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## THE IMPORTANCE ROLE OF COMPETENCY-BASED ON TRAINING, MOTIVATION AND ORGANIZATIONAL CULTURE IN IMPROVING THE EMPLOYEE PERFORMANCE IN EDUCATION AND RESEARCH TRAINING CENTERS AND HR DEVELOPMENT AT THE MINISTRY OF COMMUNICATION AND INFORMATICS

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**Abstract:** This research has intended to reveal the impact caused by training, motivation and organizational culture on employee performance at the BLSDM Education and Training Center of the Ministry of Communication and Informatics. This research type was included in descriptive quantitative through distributing questions to employees on a Likert scale. The respondents used as many as 40 employees with help from SPSS25 software program, data analysis was carried out by validity, reliability, and some linear regression correlation. The sampling technique obtained from its sample of respondents with the data analysis technique used was multiple linear regression. The results showed that; (1) Training had a significant effect on employee performance; (2) Motivation has a significant impact on employee performance; (3) Organizational culture had a significant impact on employees.

**Keywords:** Training, Motivation, Organizational Culture, Employee Performance.

### INTRODUCTION

In this current reform era and the impact of global competition, it has greatly accelerated and hugely transformed the performance improvement from the government apparatus. Human resource (HR) issues recently become the center of attention from a bureaucracy or any organization to survive in this globalization era along with growth rapidly. The levels of competition, human resources within the organization are tightly related to the overall organizational strategy and excellent Human Resources planning.

Government officials are required to work professionally, moral, clean, and ethical in order to support the bureaucratic reform and encourage the smooth running of government and development tasks as well as improving performance. According to the BKN regulation

Number 8 of 2019 in article 1 paragraph 13 which stated that the professional standards of the State Civil Apparatus are the criteria that used to seizing the level of professionalism which includes the dimensions of qualification, competence, performance, and discipline. Currently, the performance quality of civil servants in Indonesia still could be said not good enough. Thus, the indicators which have a huge contribution in organizational culture are professionalism, innovation and team work.

In order to shape that character on the State Civil Apparatus (ASN), it is necessary to provide guidance through training that leads to an effort to increase the competence, attitude and dedication spirit, efficiency, effectiveness and quality from its ongoing tasks. In order to face current demands and tasks and particularly to answer the future challenges, education and training is oblige. The development of Human Resources (HR) which is performed by the Ministry of Communication and Information (Kemkominfo) through training is an effort to improve its employees.

Quoted from overall survey result on participants, all of them said that 87.45% of the training programs responded to the benefits of itself which followed in excellent category, meaning that it can be hugely interpreted that the participants felt their insight and knowledge increased after participating in the training. However, the cost of education and training at the HR Research and Development Center for Education and Training Institutions has been fluctuated each year, this cause of the agency budget work plan policy and in 2018 the target achievement of participants was only 68.3% and 12 training programs for managerial, technical and training practices were conducted functionally, so there needs to be a more precise application of competency-based training.

Apart from the competency-based training factor, the pre-survey results showed that there were two other main factors that were considered to have a strong impact on employee performance levels, such as motivation (73%) and organizational culture (66%). Therefore, the author would like to research further related to this variable to prove the partial and simultaneous influence which from competency-based training, motivation and organizational culture towards the employees' performance of the Education and Training Center and Human Resources Research and Development Agency at the Ministry of Communication and Informatics.

## **LITERATURE REVIEW**

### **Training**

Training and development in organizations begins when person joins an organization and continues throughout career in that organization. Dessler in Sinambela (2016) were explained that training is a process of teaching skills which needed by new employees to do their jobs. According to Aguinis & Kraiger in Alfiyah & Riyanto (2019) training is defined as a systematic method which has an impact on increasing the knowledge, skills and attitudes in an efforts to improve the effectiveness of individuals, teams and organizations. According to Noe (2012:41) training dimensions consist of: training needs, training readiness, creating a learning environment, ensuring training transition, selecting training methods, and evaluating training programs.

### **Motivation**

Motivation is a factor which encourages someone to do a certain activity. Mangkunegara (2011:61) suggests that motivation is a condition or energy which moves employees who are leads or aimed at reaching the goals of the company. While Sunyoto (2012:191) in Maruhun & Chaerudin (2019) defines the motivation as driving factor on someone's willingness to work, each motive has its own specific goal that need to be achieved. Motivational indicators used in this research were include: physiological needs, safety needs, social needs, achievement needs and self-activation needs (Maslow in Bangun, 2012:317).

### **Organizational Culture**

Culture is very important, particularly for the company, because a strong culture will make every employee think that rules are not something that should be feared of while carrying out their work obligations but turn into a necessity. According to Robbins & Coulter (2012:51), Organizational culture is shared values, principles, traditions and ways of doing things which affect the way organizational members act. Irnawati & Prasetyo (2020) revealed that organizational culture often refers to values, symbols which are understood and obeyed by whole members which are set up by an organization so the organizational members would feel like a family and divers condition from other organizations. The dimensions of organizational culture were found by Robbins & Coulter (2012:57) which consist of: innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability.

### **Employee Performance**

Organizational performance is hugely determined by the elements of its employees, therefore when doing evaluation of the performance of an organization it should be measured in terms of work performance of its employees. Maharjan in Aima et al. (2017) explained that performance is the result that reached because they would feel motivated by their own work and satisfied with the work they have done. Meanwhile, Mangkunegara (2011:67) stated that the performance is the actual result of work in terms of quality and quantity that achieved by an employee in carrying out their duties with responsibilities manner assigned to him. Furthermore, Mangkunegara (2011:75) also revealed that employee performance could be assessed from: quality of work, quantity of work, implementation of duties and also responsibilities.

### **Previous Research**

Alfiyah & Riyanto (2019), and Mardiyah & Purba (2019) found that training has a significant impact on improving the performance of employee. Maruhun & Chaerudin (2019), and Putra & Ruslan (2021) found that employees who have high motivation will have an impact on increasing their owned performance. Suryadi & Aima (2019), and Anitha &

Kumar (2016) found that organizational culture had a positive impact on improving the performance of the employee .

### Theoretical Framework

Based on the phenomena, research objectives, and previous research that has been submitted, the framework in this study can be described as follows:

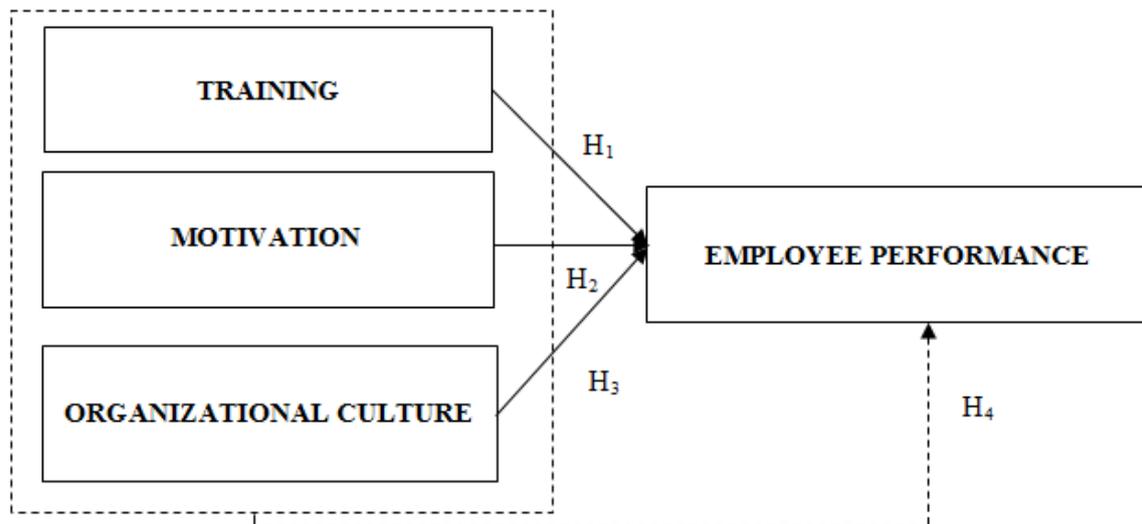


Figure 1. Theoretical Framework

### Hypothesis

According to the wide explanation about theoretical framework above, the hypothesis in this research could be written as follows:

H1: Training has a positive and significant impact on employee performance

H2: Motivation has a positive and significant impact on employee performance.

H3: Organizational culture has a positive and significant impact on employee performance

H4: Training, motivation and organizational culture have a positive and significant impact on employee performance.

### RESEARCH METHODS

The research method used sample survey with a questionnaire that needs to be filled in by the respondents. In this case, the respondents are the employees of Pusdiklat Balitbang and SDM at Ministry of Communication and Informatics. This research was included in descriptive quantitative to discover the correlation between each variables. The variables which affect employee performance in this research are training, motivation, and organizational culture. The population and sample in this study were 40 Civil Servants of the Education and Training Center. The data analysis method that was used in this research includes descriptive statistics, research instrument test, classical assumption test, multiple regression analysis and hypothesis examination through SPSS 25.

## RESEARCH FINDINGS AND DISCUSSIONS

### Characteristics of Respondents

Elicited from the research results, the majority of these respondents were male (52.5%) aged 31-40 years (45%) and had an undergraduate education (43%), had an executive position (62%) and have a service life for more than 10 years (47.5%). This illustrates that the majority of employees are men who are in mature ages and expertise on their work field and could be further improved by implementing the right competency-based training programs.

### Validity and Reliability Test

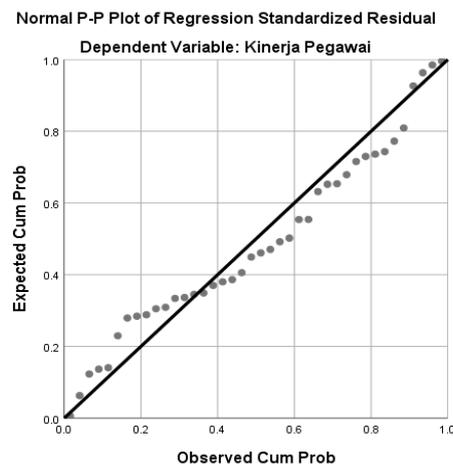
Based on the results of the validity test, it is known that all indicators of the variables of training, motivation, organizational culture, and employee performance have a value range of 0.589-0.960, so they are declared valid ( $> 0.312$ ). Based on the results of reliability, it is also known that all research variables have a Cronbach's Alpha value of 0.979, so they are declared reliable ( $> 0.6$ ).

**Table 1. Validity and Reliability Test Results**

Variable	r-count	r-table	Cronbach Alpha	Information
Training	0,860-0,960	0,312	0,979	Valid & Reliable
Motivation	0,589-0,824	0,312		Valid & Reliable
Orgnazational Culture	0,660-0,834	0,312		Valid & Reliable
Employee Performance	0,855-0,957	0,312		Valid & Reliable

### Classic Assumption Test

According to the normal P-P Plot graphic display, it could be interpreted that the histogram graphic provides a normal distribution pattern.



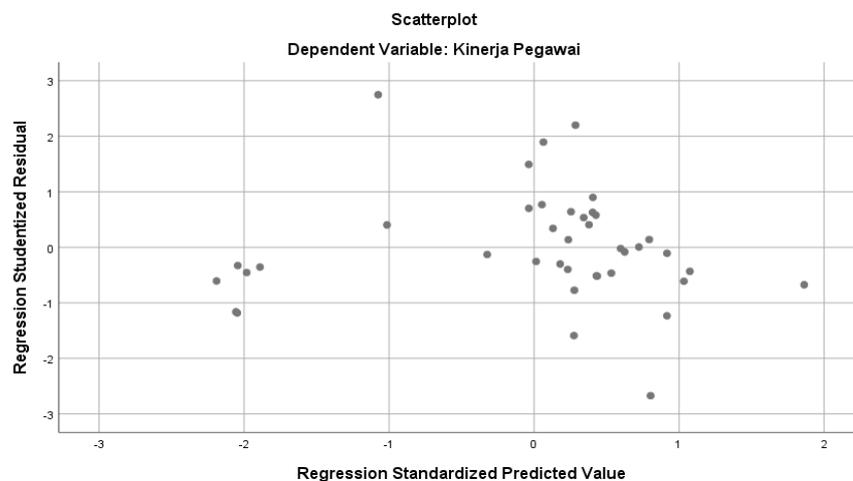
**Figure 2. Normality Test Results**

According to the multicollinearity test results, it was found that all VIF values are less than 10 and the tolerance values are above 0.1. So it could be interpreted that there is no multicollinearity occurs.

**Table 2. Multicollinearity Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Training	.233	4.289
Motivation	.217	4.607
Organizational Culture	.341	2.930

According to the heteroscedasticity test results, it could be seen that there is no clear pattern such as dots widened above or below the number 0 on the Y axis, so it could be interpreted that the data were free from heteroscedasticity.

**Figure 3. Heteroscedasticity Test Results**

### Multiple Linear Regression Analysis

Elicited from the t-test results, it was found that training, motivation, and organizational culture partially have a positive and significant impact on employee performance (t-count > 2.03 and Sig. <0.000). The regression equation  $Y = 0.137 + 0.301 X_1 + 0.388 X_2 + 0.355 X_3 + e$ .

**Table 3. The Results from Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.137	.324		.423	.675
1 Training	.301	.136	.345	2.216	.033
Motivation	.388	.189	.332	2.058	.047
Organizational Culture	.355	.165	.277	2.155	.038

From the F-test, it was notice that the value of  $F = 47.052$  with Sig. = 0.000 <0.05, so it could be said that training, motivation and organizational culture simultaneous affects the employee performance with a large influence of 79.7% ( $R^2 = 0.797$ ).

Table 4. F-Test Results

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.034	3	6.678	47.052	.000 <sup>b</sup>
Residual	5.110	36	.142		
Total	25.144	39			

Table 5. Determination of Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 <sup>a</sup>	.797	.780	.37674

### Inter-Dimensional Correlation Analysis

According to the analysis results, it can be said that the strong correlation occurred between dimensions as follows:

- 1) The impact from training on employee performance, according to the calculation results which obtained from the data the strongest correlation found in the variable between the dimensions of readiness in training variable and responsibility dimension with  $r = 0.759$ .
- 2) The impact from motivation on employee performance, according to the calculation results which obtained from the data the strongest correlation found between social dimensions and quality with  $r = 0.762$ .
- 3) The impact from organizational culture on employee performance, according to the calculation results which obtained from the data with the strongest correlation found between the dimensions of innovation and responsibility with  $r = 0.737$ .

Table 5. The Results of Inter-Dimensional Correlation Analysis

Variable	Dimension	Employee Performance (Y1)			
		Y <sub>1,1</sub>	Y <sub>1,2</sub>	Y <sub>1,3</sub>	Y <sub>1,4</sub>
Training (X <sub>1</sub> )	X <sub>1,1</sub>	0,690	0,653	0,674	0,686
	X <sub>1,2</sub>	0,754	0,754	0,709	0,759
	X <sub>1,3</sub>	0,745	0,732	0,741	0,775
	X <sub>1,4</sub>	0,745	0,732	0,679	0,718
	X <sub>1,5</sub>	0,673	0,718	0,686	0,707
	X <sub>1,6</sub>	0,709	0,706	0,755	0,746
Motivation (X <sub>2</sub> )	X <sub>2,1</sub>	0,607	0,600	0,616	0,628
	X <sub>2,2</sub>	0,436	0,400	0,445	0,471
	X <sub>2,3</sub>	0,762	0,646	0,744	0,741
	X <sub>2,4</sub>	0,616	0,483	0,551	0,593
	X <sub>2,5</sub>	0,536	0,613	0,611	0,637
Organizational Culture (X <sub>3</sub> )	X <sub>3,1</sub>	0,732	0,555	0,701	0,737
	X <sub>3,2</sub>	0,555	0,403	0,577	0,546
	X <sub>3,3</sub>	0,632	0,625	0,550	0,662
	X <sub>3,4</sub>	0,570	0,555	0,553	0,587
	X <sub>3,5</sub>	0,661	0,650	0,662	0,645
	X <sub>3,6</sub>	0,453	0,315	0,458	0,491
	X <sub>3,7</sub>	0,474	0,468	0,477	0,537

## Discussion

Gained from the research results that has been carried out through analysis tools SPSS 25.0, it was found that training partially had a significant impact on the employees' performance at HR Research and Development Center on the Ministry of Communication and Informatics. The results from this research were in line with the research who conducted by Alfiyah & Riyanto (2019) and Mardiyah & Purba (2019) which found that training had a significant impact on improving the employees' performance. Based on the correlation matrix between the dimensions training variables and employee performance, the calculation results showed that the data with the strongest correlation was occurred on readiness to responsibility. This shows that changes in the training variable, particularly the readiness on training dimension would have greatest correlation with responsibility dimension of employee performance variable. Training is not only become the responsibility of the organization, but also for individual employees. This because both the organization and employees will gain the benefit from it. Not all abilities (skills) needed by the field of work could be earned from formal schools, because those skills required are more specific and focus on what will be assigned. Training for employees is a process of teaching certain knowledge and skills and attitudes so employees would be more skillfull and able to carry out their responsibilities better accordingly to the standards.

According to the research results which has been carried out by analysis tools SPSS 25.0, it was found that motivation partially had a significant impact on employees' performance at Pusdiklat Balitbang and HR on the Ministry of Communication and Informatics. The results from this research were in line with research by Maruhun & Chaerudin (2019) and Putra & Ruslan (2021) who found that employees who have a high motivation will have an impact on improving their own performances. According to the correlation matrix between the dimensions of motivation variable and employees' performance, it seems that the strongest correlation occurred on social dimensions to the quality. Which means that changes in the motivation variable, particularly in the social dimension would have huge impact towards the dimension of quality from employee performance variable. Motivation is one of the driving factors on employees to work as much as possible to achieve organizational goals and it objectives. The success of an employee could be viewed from the results of their work or their achievements. In order to make employees nailing their jobs, the organizations need to provide the training to employees so it could lift the employees' motivation. Motivation possessed by employees would increase the productivity and effectiveness at work Thus they could achieve the goals and targets which set by the organization.

According to the research results which has been done through analysis tools SPSS 25.0, it was found that organizational culture partially had a significant impact towards the employees' performance at HR Research and Training Center on the Ministry of Communication and Information. These results were in line with research by Suryadi & Aima (2019), Anitha & Kumar (2016) who found that organizational culture had a positive impact in improving the performance. According to the correlation matrix between the dimensions

shows that the data with the strongest correlation was occurred between innovation dimensions and responsibility dimensions. Which means that the changes in organizational culture variables, especially in the innovation dimension would have huge impact towards responsibility dimension from the employee performance variable. Organizational culture is the main part of an organization, which has the power to determine the success or failure of an organization. This success could be realized if there has huge support from all members. Organizational culture is often used or plays a role as a guide in controlling and carrying out the work activities for each member in the organization. A strong organizational culture would have a positive influence on the employees' performance because through that the employees would have a perception that they are in the same cultural values. This would create a comfortable at work environment for employees and surely increase employee motivation to work

Simultaneous test results show that training, motivation, and organizational culture simultaneously affect employee performance. Organizational performance is largely determined by the employee element. Therefore, in measuring the performance of an organization first it should be measured in terms of the work performance of its employees. Employee performance could bring the organization to achieve its goals. An excellent employee performance could be supported by social factors, psychological factors and individual factors. This research were analyze the impact of training, motivation and organizational culture where these variables are included in the performance factor. Employees need to qualified their ability and competence to accomplished the work. This competency could be earned through various training and development programs. On this training process the leader should ensure that they encourages the employees so they could completed their duties and achieve achievements at work. Organizational culture were also affects performance, the more positive the organizational culture it will create employees' comfort at work which will increase the employee productivity at work. Bear in mind about the role of organizational culture on employee performance, therefore it would be better if in a team what is needed is the willingness employees to collaborate with each other in completing tasks given by superiors so the target will be maximally achieved. Thus, employees are expected to shows its accuracy in doing all work. In accordance with the Decree of the Minister of Communication and Informatics No.315 of 2015 point (c) regarding the determination of values which use as the basic and foundation for the leadership and all employees which stated that integrity implies from thinking, saying, behaving and acting, accordingly and uphold the principles and moral values as well as the applicable code of ethics.

## **CONCLUSION AND SUGGESTION**

### **Conclusion**

According to the research results and discussion above, There has several conclusions that could be made as follows:

- 1) Training had a positive and significant impact towards employees' performance at Pusdiklat of the Research and Development Agency on the Ministry of Communication and Information.
- 2) Motivation had a positive and significant impact towards employees' performance at Pusdiklat of the Research and Development Center on the Ministry of Communication and Information.
- 3) Organizational culture had a positive and significant impact towards employees' performance at Pusdiklat of the Research and Development Agency on the Ministry of Communication and Information.
- 4) Training, motivation and organizational culture simultaneously affects the employees' performance at Pusdiklat of the Research and Development Agency on the Ministry of Communication and Information.

### **Suggestion**

Elicited from the results of discussion analysis and some of the conclusions above, the suggestions which could be recommendation to complement these research results as follows:

- 1) In the training variable, it was found that this dimension has a small impact on employee performance. This need to be concern for the leaders or Head of the HR Research and Development Center at the Ministry of Communication and Information Technology, it shows that this method dimensions in efforts to achieve the effective training are very important for employee performance by implementing their work so as to increase the work productivity and possibly become a career targets. What is done by the leadership is that the method chosen in the training program should be adjusted to the type of training that carried out and developed.
- 2) In the motivation variable, it was found that the security dimension has a small impact on employee performance, the lower the need for security in employees, will give bad work productivity so it affects the performance. This should be a concern for leaders and organizations so they can look back to the divide of tasks or assignment by providing guidance, including or involving on meetings, seminars, workshops, group discussion forums and adding in trainings, technical guidance in order to improve their technical competence and employees would be motivated in the context of the need for a sense of security which will have an impact on the employees performance themselves and the organization.
- 3) In the Organizational Culture variable, it was found that the aggressiveness dimension had small impact to employee performance, this needs to be a concern for leaders and organizations on this department in order to build good communication with employees which aims to encourage an intensive interaction so the employees could have a mutual correlation in order to give it back aspirations quickly and will foster mutual respect in a positive work culture and leaders could actively adding the employees in solving problems or finding solutions in meetings then the employees would feel that their role

and involvement in the organization has important place as well which it would increase the aggressiveness of every employees to be better.

- 4) The authors expectation for further research is that they could investigate further into other variables which has an impact on employee performance. The significant impact from training, motivation and organizational culture on employee performance which could be found in this research has open any possibility relates to other influential factors from other variables such as work environment, work discipline, work stress, competence, organizational commitment, compensation, leadership style and others. Adding more respondents from several government agencies which have a positive value and have an impact in improving organizational performance to reached the goals.

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