

The Effect of Competence and Organizational Climate on Employee Productivity and Its Implications in Employee Performance Setda Aceh

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Abstract. Research on support for competencies and organizations on employee productivity and their implications for the performance of Aceh Regional Secretariat employees. The population in this study are all employees of the Aceh Regional Secretariat who currently approve 596 people, Determination of the sample using the "Stratified Random Sampling" method. The sample was obtained 119 respondents or twenty percent of the population. Relating to competence to increase the productivity of the Aceh Regional Secretariat. Regarding the efficiency of the organization Good for increasing the productivity of the Aceh Regional Secretariat. Relating to competence towards the performance of employees of the Aceh Regional Secretariat. Relating to the organization of the performance of employees of the Aceh Regional Secretariat. Relating to improving employee performance towards the performance of employees of the Aceh Regional Secretariat. The Aceh Regional Secretariat remains and continues to improve its organizational climate and make its competencies higher and system to improve employees to increase this will make Aceh Regional Secretariat staff increase.

Keywords: *Competence, Organizational Climate, Productivity and Performance*

1 Introduction

Improving performance and productivity can be done by increasing competency, with the existence of competencies will encourage the work ability of employees, and with the existence of competencies will also improve skills in working increasingly skilled.

The competency shows the various forms of work performed by each employee by providing a great opportunity to create a higher quality job. Increasing level of experience, illustrates that employees will be more skilled in doing work ([Puspaningsih, 2004](#)).

Competence is the basic foundation of people's characteristics and indicates how to behave or think, equate situations and support for a long period of time. Competency is defined as the personal aspects of a worker which makes it possible to achieve superior performance. These personal aspects include the nature, motives, value systems, attitudes, knowledge and skills where competence will direct behavior, while behavior will produce performance ([Lasmahadi, 2002](#)). The reality that often happens now is that the level of knowledge of employees is not in accordance with the standards, the skills and expertise of employees are still low and a lot of work is done is not the same as the target.

Increased performance and work productivity are also influenced by organizational climate. The organizational climate can change from pleasant to unpleasant conditions. But in general,

leaders and employees want the organization's climate to be pleasant because it involves increasing productivity and performance.

Organizational climate is the arena of decision making regarding performance. If the organizational climate is useful for individual needs (for example: paying attention to the interests of workers and performance-oriented), it can be expected that behavioral change towards a better goal.

The low organizational climate can be seen from the atmosphere of the work environment not yet fully supporting to work better, the relationship between subordinates and superiors has not been harmoniously established, relationships between fellow workers have not been harmonious, the atmosphere of my work environment is still far from expectations.

Organizational climate creates a strength in the work environment that can motivate the organization. The quality of the organizational climate can be seen from the behavior of employees, the cooperation of each member, the neatness of the organizational structure.

The purpose of this study is:

- a. To test the effect of competency on the productivity of Aceh Regional Secretariat staff.
- b. To examine the influence of organizational climate both on the productivity of Aceh Regional Secretariat employees.
- c. To test the effect of competency on the performance of Aceh Regional Secretariat employees.
- d. To examine the influence of organizational climate on the performance of Aceh Regional Secretariat employees.
- e. To test the effect of employee productivity on the performance of Aceh Regional Secretariat employees
- f. To examine the influence of competencies and organizational climate through productivity on the performance of Aceh Regional Secretariat staff.

2 Literature Review

2.1 Understanding Competence

Competence is the qualification needed by employees to carry out work properly.

In conducting an audit, an employee must have good personal quality, adequate knowledge, and special expertise in his field. Competence is related to professional expertise possessed by employees as a result of formal education, professional examinations and participation in training, seminars and symposia ([Suraida, 2005](#)). If individual competencies are in line with organizational competencies, effective organizational goals can be achieved ([Ley, 2008](#)).

[Wibowo \(2011:86\)](#) competence is the ability to do work with skill or expertise. Determinant factors of one's competency skills are: 1. Proof of values, 2. Skillful, 3. Characteristics of personality, 4. Encouragement, 5. Intelligence, 6. Intellectuality and 7. Culture in organization ([Spencer, Lyle & Signe, 1993](#)).

2.2 Understanding Organizational Climate

Experts interpret the organizational climate as a physical condition, which reflects the attribution of the organization itself. [Kamuli \(2012\)](#) says that organizational climate is something that is real experienced by people in an organization.

Pines quoted by [Barkah \(2002\)](#) the work climate of an organization can be measured through four dimensions, namely:

- a. Psychological dimensions, which include variables such as workload, lack of autonomy, lack of self-fulfillment and lack of innovation.
- b. Structural dimensions, which include variables such as physical, sound and the degree of harmony between work requirements and physical structure.
- c. Social dimensions, which include aspects of interaction with clients (in terms of quantity and characteristics of the problem), colleagues (level of support and cooperation), and supervisors (support and rewards), and
- d. The bureaucratic dimension, which includes laws and regulations on role conflict and role obscurity.

2.3 Understanding Productivity

Productivity in a philosophical sense according to [Hidayat \(2002:5\)](#) is the ability to create tomorrow better than today and make today better than yesterday. In this context the essence of understanding of productivity is pessimists who tend to see difficulties in seeing every opportunity (oportunity) available and compared to optimistic people who actually have other people's perspective, which tends to see opportunities in every attitude ".

2.4 Understanding of Performance

[Prawirosentono \(2007:120\)](#) performance, or performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective responsibilities and authorities in an effort to achieve organizational goals. There is a close relationship between individual performance and organizational performance, in other words, if employee performance is good then the possibility of organizational performance is also good.

([Lowyer & Porter \(2011:48\)](#)), write that performance is the work achieved in a certain size. [Dessler \(2011\)](#) performance becomes an evaluation of the deterioration achieved so that evaluation is needed.

2.5 Performance Measurement

Common causes that often lead to failure in performance measurement are mentioned by ([Dessler, 2011:102](#)) as follows:

1. Absence of standards

If the standard does not exist then it is not objective in assessing existing performance only subjectively.

2. Inconsistent standards

Standards are determined by a job / job analysis process to determine output according to standards.

3. Unrealistic standards

Standards are potentially stimulating and motivating goals.

4. Measures of improper achievements

Objectivity and comparison require progress on standards and achievement of standards can be measured easily and transparently.

5. Errors in Assessment

The tendency to choose middle values and fear to face subordinates.

6. Giving bad feedback

The entire assessment process and the results of the assessment must also be communicated to them in accordance with the principles and objectives of the program, especially the performance management program.

7. Communication is negative

The evaluation process is disturbed by communication based on negative attitudes such as arrogance and selfishness on the part of the assessor and self-defense and closeness on the party being assessed.

2.6 Conceptual Framework

2.6.1 Effect of Competence on Productivity

[Susanti \(2013\)](#) states that competence has a significant effect on salesperson's performance with a fairly strong category. [Ningwidhi \(2014\)](#) that competence has a significant and direct impact on employee work productivity, competency turns out to play an important role in improving employee capabilities so that employees always have the ability to increase work productivity with competency levels that are always competitive.

2.6.2 Effect of Organizational Climate on Productivity

[Darsono \(2010\)](#) states that organizational climate has a strong and direct influence on work productivity. The increasing organizational climate will increase work productivity and, conversely, the lower the organizational climate, the lower the work productivity.

[Karyana \(2012\)](#) states that the organizational climate influences the work productivity at the UPTK. The unidirectional influence states that organizational climate has an important role in the efficiency and effectiveness of work productivity. [Kamuli \(2012\)](#) also said that the organizational climate significantly and unequivocally influenced the work productivity of employees in the Regional Secretariat of Gorontalo City.

2.6.3 Effect of Competence on Performance

[Inneke & Fadli \(2011\)](#) say that employee competency is a factor in the success of a work team in an organization. Competence creates unidirectional synergies within a group [Arifin \(2013\)](#) and [Sanjaya & Indrawati \(2014\)](#) state that simultaneously competencies have a significant and direct effect on employee performance.

2.6.4 Effect of Organizational Climate on Performance

[Euis \(2012\)](#) and [Kamuli \(2012\)](#) state that organizational climate has important consequences for employee turnover and years of service in the organization. the direction of the organizational climate tends to improve and support commitment to the organization. Climate is not the individual nature of employees but the nature that is formed is shared and maintained by members of the organization. The organizational climate has a direct and significant effect on performance. Aso said that the importance of the organizational imate made Kopelman, Brief and Guzzo make a hypothesis that said that ultimately the organizational climate would affect employee performance ([Pace & Faules, 1998](#)). Moderate performance is a work achievement or work that has been achieved by employees of an organization in a certain period.

2.6.5 Effect of Productivity on Performance

[Taiwo \(2010\)](#) states that labor productivity has a positive and significant effect on performance, increasing work productivity, thereby increasing performance and vice versa.

[Alinaitwe, Mwakali, & Hansson \(2010\)](#) states that productivity is one of the determining factors that influence performance, where productivity is the ratio between the results and inputs used.

2.7 Hypothesis

H1: Political culture, work discipline and education and training have an impact on employee performance at the Secretariat of the Aceh Parliament.

H2: Political culture, work discipline, training and employee performance influence the performance of the Secretariat of the Aceh Parliament.

H3: Political culture, work discipline and training through employee performance affect the performance of the Aceh Legislative Assembly Secretariat.

3 Method

The number of samples obtained was 119 respondents from 20 percent of the population, namely 596.

Data analysis tool uses path analysis model (path analysis), with the equation as follows:

$$Y = PX_1Y + PX_2Y + e$$
$$Z = PX_1Z + PX_2Z + PZ + e$$

Where:

X1 = Competence

X2 = Organizational Climate

Y = Work Productivity

Z = Performance

e = error item

P = Coefficient Path

4 Result And Discussion

4.1 Effect of Competency and Organizational Climate on Productivity of SETDA Aceh employees

The results of the equation in Structure 1 are:

$$Y = PYX_1X_1 + PYX_2X_2 + PY e e 1$$
$$= 0.70X_1 + 0.120X_2 + 0.38 e 1$$
$$R^2_{yx1x2} = 0.620$$

The results of the analysis are as follows:

- The magnitude of the influence of competence (X1) directly influences the productivity of SETDA Aceh employees (Y) is $(0.70)^2 = 49$ percent.

- The magnitude of the influence of organizational climate (X2) directly influences the productivity of SETDA Aceh employees (Y) is $(0.12)^2 = 1.44$ percent.
- The magnitude of the influence of competency (X1) and organizational climate (X2) simultaneously influences the productivity of SETDA Aceh employees (Y) is $0.620 = 62.0$ percent.

4.2 Effect of Competency, Organizational Climate and Productivity on SETDA Aceh Employee Performance

The results of the equation in Structure 2 are:

$$\begin{aligned} Z &= PZX1X1 + PZX2X2 + PZYY + PZ e e2 \\ &= 0.243X1 + 0.425X2 + 0.286Y + 0.278 e e1 \\ R^2_{yx1x2} &= 0.722 \end{aligned}$$

The results of the analysis are as follows:

- The magnitude of the influence of competence (X1) directly influences the SETDA Aceh (Z) employee performance is $(0.243)^2 = 5.90$ percent.
- The magnitude of the influence of organizational climate (X2) directly influences the SETDA Aceh (Z) employee performance is $(0.425)^2 = 18.06$ percent.
- The magnitude of the effect of employee productivity (Y) directly influences the SETDA Aceh (Z) employee performance is $(0.286)^2 = 8.17$ percent.
- The magnitude of the influence of competence (X1) which indirectly or through employee productivity affects SETDA Aceh's employee performance is 37.8 percent
- The magnitude of the influence of the organizational climate (X2) which indirectly or through employee productivity influences SETDA Aceh's employee performance is 0.11 percent.
- The magnitude of the influence of competency (X1), organizational climate (X2) and employee productivity (Y) simultaneously affect the performance (Y) of SETDA Aceh (Z) is $0.722 = 72.2$ percent.

4.3 Managerial Implications

The Aceh Regional Government must continue to improve competence, organizational climate, productivity and performance of employees, especially for some indicators that are still considered low, namely employee skills not in line with their occupations, the ability of employees to do work are not all skilled or skilled, and training is still low. These indicators must be considered so that in the future it will be better. But that does not mean that the other indicators will be improved but continue to be maintained and improved in the future, this is done to improve the performance of Aceh Regional Secretariat.

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