,0	Less dedicated and loyal

Source: Ganesha Polytechnic Medan (2018).

From Table 4, it can be seen the value of employee dedication and loyalty in 2015 with an average value of 4.6 (Self-dedicated and loyal). In 2016 there was an increase with an average rating of 5.1 (Fairly dedicated and loyal) even though it was still on the same level scale as the previous year, but for the scale of numbers there was a change, in 2017 it dropped significantly with an average value of 3 , 8 (Less dedicated and loyal). The average value of employee dedication and loyalty rose in 2016 from 2015, then dropped back in 2017. There can be seen fluctuations in the average value of employee dedication and loyalty from 2015, 2016 and 2017. The achievement of organizational goals is one of them is very dependent on the good and bad performance of employees. Performance assessment is absolutely necessary to see the extent of employee success in work and organizational culture to employees (Alagaraja & Shuck, 2015). The performance appraisal system is an assessment of the work of the employee concerned, including the responsibilities established in measuring the success of the employee carrying out the tasks assigned to him. Employee performance can be used as an indicator of real employee behavior in the form of work performance that is produced in accordance with their respective roles in the company. Employee performance is a determining factor for the success of companies and organizations. Mangkunegara (2013) higher performance implies an increase in efficiency, effectiveness, or quality that is higher than the completion of a series of tasks assigned to an employee in an organization or company. Employee performance appraisal at the Medan Polytechnic is given at the end of each year. Recapitulation of results of employee performance in 2015, 2016 and 2017 can be show in Table 5:

Table 5. Recapitulation of Employee Performance Values

	Range of Employee Performance Assessments				Number of employees	Average
	A	B	C	D		
2015	9 person	25 person	5 person	0	39	7,3
2016	5 person	28 person	4 person	12 person	49	6,0
2017	9 person	10 person	25 person	5 person	49	5,5

Source: Ganesha Polytechnic Medan (2018).

Table 6. Employee Performance Value Scale

Scale of Value Acquisition		
Alphabet	Number	Employee Productivity Level
A	8,1 - 100	Sangat Produktif
B	6,1 - 8,0	Produktif
C	4,1 - 6,0	Cukup Produktif
D	2,0 - 4,0	Kurang Produktif

Source: Ganesha Polytechnic Medan (2018).

From Table 6, it show that the 2015 employee performance appraisal range is 7.3. In 2016 the average value dropped to 6.0 and in 2017 it fell again to 5.5. The average value of employees continues to decline starting from 2015 to 2017, can be seen the average value of employee performance from 2015, 2016 and 2017 from Table 6 which becomes the employee performance value scale every year.

2. LITERATURE REVIEW
2.1. Employee Performance: Definition, Affecting Factors and ways to Improve Employee Performance

The performance of an employee is an individual thing, because each employee has a different level of ability to do their jobs. Management can measure employees for their performance based on the performance of each employee. Performance is an action, not an event. Action performance itself consists of many components and is not a result that can be seen right away (Schuh *et al*, 2018). Basically, performance is something that is individual, because each employee has a different level of ability to do their jobs. Performance depends on the combination of ability, effort, and opportunity obtained. This means that performance is

the work of employees in working for the period certain time and emphasis on the work done by employees in a certain period of time.

Performance is defined as the record of outcomes produced on the specified job function or activity during a specified time period (Gomes, 2012). The performance of all critical or essential functions. The functions that have to do with the work that are performed and not with the characteristic of the person performing. Based on the information above, it can also be interpreted that performance is as a whole the results produced on the function of work or special activities during a special period. The overall performance on the job is equal to the number or average performance of the important job functions. Functions related to the work will be carried out and not carried out with individual performance characteristics. The above opinion is supported by a statement from Robbins (2010 and 2011), namely high performance can be achieved because of the high mutual trust between members - its members means that members trust the integrity, characteristics and abilities of each other member. To achieve high performance requires a long time to build, requires trust, and demands careful attention from the management. Factors that Affect Performance According to Salas et al., (2017) factors that influence performance, namely:

1. Good performance is influenced by two factors:
a. Internal (personal)
-High ability
-Hard work
b. External (environment)
-Easy work
-Good luck
- Assistance from colleagues
-Good leader
2. Poor performance is influenced by two factors:
a. Internal (personal)
- Low ability
- A little effort
b. External (environment)
- Works hard
- Bad luck
- Colleagues - counterparts are unproductive
- An unsympathetic leader

2.2. Ways to Improve Performance

Based on the statement according to Salas et al., (2017) ways to improve performance, among others:
1. Diagnosis

A useful diagnosis can be done informally by each individual who is interested in improving his ability to evaluate and improve performance. Techniques: reflection, observing performance, listening to other people's comments about why things happened, re-evaluating the basics of past decisions, and keeping records or keeping a diary of work that can help expand the manager's search for causes of performance.

2. Training

After attribution is recognized and understood, training can help management that this knowledge is used appropriately.

3. Actions

There are no programs and training that can achieve full results without the urge to use them. Analysis of causal attribution must be carried out regularly as part of the stages of formal performance assessment.

3. METHODS

This type of research is quantitative correlational research. The study was conducted with the aim of detecting the extent to which variations on a factor are related (correlated) with one or more other factors based on the correlation coefficient (Sugiyono, 2009 and Sukaria, 2016). The population in this study were 49 employees of Medan Polytechnic, as many as 49 people from the time of the research. Given the relatively small number of population (<100), the determination of the sample in this study uses the total sampling method that is taking all members of the population into a sample of research so that 49 study samples were obtained, data analysis using multiple linear regression tests.

4. RESULTS AND DISCUSSION
4.1. Result

In the research most respondents were under the age of 25 years as many as 30 respondents (61%), the most respondents were male as many as 27 respondents (55.1%), the most respondents were in Diploma/Graduated education as many as 22 respondents (45%) and the majority of respondents had a 1-3 year work period of 20 respondents (41%). Based on the results of the validity test, that the calculated r value for each question item is greater than 0.361, this indicates that all items in question are valid, meaning that all questions in the questionnaire are able to express something measured from the questionnaire.

4.1.1. Reliability Test Results
Table 7. Reliability Test Results

Variable	Reliability	Cronbach Alpha	Information
Competence	0,851	0,60	Reliable
Organizational culture	0,729	0,60	Reliable
Performance	0,797	0,60	Reliable

Source: Research Results, Data Processed (2018).

It can be seen that the chronbach's alpha value for each variable is 0.60. This shows that all question items are declared reliable, meaning the respondent's answer to the question is consistent.

4.1.2. Normality Test Results

In this research the significance value obtained was 0.874> 0.05. That is, the data is normally distributed.

4.1.3. Multicollinearity Test Results
Table 8. Multicollinearity Test

Variable	*Tolerance*	VIF	Information
Competence	0,733	1,365	Multicollinearity free
Organizational culture	0,733	1,365	Multicollinearity free

Source: Research Results, Data Processed (2018).

From Table 8 shows that there is no independent variable or independent variable that has tolerance that is less than 0.1 and means there is no correlation between independent variable or independent variable. The results of the calculation of VIF values also show the same thing, there is not one independent variable or independent variable that has a VIF value> 10. So it can be concluded that there is no multicollinearity between independent variables or independent variables in the regression model in this study.

4.1.4. Heteroscedasticity Test Results
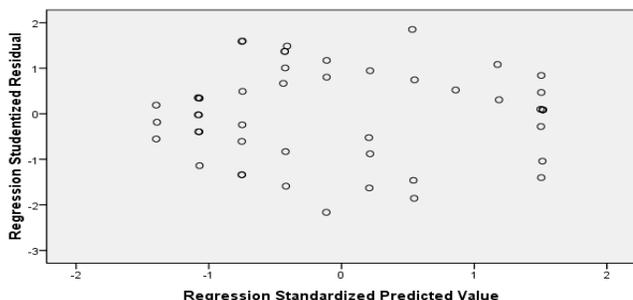
Source: Research Results, Data Processed (2018)
Figure 1. Heteroscedasticity test

From Figure 1 it can be seen that it does not show a certain pattern of randomly scattered points, both above and below the number 0 on the Y axis. It can be concluded that the linear regression model in this study does not contain heteroscedasticity.

4.1.5. Determination

The coefficient of determination (R^2) is 0.496 or 49.6%. This means that the ability of the independent variables, namely competence (X1) and organizational culture (X2) explain the effect on the performance (Y) of Medan Polytechnic staff at 49.6%. While the remaining 50.4% is another variable outside of this study.

4.1.6. Simultaneous Test Results (Test F)

Table 9. F Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	157.835	2	78.918	10.222	.000a
	Residual	355.144	46	7.721		
	Total	512.980	48			

a. Predictors: (Constant), Budaya_Organisasi, Kompetensi

b. Dependent Variable: Kinerja

Source: Research Results, Data Processed (2018)

The level of significance used is 0.05 or 5%. If a significant value is smaller than 0.05 then Ha is accepted and H0 is rejected. In Table 4.12 the significance level obtained is 0,000 <0,05 which means that the independent

variables have a positive effect on the dependent variable. Based on the F test, it was concluded that the competencies and organizational culture simultaneously had a positive and significant influence on the performance of Medan Polytechnic staff.

4.1.7. Partial Test Results (t Test)

Based on the results of the partial test (t test), it can be seen that the variables of competence and organizational culture have a positive and significant effect on the performance of Medan Polytechnic staff. Each dependent variable gives dominant results in influencing the independent variables.

4.2. Discussion

In this study, the competency variable has a positive and significant effect on the performance of Medan's Ganesha Polytechnic employees, because it has a t $_{count}$ of 4.111> t $_{table}$ 2.009 and a significance level of 0.000 using p-value $<\alpha$ which is 0,000 <0.05. This shows a significant value of 0,000 which means that the significant value is less than 5%. The results showed that competency significantly affected performance, because the competencies possessed by employees were considered to be less competent for the progress of the organization which incidentally was an organization that should produce dedicated and educated students. In the research variable organizational culture has a positive and significant effect on the performance of Medan Polytechnic employees, because it has a t $_{count}$ of 4.111> t $_{table}$ 2.009 and a significance level of 0.000 using p-value $<\alpha$ which is 0,000 <0.05. This shows a significant value of 0,000 which means that the significant value is less than 5%. The results of the study indicate that organizational culture significantly influences performance. An organization, both government and private, is always driven by a group of people who play an active role in achieving the goals to be achieved from the organization. Organizational goals certainly will not be achieved if the performance of members or employees is not optimal.

5. CONCLUSIONS AND SUGGESTIONS
5.1. Conclusions
1. Competence has a positive and significant effect on the performance of Medan's Polytechnic Ganesha employees
2. Organizational culture has a positive and significant effect on the performance of Medan's Polytechnic Ganesha employees
3. Competence and organizational culture simultaneously influence the performance of Medan Polytechnic staff

5.2. Suggestion
1. Employee competency is improved by paying more attention to aspects of increasing employee knowledge, because these factors are more dominant in improving employee performance. However, it still pays attention to the increased ability and improvement of employee

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attitudes. In terms of ability and expertise and character of employees. This is needed to achieve effectiveness and efficiency of work also to achieve performance productivity in work. Knowledge enhancement can be done by providing opportunities for employees to continue their higher education. Improving employee skills can be done through equalizing employees in training programs. Then in improving attitudes can be done through giving a good example by the leadership in carrying out the task.

2. Development of organizational culture into a work culture in organizations must be guided by the applied SOP. The completion of a work with the application of a team work culture will avoid ego sectoral traits, in the end the results of the work produced are the result of team work not the results of individual work in advancing the organization towards a better and more advanced.

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