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Effect of Work Culture and Physical Skills Competency on Employee Performance at PT. Khong Guan Biscuit Factory Indonesia Ltd

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Abstract: The objectives of this study are: 1) To determine the effect of work culture on employee performance at PT. Khong Guan Biscuit Factory Indonesia Ltd. 2) To determine the effect of physical skill competence on employee performance at PT. Khong Guan Biscuit Factory Indonesia Ltd.. 3) To determine the effect of work culture and physical skill competence together on employee performance at PT. Khong Guan Biscuit Factory Indonesia Ltd. This research approach is quantitative, descriptive and associative. The population in this study were 50 PT. Khong Guan Biscuit Factory Indonesia Ltd. In this study, the sampling technique used is non-probability sampling with the technique taken is saturated sampling (census), a sample of 50 respondents was taken at PT. Khong Guan Biscuit Factory Indonesia Ltd. The results of this study indicate that: 1) There is an influence of work culture on employee performance. 2) There is an influence of physical skill competence on employee performance. 3) There is an influence of work culture and physical skill competence together on employee performance.

Keywords: Work Culture, Competence, Employee Performance

INTRODUCTION

One of the main functions of government is to provide public services as a manifestation of the general task of government to realize the welfare of the community. Bureaucracy is a government instrument to realize efficient, effective, fair, transparent and accountable public services. This means that to be able to carry out government functions properly, bureaucratic organizations must be professional, responsive, and aspirational to the various demands of the people they serve. PT. Khong Guan Biscuits is a company that has a good reputation and image and can maintain its good image, considering that Khong Guan Biscuits Indonesia has been in the business of producing biscuits for 45 years. At this time Khong Guan has distributors in all provinces in Indonesia to make it easier to reach their consumers in all corners of Indonesia. PT. Khong Guan has even exported their products to various countries to the Americas. Various promotions are often carried out to remind consumers about this brand, starting from advertisements on TV, radio, billboards, events and direct promotions at retailers.

The problem of human resources is still in the spotlight and the focus for companies to be able to survive in the era of globalization. Human resources have a major role in every business activity and the value of the company in business progress. Although every company is supported by supporting facilities and infrastructure, as well as sufficient sources of funds, without the support of reliable resources, the company's activities will not be completed properly. Human resources is the process of attracting, selecting, developing, maintaining and using human resources to achieve either individual or company goals (Dessler, 2015:30).

The effectiveness of a human resource can be seen from its performance in carrying out company activities, as well as how that performance affects the company's image. Basically performance is the level to which employees achieve job requirements. If the execution of the work is in accordance with or even exceeds the job description, this means that the work has been carried out well, and vice versa.

LITERATURE REVIEW

Work Culture

Work culture has long been known by humans, but it has not been realized that a successful work is rooted in the values that are owned and behavior that becomes a habit. These values stem from customs, religion, norms and rules that become beliefs in the perpetrators of the work or organization. The values that become habits are called culture and considering this is associated with the quality of work, it is called work culture (Nurhadijah, 2017: 4) According to Hasibuan (2012: 56) work culture is the habits and behavior of individuals or groups in organizations that need to be developed, by building mutually beneficial relationships between the company and stakeholders, to obtain support from stakeholders in the process of optimizing efficiency.

Work culture is a group of basic thoughts or mental programs that can be used to improve work efficiency and human cooperation owned by a group of people. According to Moeljono (2012:2) work culture is generally a philosophical statement, it can function as a binding demand on employees because it can be formally formulated in various company rules and regulations.

According to Robbins (2015: 721) work culture leads to a unified system of shared meanings adopted by members of the organization that distinguishes the organization from other organizations. Work culture is the embodiment of life found in the workplace. More specifically, work culture is a system of meanings related to work, work and work interactions that are mutually agreed upon and used in everyday life. The work culture contained in an organization is a place to hone organizational members working in the organization.

From several opinions it can be synthesized that Work Culture is a behavior that is carried out repeatedly by each individual in an organization and has become a habit in carrying out work.

Competence

According to Wibowo (2014: 271) competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competence also shows the characteristics of knowledge and skills possessed or required by each individual that enable them to perform their duties and responsibilities effectively and raise the standard of professional quality in their work.

According to Robbins and Coulter (2016: 38), competence is an ability or a person's capacity to perform various tasks in a job, where the ability is determined by intellectual and physical factors. Meanwhile, the opinion of Mangkunegara (2015:113) says that competence is a combination of knowledge, skills, values and attitudes that are reflected in the habits of thinking and acting.

According to Marwansyah (2016: 36), competence is a guide of knowledge, skills, attitudes and other personal characteristics needed to achieve success in a job, which can

be measured using agreed standards, and which can be improved through training and development.

According to Sedarmayanti (2017:26) competence is a fundamental characteristic possessed by a person that has a direct influence on or can predict excellent work performance. Competence is generally defined as skills, abilities and abilities. The basic word is competent, meaning capable, capable or skilled.

From several opinions it can be synthesized that competence is the ability to work by integrating knowledge, skills, abilities and personal values based on experience and learning in order to carry out their duties effectively and efficiently.

Physical Skills

Employee skills are one of the factors in an effort to achieve the success of achieving organizational goals. The purpose of work skills is to be able to facilitate a job in completing each job effectively and efficiently without any difficulties so that it will produce a good employee performance. The purpose of employee development is to improve the effectiveness of employees' work in achieving predetermined work results. Improvement of work effectiveness can be done by improving employee knowledge, employee skills and employee attitudes towards their duties. The expertise possessed by an employee will make him skilled in performing certain skills in doing a job. According to Amirullah and Budiyo (2014:21) explain that skill or skill is an ability to translate knowledge into practice so that the desired goal is achieved.

Employee Performance

The meaning of actual performance comes from the words job performance and is also called actual performance or work performance or the actual achievement that has been achieved by an employee, Moehariono (2014: 95). According to Kasmir (2016: 120) simply the notion of performance is the result of work and work behavior achieved in completing the tasks and responsibilities given in a certain period. From the above understanding, performance implies that performance is the result of a person's work and work behavior in a period, usually 1 year. While the opinion of Edison, et al (2016: 190) Performance is the result of a process that refers and is measured in a certain time based on the provisions or agreements that have been set previously.

According to Afandi (2018:83), performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics.

Nawawi quoted from Widodo, Suparno Eko (2015:130) stated that performance is the result of carrying out a job, both physical and non-physical. understanding of employee performance is the result of individual work in an organization that has been determined by an organization. While the understanding of employee performance itself according to experts, namely:

Employee performance (job performance) can be interpreted as the extent to which a person carries out his responsibilities and work duties, as stated by Singh et al. in Chess Prasetyo, (2014:4-5). Mangkunegara (2017: 67) employee 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.

According to Busro (2018: 89), employee performance is the result of work that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibility given by the organization in achieving the vision and mission and goals of the organization with the ability to solve problems in accordance with the given time. determined and does not violate the law.

Based on several understandings according to the experts above, the authors take the synthesis that employee performance is the result of employee work which refers to a certain period of time to complete the responsibilities and tasks assigned to achieve the goals of the organization.

Previous Research

Novayanti Prameta Sambali (2015), with the research title "The Influence of Competence, Work Culture and Work Facilities on the Performance of Representatives of the National Population and Family Planning Agency of Central Sulawesi Province". Based on the results of the analysis that: 1. Competence, work culture and work facilities simultaneously have a positive and significant effect on employee performance at the Representative of the National Population and Family Planning Board of Central Sulawesi Province. 2. Competence partially has a positive and significant effect on employee performance at the Representative of the National Population and Family Planning Board of Central Sulawesi Province. 3. Work culture partially has a positive and significant effect on employee performance at the Representative of the National Population and Family Planning Board of Central Sulawesi Province. 4. Work facilities partially have a positive and significant effect on employee performance at the Representatives of the National Population and Family Planning Board of Central Sulawesi Province.

Ferlita Widyawati (2018), with the research title "The Influence of Work Culture and Work Discipline on the Performance of the State Civil Apparatus at the Household Administration Bureau for the Regional Secretariat of Banten Province" From the results of data processing, it is known that work culture has a positive and significant effect on the performance of the state civil apparatus. It was also found that work discipline has a positive and significant effect on the performance of the state civil apparatus. Work culture and work discipline together have a positive and significant impact on the performance of the state civil apparatus.

Siti Fatimah (2020), with the research title "The Influence of Work Culture and Job Satisfaction on Employee Performance in Sungai Geringging District"

The results of processing this data analysis indicate that there is a positive influence of work culture on the performance of Adjusted R Square employees of 0.070%, the significance value of 0.013 is less than 0.05. Job satisfaction has a significant effect on employee performance Adjusted R Square by 0.360%. Simultaneously work culture and job satisfaction have a significant effect on employee performance of 0.000 less than 0.05

Dina Rande (2016), with the title "The Influence of Competence on Employee Performance at the Department of Transportation, Communication and Information of North Mamuju Regency" The results show; (1) The influence of simultaneous competence on the performance of the employees of the Department of Transportation, Communication and Information of North Mamuju Regency is determined by motives, traits, self-concepts, knowledge and skills. has a major effect on employee performance, namely 78.9% with the level of competence relationship between employee performance "very strong". This means that the increase in competence will improve the performance of the employees of the Department of Transportation, Communication and Information of North Mamuju Regency; (2) the influence of competence partially on the performance of the employees of the Department of Transportation, Communication and Information of North Mamuju Regency is determined by motives, traits, self-concepts, knowledge and skills. The results of descriptive statistics show the trait dimensions (traits) to obtain a high percentage, while the lower dimensions are knowledge and skills.

Andi Veny Anggreany M (2017), with the title "The Influence of Competence, Motivation, and Physical Work Environment on Employee Performance at the Donggala Regency Energy and Mineral Resources Office" Based on testing, the study found that: 1) Competence, Motivation, and Work Environment Physical simultaneously has a positive and significant effect on employee performance; 2) competence has a positive and significant effect on the performance of officials; 3) motivation has a positive and significant effect on the performance of officials; 4) Physical Work Environment has a positive and significant effect on employee performance;

The results of statistical tests show that the relationship between work culture and physical skills competence on employee performance is positive (unidirectional). Based on the t test results obtained a significant value of 5%, then H1 is accepted or H0 is rejected.

This means that work culture and physical skill competence on employee performance at PT. Khong Guan Biscuit Factory Indonesia Ltd.

RESEARCH METHODS

The location of this research activity was carried out at PT. Khong Guan Biscuit Factory Indonesia Ltd. The time of the research was carried out from October 2020 to January 2021. Population according to Sugiyono (2017: 80) states that the population is an area of generalization of objects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions. Determination of the population is an important stage in research. The population can provide useful information or data for a study. From this understanding, the population in this study is 50 PT. Khong Guan Biscuit Factory Indonesia Ltd.

The sample is part of the population that is expected to be able to represent the population in the study. Meanwhile, according to Sugiyono (2017: 81), "The sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, manpower and time, then researchers can use samples taken from that population. The sample is part of the population that is expected to be able to represent the population in the study. Meanwhile, according to Sugiyono (2017: 81), "The sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, manpower and time, then researchers can use samples taken from that population.

Sampling techniques can basically be grouped into two, namely probability sampling and non-probability sampling. The sampling technique used by the author is non-probability sampling. According to Sugiyono (2017:84) the definition of nonprobability sampling is a sampling technique that does not provide equal opportunities/opportunities for each element or member of the population to be selected as samples.

In this study, the sampling technique used is non-probability sampling with the technique taken is saturated sampling (census). According to Sugiyono (2017: 118), the saturated sampling technique is a sampling technique when all members of the population are used as samples. Therefore, the author chooses a sample using a saturated sampling technique because the population is relatively small. So that by using saturated sampling technique (census), a sample of 50 respondents was taken at PT. Khong Guan Biscuit Factory Indonesia Ltd.

Sugiyono (2017: 275) suggests multiple linear regression analysis is used to predict how the value of the dependent variable changes when the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables between the dependent variable (Y) and the independent variable (X1 and X2), this method is used to determine the strength of the influence between several independent variables simultaneously on the dependent variable.

RESULT ANALYSIS AND DISCUSSION

Validity Test

1. Work Culture Variable Reability Test Result (X1)

Based on the table above, it can be seen that for each statement on the Work Culture variable (X1) all instruments can be said to be valid, because the resulting rcount value is much greater than the existing rtable value for N = 50, which is 0.273.

2. Reability Test Result of Physical Skills Competence Variable (X2)

Based on the table above, it can be seen that for each statement on the Physical Skills Competence variable (X2) all instruments can be said to be valid, because the resulting rcount value is much greater than the existing rtable value for N = 50, which is 0.273.

3. Employee Performance Variable Reality Test Result (Y)

Based on the table above, it can be seen that for each statement on the Employee Performance variable (Y) all instruments can be said to be valid, because the resulting rcount value is much greater than the existing rtable value for $N = 50$, namely 0.273.

Realibity Test

1. Work Culture Variable Reability Test Result (X)

Based on the table above, for the reliability test of the Work Culture variable (X1) with an rtable value of 0.273, while the Cronbach's Alpha value is 0.865, so it can be concluded that the ralpha is positive and greater or $0.865 > 0.273$, thus the research instrument on the Cultural variable Work (X1) is Reliable.

2. Realibility Test Result of Physical Skill s Competence Variable (X2)

Based on the table above, for the reliability test of the Physical Skills Competency variable (X2) with an rtable value of 0.273, while the Cronbach's Alpha value is 0.912, so it can be concluded that the ralpha is positive and greater or $0.912 > 0.273$, thus the research instrument regarding the competency variable Physical Skill (X2) is Reliable.

3. Employee Performance Variable Reality Test Result (Y)

Based on the table above, for the reliability test of the Employee Performance variable (Y) with an rtable value of 0.273, while the Cronbach's Alpha value is 0.936, so it can be concluded that the ralpha is positive and greater or $0.936 > 0.273$, thus the research instrument regarding the Employee Performance variable (Y) is Reliable.

Multiple Linear Regression Test

To determine the value of the multiple linear regression equation as follows: $Y = 4.659 + 0.425 X1 + 0.556 X2$ Can be explained as follows :

1. Constant value $a = 4.659$, it can be interpreted that if the work culture variable, physical skill competence is zero, then the employee's performance is positive at 4.659.
2. Work Culture regression coefficient $b1 = 0.425$, it can be interpreted that if the work culture value increases by one, the employee performance value will also increase by 0.425.
3. Regression coefficient of Physical Skills Competence $b2 = 0.556$, it can be interpreted that if the value of physical skill competence increases by one, the employee's performance value will also increase by 0.556. meningkat sebesar 0.556.

Hypoteshis Results

1. The Influence of Work Culture (X) on Employee Performance (Y)

Based on the coefficients table above, the tcount value for the Work Culture variable (X1) is 6,593 while the ttable value for $n = 50$ is 2,008. So $6.593 > 2,008$, then H_0 is rejected and H_a is accepted, it can be stated that Work Culture (X1) has a significant effect on Employee Performance (Y).

b. The Influence of Physical Skill Competence (X2) on Employee Performance (Y)

Based on the coefficients table above, the t-value for the Physical Skills Competence variable (X2) is 8.892, while the t-table value for $n = 50$ is 2.008. So $8.892 > 2,008$, then H_0 is rejected and H_a is accepted, it can be concluded that partially the variable Physical Skills Competence (X2) has an effect on Employee Performance (Y).

Koefisien Determinasi

Based on the calculations, the effect of the three variables was tested, and based on the Model Summary table, the R Square value was 0.946. This shows that 94.6% of Work Culture (X1) and Physical Skills Competence (X2) jointly affect Employee Performance (Y), while the remaining 5.4% is influenced by other factors not examined in this study.

CONCLUSION

There is an influence of work culture on employee performance, as evidenced by the tcount value for the Work Culture variable (X1) of 6,593 while the ttable value for $n = 50$ is 2,008. So $6.593 > 2.008$, then H_0 is rejected and H_a is accepted, it can be stated that Work Culture (X1) has a significant effect on Employee Performance (Y).

There is an effect of physical skill competence on employee performance, it is proven that the tcount value for the Physical Skills Competence variable (X2) is 8.892, while the ttable value for $n = 50$ is 2,008. So $8.892 > 2.008$, then H_0 is rejected and H_a is accepted, it can be concluded that partially the variable Physical Skills Competence (X2) has an effect on Employee Performance (Y).

There is an influence of work culture and physical skill competence together on employee performance. It is evident from the ANOVA test that the Fcount value is 408.157, while the Ftable ($\alpha 0.05$) for $n = 50$ is 2.79. So $F_{count} > F_{table} (\alpha 0.05)$ or $408.157 > 2.79$ with a significant level of 0.000 because $0.000 < 0.05$, it can be said that Work Culture (X1) and Physical Skills Competence (X2) together or simultaneously have a positive effect on Employee Performance (Y). While the value of R Square is 0.946. This shows that 94.6% of Work Culture (X1) and Physical Skills Competence (X2) jointly affect Employee Performance (Y), while the remaining 5.4% is influenced by other factors not examined in this study.

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