

The Effect of Leadership, Organizational Culture and Competency on Employee Performance in Radio Sikamoni Group

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ABSTRACT

The purpose of this study was to determine the influence of leadership, organizational culture and competence on employee performance at Radio Sikamoni Group, either partially or simultaneously. The population in this study were all employees who worked at Radio Sikamoni Group, many samples in this study were 67 respondents. Data were collected using a questionnaire. The data is tested using validity and reliability tests, and the data must meet the elements of the classical assumption test. Furthermore, the data analysis test was carried out using multiple regression analysis, t test, F test, and coefficient of determination. The results of this study indicate that there is a positive and significant influence of leadership on employee performance. There is a positive and significant influence of organizational culture on employee performance. There is a positive and significant effect of competence on employee performance. There is a positive and significant influence of leadership, organizational culture, competence on employee performance at Radio Sikamoni Group. The magnitude of the ability to influence leadership, organizational culture, competence to explain employee performance is 70.3% while the remaining 29.7% is explained by other variables that are not included in this research model.

Keywords: Leadership, Organizational Culture, Competence, Employee performance

INTRODUCTION

Radio Sikamoni Group is a company engaged in the field of communication media, as for the company's goals as a medium capable of broadcasting satisfactory information in the form of news broadcasts, interviews, air editorials, live reporting, talk shows and others. Radio Sikamoni Group consists of PT Radio Sikamoni FM, PT Ratu FM, and PT Radio DASS FM.

According to Government Regulation of the Republic of Indonesia No. 52 of 1981 every radio station must be registered with the Ministry of Communication and Information of the Republic of Indonesia, Directorate General of Resources and Equipment of POS and Information Technology.

PT Radio Sikamoni FM is located at JL. Cempaka Flower No. 17 Tanjung Sari, Medan. Registered at the Ministry of Communication and Information Technology of the Republic of Indonesia, Directorate General of Resources and Equipment of POS and Information Technology with Radio Station License (ISR) Number 01857023-000SU3081302017 with CALLSIGN PM3FEA, Existing Frequency 97.05 (MHz) with KANAL 96 Master Plan Frequency Switching and Master Plan Plan Frequency 97.10 (MHz).

PT Radio Turang (RATU) FM is located at Jl. Lt. Gen. Jamin Ginting No. 241 Berastagi. Registered at the Ministry of Communication and Information Technology of the Republic of Indonesia, Directorate General of Resources and Equipment of POS and Information Technology with a Radio Station License (ISR) Number 01016474-000SU19962014 with CALLSIGN PM3FBM, Exiting Frequency 101.95 (MHz) with KANAL 131 Master Plan Frequency Transfer and Master Plan Plan Frequency 100.60 (MHz).

PT Radio Dasa Anugrah Swara Selaras (DASS) FM is located at Jl. Percut Sei Tuan No.20 Lubuk Pakam, Deli Serdang. Registered at the Ministry of Communication and Information Technology of the Republic of Indonesia, Directorate General of Resources and Equipment of POS and Information Technology with Radio Station License (ISR) Number 01437725-000SU2020102014 with CALLSIGN PM3FEX, Exiting Frequency 86.7 (MHz) with KANAL 6 Master Plan Frequency Switching and Master Plan Plan Frequency 86.70 (MHz).

As a company that is active in the field of communication by providing services to the community, Sikamoni Group expects that its business activities will run well and smoothly, and the company can continue to grow and become global. Therefore, in an effort to achieve the goals and expectations of the company's management, every human resource it has or employees who work at the company are required to have the same concept to achieve the company's goals. good performance. According to Notoatmodjo (2009), the performance of an employee can be measured from the results of work, the results of tasks, or the results of activities within a certain period of time.

Therefore, every employee who works at Radio Sikamoni Group must have a good level of performance, thus every employee will be able to complete every task and responsibility assigned to him, even though

the workload he bears is very heavy and difficult to complete.

Based on initial observations made at Radio Sikamoni Group, it appears that there are still many employees who do not have a good level of performance at work. Temporary allegations in this study, the decline in employee performance is caused by many factors. Some of the factors that cause them are Leadership, Organizational Culture and Competence.

Table 1.1 Company Performance Results Data 2018

Quarter	1	2	3	4	Total
	(Special)	(Very good)	(Good)	(Not good)	
1	11	49	10	-	70
2	13	40	17	-	70
3	7	35	28	-	70

(Source: Radio Sikamoni Group in 2018)

Based on the data in table 1.1. above, it can be seen that in the 2018 Quarter 1 there were 11 people who got special performance results, 49 people got very good performance results and as many as 10 people got good performance scores. In the 2nd Quarter there were as many as 13 people getting excellent performance results, as many as 40 people getting very good performance results and as many as 17 people getting good performance scores. In the 3rd Quarter there were 7 people who got excellent performance results, 35 people got very good performance results and as many as 28 people got good performance scores.

Based on the data above, it shows a tendency to decline in performance from the beginning of 2018 to the third quarter. This can be seen from the decrease in the achievement of employee performance targets at special values along with the decrease in the achievement of employee performance targets at very good scores from the first quarter to the third quarter. If this is not addressed, it can bring the company in a bad direction.

Temporary suspicion in this study, the decline in employee performance is caused by many factors. Some of the factors that cause them are Leadership, Organizational Culture and Competence. This is in line with the results of research conducted by

F.D. Fadude, H.N. Tawas, J.G. Poluan. (2019) which states that Leadership, Organizational Culture and Competence have a significant impact on employee performance levels.

Leadership is one of the things that can cause a decrease in employee performance. Leadership is the nature of individuals in influencing others to achieve a goal. Leadership in a good organization will be able to coordinate and synergize existing resources within the organization. In addition, effective leadership is also able to explore and develop the potential of employees.

The most critical factor that is seen as influencing employee performance is organizational culture. Organizational culture is widely recognized as the foundation of management systems and activities in every organization. Organizational culture is seen as shared values and norms of behavior that are believed and adhered to by members of the organization. These values and behavioral norms create the approach used by members of the organization in carrying out their work and overcoming the problems they face. Another thing that can cause low employee performance is competence. competence is an ability (skill & knowledge) to carry out or perform activities/jobs/tasks. Competence in an organization is very important for its management to pay attention to.

Based on the description above, the authors are interested in conducting research entitled "The Influence of Leadership, Organizational Culture and Competence on Employee Performance at Radio Sikamoni Group".

MATERIALS & METHODS

Multiple Linear Regression Analysis

The regression equation in this study is to analyze Employee Performance as the dependent variable (Y) with Leadership (X1), Organizational Culture (X2) and Competence (X3) as the independent variables. The formula used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Where:

Y = Dependent variable (Performance)

A = constant number

b1b2 = line direction coefficient

X1 = Independent variable (Leadership)

X2 = Independent variable (Organizational Culture)

X3 = Independent variable (Competence)

To get the values of a, b1 and b2, you can use the following formula:

$$\Sigma Y = an + b_1 \Sigma X_1 + b_2 \Sigma X_2$$

$$\Sigma X_1 Y = a \Sigma X_1 + b_1 \Sigma X_1^2 + b_2 \Sigma X_1 X_2$$

$$\Sigma X_2 Y = a \Sigma X_2 + b_1 \Sigma X_1 X_2 + b_2 \Sigma X_2^2$$

After a, b1 and b2 are obtained, the equation Y will be obtained.

Testing the Coefficient of Determination (R²)

Used to measure how far the model's ability to explain the variation of the dependent variable. The coefficient of determination ranges from zero to one. The smaller R² value close to zero indicates that the ability of the independent variables in explaining the dependent variable is very limited, when the larger R² approaches 1, it indicates that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

RESULT

Table 1.2 Identity of Respondents by Gender

No	Gender	Respondent	Percentage (%)
1	Man	43	64.2
2	Women	24	35.8
Total		67	100.00

Source: Primary Data Processed, 2019

Based on Table 1.2, it is known that the number of male respondents in this study was 43 people or equal to 64.2%, female respondents in this study were 24 people or equal to 35.8%. This means that in terms of gender, there are more male employees working at Radio Sikamoni Group than female employees.

Respondents Based on Length of Work

The characteristics of respondents based on the length of work for which data collection has been carried out are as follows:

No	Length of work	Respondent	Percentage (%)
1	< 1	3	4.47
2	1 – 4	10	14.93
3	5 – 9	16	23.88
4	>10	38	56.72
Total		67	100.00

Source: Primary Data Processed, 2019

Table 1.3 explains that the number of respondents with a length of work < 1 year

is 3 people or equal to 4.47%. Respondents with a length of work between 1 - 4 years are as many as 10 people or equal to 14.93%. Respondents with a length of service between 5 - 9 years are as many as 16 people or equal to 23.88%. Respondents with a length of work > 10 years were 38 people or equal to 56.72%. This means that the average employees who work at Radio Sikamoni Group are people who have worked for a long time which of course will be very easy to work and develop their careers in the company.

Multiple Linear Regression Analysis Results

Table 1.4 Multiple Linear Regression Analysis

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.426	.369		1.153	.253
	leadership	.217	.122	.175	2.156	.004
	organizational culture	.989	.152	.796	6.494	.000
	competence	.135	.106	.131	2.770	.001

Data source processed in 2019

Based on the table above, the research model can be arranged as follows:

$$Y = 0.426 + 0.217 X_1 + 0.989 X_2 + 0.135 X_3$$

Based on the table above, it can be seen that the value of component a or constant of 0.426 is the value of Y if X1, X2 and X3 = 0, the value of component b1 or the regression coefficient for the leadership variable (X1) of 0.217 indicates that the leadership variable (X1) has a unidirectional relationship. with employee performance variable (Y) which means the higher the leadership, the employee's performance will increase and vice versa the lower the leadership, the employee's performance will decrease.

The value of component b2 or the regression coefficient for the organizational culture variable (X2) of 0.989 indicates that

the organizational culture variable (X2) has a direct relationship with the employee performance variable (Y), which means that the higher the organizational culture, the employee's performance will increase and vice versa. If the organizational culture is low, the employee's performance will decrease.

The value of component b3 or the regression coefficient for the competency variable (X3) of 0.135 indicates that the competency variable (X3) has a direct relationship with the employee performance variable (Y), which means that the higher the competency, the higher the employee's performance and vice versa the lower the competency. the employee's performance will decrease.

Partial Test Results (t Test)

Figure 1.5. Partial Test (t Test)

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.426	.369		1.153	.253
	leadership	.217	.122	.175	2.156	.004
	organizational culture	.989	.152	.796	6.494	.000
	competence	.135	.106	.131	2.770	.001

a. Dependent Variable: Performance

Data source processed in 2019

In table 1.5 above, the t statistical test is obtained, as follows:

1. Leadership variable (X1) with a probability level of 0.004. Thus, it can be concluded that $P = 0.004 < = 0.05$, and the t-count value is $2.156 > t$ table 1.998, so accept the hypothesis that the leadership variable has a significant effect on the performance variable.
2. Organizational culture variable (X2) with a probability level of 0.000. Thus, it can be concluded that $P = 0.000 < = 0.05$, and the t-count value is $6.494 > t$

table 1.998, so accept the hypothesis that the organizational culture variable has a significant effect on the performance variable.

3. Competence variable (X3) with a probability level of 0.001. Thus, it can be concluded that $P = 0.001 < = 0.05$, and the t value is $2.770 > t$ table 1.998, so accept the hypothesis which states that the competency variable has a significant effect on the performance variable.

Coefficient of Determination Test Results (R²)

Table 1.6 Coefficient of Determination Test Results (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838 ^a	.703	.689	.29427
a. Predictors: (Constant), competence, leadership, organizational culture				
b. Dependent Variable: Performance				
Data source processed in 2019				

From table 1.6 the calculation result of the R Square value is 0.703. This result means that 70.3 percent of the performance can be explained by the three independent variables above, while the remaining 29.7 percent is explained by other variables not included in this study.

DISCUSSION

The Influence of Leadership, Organizational Culture and Competence on Performance

The variables of leadership, organizational culture and competence have a positive and significant effect on the performance of Radio Sikamoni Group employees this is because the statistical test simultaneously shows a probability level of 0.000.

Based on the results of testing the first hypothesis, it is known that leadership, organizational culture and competence simultaneously have a significant influence on the performance of Radio Sikamoni Group employees. The research findings prove that leadership, organizational culture and competence together or simultaneously are significant factors in influencing the

performance of Radio Sikamoni Group employees.

The findings of this study prove that leadership, organizational culture and competence affect the performance set by the company. If the company pays more attention to indicators on leadership, organizational culture and competence, then the company can find new ways to improve employee performance at Radio Sikamoni Group.

The Effect of Leadership on Performance

The results showed that leadership had a positive and significant effect on employee performance. This is indicated by the value of Leadership Probability to Performance of 0.004 which is smaller than 0.05 ($0.004 < 0.05$). While the relationship between Leadership and Performance is a positive relationship. This is indicated by the coefficient value of Leadership on Performance of 0.217. This means that when leadership changes, employee performance at Radio Sikamoni Group has increased by 0.217 in certain units of measurement.

Based on the results of testing the second hypothesis, it is known that leadership has a significant influence on the performance of employees of Radio Sikamoni Group. The higher the level of leadership, the higher the level of employee performance in carrying out the tasks that have been determined by the company.

The findings of this study prove that leadership affects the performance output that has been set by the company. If the leadership always cares, gives high encouragement to employees in completing work, continues to provide inspiration to optimize company goals and support employees in doing their jobs, the higher employee loyalty and efforts to develop companies where they work will directly encourage and support improvements. the employee's performance.

The Influence of Organizational Culture on Performance

The results showed that organizational culture had a positive and significant effect on employee performance. This is indicated by the probability value of organizational culture on performance of 0.000 which is smaller than 0.05. While the relationship between organizational culture and performance is a positive relationship. This is indicated by the coefficient value of organizational culture on performance of 0.989. This means that when organizational culture changes, employee performance at Radio Sikamoni Group has increased by 0.989 in certain units of measurement.

Based on the results of testing the third hypothesis, it is known that organizational culture has a significant influence on the performance of employees of Radio Sikamoni Group. When employees begin to accept the cultural values within the company, organizations must also begin to recognize the impact of their efforts on the company's success. Appreciating employees properly will certainly be able to foster a perfect work culture.

The Effect of Competence on Performance

The results of the study indicate that competence has a positive and significant effect on employee performance. This is indicated by the probability value of competence to performance of 0.001 which is smaller than 0.05. While the relationship between competence and performance is a positive relationship. This is indicated by the coefficient of competence on performance of 0.135. This means that when competence changes, employee performance at Radio Sikamoni Group has increased by 0.135 in certain units of measurement.

Based on the results of testing the fourth hypothesis, it is known that competence has a significant influence on the performance of Radio Sikamoni Group employees. Whether or not the employee's performance can be influenced by the competence factor. An employee who already has high competence will tend to have better/higher performance, because competence can provide opportunities for employees to expand their work abilities. If employees have competencies that are in accordance with their profession, it will help improve employee performance.

CONCLUSION

Based on the results of the research and discussion described in the previous chapter, several conclusions can be drawn according to the hypothesis: Leadership, Organizational Culture and Competence on Employee Performance of Radio Sikamoni Group simultaneously or jointly have a positive & significant effect. This can be shown from the results of the simultaneous test (F test) where the probability level (P) is $0.000 \leq 0.05$ and $F_{count} 49.637 > F_{table} 2.752$. Leadership on Employee Performance Radio Sikamoni Group has a positive & significant effect. This can be shown from the results of the t-test (partial) where $P = 0.004 \leq 0.05$, and the t-count value is $2.156 > t_{table} 1.998$. Organizational culture on Employee Performance Radio

Sikamoni Group has a positive & significant effect. This can be shown from the results of the t-test (partial) where $P = 0.000 \leq 0.05$, and the t-count value is $6.494 > t \text{ table } 1.998$. Competence on Employee Performance Radio Sikamoni Group has a positive & significant effect. This can be shown from the results of the t-test (partial) where $P = 0.001 \leq 0.05$, and the t-count value is $2.770 > t \text{ table } 1.998$.

Conflict of Interest: None

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