Original Research Article

IMPACT OF TRAINING, COMPETENCE AND ORGANIZATIONAL CULTURE ON THE EMPLOYEES PERFORMANCE OF APP JAKARTA POLYTECHNIC

ABSTRACT

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*

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, independent and become democratic and responsible citizens. in order to educate the nation's life.

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.

Table 1: Role of higher education institutions, of course, apply good management

Number	Dimensions	Total	Presentage
1	Difficulty accessing e-learning	6	7%
2	Service that tends to be less friendly	34	40%
3	Service does not provide a	33	39%

	solution		
4	Timeliness of service is uncertain	12	14%

Source: Processed Data (2021)

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.

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)

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.

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)

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.

Table 4: Pre Survey Regarding Organizational Culture

No	Dimensi	Agree	Not Agree	Jumlah
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)

Theseconditions, 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. MATERIAL AND METHODS

2.1. Training

Armstrong (2014) 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.

Some of the training dimensions described according to Noe (2015) consist of:

1. Readiness for training.

Evaluate whether employees are ready to learn.

2. Creating a learning environment.

Ensure that trainees can acquire knowledge and various skills in the training program and apply this information to their work.

3. Ensure Training Shift.

Refers to the use of knowledge, skills, and behaviors learned in on-the-job training.

4. Choosing a Training Method.

Related to the selection of training methods to achieve effective training.

5. Evaluation of Research Results

Examine the results of a training program in evaluating its effectiveness.

2.2. Competence

According to Armstrong (2014) 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.

Dimensions of competence according to Edy Sutrisno (2017) there are five aspects, namely:

1. Motive is something that people consistently think about or want that causes action. A motivedrives, directs, and selects behavior toward certain actions or goals.
2. Nature, traits are characteristics and consistent responses to situations and information.

3. Self Concept, Self-concept is a person's attitudes, values or self-image, self-confidence is a person's belief that they can be effective, in almost every situation is part of everyone's self-concept.
4. Knowledge is information that people have in a specific field, knowledge is a complex competency, scores on knowledge tests often fail to predict job performance because they fail to measure knowledge and skills in the way they are actually used on the job.
5. Skills are the ability to do certain physical or mental tasks, mental competencies or cognitive skills including analytical and conceptual thinking.

2.3 Organizational Culture

According to Asri Laksmi R (2017) 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.

To support performance, a strong organizational culture is needed and, to achieve this, the following needs to be fulfilled according to Emron, Yohny A and Imas K (2017):

1. Self-awareness.

Organizational members consciously work to get satisfaction from their work, develop themselves, comply with regulations, and offer high quality products and services.

2. Aggressiveness.

Organizational members set challenging but realistic goals. They establish work plans and strategies to achieve these goals and pursue them enthusiastically.

3. Personality.

Members are respectful, friendly, open, and sensitive to group satisfaction and are very concerned about aspects of customer satisfaction, both internal and external customers (in the perspective of Ishikawa, a quality expert from Japan, every internal part must serve, not be served).

4. Performance.

Members of the organization have the value of creativity, fulfill quantity, quality, and efficiency.

5. Team orientation.

Organizational members work well together and carry out effective communication and coordination with the active involvement of members, which in turn gets the results of high satisfaction and mutual commitment.

2.4 Employee Performance

Mangkunegara (2017) 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".

The performance indicators according to Mathis and Jackson (2018) are as follows:

1. Quantity

Represents the amount generated, expressed in terms such as number of units, number of activity cycles completed by employees, and number of activities generated.

2. Quality

The quality of work is measured by employees' perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of employees.

3. Accuracy and Accuracy

Punctuality is measured from the employee's perception of an activity that is completed at the beginning of time until it becomes output.

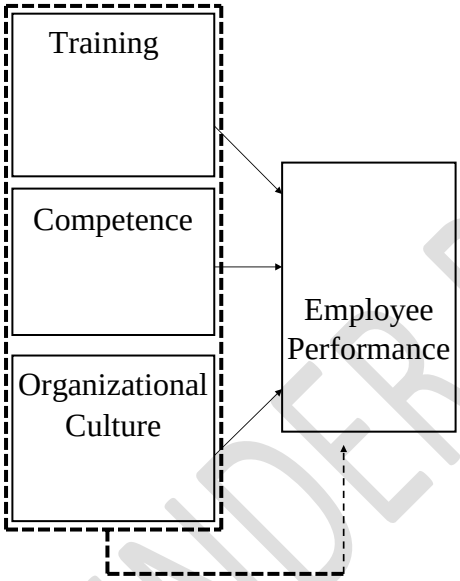
4. Ability to work together

The ability to cooperate is the ability of a workforce to work together with others in completing a task and work that has been set so as to achieve maximum usability and results.

5. Initiative

Initiative is awareness in improving work results and willingness to be active in self-development.

2.5 Fig 1: Framework



2.6 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).

2.7 Population

Total population was saturated so that the entire population was used as the research sample by Sujarweni (2019). The population in this study were all employee of the APP Jakarta Polytechnic with 50 respondents.

2.8 Sample

The sample in this study were all employee of the APP Jakarta Polytechnic with 50 respondents.

2.9 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. To explain data statistics, the data analysis approach in this study uses an spss program, which is commonly used for descriptive analysis. Multiple linear regression analysis is one of the data analysis techniques used to test hypotheses and find the link between independent factors and dependent variables Sujarweni (2019).

3. RESULTS AND DISCUSSION

3.1. Characteristics of Respondents

Before conducting additional research, researchers identified demographic data of 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:

Test for Variable Table 5: Validity in Research

Variabel	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

Reliability tests are performed to determine the dependability of a research instrument. This research instrument is regarded to be dependable if the Cronbach Alpha value is than 0.7.

Table 6: Variable Reliability Test for Research

Variabel	***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)

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.

3.4 Normality Test

One-Sample Kolmogorov-Smirnov Tes

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

The multicollinearity test seeks to determine whether or not there is a correlation between the free variables in this linear regression model. If a data set has a tolerance value of more than 0.01 or a VIF value less than 10.0, it is said to have no multicollinearity.

Table 8: The Result of the Multipolarity 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 Heteroskedastisitas Test

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

Table 7: The Result of the Heteroskedastisitas Test

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

One-Sample Kolmogorov-Smirnov Test

			X1_Pelatihan	X2_Kompetensi	X3_Budaya_Organisasi	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)

From the output results above, it shows that there is no heteroskedastisitas 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

The results of multiple linear analysis can be seen in the data to forecast the extent of the influence of free variables on bound variables:

Table 9: Results of Multiple Linear Analysis

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
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)

The regression equation can be arranged as follows based on the table above: **$Y = 0{,}335 - 0{,}067\ X_1 + 0{,}651X_2 + 0{,}351X_3$**

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 f-test was used to calculate the overall significance of independent variables against dependent variables.

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	3,161	46	,069		
	Total	10,000	49			

a. Dependent Variable: Y
b. Predictors: (Constant), X3, X1, X2

Source: Processed Data (2021)

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, Fcount (33.176) > Ftable (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.

3.10 Test of Coefficient of Determination
A coefficient of determination test is used to determine or assess how much all free variables can explain the variation of bound variables.

Table 11: Determination Coefficient Analysis (R-square).

Model	R	R Square	Adjusted R Square
1	,827[a]	,684	,663

a. Predictors: (Constant), X3, X1, X2
b. Dependent Variable: Y

Source: Processed Data (2021)

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 (2018), 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) > Ftable (2.807).

CONCLUSIONS

1. Training has a negative and no significant effect of training on the performance of APP Jakarta Polytechnic employees.

2. Competence has a positif and significant effect of competence on the performance of APP Jakarta Polytechnic employees.

3. Organizational culture has a positif and significant effect of organizational culture on the performance of APP Jakarta Polytechnic employees.

4. Training, competence and organizational culture have a positif and significant effect on the performance of the APP Jakarta Polytechnic employees.

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