



Effect of Competence and Organizational Culture on Quality of Work Life and Employee Performance

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ABSTRACT

Very competitive competition in the business world requires companies to innovate so that they can compete with other companies. The role of human resources is very strategic in anticipating global issues. Company employees who have sufficient education, skills and company management will have a significant influence on the continuity of the company. In line with the development of increasingly intelligent and dynamic employees, a company management that is able to respond to market and employee demands is needed. Through superior human resources, they are able to compete in the global market.

The purpose of this research is to examine and analyze the effect of competence and organizational culture on quality of work life and employee performance “XYZ” Sidoarjo East Java Province. The technique used is the analysis of path analysis with SEM (Structural Equation Modeling) with the program SPSS version 23 and AMOS 18. The population in this research is employees “XYZ” in Sidoarjo East Java Province and the sample numbered 112 employees.

The results of the discussions can be concluded 1) Competence has significant effect on quality of work life, 2) Organizational culture has significant effect on quality of work life, 3) Quality of work life has significant effect on employee performance, 4) Competence has significant effect on employee performance and 5) Organizational culture has significant effect on employee performance.

Key words: Competence, Organizational culture, Quality of Work Life and employee performance

INTRODUCTION

One of the goals in human resource management is to apply organizational culture, to pay attention to the quality of work life of employees and the relationship between leaders and employees so that employees are able to maintain and improve performance within a company. A person's good performance can be seen from the results of their work that are in accordance with organizational performance standards and can achieve the goals of the organization or company.

Competency is also a factor that influences employee performance. Applying the right competencies will provide employee morale so that employee performance is expected to increase. Competence will encourage employees to compete in a healthy manner in reaching positions to occupy company management positions. Therefore the competencies that are truly applied to the company will be the embryo of giving birth to leaders who are reliable and capable of being role models for other employees. The positive impact is that it

will always grow employees to achieve achievements so that they will be easily promoted to higher levels of office. The positive impact is that it will always grow employees to achieve achievements so that they will be easily promoted to higher levels of office

Companies that are able to compete are characterized by increased company performance. Employee performance will be influenced by several factors such as the existence of organizational culture. Organizational culture is a supporting factor that also contributes to employee performance. A conducive organizational culture will have a positive impact on employees in improving performance. All rules are clear, adequate facilities and salary in accordance with employee expectations or salary according to government regulations will contribute positively to employees.

In addition to competencies, the factors that influence employee performance are quality of work life (QWL). QWL focuses more on the overall climate or work culture of Wirawan (2008 98). QWL is very important for the company because it will encourage employee performance to increase so that the achievement of company targets can be improved. Employees will feel comfortable at work, so that employee performance increases. Employees will feel comfortable at work, so that employee performance increases. Companies that realize that employees are a company's assets are not only limited to the energy needed but far away from seeing that it is a company asset that can contribute to the company's progress. Increasingly able to manage company employees will be easier to get increased employee performance and the company will still exist.

Several studies that support organizational culture, QWL and motivation such as those conducted by Muhtasom, Mus, Bijang, and Latief (2017) concluded that organizational culture is able to influence employee performance to increase. Also a similar opinion is made by Syahrums, Brahmasari and Nugroho (2016) which state that organizational culture has a significant effect on employee performance. Meanwhile, other research conducted by Muindi and K'Obonyo (2015) can be concluded that the quality of work life has a significant effect on employee performance. Research conducted by Murgianto, Sulasmi, and Suhermin (2016) states that competence has a significant effect on employee performance.

Based on the background described above, it is necessary to examine more deeply the influence of competence and organizational culture on quality of work life and employee performance at the company 'XYZ' in Sidoarjo.

LITERATURE REVIEW

Competence

Ariffin, Kamalul and Zailani (2011) states that competency is defined as a characteristic of an employee that contributes to successful job performance and the achievement of organizational results. Scale in Sutrisno (2011 201), argues that competence is literally derived from the word competence which means skills, abilities, and authority. Palan (2007 6), says that competency (competence), competency model and competency-based training are words that can be interpreted as diverse following their definitions.

Spencer and Spencer (1993 9), competence is a fundamental characteristic of an individual, that is the cause associated with the reference to criteria about effective performance. Competence as a person's ability to produce at a satisfactory level at work, also shows the characteristics of the knowledge and skills possessed or needed by each individual that enables them to carry out their duties and responsibilities effectively and improve professional quality standards at work.

Francoise and Winterton (2002) explain that ability is competence that is an unclear concept that touches on knowledge and skills and various elements that are important.

Competence will direct behavior, while behavior will produce performance. Competence as a person's ability to produce at a satisfactory level at work, also shows the characteristics of the knowledge and skills possessed or needed by each individual that enables them to carry out their duties and responsibilities effectively and raise professional quality standards at work.

According to Fuad and Ahmad (2009) competence is defined as a description of behavior. In more detailed description it refers to the characteristics that underlie the behavior that describes the motives, personal characteristics (characteristics), self-concept, values of knowledge or expertise. Palan (2007 6) states that there are five characteristics that make up competency, as follows

1. Knowledge; refer to information and learning outcomes.
2. Skills; refer to someone's ability to do an activity.
3. Self-concept and values; refer to one's attitude, values and self-image, such as one's belief that he can succeed in a situation.
4. Personal characteristics; refer to physical characteristics and consistency of responses to situations or information, such as self-control and the ability to remain calm under pressure.
5. Motive; are emotions, desires, psychological needs or other impulses that trigger actions.

Organizational Culture

Arifin (2015) states that organizational culture is all the beliefs, feelings, behaviors and symbols that characterize an organization. Organizational culture is a belief and ethical principle of organizational members who play an important role in the organizational management system (Ramezan, 2016). Irwan (2018) states that organizational culture is a perception shared by members of other organizations. A rule or obligation that must be fulfilled by employees if it has been converted into a culture, it will make it easier for management to manage existing employees with minimum warning actions for employees

. Schein (1992) organizational culture as a pattern of fundamental assumptions that are understood together in an organization, especially in solving problems faced by these patterns into something that is certain and socialized to new members in the organization.

Kreitner and Kinicki (2005 87) have several types as follows (1) Constructive culture. Constructive culture is a culture in which employees are encouraged to interact with others and work on their tasks and projects in ways that will help them satisfy their needs to grow and develop This type of culture supports normative beliefs related to achieving goals of self-actualization, human appreciation , and unity. (2) Passive culture -

This culture is characterized by beliefs that allow employees to interact with other employees by threatening their own job security. This type encourages normative beliefs related to agreement, conventional, dependence, and avoidance. (3) Aggressive - defensive culture. This culture encourages its employees to do their jobs hard to protect their work security and status. This type of culture reflects normative beliefs about power, opposition, competition, and perfectionism This type of culture reflects normative beliefs about power, opposition, competition, and perfectionism

Schein (1992), one sub-culture difference with another sub-culture or dominant culture,

1. Functional differentiation

This difference arises because of the existence of a community associated with the field of work and the existence of technology as the basis of the function in question, for example an employee who participates in the position rotation process.

2. Differences in geographical location

Formation of geographical work units is one form of differentiating geographical location. Some of the objectives to be achieved from this establishment include approaching the consumer base, cheaper location of labor and raw materials, and demand from local consumers.

Quality of Work Life

Schemerhorn, Hunt, and Obsorn (2005), defines quality of work life as the overall quality of human experience at work. Werther Davis (1996) the quality of work life that is a good supervision, good working conditions, a decent salary, and the challenges and rewards in carrying out a job. Quality of work life are eight working conditions which are the attainment of Quality of Work Life (Walton,

Quality of work life is a level where members of an organization are able to satisfy important personal needs through experience in doing work at the organization (Safrizal, 2004). Meanwhile, according to Cascio (2003), the quality of work life is the perception of employees where they want a sense of security, satisfaction and opportunities to grow and develop as humans do. Quality of work life is influenced by several factors, namely supervision, working conditions, salary, benefits, and job design.

Riggio (2005) states that the quality of work life is determined by the compensation received by employees, the opportunity to participate in the organization, job security, work design and the quality of interaction between members of the organization. Quality of work life is one form of philosophy applied by management in managing organizations in general and human resources in particular. Quality of work life is one form of philosophy applied by management in managing organizations in general and human resources in particular. The concept of quality of work life expresses the importance of respect for humans in the work environment. Thus the important role of work quality is to change the work climate so that the organization is technically and humanly leading to a better quality of work life (Luthans, 2006). Results; Uzonna research (2013) states that Quality of Work Life affects employee performance. Walton (1974), states that for measuring the quality of work life, namely fair and adequate compensation, a safe and healthy environment, growth and security, capacity building, total living space, constitutionalism, social integration, social relevance.

Employee Performance

Sinaga *et al.* (2018) argues that performance is the embodiment of work that has been produced or carried out by employees. Employee performance plays an important role in an organization. The performance of each employee is a contribution to the achievement of the performance of each function of the organization, if the performance shown by employees is low, then the goals of the organization are hampered by Widodo (2014). Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him to achieve work targets (Fariz *et al.*, 2017).

Mangkunegara (2009 67) performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Laswiyati (2005 5) the notion of performance is to carry out an activity and improve it according to the responsibilities with the results as expected by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with morals and ethics.

Performance refers to the level of achievement of the tasks that make up an employee's work. Performance reflects how well an employee meets the requirements of a job, so performance is measured in terms of results (Simamora, 2004 339). Performance reflects how well and how well an individual fulfills job demands. The success or failure of the performance achieved by the organization is influenced by the level of performance of employees individually or in groups, where performance is measured by instruments developed in studies that depend on general performance measures, then translated into fundamental behavioral assessments that can include a variety of things namely: the quantity of work, the quality of work, the opinions or statements made, the decisions taken in carrying out the work and job descriptions.

According to Dharmawan (2011), performance indicators are measured as follows:

1. Work quality,
2. Quantity of Work Results,
3. Knowledge and
4. Cooperation.

Conceptual Framework

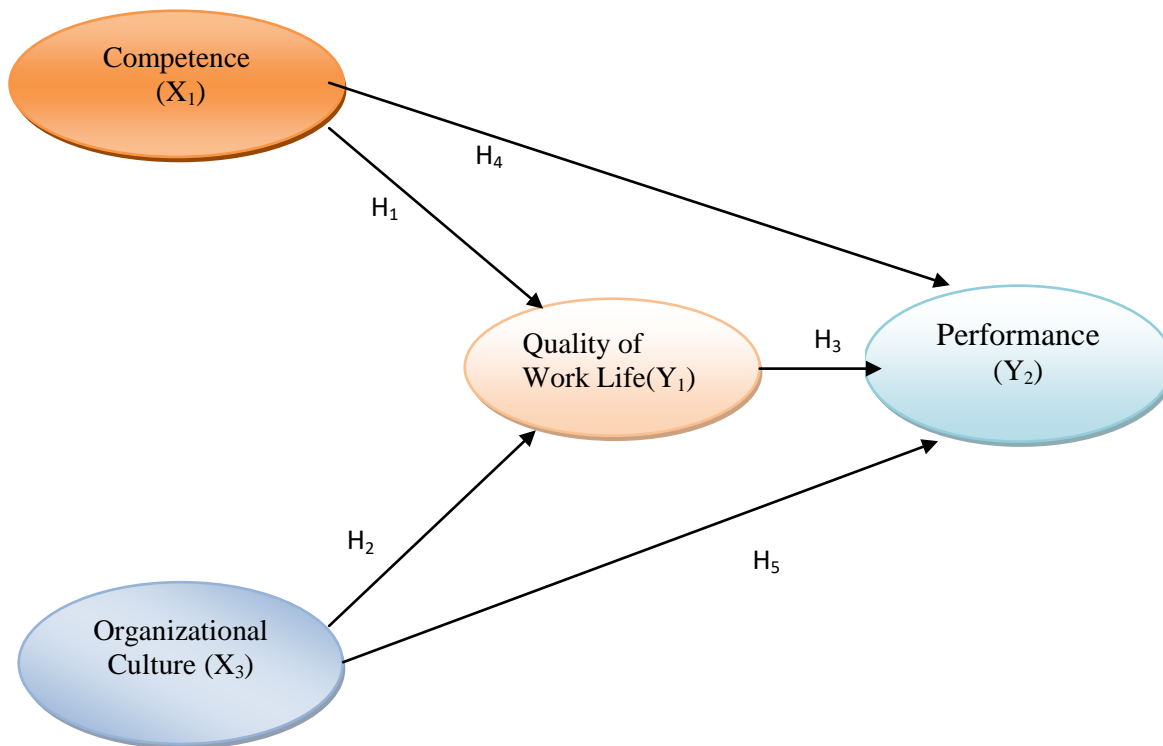


Figure 1. Conceptual Framework

Research Hypothesis

Based on the conceptual framework, the hypothesis in this study is:

1. Organizational culture has significant effect on quality of work life.
2. Competence has significant effect on quality of work life.
3. Quality of work life has significant effect on employee performance
4. Organizational culture has significant effect on employee performance.
5. Competence has significant effect on performance

RESEARCH METHODS

Based on the conceptual framework and research design, this study uses SEM (Structural Equation Modeling) analysis techniques with SPSS 23 and AMOS 18 programs. Structural Equation Modeling, statistical techniques, makes it possible to test a series of relative relationships complicated and simultaneous. Ferdinand (2006). Structural Equation Modeling requires that the minimum sample in SEM be between 100 to 200 samples so that the research sample above meets the requirements of both the minimum sample requirements and in using SEM analysis techniques. Complex relationships can be established between one or several dependent variables and or some independent variables. The population in this study were employees of "XYZ" Sidoarjo and the sample was set at 112 employees.

DISCUSSION

The company "XYZ" produces various paper-based products such as carton boxes, medium and kraft paper rulers, and strapping bands. The company initially sells only products in the East Java province. Then after developing and demands to meet markets outside East Java, the company is trying to meet these markets. In addition to the demands of increasingly fierce business competition, management began to expand outside the region for marketing.

Description of Respondents

The demographic description of the respondents being employees is the supporting data available at the beginning of the questionnaire. Detailed description of respondents in table 1 below.

Table 1. Description of Respondents

Gender	Frequency	Percentage (%)
Male	30	26,79
Female	82	73,21
Total	112	100.0

Based on table 1, it shows that the employees of the research sample and the female sex numbered 82 people or 73.21% while the male sex numbered 30 people or 26.79%. Then it can be concluded that the majority of respondents are women

The Results of the Tests of Goodness of Fit

A model is said to be good if the hypothetical development conceptually and theoretically supported by empirical data, structural equation model test results are shown on the following picture:

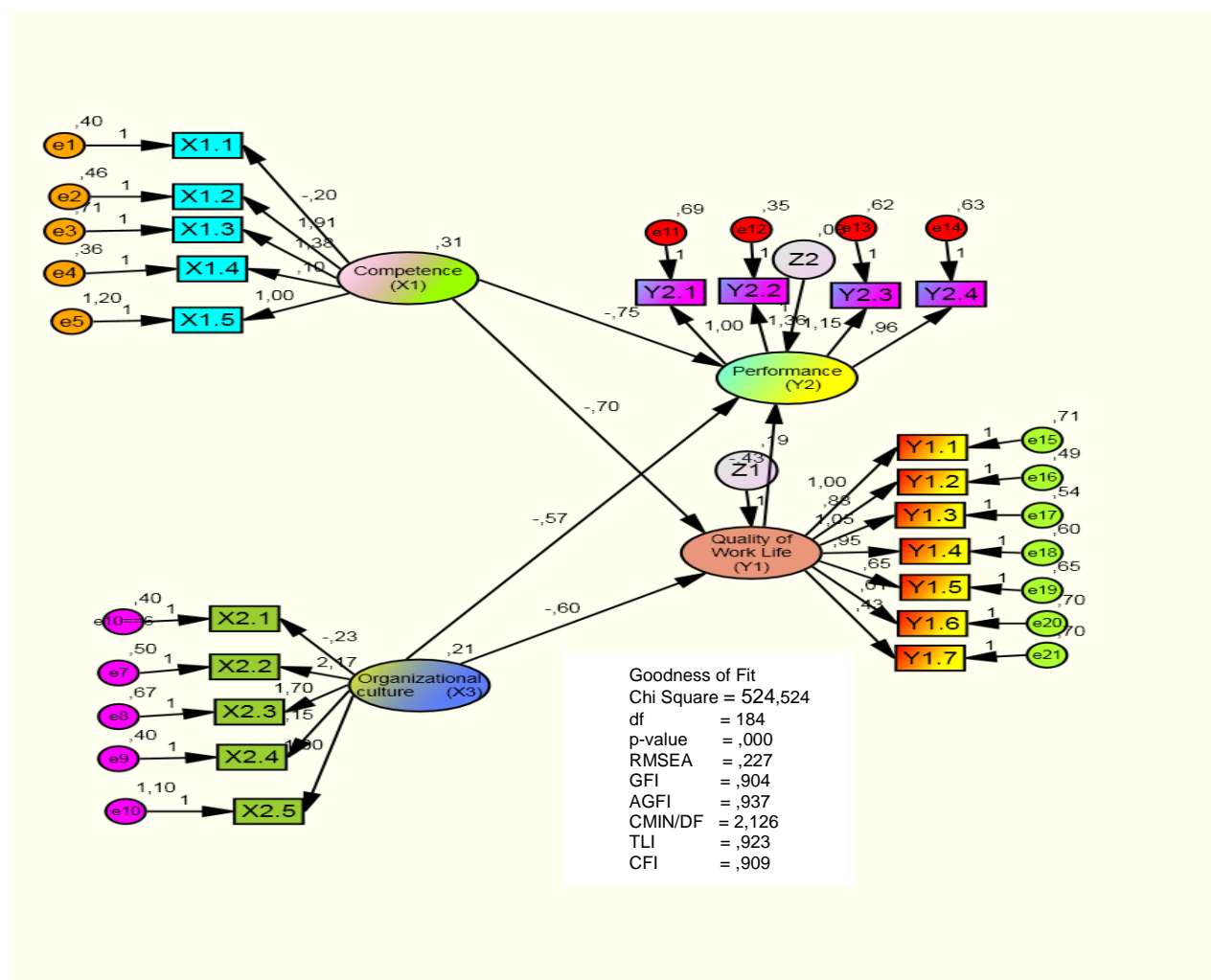


Figure 2. Structural Equation Model

In the table below is a table of the results of tests of Goodness of Fit of the model taken from the last modified or the results of the development model of the best mods. SEM analysis of the results of the model of the complete test results can be some Goodness of Fit long-sleeved Model can be seen in the table below.

Table 2. Index of Suitability Model In Structural Models

Goodness of Fit Measure	Indeks	Cut off	Description
<i>Chi-square of estimate model</i>	524,524		No fit model
<i>Probability Level</i>	0,000	> 0,05	No fit model
<i>Goodness of Index (GFI)</i>	0,904	≥ 0,9	Fit model
<i>Adjusted Goodness of Index (AGFI)</i>	0,937	≥ 0,9	Fit model
RMSEA	0,227	≤ 0,08	No fit model
RMR	0,041	≤ 0,05	Fit model
<i>Tucker-Lewis Index (TLI)</i>	0,923	≥ 0,9	Fit model
<i>Comparative Fit Index (CFI)</i>	0,909	≥ 0,9	Fit model

The table above shows the criteria of a model said to be fit or in other words Goodness of Fit Overall. From the results of testing the goodness of fit of the proposed model as in the table above of the eight criteria used by SEM analysis to show a good model there are 3 (three) of which show very good conditions and 5 (five) other criteria indicate unfavorable conditions. This shows that the model that has been made has met the elements of the feasibility of a good model design. With the results illustrate that the design or design of research studies are appropriate and appropriate according to research and testing criteria.

Hypothesis Testing

The model that has been confirmed to be fit and is continued by testing the hypothesis that tests the causal relationship, that is testing whether between exogenous or endogenous variables influence the endogenous variables according to the references in the hypothesis. Hypothesis testing is done to find out the coefficient value of each relationship between variables. The value of the coefficient of this relationship to determine the direction of positive or negative relationships and the magnitude of changes in endogenous variables if the exogenous variables change or changes in endogenous variables (dependent) if the endogenous variables (intervening) change. Here are the results of the calculation of the relationship of direct and indirect effects between variables

Table 3. Test Causality Regression Weight

The relationship of Causality		Std. estimate	SE	CR calculate	levels of Sig.	Description
Competence (X ₁)	→ Quality of work life_(Y ₁)	-0,697	0,205	-3,396	***	significant
Organizational culture (X ₂)	→ Quality of work life_(Y ₁)	-0,601	0,221	-2,722	0,006	significant
Quality of work life (Y ₁)	→ Performance (Y ₂)	-0,434	0,210	-2,061	0,039	significant
Competence (X ₁)	→ Performance (Y ₂)	-0,751	0,280	-2,648	0,007	significant
Organizational culture (X ₂)	→ Performance (Y ₂)	-0,572	0,252	-2,267	0,023	significant

Hypothesis 1. Competence has significant effect on quality of work life.

The estimation results of the competency variable parameters on quality of work life based on the indicators show significant results with a CR value of -3.396 This value is greater than 1.96 and the significance level is 0.000 (p < 0.05). Then it can be concluded that

the second hypothesis stating competence has significant effect on quality of work life is accepted.

The results of the study also support the opinion of Marliana (2011) which states that competence is the most difficult to imitate, because its characteristics are indeed different and specific to each individual. In line with this opinion, in the knowledge-based competitive era as it is happening now, competence is the company's main asset as a source to build and achieve sustainable competitive advantage.

Hypothesis 2. Organizational culture has significant effect on quality of work life

The results of the estimation of the parameters of organizational culture variables on work motivation based on the indicators show significant results with a CR -2.722 value. This value is greater than 1.96. Besides that, a significance level of 0,006 was obtained ($p < 0.05$). It can be concluded that the first hypothesis stating organizational culture has significant effect on quality of work life is accepted.

The results of this study support the research conducted by Luthans (2011 356) which concluded that QWL can be described as the impact of work on people and organizational effectiveness combined with participation in problem solving and decision making. It was stated that employees who participated in empowerment and worked with more participation and were committed to the organization showed high QWL. The results of this study support the research conducted by Luthans (2011 356) which concluded that QWL can be described as the impact of work on people and organizational effectiveness combined with participation in problem solving and decision making. It was stated that employees who participated in empowerment and worked with more participation and were committed to the organization showed high QWL.

This then has a positive effect on employee turnover and productivity. The quality of work life program is an example and development that covers the scope of organizational culture. The QWL program creates a foundation for management to receive attention and structure that helps management adherents to the need for change based on workers' demands.

Hypothesis 3. Quality of work life has significant effect on employee performance.

The results of the estimated parameters of the quality of work life variable on employee performance based on the indicators show significant results with a CR -2,061. This value is greater than 1.96 and the significance level of 0.039 ($p < 0.05$). It can be concluded that the sixth hypothesis which states the quality of work life has significant effect on employee performance is accepted.

The results of this study support research conducted by Mendis and Weerakkody (2017) who concluded that quality of work life has a significant effect on employee performance. The results of this study support the theory of Luthans (2006) The concept of quality of work life reveals the importance of respect for humans in the work environment. Thus the important role of work quality is to change the work climate so that the organization is technically and humanly leading to a better quality of work life. Riggio (2005), quality of work life is determined by financial compensation received, job design, opportunities to participate in organizations, job security, and interactions with other members in the organization.

Hypothesis 4. Competence has significant effect on employee performance.

The estimation results of the competency variable parameters on employee performance based on the indicators show insignificant results with a CR value of -2.648. This value is greater than 1.96 and the significance level of 0.007 ($p < 0.05$). Then it can be concluded that the sixth hypothesis stating competence has a significant effect on employee performance is accepted.

The results of this study support the research conducted by Xu and Ye (2013) which concluded that competence has a significant effect on employee performance. Competence is

the most difficult to imitate, because its characteristics are indeed different and specific to each individual. In line with this opinion, in the knowledge-based competitive era as it is today, competence is the company's main asset as a source to build and achieve sustainable competitive advantage (Marliana, 2011).

Hypothesis 5. Organizational culture has significant effect on employee performance.

The results of the estimation of the parameters of organizational culture variables on employee performance based on its indicators show significant results with a CR -2,267. This value is greater than 1.96 and the significance level is 0.023 ($p < 0.05$). It can be concluded that the second hypothesis stating organizational culture has a significant effect on employee performance is accepted.

The results of this study support the theory of Robbins and Judge (2013:567) states that organizational culture as an intervening variable. Employees from an overall subjective perceptions becomes, in effect the organizations culture or personality and affects employee performance and satisfaction. With stronger culture having greater impact. Describe organizational culture as an intervening variable. Employees form subjective perceptions of the whole organization based on factors overall perceptions being basically organizational culture or personality and influencing employee performance and satisfaction.

CONCLUSIONS and SUGGESTIONS

Based on the analysis and discussion of it can be made a summary as follows:

1. Competence has significant effect on quality of work life.
2. Organizational culture has significant effect on quality of work life.
3. Quality of work life has significant effect on employee performance
4. Competence has significant effect on employee performance.
5. Organization culture has significant effect on employee performance.

Suggestions

Suggestions for future research the number of the respondents need to be reproduced so that it will gain a more complete data about the performance of employees.

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