



Influence of Organizational Culture, Work Ethics, and Competence on Employee Performance at LPP RRI Surabaya

Ericha Fitrianingsih¹, Siti Mujanah², Snyder Bradford³

¹ Universitas 17 Agustus 1945 Surabaya, Indonesia

² Universitas 17 Agustus 1945 Surabaya, Indonesia

³ International University of Monaco, Monaco

Corresponding Author: Name; Ericha Fitrianingsih, E-mail; erichaicha19@gmail.com

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ABSTRACT

The purpose of this study was to analyze the effect of organizational culture, work ethics, and competence on employee performance at LPP RRI Surabaya. This research was conducted at Radio Republik Indonesia Surabaya (RRI Surabaya), which is a radio station owned by LPP Radio Republik Indonesia in Surabaya City, East Java. This study uses a quantitative approach to see the relationship between the independent variables and the dependent variable, this study applies samples and hypotheses. The sample applied was 50 employees of LPP RRI Surabaya using the saturated sampling technique method. The data analysis technique applied is multiple linear regression including test instrument validity and reliability tests. In testing the hypothesis apply a partial test (t test) and simultaneous test (f test). The results of the study show that organizational culture partially does not have a significant effect on the performance of LPP RRI Surabaya employees, work ethics have a significant effect on the performance of LPP RRI Surabaya employees, and competence has a significant effect on the performance of LPP RRI Surabaya employees. Simultaneously the variables of organizational culture, work ethics, and competence have a significant influence on employee performance at LPP RRI Surabaya.

Keywords: *Competence, Organizational Culture, Work Ethics*

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INTRODUCTION

The development of globalization and the increasing level of competitiveness in Indonesia are increasingly widespread, so new human resources (HR) and competent expertise are increasingly stringent (Gede Riana dkk., 2020; Muda dkk., 2018). The

quality of human resources owned by the company makes it easier for businesses to achieve their goals when selecting new employees. Human resources are resources that can create work for an organization/company and have reason, desire, feelings, skills, knowledge, and so on (X. Zhang dkk., 2019). All of these factors affect a company's ability to achieve its goals. Without the strength of human resources the company has difficulty achieving its goals despite advances in information technology, money and processed materials.

The level of success of a company is based on indicators, one of which is performance, (Li dkk., 2018; Schmuck dkk., 2018; Topol, 2019) defines performance as the implementation and achievement of work by individuals who have adapted certain roles and responsibilities within an organization and are bound to certain standard values or business measures which can be measured using indicators. All companies always try to increase the performance potential of their company employees based on the hope that the company's goals can be achieved. According to (He dkk., 2020), performance refers to the results of individual or group work functions in an organization/company over a certain period of time, indicating the quality of individuals or groups in meeting the requirements in working to achieve organizational goals.

Organizational culture is one of the factors influencing performance, according to (Basten & Haamann, 2018; Lyon dkk., 2018; van der Lippe & Lippényi, 2020). Organizational culture can be defined as a value system (value), belief (belief), assumption (assumptions), or the old norms agreed upon and carried out by all members of the is a code of organizational problem-solving attitudes (Isensee dkk., 2020; Mannion & Davies, 2018; Spicer, 2020). Phenomena that occur in organizational culture, based on innovative goal-oriented, taking into account risks, focusing on the interests of employees, and task-oriented details. In order to fulfill organizational/company goals, performance improvement and improvement must spread to other employee members.

Implementing an organizational culture that aims to provide views on behavior in the organization is one way management can ensure managerial functions are running effectively (Dubey dkk., 2019; PAAIS & PATTIRUHU, 2020). Organizational culture of a company or organization is a collection of values, perceptions, norms and behaviors that are formed to address issues regarding internal integration as well as external adaptation (Azeem dkk., 2021; Roscoe dkk., 2019; Q. Zhang & Cao, 2018). Organizational culture, as a unitary idea, also acts as a guide for members on how to act and behave, or has limits on taking action against environmental challenges.

Work ethics can also affect employee performance. The concept of good and bad deeds, and right and wrong behavior that can impact other things. A collection of knowledge that is primarily related to one's behavior at work and is viewed as such by individuals or communities is referred to as work ethics (Dierksmeier & Seele, 2018). The ability to uphold moral values in the workplace is known as work ethics. It is this mentality that determines how a person carries out his duties or work with high moral standards. Facts on the ground show that an employee's work ethic has a major

influence on a company/organization based on effective business, workplace rules, responsibility, tenacity, and education. Important work ethics make every member of the organization responsible for their activities/tasks while working. By setting clear boundaries for employees, maintaining a strong code of ethics will give them a sense of security.

The purpose of having a work ethic in a company is to uphold professional reputation, credibility and integration in society. The self-esteem and standards upheld by the company for each employee are related to work ethics. It includes interaction and behavior. Creation of moral values that are in line with the rules governing authority within an organization/company. This will encourage individuals in the organization to generate ideas quickly, feel safe, be confident in making decisions, and make changes to improve organizational performance.

Competence also influences employee performance. Competence, according to (Albarqouni dkk., 2018; Falloon, 2020; Spante dkk., 2018), is expertise in doing work/tasks using knowledge and abilities that are supported by a positive attitude towards the work required in the company. Competence reflects the nature, skills and knowledge that a person has in order to be able to carry out his duties and obligations properly and to improve the quality standards of professional work. A phenomenon was found indicating that employee competence experienced value competition between work members on employee performance based on understanding, abilities, attitudes, knowledge, values, and interests (Fiske, 2018; Hui dkk., 2020; Kohrt dkk., 2018). If an employee has a high level of competence, then they can increase the proportion of work that belongs to them.

In the city of Surabaya, East Java, LPP Radio Republik Indonesia operates a radio station known as Radio Republik Indonesia Surabaya (RRI Surabaya). LPP RRI Surabaya is on Jalan Pemuda 82-90, Embong Kaliasin, Genteng. The structure of the building has been given the status of historical cultural heritage. Based on the survey, the researcher consulted with on-site leadership and found findings that organizational culture, and work ethics are still weak and not up to current standards, which has a negative impact on employee performance. Another problem is competence, where misunderstandings often occur between employees caused by jealousy of the skills or abilities of these employees. On the other hand, an organizational culture that promotes professionalism, work discipline and tenacity has been built, but it still needs to be strengthened and disseminated to other employees. A strong organizational culture will boost work ethics and competence which will ultimately boost work productivity.

Facts in the field show that employee performance is not good because employees cannot work effectively, complete assignments/jobs on time, or respond quickly to problems arising from their work. This is also influenced by organizational culture, work ethics, and competencies which result in employees being inefficient in carrying out their work as desired by the company. This problem is based on timeliness, quality of work, effectiveness, quantity of work, and independence.

From the description above, the author is interested in taking research entitled: "The Influence of Organizational Culture, Work Ethics, and Competence on Employee Performance at LPP RRI Surabaya."

RESEARCH METHODOLOGY

This study applies a quantitative method because this method is a methodical and scientific study of the causes of phenomena, their constituent elements, and their relationships, or research that relies on numbers (Bruner dkk., 2019; Furuya-Kanamori dkk., 2018; Yu dkk., 2020). Collection and interpretation of data is based on respondents' responses to the items and written statements of the questionnaire. Carrying out this research at LPP RRI Surabaya which is on Jl. Youth No. 82-90, Embong Kaliasin, Kec. Roof tiles, Surabaya City, East Java. The data source used is primary data, by distributing questionnaires to LPP RRI Surabaya employee respondents. The data population of all LPP RRI Surabaya employees is 50 people. The samples taken were LPP RRI Surabaya employees, namely applying the saturation technique. The data analysis method applied includes Descriptive Analysis, Validity Test.

RESULT AND DISCUSSION

Literature Review :

Organizational Culture

According to research (Chu dkk., 2019; Elsbach & Stigliani, 2018) organizational culture involves shared values that must be understood, embedded, and implemented by all parties involved. These values will encourage commitment, loyalty and the desire to work hard to boost employee performance in the face of competition. Organizational culture plays an important role in achieving organizational goals because the traditions that occur in the organizational hierarchy function as a representation of the standards of behavior adopted by organizational employees.

Work Ethics

(Nielsen dkk., 2018; O'Connor & Kenter, 2019; Sarwar dkk., 2020) defines success as coming naturally to those who have a strong work ethic because it is beneficial for themselves and others (colleagues). This is because a strong work ethic can also foster a calm work atmosphere, and can improve employee performance in a company. Work ethic is a person's attitude both as an employee and as a leader towards the implementation of work that can show the enthusiasm of employees in completing their work assignments.

Competence

According to (Jongen dkk., 2018; Konttila dkk., 2019; Souza-Neto dkk., 2019) competency is a combination of knowledge and skills appropriate to the field required by a company or organization, thereby creating competent performance. The efficiency of a company is also strongly influenced by employee performance. Competence is a

personal trait that enables a person to be able to anticipate his environment in a job or situation.

Employee Performance

In research (Dust dkk., 2018; Ogbonnaya & Messersmith, 2019) employee performance is the completion of an individual's work according to job requirements. Employee performance in question is the result of how well they handle the tasks assigned to them in a company. Employee performance underlies the achievement of good work carried by employees in terms of quantity or quality.

RESULT AND DISCUSSION

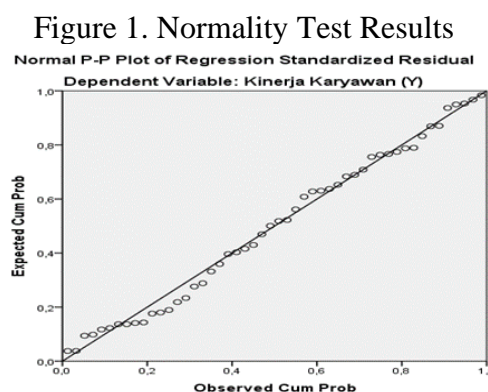
Results :

Before testing further data analysis, validity and test were carried out first reliability. The results of the validity test of each of the statement items are able to represent the variables Organizational Culture (X1), Work Ethics (X2), Competence (X3), and Employee Performance (Y) because all variable items in this study have $r_{count} > r_{table}$ with a significance level of 0.05. This means that all items applied in this study are valid/valid. And the reliability test of all variable statement items in the questionnaire has value Cronbach Alpha above 0.60 and the research questionnaire was declared reliable and feasible to be applied as a measuring tool.

The classical assumption test applied in this study is structured from the normality test, multicollinearity test, and heteroscedasticity test. The test results are as follows:

Normality Test

Function to determine whether the residual variable is normally distributed. By using the normal plot graph, to determine whether a set of data is normal or not. The regression model is said to be normal if the data is spread around the diagonal line and moves in the direction of the diagonal line/graph histogram displays a normal pattern.



It can be seen in Figure 1 that the points are distributed by following a diagonal line, so it can be said that the data has a normal distribution.

Multicollinearity Test

Serves to identify the correlation between independent (free) variables. The appropriate regression model should have no relationship between the independent

(free) variables. The VIF number indicates whether or not there is a correlation. There is no multicollinearity between independent variables if the $\text{valuetolerance} > 0.10$ or VIF value > 10 , and vice versa. The results of the multicollinearity test are as follows :

Table 1. Multicollinearity Test Results

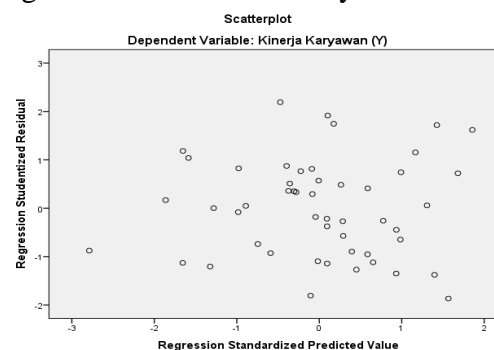
Free Variables	Colinearity Statistics	
	Tolerance	VIF
Organizational Culture (X1)	0,348	2,875
Work Ethics (X2)	0,352	2,845
Competency (X3)	0,980	1,020

Based on table 1 above, it can be seen the $\text{valuetolerance} > 0.10$ while the VIF value < 10 . This means that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

The feasible regression model has no heteroscedasticity. By observing the scatter plot graph between the predicted value (ZPRED) and the residual value (SRESID), determine whether or not heteroscedasticity exists. There is no heteroscedasticity if the pattern is not clear and the dots are spread below and above the number 0 (on the Y axis). The heteroscedasticity test is as follows :

Figure 2. Heteroscedasticity Test Results



Based on Figure 2, it can be seen that the distribution of the points is uneven and does not form a pattern, the distribution of the points above and below the 0 axis Y. This means that there are no symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Serves as an estimate of the average value of the independent variable/Employee Performance (Y) based on the value of the dependent variable/Organizational Culture (X1), Work Ethics (X2), and Competence (X3).

Table 2. Multiple Linier Regression Test Results

Model	Unstandardized Coefficients	Standardize		
		d Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	3,818	2,680		1,424	,161
	Organizational Culture (X1)	-,051	,132	-,041	-,391	,698
	Work Ethics (X2)	,298	,122	,301	2,439	,019
	Competency (X3)	,831	,151	,685	5,518	,000

Based on table 2, the regression equation can be explained as follows : 1) The constant value (a) is 3,818 meaning that there is no change in the Organizational Culture (X1), Work Ethics (X2), and Competency (X3) variables with a value of 0, then Employee Performance (Y) with a value of 3,818. 2) The coefficient of the regression value of Organizational Culture (X1) is -0.051 a negative value, if the Organizational Culture variable (X1) decreases by one unit, then Employee Performance decreases - 0.051 with estimates of other variables being constant. 3) The coefficient of the regression value of Work Ethics (X2) is 0.298 a positive value, meaning that if the Work Ethics variable (X2) increases by one unit, then Employee Performance increases by 0.298 with estimates of other variables being constant. 4) The coefficient of the Competency regression value (X3) is 0.831 which has a positive value, meaning that if the Competency variable (X3) increases by one unit, then Employee Performance increases by 0.831 with estimates of other variables being constant.

Analysis of the Coefficient of Determination (R²)

Serves as a measure of how much the Organizational Culture (X1), Work Ethics (X2), and Competence (X3) variables affect the Employee Performance variable (Y).

Table 3. Test Results Coefficient Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,925 ^a	,855	,846	2,010

Based on table 3, the value of Adjusted R-Square is 0.855 or 85.5%. This states that there is an influence of Organizational Culture (X1), Work Ethics (X2), and Competence (X3) on Employee Performance (Y) 85.5%.

T test (partial)

Aims to see the effect of Organizational Culture (X1), Work Ethics (X2), and Competence (X3) variables on Employee Performance (Y) variables. The T-test of this study applies a significant value of 0.05. if significance > 0.05 or Tcount > Ttable. meaning that the Organizational Culture variable (X1) partially has a significant influence on the Employee Performance variable (Y).

Table 4. Test Results (partial)

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,818	2,680		1,424	,161
	Organizational Culture (X1)	-,051	,132	-,041	-,391	,698
	Work Ethics (X2)	,298	,122	,301	2,439	,019
	Competency (X3)	,831	,151	,685	5,518	,000

Based on table 4, it is concluded as follows : 1) Organizational Culture Variable (X1) has a Tcount (-391) < Ttable (2.014). Significant value of 0.698 > 0.05 means Organizational Culture variable (X1) partially has no significant effect on Employee Performance (Y). 2) The Work Ethics variable (X2) has a Tcount (2.439) > Ttable (2.014). Significant value 0.019 < 0.05. This means that the variable Work Ethics (X2) partially has a significant effect on Employee Performance (Y). 3) The Competency Variable (X3) has a Tcount (5.518) > Ttable (2.014). Significant value 0.000 < 0.05. This means that the Competency variable (X3) partially has a significant effect on Employee Performance (Y).

F test (simultaneous)

Aims to determine the simultaneous effect of the independent variables Organizational Culture (X1), Work Ethics (X2), and Competence (X3) on the dependent variable Employee Performance (Y). The F test was carried out with a significance value of 0.05.

Table 5. Test Results (simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1100,385	3	366,795	90,745	,000 ^b
	Residual	185,935	46	4,042		
	Total	1286,320	49			

Based on table 4.20 above, it is known that Fcount (90.745) > Ftable (2.81), and a significant value of 0.000 < 0.05, it can be concluded that the variables Organizational Culture (X1), Work Ethics (X2), and Competence (X3) simultaneously have a significant effect on Employee Performance (Y).

CONCLUSION

Aims to examine the effect of Organizational Culture (X1), Work Ethics (X2), and Competence (X3) on Employee Performance (Y) at LPP RRI Surabaya. Based on

the results of the research, the conclusions obtained are as follows: 1) The results of the Organizational Culture test (X1) partially show that organizational culture has no significant effect on employee performance at LPP RRI Surabaya. That matter indicated by the acquisition of the Tcount value of the Organizational Culture variable (X1) of $-391 < T_{table} (2.014)$. And a significant value of $0.698 > 0.05$. 2) The results of the Work Ethics test (X2) partially show that work ethics has a significant effect on employee performance at LPP RRI Surabaya. It is in show that the Tcount value for the Work Ethics variable (X2) is $2.439 > T_{table} (2.014)$. Significant value $0.019 < 0.05$. 3) The results of Competency testing (X3) partially show that competency has a significant effect on employee performance at LPP RRI Surabaya. This is indicated by the acquisition of the Tcount Competency variable (X3) $5.518 > T_{table} (2.014)$. And a significant value of $0.000 < 0.05$. 4) The test results of Organizational Culture (X1), Work Ethics (X2), and Competence (X3) simultaneously have a significant effect on employee performance at LPP RRI Surabaya. This is indicated by the acquisition of Fcount $(90.745) > F_{table} (2.81)$, and a significant value of $0.000 < 0.05$. This states that the independent variable (X) has a positive effect on the dependent variable (Y).

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