

The Effect of Organizational Competence, Communication and Commitment on the Performance of Secretariat Employees of the Regional People's Representative Board (DPRD) of West Sumatra Province

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ABSTRACT: This study aims to see the effect of (1) competence on the performance of the employees of the DPRD Secretariat of West Sumatra Province. (2) communication on the performance of employees of the DPRD Secretariat of West Sumatra Province. (3) organizational commitment to the performance of the employees of the DPRD Secretariat of West Sumatra Province. (4) competence, communication and organizational commitment together to the performance of the employees of the DPRD Secretariat of West Sumatra Province. The population and sample in this study were all employees of the DPRD Secretariat of West Sumatra Province as many as 93 people.

Data processing to test his hypothesis using Multiple Linear Regression Analysis. The results of this study indicate that (1) Competence provide a positive influence on the performance. (2) Communication provide a positive influence on the performance. (3) Organizational Commitment provides a positive influence on the performance. (4) Competence, Communication and Organizational Commitment jointly have a significant effect on Job Satisfaction of DPRD Secretariat employees of West Sumatra Province.

Recommended the performance of Employees will increase if the competence in the institution is high and makes the West Sumatra Provincial DPRD Secretariat Employees comfortable at work and can improve their performance; Communication has a positive influence on the performance of the Secretariat; The higher the communication of an employee, the higher his performance in carrying out his work in the agency; Organizational Commitment has a positive influence on the performance. This means that the performance of Employees will increase if the agency's organizational commitment is very good and good, thus making the West Sumatra Provincial DPRD Secretariat Employees become enthusiastic about doing a good job. And good organizational commitment will encourage high performance

Keywords: Competence, Communication and Organizational Commitment

1. INTRODUCTION

The position of human resources as organizational resources occupies a strategic place and is often referred to as the most important organizational resource, because human resources are able to mobilize other resources owned by the organization in the process of achieving organizational goals. Utilization of its human resources

with other resources, namely by establishing leaders, expert groups of workers, machines and raw materials or facilities and infrastructure to be optimized in supporting the work processes of employees in the organization. The organization also continuously assesses the extent to which it has functioned and always tries to adapt to its environment as expected in order to achieve the goals that have been set together.

In accordance with Government Regulation of the Republic of Indonesia Number 18 of 2016 concerning Regional Apparatuses, the DPRD Secretariat is an element of staff led by the DPRD Secretary, and then West Sumatra Governor Regulation Number 45 of 2018 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Regional House of Representatives Secretariat, DPRD Secretariat is an element of administrative services and providing support for the duties and functions of the Provincial DPRD. The DPRD Secretariat is led by the DPRD Secretary, who is under and responsible to the Governor through the Regional Secretary. The following is the target target report as illustrated in the performance targets as below:

Table 1: West Sumatra Provincial DPRD Secretariat Performance Report 2020

| No | Strategic target | Performance Indicator | Performance Achievements | |
|----|------------------------------------|-------------------------------------------------------------------------------------|--------------------------|-------------|
| | | | Target | Realization |
| 1 | Improved services to Stakeholders | Stakeholder Satisfaction Index | 90 | 88 |
| 2 | Improved Organizational Governance | Performance Accountability Evaluation Value | A | BB |
| | | Percentage of physical and financial realization of program/activity implementation | 100% | 93.04 % |

Source : Secretariat of the DPRD of West Sumatra Province, 2020

Based on Table 1, it can be seen that the first target with the Stakeholder Satisfaction Index indicator had a target value of 90 but was realized at 88. The second strategic target with the Performance Accountability Evaluation Value indicator had a target value of A but in its realization only got a BB score. In the second strategic target with the indicator of the percentage of achievement of physical and financial realization of the program/activity implementation, the target that must be met is 100%, while the realization is 93.04%. The failure to achieve this predetermined target indicates that there are problems related to the performance of employees at the DPRD Secretariat of West Sumatra Province.

In general, the performance of employees at the DPRD Secretariat of West Sumatra Province has not been as expected. This can be seen in the results of the pre-survey of preliminary research on employee performance obtained by researchers, namely:

Table 2: Pre-survey - Performance of West Sumatra Provincial DPRD Secretariat Employees

| No | Indicator | Amount | Percentage |
|----|-----------------------------------------------------------------------------------------|----------|------------|
| | | (person) | (%) |
| 1 | Employees do not complete assigned tasks on time. | 26 | 74 |
| 2 | Employees work not in accordance with the working hours that have been set. | 17 | 49 |
| 3 | Employees are often absent for no apparent reason. | 27 | 77 |
| 4 | Employees do not have the initiative in empty working hours. | 25 | 72 |
| 5 | Complaints about inadequate facilities and infrastructure in carrying out their duties. | 28 | 80 |

Source: Performance Pre-survey, Data processed by the author, 2020

The results of the initial survey conducted by the author on 35 (thirty five) employees at random in the West Sumatra Provincial DPRD Secretariat above indicate that the low performance of employees is indicated by the presence of employees who do not complete the tasks given on time as many as 26 people (74 percent), employees who work not in accordance with the set working hours are 17 people (49 percent), employees who are absent have never been done by employees, except under certain conditions as many as 27 people (77 percent), employees who do not have the initiative during empty working hours are 25 people (72 percent), and employees who complained about inadequate facilities and infrastructure in carrying out their duties as many as 28 people (80 percent).

Based on the description above, the researchers are interested in conducting research on "The Influence of Competence, Communication, and Organizational Commitment on the Performance of the Secretariat Employees of the West Sumatra Provincial DPRD"

2. RESEARCH METHODS

The population and sample in a study have a central and decisive role. The population is the whole of the object of study that provides an accurate picture of the research. According to Ghozali (2012) population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all 94 (ninety four) employees of the DPRD Secretariat of the Province of West Sumatra.

The research sample is a limited number and part of the population, part of the selected and representative population of the population. Meanwhile, according to Ghozali, I. (2002), the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the sample in this study is 94 (ninety four) people.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

Y = Employee Performance

a = Intercept Constant

X₁ = Competence

X₂ = Communication

X₃ = Organizational Commitment

b₁, b₂, = Regression Coefficient

e = Error Term

3. RESULTS OF RESEARCH AND DISCUSSION

Classic assumptions

The process of data processing uses the classical assumptions of Normality, Multicollinearity and Heteroscedasticity. The results show:

1. This normality test is used by the author to test the normality of the regression model. The test is carried out using the method *kolmogorov-smirnov test* to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than = 0.05
2. Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation in the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms

3. The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of one observation to another observation is constant, then it is called homoscedasticity and if it is different it is called heteroscedasticity. Detect the presence of heteroscedasticity in this study using the Park Test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The criteria for the Park Test according to Ghazali (2013) are as follows:
 - If the probability value is > 5% (0.05) then it is said that there is no heteroscedasticity symptom.
 - If the probability value is < 5% (0.05) then it is said to have heteroscedasticity symptoms

Hypothesis Test

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing t_{count} with t_{table} and sig value with = 0.05. In detail the results of multiple regression testing can be seen in Table 3.

Table 3: Multiple Regression Equation

| Coefficients ^a | | | | | |
|---------------------------|---------------------------|-----------------------------|------------|---------------------------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | Sig. |
| | | B | Std. Error | Beta | |
| 1 | (Constant) | 41.766 | 6.025 | | .000 |
| | Competence | .177 | .039 | .051 | .000 |
| | Communication | .231 | .065 | .169 | .002 |
| | Organizational Commitment | .151 | .035 | .142 | .000 |
| a. Dependent Variable: Y | | | | | |

Source: SPSS Output Results (in 2020)

Based on Table 3 above, the estimation model can be analyzed as follows:

$$Y = 41.766 + 0.177 (X_1) + 0.231 (X_2) + 0.151 (X_3)$$

Based on the above equation it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 41.766 which means that if Competence, Communication, Organizational Commitment is zero, then the value of the Performance variable is at 41.766. This means that the variables of Competence, Communication, Organizational Commitment contribute to improving the Performance of the Secretariat of the DPRD West Sumatra Province Employees.
- b. Competence regression coefficient value is positive 0.177. This means that if the work competence increases by one unit, it will result in an increase in performance of 0.177 units.
- c. Communication regression coefficient value is positive, namely 0.231. This means that if Communication increases by one unit, it will result in an increase in the Performance of the Secretariat of the DPRD of West Sumatra Province by 0.231 unit.
- d. Organizational Commitment regression coefficient value is positive, namely 0.151. This means that if the Organizational Commitment increases by one unit, it will result in an increase in the Performance of the Secretariat Employees of the West Sumatra Provincial DPRD by 0.151 unit.

DISCUSSION

Regression Coefficient Test (t Test)

Hypothesis Testing 1

The first hypothesis put forward, that Competence partially has a positive effect on the performance of the DPRD Secretariat Employees of West Sumatra Province. Based on the results of the analysis of the t test, it is known that the significance level of the Competency variable is $0,000 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between Competence on the Performance of the Secretariat of DPRD West Sumatra Province Employees.

Hypothesis Testing 2

The second hypothesis proposed is that Communication partially has a positive effect on the performance of the Secretariat of the DPRD of West Sumatra Province. Based on the results of the analysis of the t test, it is known that the significance level of the Communication variable is $0,002 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between communication on the performance of the DPRD Secretariat Employees of West Sumatra Province.

Hypothesis Testing 3

The third hypothesis proposed is that Organizational Commitment partially has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the Organizational Commitment variable is $0,000 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive effect between Organizational Commitment on the Performance of the Secretariat of DPRD West Sumatra Province Employees.

Hypothesis Testing 4

The fourth hypothesis proposed is that Competence, Organizational Commitment, and Organizational Commitment together have a positive effect on the Performance of the DPRD Secretariat Employees of West Sumatra Province. Based on the results of the analysis of the F test, it is known that the significance level of the Competence, Communication, and Organizational Commitment variables is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between Competence, Communication, and Organizational Commitment on the Performance of the DPRD Secretariat Employees of West Sumatra Province. As can be seen in table 4 below:

Table 4: F . Test Results

| ANOVA ^b | | | | | | |
|--------------------------------------------------|------------|----------------|----|-------------|-------|-------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 24,930 | 3 | 8.310 | 3.576 | .000a |
| | Residual | 427,070 | 89 | 5,272 | | |
| | Total | 452,000 | 92 | | | |
| a. Predictors: (Constant), X_3 , X_2 , X_1 | | | | | | |
| b. Dependent Variable: Y | | | | | | |

Source: SPSS Output Results (in 2020)

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables.

Table 5: Test results *R Square*

| Model Summary ^b | | | | |
|-----------------------------------------------------------------------------|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .835a | .697 | .641 | 2.29619 |
| a. Predictors: (Constant), X ₃ , X ₂ , X ₁ | | | | |
| b. Dependent Variable: Y | | | | |

Source: SPSS Data Processing Results (Year 2020)

The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 5.

Based on the analysis results Adjusted R square is 0,641 This means that 64.1% of the performance of the DPRD Secretariat Employees of West Sumatra Province is influenced by the independent variables of Competence, Communication, Organizational Commitment. While the remaining 35.9% is influenced by other variables outside the model.

DISCUSSION

The discussion of the research results is intended to explain and interpret the research results.

Influence Competence on the Performance of DPRD Secretariat Employees of West Sumatra Province.

The results of this study indicate that competence has a significant positive effect on the performance of the DPRD Secretariat Employees of West Sumatra Province. This indicates that competence determines the performance of the DPRD Secretariat Employees of West Sumatra Province. This means that the higher the competence of the West Sumatra Provincial DPRD Secretariat Employees, the higher the performance of the West Sumatra Provincial DPRD Secretariat Employees.

From the results of this study, it can be seen that the competency variable has a coefficient of 0.177 which means Competence has a big influence. This indicates that competence can play a role in improving the performance of the DPRD Secretariat Employees of West Sumatra Province. If the Secretariat of the DPRD of West Sumatra Province wants to improve the performance of the Secretariat of the DPRD of West Sumatra Province, it must increase the Competence of the Secretariat of the DPRD of West Sumatra Province.

This is in line with the opinion According to Moh. As'ad in Sun Sutrisno (2012), Competence is an ability based on skills and knowledge that is supported by a work attitude that refers to the job requirements set. where the Secretariat Employees of the DPRD of West Sumatra Province view their work. Competence reflects the ability possessed by each employee towards his job. This seems positive for West Sumatra Provincial DPRD Secretariat employees towards their work and everything they face in their competence.

The results of this study are in line with research Priyatnasari and Balqis (2016) (2017) which shows that Competence has a significant and significant effect on performance.

Influence Communication on the Performance of DPRD Secretariat Employees of West Sumatra Province.

The results of this study indicate that communication has a significant positive effect on the performance of the DPRD Secretariat Employees of West Sumatra Province. This indicates that the Communication of the DPRD Secretariat Employees of the Province of West Sumatra determines the Performance of the Secretariat Employees of the DPRD of the Province of West Sumatra. This means that the better the agency's communication, the better the performance of the West Sumatra Provincial DPRD Secretariat Employees.

From the results of this study, it can be seen that the work communication variable has a coefficient of 0.231 which means that work communication has the greatest influence from other variables. This indicates that high communication can improve the performance of the DPRD Secretariat Employees of West Sumatra Province. If the West Sumatra Provincial DPRD Secretariat wants to improve the performance of the West Sumatra Provincial DPRD Secretariat Employees, then it must improve and create good Employee Communication.

This is in line with the opinion Sudarwan (2010:102) that conducive communication between leaders and subordinates or vice versa, and between fellow employees is a necessity for the creation of morale in the group. Then Mangkunegara (2012:10) stated that the formation of good performance is produced if there is communication between all employees. The communication process that exists between superiors and subordinates, between top management and workers/employees. The ability to communicate horizontally and vertically well will have an impact on good employee work performance as well.

Communication plays a very important role in an organization, therefore it affects the world of work so that work activities can be optimized. The use of communication has a significant effect on the work environment which is manifested in the vision and mission of an organization. The communication needed is effective communication so that the organization can run smoothly. The more effective the communication that is fostered, the more productive a person's behavior in carrying out his work. The results of this study are in line with research Marissa (2013) which shows that Communication affects performance.

Influence Influence Organizational Commitment to the Performance of DPRD Secretariat Employees of West Sumatra Province.

The results of this study indicate that Organizational Commitment has a significant positive effect on the performance of the DPRD Secretariat Employees of West Sumatra Province. This indicates that Organizational Commitment determines the performance of the Secretariat of the DPRD of West Sumatra Province. This means that the better and better the Organizational Commitment of the Secretariat of the DPRD of West Sumatra Province in an agency, the better the performance of the Secretariat of the DPRD of West Sumatra Province.

From the results of this study, it can be seen that the Organizational Commitment variable has a coefficient of 0.151 which means Organizational Commitment has an influence. This indicates that organizational commitment can play a role in improving the performance of the DPRD Secretariat Employees of West Sumatra Province. If you want to improve the performance of the West Sumatra Provincial DPRD Secretariat Employees, you must create a good Organizational Commitment to the West Sumatra Provincial DPRD Secretariat Employees at the agency. The results of this study are in line with Suhadi's research (2016) which shows that There is a significant positive effect between Organizational Commitment on Performance.

Effect of Competence, Communication, Organizational Commitment on the Performance of the Secretariat of the DPRD of West Sumatra Province.

The results of this study indicate that Competence, Communication, Organizational Commitment together have a significant influence on the Performance of the Secretariat Employees of the DPRD of West Sumatra Province with the Anova F test value of 0.000 less than 0.05. This indicates that Competence, Communication, Organizational Commitment determines the Performance of the DPRD Secretariat Employees of West Sumatra Province. This means that competence, high communication, and poor organizational commitment will increase the performance of the West Sumatra Provincial DPRD Secretariat Employees.

This is in line with research Priyatnasari and Balqis (2016), Marisa (2013), Suahti (2016), which shows that The results show the support for a significant influence between Competence, Communication and Organizational Commitment on the Performance of the DPRD Secretariat Employees of West Sumatra Province.

4. CONCLUSIONS AND SUGGESTIONS

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Competence has a positive influence on the performance of the Secretariat of the DPRD of West Sumatra Province. This means that the performance of the West Sumatra Provincial DPRD Secretariat Employees will increase if the competence in the institution is high and makes the West Sumatra Provincial DPRD Secretariat Employees comfortable at work and can improve their performance.
2. Communication has a positive influence on the performance of the Secretariat of the DPRD of West Sumatra Province. This means that the performance of the West Sumatra Provincial DPRD Secretariat Employees will increase if there is good communication, because communication can increase morale to the West Sumatra Provincial DPRD Secretariat Employees in carrying out their work. The higher the communication of an employee of the West Sumatra Provincial DPRD Secretariat in an agency, the higher his performance in carrying out his work in the agency.
3. Organizational Commitment has a positive influence on the performance of the Secretariat of the DPRD of West Sumatra Province. This means that the performance of the West Sumatra Provincial DPRD Secretariat Employees will increase if the agency's organizational commitment is very good and good, thus making the West Sumatra Provincial DPRD Secretariat Employees become enthusiastic about doing a good job. And good organizational commitment will encourage high performance.
4. Competence, Communication, has a positive effect and Organizational Commitment has a positive effect on the Performance of the DPRD Secretariat Employees of West Sumatra Province. With the F ANOVA test number of 0.000, the performance of the DPRD Secretariat Employees of West Sumatra Province is influenced by the independent variables of Competence, Communication and Organizational Commitment.

Based on the results of the discussion analysis and some conclusions in this study, the suggestions that can be given through the results of this study in order to get better results, namely:

1. Future researchers are expected to be able to examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is recommended to expand the scope of research on the influence of Competence, Communication, Organizational Commitment on Employee Performance. The Secretariat of the DPRD of West Sumatra Province used in this study.
2. For Competence, it is recommended to agencies to always carry out and involve DPRD Secretariat employees in technical guidance, training (training), socialization, education for employees in accordance with the field of duty or main tasks and functions to increase employee knowledge.
3. For communication, it is recommended to the agency to be more improve communication between leaders and subordinates and subordinates to superiors in order to create morale and good employee performance.
4. For Organizational Commitment, it is suggested to the agency to further increase good job satisfaction between employees and leaders in the agency, because this will have an impact on employees if employees feel that job satisfaction between employees and their leaders is very bad in the organization it will have an impact on employee absenteeism. which increases.
5. The agency management is expected to pay attention to and improve the Competence and Communication of the Secretariat Employees of the DPRD of West Sumatra Province. Because to achieve better productivity and achievement of agency goals, Competence and Communication is needed for the Secretariat Employees of the DPRD of West Sumatra Province. Because to achieve better productivity and achievement of agency goals, it requires high competence and communication as well as loyalty from the Secretariat Employees of the DPRD of West Sumatra Province. When Competence, Communication is high and Organizational Commitment is good in the agency, the performance of the Secretariat of the DPRD of West Sumatra Province also increases.

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