



The Influence of Work Culture Individual Characteristics and Communication on Performance with Competence as an Intervening Variable at Perumdam Tirta Pandalungan Jember

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Abstract

This study aims to analyze the influence of work culture, individual characteristics and communication on employee performance both directly and through intervening variables of competence. The study was conducted at Perumdam Tirta Pandalungan Jember. The type of research is quantitative. The sample used was 82 people with the sampling method being purposive sampling. The data analysis method used is Smart PLS. The results of the study indicate that work culture, individual characteristics and communication both directly and through intervening variables influence employee performance.

Keywords: Work Culture, Individual Characteristics, Communication, Competence, Employee Performance

1. Introduction

An organization or company in its activities requires adequate resources, because it will affect the growth and development of the organization. Human resources are a very valuable organizational asset because they are the main force behind the organization's operations, Aula et al., (2022) or it can be said that human resources are the heart of all activities in an organization or company. Human resources play a role in determining the competitive advantage of an organization or company. In the current digitalization era, Human Resources also have a very crucial role, because rapid technological advances affect the way of working, mindsets and skills needed in various sectors. HR in the digitalization era is tasked not only with managing and recruiting the workforce, but also leading and optimizing the use and utilization of technology to achieve long-term goals. Digital skills, the ability to adapt and innovative vision will be key in facing existing challenges. Performance is the mental attitude and behavior shown by employees in carrying out their duties. Employee performance is very important because employees are the actors who operate activities from planning, implementation to evaluation Kridharta and Rusdianti (2017), according to Ningsih et al (2022) if employee performance is good then it can be said that organizational performance will also be good. Performance is the result of work in quality and quantity achieved by an employee in carrying out tasks according to the duties and responsibilities given to him, Sembiring (2020). Some variables that influence employee performance include work culture, Kemal Ramdhia, et al (2024), Hotmauli, H., Sjahri, E., Patisina (2023), Dahlila and Aldri Frinaldi (2021), Sedarmayanti, and Nunur Rahadian (2018) individual characteristics, Saragih, Marintan, et al (2022), Agustina Maulia, et al (2020), Basalamah, Muhammad Syafi'i (2017) communication, Wibowo, Hadi, et al., (2023) Avianty, R, Rita et al (2023), Suban Gita Salom et al (2020). Competence Wijayanti, Fatmasari et al (2023), Candra, Januar, Addie, et al (2020) Basalamah, Muhammad Syafi'i (2017), Several of these variables should be a concern for an organization in its efforts to realize its vision through good employee performance.

Perusahaan Umum Daerah Air Minum (Perumdam) Tirta Pandalungan of Jember Regency is a regionally-owned enterprise (BUMD) in Jember that provides public services by providing water of good quality and quantity. The ever-increasing demand for water must be balanced with the availability of water. The availability of clean water in Jember is increasingly facing obstacles in its provision, such as the amount of groundwater pollution, the increasing human population, climate change and Jember Regency's position as an urban area, and damage to water treatment plants (IPA).

Perumdam Tirta Pandalungan must strive to overcome these various obstacles through several ways, one of which is improving employee performance. Good employee performance will determine organizational performance. As a company engaged in public services, good performance will provide satisfaction to the community. The phenomenon of symptoms of declining employee performance can be seen, among others, from the fluctuating growth in the number of customers, the continued criticism and suggestions from customers regarding employee performance. Customer dissatisfaction with the performance of Perumdam Pandalungan employees continues. As an illustration, as of April 1, 2024, data on customer satisfaction with employee performance is as shown in the table 1.

No	Information	complaint	Amount	
			Satisfied	Not satisfied
1	Speed of Service	The staff is agile in serving customers	24	23
2	Service Hours	Consistency between entry times, lunch breaks and closing times	29	17
3	Friendliness	Friendly in serving customers	41	6
4	Communication	Officers communicate politely and modestly	40	7

Table 1. Table of employee satisfaction with employee performance

Source: Data processed 2024

This study aims to determine the influence of the variables of Organizational Culture, Individual Characteristics, Communication on Employee Performance both directly and indirectly through the intervening variable of competence.

Organizational Culture According to Juwita (2021), work culture is a philosophy based on a view of life as values that become traits, habits and drivers that are cultivated in a group that are reflected in attitudes and behavior, ideals, opinions and actions that are manifested as work. Indicators of work culture according to Nurhadijah (2017) are discipline, openness, mutual respect, cooperation.

Individual characteristics play an important role in efforts to improve optimal performance. According to Kridharta & Rusdianti (2017), individual characteristics are characteristics that have certain characteristics that show differences in individual characteristics with other individuals. Individual characteristics are shown by a person's ability to overcome existing problems, how a person motivates himself and the initiative to work together to solve problems.

Communication is a process of sending messages or symbols that contain meaning from the communicator to the communicant. Hardjana (2016) states that communication is an activity where someone conveys a message through a certain medium to another person and after receiving the message then provides a response to the sender of the message. Meanwhile, according to Sikula (2017) communication is the process of transferring information, understanding and comprehension from someone, a place, or something to something, a place or another person. From the above definition, it can be concluded that communication is a process of conveying messages from the communicator to the communicant in the form of ideas, thoughts, with the hope that the communicant will gain influence and experience changes in behavior that are in accordance with the communicator. Competent employees is an important part of Human Resource Management. Organizations need competent employees according to organizational needs. Competent employees will be able to work well and make fewer mistakes. According to Abdullah (2019) competence is an ability to carry out a job or task based on knowledge, skills and supported by work attitudes required by a job. The competence possessed by employees shows the characteristics of the knowledge and skills they have. This is in accordance with the opinion of Wibowo (2017) According to Wibowo (2017) competence is an ability to carry out or do a job based on skills and knowledge and supported by work attitudes required by the job.

The excellence of an organization can be seen from the quality of its human resources. Quality human resources will provide progress and benefits for an organization. A good organization always strives to improve the capabilities of its human resources, which are the main key in improving employee performance, Khatimah, et al. (2020). which is based on skills and knowledge and supported by the work attitude required by the job. Performance according to Robbins & Judge (2015) is a combination of effectiveness and efficiency when carrying out the main tasks of the job.

The conceptual frame work in this research is as follows:

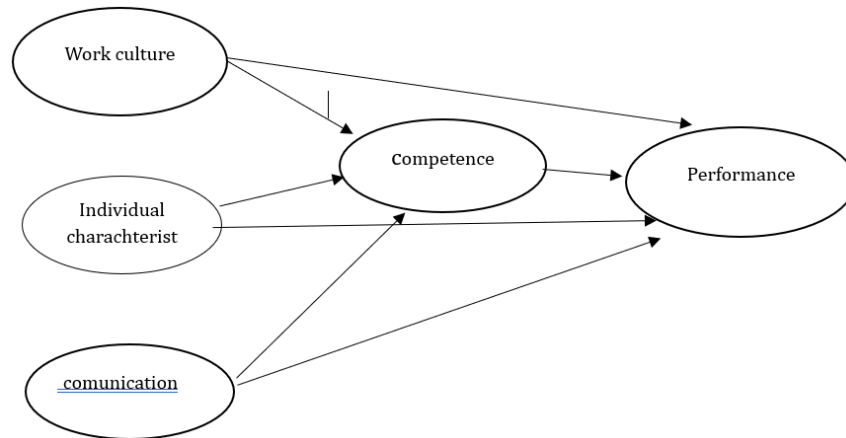


Figure 1. Conceptual Framework

Hypothesis in this research:

- H1: Work culture has a direct influence on competence
- H2 Individual characteristics have a direct influence on competence
- H3 communication has a direct influence on competence
- H4 Work culture has a direct influence on performance
- H5: Individual characteristics have a direct influence on performance
- H6: Communication has a direct influence on performance
- H7: Competence has a direct influence on performance

2. Methods

The purpose of this study was to examine the influence between variables through hypothesis testing and to provide explanations for these variables. The study was conducted at Perumdam Tirta Pandalungan Jember. The sample size was 82 people, using purposive sampling. Smart PLS was used for data analysis.

Variables	Indicator	
Work culture (X1)	1. discipline 2. openness 3. Mutual respect 4. Cooperation	Nurhadijah (2017)
Individual Characteristics (X2)	1. Extraversion 2. Easy to get involved in making deals 3. Be careful 4. Neuroticism 5. Open attitude	Robbins & Judge (2017)
Communication (X3)	1. Ease of obtaining information 2. Communication Intensity 3. Communication Effectiveness 4. Level of message understanding 5. Change of attitude	Wibowo (2017)
Competence (Z)	1. Skills 2. Knowledge	Wibowo (2017)

Performance (Y)	3. Social Role	Robbins and Judge (2017)
	4. Self-image	
	5. Attitude	
	1. Quality	
	2. Quantity	
	3. Punctuality	
	4. Effectiveness	
	5. Independence	
	6. Work commitment	

Table 2. Operational Definitions of Research Variables and Indicators

Source: processed data

3. Results and Discussion

Respondent Statistical Description

No	Age Interval	Amount	Percentage
1	20 -25	10	12.2
2	26 -30	21	25.6
3	31 -35	25	30.5
4	36 -40	13	15.9
5	41 -45	3	3.7
6	46 -50	6	7.3
7	51 -55	1	1.2
8	> 55	3	3.7
Total			82

Table 3. Respondents by age

Source: Processed data

No	Gender	Amount	Percentage
1	Man	66	80.5
2	Woman	16	19.5
Total			82

Table 4. Respondents by gender

Source: Processed data

No	Level of education	Amount	Percentage
1	S1	34	41.5
2	D3	8	9.8
3	D1	1	1.2
4	SMA	39	47.6
Total			82

Table 5. Respondents by education level

Source: Processed data

No	Length of service	Amount	Percentage
1	15 years	26	31.7
2	6 – 10 years	42	51.2
3	11-15 years	7	8.5
4	16 – 20 years	3	3.7
5	21 – 25 years	2	2.4
6	26 – 30 years old	1	1.2
7	> 30 years	1	1.2
Total			82

Table 6. Respondents by length of service

Source: Processed data

Convergent validity test

Convergent validity testing is conducted to measure the accuracy of an indicator or dimension by measuring the correlation between the construct and the latent variable. A factor loading value above 0.7 is considered the most ideal measure of validity for measuring a construct.

Indicator	Outer Loading	Description
X1.1	0.696	Valid
X1.2	0.701	Valid
X1.3	0.751	Valid
X1.4	0.751	Valid
X2.1	0.763	Valid
X2.2	0.743	Valid
X2.3	0.731	Valid
X2.4	0.722	Valid
X2.5	0.716	Valid
X3.1	0.615	Valid
X3.2	0.794	Valid
X3.3	0.705	Valid
X3.4	0.667	Valid
X3.5	0.610	Valid
Y1	0.791	Valid
Y2	0.797	Valid
Y3	0.770	Valid
Y4	0.836	Valid
Y5	0.705	Valid
Y6	0.654	Valid
Z1.1	0.747	Valid
Z1.2	0.696	Valid
Z1.3	0.719	Valid
Z1.4	0.701	Valid
Z1.5	0.765	Valid

Table 7. Outer Loading Values

Source: Processed data

Based on the table above, the results of the outer loading values for each indicator have an average value > 0.70. There are six indicators that have values < 0.70, namely indicators X1.1, X3.1, X3.4, X3.5, Y6, Z1.2, but according to Chin (1998) in the initial research stage of developing a measurement scale, loading values of 0.5 to 0.6 were considered sufficient (Ghozali, 2014) , so that all indicators were declared valid.

Discriminant Validity Test

Discriminant validity testing is used to determine whether indicators within a construct are highly correlated with indicators from other constructs. Discriminant validity can be assessed based on the cross-loading values of the measurements with the construct. The following cross-loading values can be seen in Table 8.

	Culture (X1)	Characteristics Individual (X2)	Communication (X3)	Employee Performance (Y)	Competence (Z)
X1.1	0.696	0.347	0.271	0.367	0.402
X1.2	0.701	0.449	0.306	0.547	0.507
X1.3	0.751	0.513	0.369	0.527	0.548
X1.4	0.751	0.387	0.227	0.482	0.484

X2. 1	0.559	0.763	0.365	0.635	0.598
X2. 2	0.549	0.743	0.340	0.503	0.596
X2. 3	0.398	0.731	0.351	0.473	0.531
X2. 4	0.284	0.722	0.336	0.374	0.451
X2. 5	0.319	0.716	0.295	0.363	0.499
X3. 1	0.249	0.291	0.615	0.441	0.340
X3. 2	0.366	0.424	0.794	0.527	0.468
X3. 3	0.245	0.272	0.705	0.336	0.293
X3. 4	0.293	0.328	0.667	0.426	0.395
X3. 5	0.210	0.217	0.610	0.373	0.372
Y1	0.519	0.481	0.533	0.791	0.642
Y2	0.524	0.421	0.452	0.797	0.554
Y3	0.487	0.460	0.401	0.770	0.584
Y4	0.588	0.554	0.531	0.836	0.630
Y5	0.489	0.569	0.528	0.705	0.544
Y6	0.458	0.505	0.406	0.654	0.426
Z1. 1	0.461	0.477	0.378	0.592	0.747
Z1. 2	0.575	0.559	0.255	0.474	0.696
Z1. 3	0.453	0.518	0.435	0.637	0.719
Z1. 4	0.530	0.621	0.428	0.480	0.701
Z1. 5	0.441	0.494	0.524	0.511	0.765

Table 8. Cross Loading Values

Source: Processed data

Cross loading values show that all loading values for all indicators are greater than all cross loading values for other constructs.

Composite Reliability

Composite reliability is a statistical technique used to test reliability that measures the actual reliability value of a construct. Reliability testing in partial least squares can be conducted using two methods: Cronbach's alpha and composite reliability. According to Hair et al . (2008), the alpha or composite reliability value for an indicator must be greater than 0.70, while a value of 0.6 is still acceptable (Abdillah & Hartono, 2015) .

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Culture (X1)	0.703	0.705	0.816	0.526
Characteristics Individual (X2)	0.791	0.798	0.855	0.541
Employee Performance (Y)	0.853	0.859	0.891	0.580
Work Competence (Z)	0.775	0.775	0.848	0.527
Communication (X3)	0.709	0.720	0.811	0.465

Table 9. Construct Reliability and Validity Test Results

Source: Processed data

Table 9 shows that each construct has a Cronbach's alpha and composite reliability value above 0.60. The results of the construct reliability and validity tests indicate that the indicators used in the variables in this study are considered reliable.

Structural Model Testing (Inner Model)

The structural model (inner model) can be evaluated using the R² value for the dependent construct used to measure the level of variation in changes from the independent variable to the dependent variable and the path coefficient value (t-values) on each path used to test the significance between constructs in the inner model. The R² provision according to Chin (1998) in (Ghozali, 2014) if the R² value is 0.67 indicates that the model is good, a value of 0.33 indicates that the model is moderate and a value of 0.19 indicates that the model is weak.

	R Square	R Square Adjusted
Employee Performance (Y)	0.778	0.761
Work Competence (Z)	0.769	0.756

Table 10. R Square Values

Source: Processed data

Based on Table 10 regarding the results of the R² value on the Employee Performance variable of 0.778 or 78% influenced by the variables of work culture, individual characteristics and communication, while the remaining 22% is influenced by other variables so that it can be concluded that the structural model formed is good because the R² value is greater than 0.67. The results of the R² value on the work competency variable of 0.769 or 77% influenced by the variables of work culture, individual characteristics and communication, while the remaining 23% is influenced by other variables so that it can be concluded that the structural model formed is good because the R² value is greater than 0.67.

Hypothesis

The hypothesis testing conducted in this study aims to statistically test the truth of a statement and draw conclusions whether the statement has been accepted or rejected. Hypothesis testing on partial least squares is carried out using the bootstrapping resampling method by looking at the t-statistic value which must be above 1.96 (significance level 5%), and the hypothesis can be accepted if the p-value is obtained <0.05. The following are the results of the hypothesis test.

Direct Effect (Direct Influence)

This direct effect hypothesis test aims to examine the strength of the direct influence between the independent variables on the dependent variable. The results of the direct effect can be seen in Table 11.

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Work Culture (X1) -> Employee Performance (Y)	0.270	2,881	0.004	Accepted
Work Culture (X1) -> Work Competence (Z)	0.324	4,036	0,000	Accepted
Individual Characteristics (X2) -> Employee Performance (Y)	0.147	1,989	0.047	Accepted
Individual Characteristics (X2) -> Work Competence (Z)	0.441	4,227	0,000	Accepted
Job Competence (Z) -> Employee Performance (Y)	0.295	3,303	0.001	Accepted
Communication (X3) -> Employee Performance (Y)	0.286	3,285	0.001	Accepted
Communication (X3) -> Work Competence (Z)	0.223	2,985	0.003	Accepted

Table 11. Direct Effect Hypothesis Test

Source: Processed data

The results above show that the direct effect of all variables is accepted, meaning that there is a direct influence from each variable as hypothesized.

Indirect Effect (Indirect Influence)

The indirect effect hypothesis test in this study aims to examine the strength of the intervening variable's influence between the independent variables and the dependent variable. This study uses work motivation as the intervening variable. In this case, the role of work motivation is tested to clarify whether there is an indirect effect between the independent and dependent variables. The results of the indirect effect hypothesis test are shown in Table 12.

	Original Sample (O)	T Statistics (O/STDEV)	P Valu es	Infor matio n
Work Culture (X1) -> Work Competence (Z) -> Employee Performance (Y)	0.096	2,512	0.012	Accept ed
Individual Characteristics (X2) -> Work Competence (Z) -> Employee Performance (Y)	0.130	2,632	0.009	Accept ed
Communication (X3) -> Work Competence (Z) -> Employee Performance (Y)	0.066	2,040	0.042	Accept ed

Table 12. Testing the Indirect Effect Hypothesis

Source: Processed data

From the results analysis influence indirect effect seen that variables competence capable play a role as mediation from influence Culture work, Characteristics Individuals and communication towards performance employee.

The analysis results show that the relationship between each work culture variable and employee performance through competency is a partial mediation relationship. The relationship between individual characteristics variables and employee performance through competency is a partial mediation relationship. The relationship between communication variables and performance mediated by competency is a partial mediation relationship.

Interpretation

The direct influence of Culture Work to competence

Based on results data analysis that provides results The t-statistic value is $2.881 > 1.96$ and the P-Value is $0.004 < 0.05$, this means that there is a significant influence between work culture and competence. In a good work culture, a comfortable and pleasant work atmosphere can motivate employees to improve their competence and abilities, which will ultimately encourage better work implementation.

The direct influence of Characteristics Individual on competence

Based on results data analysis that provides results The t-statistic value of $4.227 > 1.96$ and the P-Value of $0.000 < 0.05$ means that there is a significant influence between individual characteristics and competence. People with individual characteristics such as openness to experience, perseverance, or responsibility greatly influence how quickly and effectively someone learns and develops competence. Motivated individuals will be more active in seeking knowledge and experience that can improve competence.

This conclusion is in accordance with research from Wahyu (2022), Franky (2022), which concluded that individual characteristics influence competence.

The direct influence of communication on competence

Based on results data analysis that provides results The t-statistic value is $2.985 > 1.96$ and the P-Value is $0.003 < 0.05$, which means there is a significant influence between communication and competence. Good communication enables the learning process to be effective, discussions to be carried out well so that it will build understanding and skills, communication also improves the acceptance of criticism or suggestions which ultimately improves a person's performance.

The direct influence of Work Culture on Performance

Based on results data analysis that provides results The t-statistic value is $2.881 > 1.96$ and the P-Value is $0.004 < 0.05$, which means there is a significant influence between Work Culture and

Performance. Work Culture reflected by adherence to regulations, togetherness, mutual respect, sympathy and empathy, and helping coworkers in difficulty will affect employee performance. This is in accordance with research from Istiqomah (2023) and Biongan (2023), which states that work culture affects employee performance.

The direct influence Characteristics Individual on Performance

Based on results data analysis that provides results The t-statistic value is $1.998 > 1.96$ and the P-Value is $0.047 < 0.05$, this means that individual characteristics influence performance. Every person has different individual characteristics. Individual characteristics have the potential to influence performance. For example, someone with characteristics such as the ability to interact with others, being open to new things and willing to learn, obeying rules, never giving up, and a willingness to learn will certainly influence performance. This conclusion aligns with research by Via (2022), which concluded that individual characteristics influence performance.

The direct influence of Communication on Performance

Based on results data analysis that provides results The t-statistic value is $3.285 > 1.96$ and the P-Value is $0.001 < 0.05$, which means that communication has an effect on performance. Communication within a company is a determining factor in achieving goals. Communication will create a good reciprocal relationship between each person in the company, whether in the form of orders, suggestions, opinions, or criticism, knowledge sharing, and ultimately improving employee competency and employee performance

These results in accordance with study from Mahestri (2022), Waroka (2022), Rosyid (2023 and Lubis (2024).

The Influence of Competence on Performance

Based on results data analysis that provides results The t-statistic value is $3.303 > 1.96$ and the P-Value is $0.001 < 0.05$, this means that competence has an effect on performance. That competence includes being able to complete work well, having adequate knowledge as a basis for doing work, being obedient to superiors' orders, having good relationships with all employees, always being ready when given new tasks, has an effect on performance. These results are in accordance with research from Rosyid, et al (2023); Istiqomah, et al (2023); Mahestri, et al (2022); and Suryandita and Netra (2016) which state that competence has a significant influence on employee performance.

4. Conclusion

From the results of the data analysis it can be concluded that, 1) Work culture has a direct influence on competence, 2) Individual characteristics have a direct influence on competence, 3) Communication has a direct influence on competence, 4) Work culture has a direct influence on performance, 5) Individual characteristics have a direct influence on performance, 6) Communication has a direct impact on competence, 7) Competence has direct influences performance, 8) Organizational culture influences performance through competence, 9) Individual characteristics influence performance through competence, 10) Communication influences performance through competence, 11) Competence can act as a mediating variable and its type is partial mediation.

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