

IMPROVING EMPLOYEE PERFORMANCE THROUGH KEPEMIMPINAN, ORGANIZATIONAL CULTURE AND COMPETENCE: A STUDY AT THE OFFICE OF THE KESBANGPOL PATI AGENCY

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ABSTRACT

The purpose of this study was to determine the effect of work environment, self-efficacy, organizational citizenship behavior on job satisfaction at PT. Pos Indonesia (Persero) SPP Erlangga Post Office Branch Semarang. The population in this study were employees of PT. Pos Indonesia (Persero) Branch Post Office SPP Erlangga Semarang, totaling 128 employees. The sampling technique used saturated sample so that it involved all the population as many as 128 employees. The data obtained were analyzed using multiple linear regression . The analytical tool used is the IBM SPSS 25 program. The results showed that: (1) Work environment had a positive and significant effect on job satisfaction (2) Self-efficacy had a positive and significant effect on job satisfaction (3) Organizational Citizenship Behavior had a positive and significant effect on job satisfaction

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1. INTRODUCTION

The nature of an organization, human resources are a very important factor. HR can mobilize other resources. In order for the organization to be in line with the demands faced and able to answer various existing challenges, the organization must be able to use its human resources as well as possible . Organizations must manage their human resources well so that they have good quality (Ferry, 2020).

The success of an organization is supported by human resources who have good performance. Performance can be measured if a person or group of employees has performance criteria or parameters that have been set by their organization. Employee performance is the result of work achieved by an employee in carrying out his work in accordance with the standards and criteria that have been established for the work (Mamik in Ningsih, 2018).

According to Minarsih (2009), kepemimpinan affects employee performance. This statement is supported by Fahmi (2016), that leadership is a technique that influences a group of people in their various organized activities in their efforts to set and achieve targets.

The next factor that builds employee performance is organizational culture. According to Sutrisno (2018), organizational culture is a very influential management tool and as an encouragement for every employee to be able to be dedicated, productive, and positive, so that the purpose of organizational culture as a force to encourage employee behavior in better organizational performance. The results of Eggy's research (2019), show that organizational culture has a positive and significant effect to employee performance. The results of this study were supported by Faisal (2005), which indicates that leadership has a positive and significant effect on employee performance.

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In addition to leadership and organizational culture, competence is also believed to have an influence on employee performance. Competence is a skill, knowledge, basic attitudes, as well as values that are reflected into the habits of thinking and acting that are developed, dynamic, continuous, and can be achieved at any time. The results of Wibowo's research (2019) on the effect of competence on employee performance at PT. Gramedia Jakarta shows that competence has a significant positive effect on employee performance. Another research conducted by Mangkunegara (2019), showed that competence affects employee performance. The study used a sample of 40 employees of Adirama Hotel. In addition to research results that have a positive effect, peneliti also found research results that had a negative effect. The results of Umar's research (2008), showed that organizational culture negatively affects the performance of KSP Sumber Jaya Lamongan employees.

This research was conducted at the office of the National Police Agency Kabupaten Pati. Based on the pre-survey, it is known that employee performance has not been in accordance with the target.

Table 1
Employee Performance Pre-survey Table

No	Name	Elements	Value	Value Performance Official
1	Erlina Sri Handayani	Service Orientation	83	84,40
		Integrity	83	
		Commitment	83	
		Discipline	83	
		Collaborate	83	
2	Nevita Desmi Ristia	Service Orientation	83	84,40
		Integrity	83	
		Commitment	83	
		Discipline	83	
		Collaborate	83	
3	Rizal Chandra Andriyanto	Service Orientation	83	85,07
		Integrity	83	
		Commitment	83	
		Discipline	83	
		Collaborate	83	
4	Faishal Allam Kusuma	Service Orientation	83	84,40
		Integrity	83	
		Commitment	83	
5	Sulistini,A. Md	Discipline	83	84,40
		Collaborate	83	

	Integrity	83	
	Commitment	83	
	Discipline	83	
	Collaborate	83	
	Service Orientation	83	
	Integrity	83	
6 Good Pradhana	Commitment	83	84,40
	Discipline	83	
	Collaborate	83	
Average		83	84,51

Source: Employee Performance Appraisal Recap

Based on the results of the pre-survey i, it is known that the performance of the employees of the Pati Regency Kesbangpol is still not optimal. The Skor achieved has not met the targets set. Performance improvement efforts are important to do. Improving leadership quality, organizational culture and employee competence is believed to be able to improve employee performance.

2. METHOD

The object of this research is the Office of the Pati Regency Kesbangpol Agency which is addressed at Jl. Colonel Sugiyono N.77, Winong, Pati District, Pati Regency, Central Java 59112. The data collection technique was carried out using a questionnaire that was distributed to employees of the Pati Regency Kesbangpol Agency Office. The type of data used in this study is primary data. The data is collected by the researcher himself directly from the source. The primary data used in this study were obtained from individual filling out questionnaires regarding leadership, organizational culture and competence towards employee performance. The population and samples in this study were employees of the Pati Regency Kesbangpol Agency Office, which amounted to 58 employees.

The variables that will be tested in this study are kepemimpinan, budaya organisasi dan kompetensi, and kinerja karyawan. The stages in analyzing research data include descriptive statistics, validity tests, reliability tests, multiple linear regression tests, F tests and t tests.

3. RESEARCH RESULTS

Table 2 Number of Respondents Based on Questionnaire

Information	Sum
Number of questionnaires distributed	58
The number of questionnaires that did not return and were defective	0
The number of returned and completed questionnaires	58

Source : Primary Data, 2022

Based on Table 2 above, it can be explained that the number of questionnaires given directly to the Pati Regency Kesbangpol Agency Office is 58. The non-returned and defective questionnaires amounted to 0 and the number of returned and completed questionnaires amounted to 58.

3.1. Validity Test Results

Table 3 Validity Test Results

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Variable	(KMO)	Indicators	Loading of Factor	Ket.
Leadership (X1)	0,837	X1.1	0,750	Valid
		X1.2	0,786	Valid
		X1.3	0,756	Valid
		X1.4	0,750	Valid
		X1.5	0,802	Valid
		X1.6	0,844	Valid
Organizational Culture (X2)	0,765	X2.1	0,495	Valid
		X2.2	0,721	Valid
		X2.3	0,777	Valid
		X2.4	0,767	Valid
		X2.5	0,697	Valid
		X2.6	0,701	Valid
		X2.7	0,635	Valid
Competence (X3)	0,833	X3.1	0,714	Valid
		X3.2	0,723	Valid
		X3.3	0,725	Valid
		X3.4	0,696	Valid
		X3.5	0,728	Valid
		X3.6	0,678	Valid
		X3.7	0,746	Valid
		X3.8	0,844	Valid
		X3.9	0,804	Valid
		X3.10	0,742	Valid
		X3.11	0,815	Valid
Employee Performance (Y)	0,812	Y1.1	0,871	Valid
		Y1.2	0,794	Valid
		Y1.3	0,807	Valid
		Y1.4	0,831	Valid

Source : Processed Primary Data, 2022

Testing using the help of the SPSS program with *Factor Analysis* test tools. The data is said to be valid if the *Kaiser-Meyer-Olkin* (KMO) value > (more than) 0.50 and *the loading factor* value > (more than) 0.4. Thus it can be shown that all items in the variables Leadership (X1), Organizational Culture (X2) and Competence (X3) and Employee Performance (Y) are valid.

3.2. Reliability Test Results

Table 4 Reliability Test Results

No.	Variable	Standard Alpha	Alpha Cronbach	Result
1	Leadership	0.7	0,871	Reliable
2	Organizational Culture	0.7	0,813	Reliable
3	Competence	0.7	0,934	Reliable
4	Employee Performance	0.7	0,843	Reliable

Source : *Processed Primary Data, 2022*

Based on the Reliability Test , it can be seen that the questionnaire items for the variables leadership, organizational culture, competence and employee performance are said to be reliable. This can be proved from the overall value of Cronbach's alpha > 0.7. This means that the questionnaire used in this study is reliable as a data collection tool .

3.3. Multiple Linear Regress Test

Table 5 Linear Regression Results

Equation	Coefficient Determination (Adjusted R ²)	Test F		Beta	T test		Ket.
		F Calculate	Sig.		t	Sig.	
Influence Leadership to Performance Official				0.002	0.019	0,985	Not Significant
Cultural Influences Organization against Employee Performance.	0,375	12,403	0,000	0.356	2.246	0,029	Significant
Influence Competence to Performance Official.				0.331	2.127	0,038	Significant

Source : *Processed Primary Data, 2022*

Based on data analysis using SPSS, the results of the hypothesis equation are obtained as follows:

$$Y = 0.002 X_1 + 0.356 X_2 + 0.331 X_3$$

1. Based on table 4.15, a Leadership regression (X₁) of 0.002 was obtained with a value of 0.985 > 0.05. Thus kepemimpinan contributes positively but not significantly. A00the Leadership variable has no significant effect on Employee Performance.

2. Based on table 4.15, the coefficient of regression of Organizational Culture (X₁) of 0.356 with a significance value of $0.000 < 0.05$ was obtained. Thus Organizational Culture has a positive and significant effect on employee work.
3. Based on table 4.15, a competency regression coefficient of 0.038 with a significance value of $0.000 < 0.05$ was obtained. Thus competence has a positive and significant effect on the work of employees.

3.4. Ui F Results

Based on the results of the F test in table 5 above, a calculated F value of 12,403 was obtained and a probability value of 0.000 was smaller than the significance level of 5% or 0.05. This means that the calculation shows that Leadership (X₁), Organizational Culture (X₂), and Competence (X₃) together or simultaneously have a positive and significant influence on the Performance of Employees of the Pati National Police Agency.

3.5. R₂ Test Results

The results of the coefficient of determination test from table 5 show a value (*Adjusted R Square*) of 0.375. This shows the lack of closeness of the relationship of the independent variable to the dependent variable because the R value is far from one, meaning that the percentage of the contribution of the influence of the Leadership (X₁), Organizational Culture (X₂), and Competence (X₃) variables on the Employee Performance of the Kesbangpol Pati Agency is 37.5%, while the remaining 62.5% is influenced by other factors outside the research model.

3.6. t Test Results

The effect of Leadership variables on Employee Performance.

The probability number of $0.985 > 0.05$ (significance level $\alpha = 5\%$) between Leadership (X₁) to Employee Performance (Y), with a standard beta coefficient of 0.002 (β_1) and a significance of $0.985 > 0.05$. Thus, the first hypothesis that states that there is a positive effect between leadership and the performance of Pati police employees is rejected. It can be concluded that there is no influence between Leadership (X₁) on Employee Performance (Y).

The influence of Organizational Culture variables on Employee Performance.

The probability number of $0.029 < 0.05$ (α significance level = 5%) between Organizational Culture (X₂) on Employee Performance (Y), meaning that partially (individually) there is a positive and significant influence between Organizational Culture (X₂) on Employee Performance (Y) with a standard beta coefficient of 0.356 (β_2) and a significance of $0.029 < 0.05$. Thus, the second hypothesis (H₂) which states that there is a positive influence between Organizational Culture and the Performance of Kesbangpol Pati Employees is accepted. It can be concluded that there is an influence between Organizational Culture (X₂) on Employee Performance (Y).

The effect of competency variables on Employee Performance.

The probability number of $0.038 < 0.05$ (significance level $\alpha = 5\%$) between Competencies (X₃) to Employee Performance (Y), meaning that partially (individually) there is a positive and significant influence between Competencies (X₃) on Employee Performance (Y) with a standard beta coefficient of 0.331 (β_3) and significance of $0.038 < 0.05$. Thus, the third hypothesis stating that Competence has a significant positive effect is accepted. It can be concluded that there is an influence between Competence (X₃) on Employee Performance (Y)

4. CONCLUSIONS

Leadership does not have a significant effect on the performance of employees at the Pati National Police Agency. This means that the leadership in the object of this study is not able to improve employee performance. Despite the positive direction, the influence is insignificant. Budaya organization has a significant positive effect on the performance of employees at the Pati Kesbangpol Agency. This means that the better the Organizational Culture contained in the Pati Kesbangpol Agency, the more it increases the level of Employee Performance. Competence has a significant positive effect on Employee Performance at the Pati National Police Agency. This means that the higher the work competence that employees have, the more it improves Employee Performance. The results of the study strengthen the building of existing

theories regarding the influence of organizational culture and competence on performance. The results of this study can be used as management input to improve employee performance.

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