



Impact of Training, Competence and Organizational Culture on the Employees Performance of App Jakarta Polytechnic

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Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

Article Information

DOI: 10.9734/AJEBA/2022/v22i2130692

Open Peer Review History:

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/89981>

Original Research Article

Received 20 May 2022
Accepted 21 July 2022
Published 25 July 2022

ABSTRACT

The purpose of this study was to determine and analyze the effect of training, competence and organizational culture on employee performance at Polytechnic APP Jakarta. The research method used is exploratory research, where the variables are measured using a Likert scale. The method of data collection is done by interview and giving a list of questions (questionnaire). The population in this study were all educators at the Polytechnic APP Jakarta, amounting to 50 people. Sampling with the saturated sampling method or better known as the census. Data processing using SPSS software version 28, with descriptive analysis and hypothesis testing multiple linear regression analysis. The results showed that: (1) partially the training variable had no effect on the performance of the Polytechnic APP Jakarta employees; (2) partially affect the performance of employees at the Polytechnic APP Jakarta; (3) Partially, organizational culture variables affect employee performance at the Polytechnic APP Jakarta; (4) Simultaneously there is a positive and significant influence between the variables of training, competence and organizational culture at the APP Jakarta Polytechnic.

Keywords: *Training; competence; organizational culture; performance.*

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1. INTRODUCTION

Referring to Law No. 20 of 2003 concerning the National Education System, it is stated that national education aims to develop the potential of students to become human beings who believe and fear God Almighty, have noble character, are healthy, knowledgeable, capable, creative and independent. In line with the meaning contained in the goals of national education, universities have a very important role in the process of educating the nation's life. Therefore, to optimize the role of higher education institutions, of course, apply good management and governance based on the principles of total quality management [1,2].

The current reality shows that the performance of APP Jakarta Polytechnic employees, especially regarding service quality, is quite high, experiencing complaints from students, this is indicated by the low level of completion of tasks both in terms of time and quality of work, less friendly staff in serving students, employees do not master and not skilled in completing the work, not yet established good cooperation in completing a job and do not have time

discipline in accordance with service operating hours [3-5].

The results of the pre-survey illustrate that APP Jakarta Polytechnic employees are in dire need of training organized by the organization. Based on the results of the pre-survey, there were 10 respondents with a percentage of 100% of the APP Jakarta Polytechnic employees who really needed training, while the last employees received training, which was one year ago, they also gave a statement that the quantity of training they received was very small. In fact, 70% of employees feel they are less skilled at work because of the lack of training they get from the organization [6-9].

The results of the pre-survey illustrate that the competence of employees at the APP Jakarta Polytechnic is not yet fully good, this can be seen from 70% of employees who do not have a self-concept in completing work, 40% of employees lack the motive to carry out their work, 60% of employees are still unable to provide innovation and creativity in work and 80% of employees are less able to master technical skills in services related to technological developments in the workplace [10-12].

Table 1. Pre survei about student complaints

Number	Dimensions	Total	Percentage
1	Difficulty accessing e-learning	6	7%
2	Service that tends to be less friendly	34	40%
3	Service does not provide a solution	33	39%
4	Timeliness of service is uncertain	12	14%

Source: Processed Data (2021)

Table 2. Pre survey regarding training

No	Dimensions	Agree	Not Agree	Total
1	Feeling less skilled at work because of the lack of training provided	100%	0%	100%
2	Feeling that success at work can be supported by training	70%	30%	100%
3	Feel that training needs to be done regularly to support my work	80%	20%	100%
4	Feeling that the quantity of training provided by the organization is not enough	100%	0%	100%

Source: Processed Data (2021)

Table 3. Pre survey regarding competence

No	Dimensions	Agree	Not Agree	Total
1	Don't have a self-concept in completing work	70%	30%	100%
2	Employees lack the motivation to carry out their work	60%	40%	100%
3	Employees still cannot provide innovation and creativity at work	60%	40%	100%
4	Employees are less able to master technical skills in services related to technological developments in the workplace	80%	20%	100%

Source: Processed Data (2021)

Table 4. Pre survey regarding organizational culture

No	Dimensions	Agree	Not Agree	Total
1	Feeling unappreciated about freedom of expression	60%	40%	100%
2	Feeling the lack of communication between every part of the organization and coordination with other units	80%	20%	100%
3	Feeling that leadership behavior is not good, this is seen from top management that is less able to provide clear communication	80%	20%	100%

Source: Processed Data (2021)

These conditions, allegedly related to the empowerment of human resources and service performance that has not been effective. Based on these problems, the human factor is the starting point. The human factor referred to by the researcher is the training, competence and work culture of employees who carry out their duties responsibly, efficiently and effectively in accordance with the plan.

2. MATERIALS AND METHODS

2.1 Training

Armstrong [13] explains that training is a planned and systematic activity in order to provide employee learning. It was further explained that training plays an important role in comprehensively improving employee capabilities so that it becomes a solution for employee self-development.

2.2 Competence

According to Armstrong [13] Competence is shown in the form of skills and behaviors that are expected by the organization for employees to apply them in their work. Armstrong also adds that competence articulates the expected results of the effort and behavior of individuals who carry out their activities.

2.3 Organizational Culture

According to Asri Laksmi R [14] suggests that culture is the basic pattern accepted by organizations to act and solve problems, form employees who are able to adapt to the environment and unite members of the organization.

2.4 Employee Performance

Mangkunegara [15] defines performance (work achievement) as follows: "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in

accordance with the responsibilities given to him".

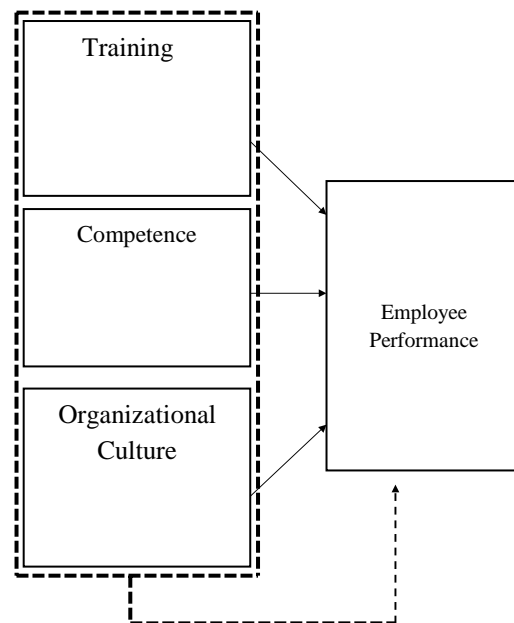


Fig. 1. Framework

2.5 Research Design

Research design is a guideline or technique in planning a research, useful as a guide to form a strategy at the beginning of research planning. This research is causal descriptive. Descriptive research aims to describe certain characteristics that are ongoing at the time the research is conducted, and examine the causes of a certain symptom in the research variables, namely Training (X1), Competence (X2), Organizational Culture (X3) and APP Polytechnic Employee Performance (Y).

2.6 Population

Population was saturated so that the entire population was used as the research sample by Sujarweni [16]. The population were all employees of the APP Jakarta Polytechnic 50 respondents.

2.7 Sample

The sample were all employees of the APP Jakarta Polytechnic with 50 respondents.

2.8 Methods of Data Analysis

Data collection was obtained by distributing questionnaires to research respondents by distributing a list of questions. The data collection method was carried out with the aim of collecting data and supporting information for this research.

respondents that can be used as a source of knowledge. Seen from the biggest population of participants in this survey 50, in the dominance of women (58%). According to the age of the respondents, age over 40 years (36%). According to education level in the number of respondents for senior high school graduates is 7 people (14%), Associate degree is 13 (26%), Bachelor education level is 22 (44%), while graduate level is 8 people (16%).

3.2 Validity Test

The number of respondents in this study were 50 respondents. From the number of respondents, it can be seen that the magnitude of the r table is 0.238 (df = n-2 = 50-2 = 48) with an error rate of 5%. So that the following table data is obtained:

3. RESULTS AND DISCUSSION

3.1 Characteristics of Respondents

Before conducting additional research, researchers identified demographic data of

Test for Variable Table 5. Validity in Research

Variable	Statement	r count	r table	Information
Training	1	0.239	0.238	Valid
	2	0.239	0.238	Valid
	3	0.353	0.238	Valid
	4	0.349	0.238	Valid
	5	0.577	0.238	Valid
	6	0.285	0.238	Valid
	7	0.278	0.238	Valid
	8	0.253	0.238	Valid
Competence	9	0.553	0.238	Valid
	10	0.274	0.238	Valid
	11	0.416	0.238	Valid
	12	0.547	0.238	Valid
	13	0.459	0.238	Valid
	14	0.417	0.238	Valid
	15	0.634	0.238	Valid
	16	0.630	0.238	Valid
Organizational Culture	17	0.271	0.238	Valid
	18	0.421	0.238	Valid
	19	0.264	0.238	Valid
	20	0.258	0.238	Valid
	21	0.440	0.238	Valid
	22	0.576	0.238	Valid
	23	0.324	0.238	Valid
	24	0.370	0.238	Valid
Performance Employee	25	0.589	0.238	Valid
	26	0.670	0.238	Valid
	27	0.271	0.238	Valid
	28	0.376	0.238	Valid
	29	0.457	0.238	Valid
	30	0.717	0.238	Valid
	31	0.264	0.238	Valid
	32	0.443	0.238	Valid
	33	0.5	0.238	Valid
	34	1	0.238	Valid

Source: Processed Data (2021)

Based on the data above, it can be concluded that all indicators on all variables have a loading factor value of higher than 0.238, indicating that it is valid and can explain the variables examined and that the research can be pursued.

3.3 Realibility Test

Based on the data presented above, it can be concluded that all variables have Cronbach Alpha values of more than 0.7, indicating that the data is reliable and that further research can be conducted.

Table 6. Variable reliability test for research

Variable	Cronbach's Alpha	Information
Training	0.814	Reliable
Competence	0.890	Reliable
Organizational Culture	0.724	Reliable
Performance Employee	0.894	Reliable

Source: Processed Data (2021)

3.4 Normality Test

One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		X1_Pelatihan	X2_Kompetensi	X3_Budaya_Or ganisasi	Kinerja_Karyawan	
N		50	50	50	50	
Normal Parameters ^{a,b}	Mean	35,0200	34,0200	33,0200	42,6000	
	Std. Deviation	3,22927	3,55419	2,81751	4,51754	
Most Extreme Differences	Absolute	,142	,151	,161	,153	
	Positive	,142	,151	,161	,153	
	Negative	-,142	-,119	-,077	-,094	
Test Statistic		,142	,151	,161	,153	
Asymp. Sig. (2-tailed) ^c		,013	,006	,002	,005	
Monte Carlo Sig. (2-tailed) ^d	Sig.	,013	,006	,002	,006	
	99% Confidence Interval	Lower Bound	,010	,004	,001	,004
		Upper Bound	,016	,008	,003	,008

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 334431365.

Source: Processed Data (2021)

The table above can be concluded that the significance value of the training variable (X1), competence, organizational culture has a significance value $0.02 > 0.05$, while the employee performance has a significant value of $0.06 > 0.05$. Seeing from the organizational culture data that is not normally distributed, then the re-test using the Z-score which shows the results of the z-score value is not below -2.5 and above 2.5 so that the conclusion is that the data is normally distributed.

3.5 Multipolarity Test

Table 7. The result of the multicollinearity test

Variable	Tolerance	VIF
Training	0,583	1,715
Competence	0,325	3,079
Organizational Culture	0,452	2,213

Source: Processed Data (2021)

3.6 Heteroscedasticity Test

With the provision that if the value of $\text{sig} > 0.05$ then there is no heteroscedasticity, on the contrary if the value of $\text{sig} < 0.05$ then there is heteroscedasticity.

Table 8. The result of the heteroskedastisitas test

Variable	Sig
Training	0,811
Competence	0,280
Organizational Culture	0,162

Source: Processed Data (2021)

From the output results above, it shows that there is no heteroscedasticity because the sig value in each variable is the variable Competence (0.811) and Competence (0.280) and Organizational Culture (0.162) because the sig value is over 0.05.

3.7 Analysis of Regression

Table 9. Results of multiple linear analysis

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.335	.511		.656	.515
X1	-.067	.121	-.060	-.551	.584
X2	.651	.148	.640	4.402	<.001
X3	.351	.158	.274	2.220	.031

a. Dependent variable: Y

Source: Processed Data (2021)

$$Y = 0,335 - 0,067 X_1 + 0,651X_2 + 0,351X_3$$

Based on the results of the multiple linear regression equation above, it can be analyzed as follows:

a) The constant of 0.335 states that if all independent variables (training, competence and organizational culture) are considered constant or have a value of 0, then the employee's performance will be 0.335.

b) The training regression coefficient (X1) of 0.067 is negative, which means it has a negative effect, so that if other variables (competence and organizational culture) are considered to be worth 0, then the employee's performance has decreased by 0.067.

c) The regression coefficient of competence (X2) of 0.651 is positive, which means it has a positive effect, so that if competence increases by 1, while other variables (training and organizational culture) are considered to be worth 0, then employee performance will increase by 0.651.

d) The organizational culture regression coefficient of 0.351 is positive, which means it has a positive influence so that if organizational culture increases by 1, while other variables (training and competence) are considered to be worth 0, then employee performance will increase by 0.351.

3.8 Testing for Multiple Variables at a Time (Test f)

The calculated F value is 33,176 with a probability significance value of 0.000. Because

the value of Sig. <0.05 then the regression model can be used to predict employee performance.

Based on the ANOVA table above, F count (33.176) > F table (2.807), then H0 is rejected, Ha is accepted, meaning that jointly training, competence and organizational culture have a significant effect on the performance of APP Jakarta Polytechnic employees.

3.9 Testing for Partial Variables (t-Test)

Obtained a hypothesis test which shows that:

a) Hypothesis 1: Training has no significant effect on employee performance. Based on the t-test, a significance value (Sig) of 0.584 > 0.05 was obtained, then H0 was accepted, meaning that there was no significant effect of training on the performance of the APP Jakarta Polytechnic employees.

b) Hypothesis 2: Competence has a significant effect on employee performance. Based on the t-test, a significance value (Sig) of 0.001 <0.05 was obtained, then H2 was accepted, meaning that there was a significant influence of competence on the performance of the APP Jakarta Polytechnic employees.

c) Hypothesis 3: Organizational culture has a significant effect on employee performance. Based on the t-test, a significance value (Sig) of 0.031 <0.05 was obtained, then H3 was accepted, meaning that there was a significant influence of organizational culture on the performance of the APP Jakarta Polytechnic employees.

Table 10. Results of Test F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,839	3	2,280	33,176	<001 ^b
	Residual	3,164	46	69		
	Total	10,000	49			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Processed Data (2021)

Table 11. Determination coefficient analysis (R-square)

Model	R	R Square	Adjusted R Square
1	827 ^a	684	663

Predictors: (Constant), X3, X1, X2

Dependent Variable: Y

Source: Processed Data (2021)

3.10 Test of Coefficient of Determination

The value of R Square = 0.684 this means that 68.4% of employee performance variables are explained by the three independent variables, namely training, competence, organizational culture. While the remaining 31.6% is explained by other variables outside of the independent variables studied in this study.

A. Training Has No Effect on Employee Performance

The test results on hypothesis 1 obtained a sig value of 0.584 which has a number greater than 0.05 indicating that there is a negative and insignificant effect of training on the performance of APP Jakarta Polytechnic employees. This means that the training does not have a direct impact on the performance of the APP Jakarta Polytechnic employees.

B. Competence Affects Employee Performance

The test results on hypothesis 2 obtained a significant value of the competence variable of 0.001 so that it is smaller than 0.05 which indicates that there is a positive and significant influence of the competency variable on the performance of the APP Jakarta Polytechnic employees.

C. Organizational Culture Affects Employee Performance

The results of testing hypothesis 3 prov that there is a positive and significant influence on

organizational culture variables on the performance of APP Jakarta Polytechnic employees through the results of the significance value of organizational culture variables obtained at $0.031 < 0.05$. The results of this study are in accordance with Miftahul Arifin [17], Imelda Andayani (2019), Ainanur (2018) which show that organizational culture has a significant effect on employee performance.

D. Training, Competence and Organizational Culture Together Affect Employee Performance

The results showed that 68.4% of the employee performance variables were explained by the three independent variables, namely training, competence, organizational culture. While the remaining 31.6% is explained by other variables outside of the independent variables studied in this study. The results of the hypothesis test with the F test showed that there was a significant effect of the variables of training, competence and organizational culture together on the performance of the APP Jakarta Polytechnic employees. This is evidenced by the probability of a significance value of $0.000 < 0.05$ (significance level) and the value of Fcount ($33.176 > F_{table} (2.807)$).

4. CONCLUSIONS

Training variable has a negative and no significant effect on the performance employees of APP Jakarta Polytechnic. Competence variable has a positif and significant effect on the performance employees of APP Jakarta Polytechnic. Organizational culture variable has

a positif and significant effect on the performance employees of APP Jakarta Polytechnic [18-20]. Training, competence and organizational culture have a positif and significant effect on the performance employees of the APP Jakarta Polytechnic.

5. RECOMMENDATION

It is recommended to improve skills by arranging programs related to excellent service for students and employees such as programs to encourage employee abilities. Researchers who are interested in conducting similar research are expected to observe and explore further about the problems contained in the APP Jakarta Polytechnic.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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Peer-review history:

The peer review history for this paper can be accessed here:

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