

EMPLOYEE PERFORMANCE ANALYSIS BASED ON EMPLOYEE COMPETENCIES, WORK FACILITIES, AND ORGANIZATIONAL CLIMATE

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ABSTRACT

This study aims to analyze the influence of employee competency, organizational climate, and career development on the performance of PT employees. Sango Ceramic Semarang. The population in this study was 103 employees of the warehouse division at PT Sango Ceramics Indonesia. The sample in this study was 82 respondents using the proportional random sampling method. The results of this research show that employee competency, work facilities, and organizational climate have a positive and significant influence on employee performance.

Keywords: Employee Competencies; Work Facilities; Organizational Climate; Employee Performance

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INTRODUCTION

Business competition is a situation where companies compete with each other to achieve excellence. In overcoming business competition, quality human resources are needed (Purnawijaya, 2019). Human resources are the most important aspect of developing a business to a higher level. Issues related to human resources in the company need to be considered. One of the problems in human resources is a decline in employee performance.

A decline in employee performance can affect the company's overall performance. Therefore, companies need to evaluate and look for the causes behind the decline in employee performance. Several ways can be done to improve employee performance, one of which is through competency (Nofiar et al., 2021).

Competency is the ability and skills possessed by employees to complete assigned tasks, which is an important factor in determining their performance (Syahputra & Tanjung, 2020). Employee competencies include the knowledge, skills, and attitudes needed to complete these tasks. Employees who have good competence in their field of work will be better able to complete tasks effectively and efficiently.

Another factor that influences employee performance is work facilities. Work facilities include everything employees need to carry out their duties, such as equipment, workspace, and work environment. Good work facilities can increase employee productivity and performance. On the other hand, poor work facilities can hinder employee performance. Therefore, companies need to ensure work facilities are adequate and conducive to improving employee performance. Facilities are enjoyment in a real and natural form. In the world of work, facilities are provided by the company in physical form, are used in the company's

normal activities, have a relatively permanent useful life, and provide benefits for the future (Jufrizen & Hadi, 2021).

Apart from competency factors and work facilities, there are still factors that influence employee performance, namely organizational climate. Organizational climate is the circumstances, conditions, and characteristics of the workplace environment which are the characteristics of an organization that are formed from the attitudes, behavior, and personalities of all members of the organization (Renaldi & Khaira, 2021). The concept of organizational climate describes the internal atmosphere of the organizational environment that its members feel during their activities to improve the overall performance of the organization.

Employee performance includes evaluation and measurement of the extent to which an employee has succeeded in achieving the work results and goals expected by the company. Important aspects of performance include productivity, quality of work, efficiency, initiative, and ability to adapt to change. Employees who are productive and efficient, have good quality work, take initiative, and can adapt to changes in the work environment tend to be valuable assets for the organization. Regular performance evaluations help provide feedback and development for employees, as well as provide a basis for rewards that can increase their motivation and performance. Employee performance management plays an important role in ensuring continued organizational growth by ensuring employees work effectively and achieve common goals.

Efforts to improve performance have been made by PT Sango Ceramics Indonesia, which is a ceramic manufacturing company, but the results are still not optimal. Decreased performance still often occurs due to mistakes made by employees in the offset department.

Organizational climate is one of the factors that influence the performance of employees in the materials management section at PT Sango Ceramics Indonesia. Based on the information obtained, there are no career development opportunities at PT Sango Ceramics Indonesia which causes a decline in performance. Employees become less enthusiastic about doing their work because their maximum efforts do not receive good feedback, namely, there are no opportunities for career development.

The influence of employee competency on employee performance has previously been researched by (Nofiar et al., 2021) with the results that competency has a positive and significant effect on employee performance. This states that the better the competence of employees, the better their performance will be. In contrast to research conducted by Nofiar et al., (2021), Hidayat (2021) stated that competence does not affect employee performance. According to Hidayat (2021), competency cannot improve employee performance if the company does not consider the skills and experience of employees, causing performance not to be optimal.

The influence of work facilities on employee performance has previously been studied by several experts. Jufrizen & Hadi, (2021) stated that work facilities have a positive and significant effect on employee performance, which means that the work facilities provided by the company are very helpful in improving performance. Purnawijaya, (2019) conducted similar research but with different results, namely that work facilities did not affect employee performance.

The influence of organizational climate on employee performance has previously been studied by several experts. Aqsariyanti et al., (2019) stated that organizational climate influences employee performance, which means that the better the organizational climate in a

company, the better employee performance will be. Meanwhile, research conducted by Hasbi et al. (2020) states that organizational climate does not affect employee performance.

Based on the problems that have been described, this research aims to analyze employee competence, work facilities, and organizational climate on employee performance (study at PT. Sango Ceramics Indonesia).

LITERATURE REVIEW

Employee Performance Analysis Based on Employee Competency

Employee competencies are the abilities, knowledge, attitudes, and values possessed by employees that are needed to achieve organizational goals (Arifin et al., 2019). Employee competency can help employees understand their work better so they can reduce errors and increase work efficiency. Competencies enable employees to work more efficiently, produce better results, adapt to change, and make valuable contributions to the company. Employees who have good competencies tend to be more motivated to do their jobs well, which leads to increased performance.

This shows that the presence of good employee competency in a company will improve employee performance. This statement is supported by Anjani, (2019); Arifin et al., (2019); Nofiar et al., (2021); Syahputra & Tanjung, (2020) conducted similar research, namely the influence of competence on employee performance and showed significant positive results.

H1: Employee competency has a positive and significant effect on employee performance.

Employee Performance Analysis Based on Work Facilities

Work facilities are the facilities and infrastructure used by employees to support the implementation and expedite the completion of work (Anindita et al., 2021). These work facilities can be physical facilities such as a comfortable workplace, adequate equipment, and machines, as well as necessary equipment. Apart from that, work facilities can also include support from human resources such as employee training and development, employee welfare programs, and policies that support work-life balance.

Adequate work facilities in a company can help reduce the risk of work accidents and injuries to employees so that employees can work more safely and comfortably. This can reduce the risk of injury or illness due to the work environment which can reduce employee absenteeism levels. Employees who work safely and comfortably can increase work efficiency because they can work more productively.

This shows that providing good and adequate work facilities can improve employee performance. This statement is in line with research conducted by Jufrizen and Hadi, (2021), and Anindita et al., (2021) that good work facilities have a positive and significant impact on employee performance. The better the work facilities provided by the company, the more employee performance will improve.

H2: Work facilities have a positive and significant effect on employee performance.

Employee Performance Analysis Based on Organizational Climate

Organizational climate is the perception of members and related parties who continue to be in contact with the organization regarding internal conditions regularly, which has a significant impact on the attitudes, behavior, and performance of organizational members, which ultimately determines the overall performance of the organization (Nufus, 2021). Organizational climate describes the internal atmosphere of the organizational environment that its members feel during their activities to achieve organizational goals.

Employees who feel comfortable and happy working at the company tend to be more motivated to do their work well so that employee performance can increase. This can happen because employees who feel comfortable and happy working at the company tend to be more focused and enthusiastic in carrying out their work tasks. Apart from that, employees who feel comfortable and happy working at the company also tend to be more loyal and committed to the company, so they will try to provide their best performance.

This shows that a positive organizational climate can improve employee performance. This statement is supported by research by Aqsariyanti et al., (2019), Renaldi & Khaira, (2021), and Nufus, (2021), namely the influence of organizational climate on employee performance which shows significant positive results.

H3: Organizational climate has a positive and significant effect on employee performance

Based on the hypothesis formulation, the study's theoretical framework can be seen in Figure 1.

RESEARCH METHODS

Population and Sample

The population of this study was all employees of the warehouse division at PT Sango Ceramics Indonesia, totaling 103 people. The samples in this study were 82 people. Determining the sample size uses the Slovin formula with a margin of error of 5%, as follows:

$$n = \frac{N}{1 + Ne^2} = \frac{103}{1 + 103 \cdot (0,05)^2} = 82 \dots\dots\dots(1)$$

The sampling technique chosen is proportional random sampling, namely random sampling carried out by classifying the population into sub-populations based on certain characteristics (Nalendra et al., 2021), as presented in Table 1. Based on data results, the description gender is 91% male and 9% female, 43% have a working period of more than 5 years, and the majority have a high school education of 73%.

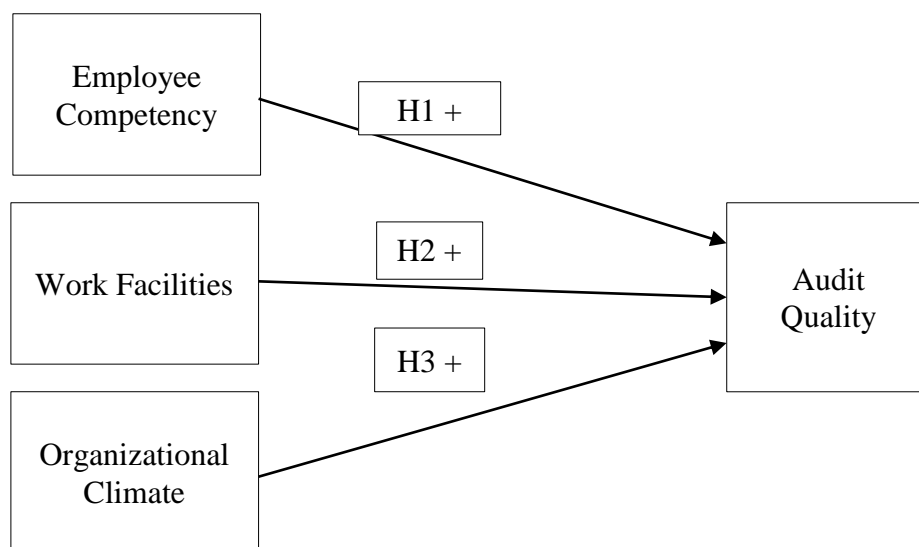


Figure 1. Research Framework

Table 1. Sample Distribution

Section	Population	Sample
Offset Officer	40	32
Material Management	56	45
Warehouse	7	5

Variable Measurement

The dependent variable in this research is employee performance, with the independent variables being employee competency, work facilities, and organizational climate. Employee performance is a person's level of success in carrying out their overall duties within a certain period (Silaen et al., 2021). Employee performance can be achieved when employees use their abilities, confidence, and independence to resolve problems within legally established time limits, without violating the law, and by morals and ethics. Employee performance indicators are speed, storage efficiency, compliance with regulations and standards, work quality, and inventory accuracy

Competence is an individual's ability to carry out a job correctly and have excellence based on matters relating to knowledge, skills, and attitudes. Competency can also be defined as a behavioral dimension of expertise or excellence in a leader or staff having good skills, knowledge, and behavior (Nofiar et al., 2021). Indicators of employee competency are knowledge and understanding, confidence, skills, self-development, initiative and creativity.

Work facilities are a driving force in helping employees work to be more productive and can increase employee morale to achieve company goals. Indicators of work facilities are suitability, improvement, ease of use, speeding up the work process, and placement arranged correctly.

Organizational climate is a series of work environment conditions that are felt directly or indirectly by employees (Nufus, 2021). Organizational climate is the perception of members and related parties who continue to be in contact with the organization regarding internal conditions regularly, having a significant impact on the attitudes, behavior, and performance of organizational members, which ultimately determines the overall performance of the organization. Organizational climate indicators are effective leadership, open communication, collaborative work culture, recognition and appreciation, work-life balance, and career development opportunities.

Data Analysis Technique

This research uses a questionnaire method by giving written questions to respondents to answer (Hikmawati, 2020). The results of data collection were then analyzed using multiple linear regression techniques.

RESULT AND DISCUSSION

Result

The collected data was tested for validity and reliability first with the results as in Table 2. The results of the validity test obtained an $r\text{-value} > 0.3$ so it was valid. The reliability test shows that the employee competency, work facilities, organizational climate, and employee performance have Cronbach Alpha > 0.7 which is declared reliable (Ghozali, 2016).

Table 2. Reliability Testing

Variable	r-value	Cronbach Alpha
Employee Competency	0.782, 0.679, 0.556, 0.677, 0.754	0.723
Work Facilities	0.762, 0.732, 0.650, 0.703, 0.600	0.721
Organizational Climate	0.680, 0.643, 0.729, 0.531, 0.645, 0.698	0.720
Employee Performance	0.663, 0.753, 0.538, 0.739, 0.721	0.719

The normality test was carried out by taking into account the significance of the non-parametric statistical test Kolmogorov-Smirnov Test with significant results of $0.200 > 0.05$ (see Table 3). Based on these values, the regression model is normally distributed so that the next process can be continued. The multicollinearity test in Table 4 found that this regression model did not experience multicollinearity because the regression coefficient between variables had a VIF of less than 10 and a tolerance value of more than 10. The heteroscedasticity test results in Table 5 show that there are no signs of heteroscedasticity because the significance level of the employee competency, work facilities, and organizational climate variables each exceeds 0.05. Therefore, this regression model can be used appropriately.

The hypothesis 1 testing in Table 6 shows that the p-value is $0.003 < 0.05$ that H1 accepted It means employee competency has a positive and significant effect on employee performance. Furthermore, the significance level of the work facilities is $0.024 < 0.05$, so H2 is accepted. Work facilities have a positive and significant effect on employee performance is proved. Finally, the H3 testing shows the significance level is $0.00 < 0.05$, and H3 is accepted. The organizational climate has a positive and significant effect on employee performance.

Table 3. Normality Testing

Statistic		Unstandardized Residual
Normal Parameters	Mean	0
	Std. Deviation	0.70058355
Test Statistic		0.080
Asymp. Sig. (2-tailed)		0.200

Table 4. Multicollinearity Testing

Variable Independent in Model	Collinearity Statistics	
	Tolerance	VIF
Employee Competency	0.203	4.937
Work Facilities	0.293	3.407
Organizational Climate	0.166	6.020

Table 5. Heteroscedasticity Testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	Employee Competency	-0.013	0.066		
Work Facilities	-0.032	0.051	-0.131	-0.630	0.530
Organizational Climate	0.036	0.071	0.141	0.508	0.613

Table 6. Hypothesis Testing

Variable	Coefficient	Std. Error	t-value	Sig.	Decision
Employee Competency	0.302	0.098	3.075	0.003	H1 Accepted
Work Facilities	0.176	0.076	2.302	0.024	H1 Accepted
Organizational Climate	0.405	0.106	3.823	0.000	H1 Accepted

Note : F = 126.299, R Square = 0.829

Discussion

The results of the employee performance analysis test based on employee competency produced a calculated t-value of 3.075 with a significance level of 0.003. From this value, it can be concluded that the calculated t significantly exceeds the t table value of 1.991. These results indicate that employee performance analysis based on employee competency has a positive and significant influence. Employee competencies provide significant benefits in job understanding, potentially reducing errors and increasing efficiency. Competencies enable employees to work more efficiently, produce better results, adapt to change, and make valuable contributions to the company. Employees who have good competencies tend to be more motivated to pursue superior performance, which ultimately improves performance. This finding is consistent with the results of previous research, such as that conducted by Anjani, (2019); Arifin et al., (2019); Nofiar et al., (2021); Syahputra & Tanjung, (2020). These studies have examined the positive and significant influence of competence on employee performance, so the results of this study strengthen previous findings.

The results of employee performance analysis based on work facilities reveal a calculated t-value of 2.302 with a significance level of 0.024. Based on this value, it can be concluded that the calculated t significantly exceeds the t table value of 1.991. These results indicate that employee performance analysis related to work facilities has a positive and significant effect. Adequate work facilities in a company have the potential to reduce the risk of work accidents and injuries to employees, creating a safer and more comfortable work environment. This can reduce employee absenteeism due to injury or illness caused by unsafe or uncomfortable working conditions. Employees who can work safely and comfortably tend to be more productive, increasing overall work efficiency. Well-organized work facilities and easily available equipment help improve performance. Employees can get work done more efficiently when equipment is easily available and doesn't take a long time to find or rearrange. This finding is consistent with research conducted by Jufrizen & Hadi, (2021) and Anindita et al., (2021), which also revealed that good work facilities have a positive and significant impact on employee performance. Therefore, the better the work facilities provided by the company, the greater the potential for improving employee performance.

The results of employee performance analysis based on organizational climate show a calculated t-value of 3.823 with a significance level of 0.000. Based on these results, it can be concluded that the calculated t significantly exceeds the t table value of 1.991, indicating that employee performance analysis related to organizational climate has a positive and significant impact. Organizational climate reflects the internal atmosphere in the organizational environment that is felt by its members during their activities to achieve organizational goals. Employees who feel comfortable and happy working for the company tend to be more motivated to carry out their work well, potentially increasing their performance. This is because employees who feel comfortable and happy at work are usually more focused and enthusiastic about carrying out their work. In addition, employees become more loyal and committed to the company, which encourages them to provide the best performance. This research is in line with previous research conducted by Aqsariyanti et al., (2019), Renaldi & Khaira, (2021), and Nufus, (2021). This research produces a positive and significant influence on organizational climate which supports the results of this research.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of research regarding the analysis of determinant factors of employee performance at PT. Sango Ceramics Indonesia, it can be concluded that employee competence, work facilities, and organizational climate have positive and significant values. The existence of high employee competence, supported by good work facilities, as well as a good organizational climate in the company will improve the performance of PT employees. Sango Ceramics Indonesia.

Managerial Implications

Based on the conclusions that have been described, suggestions can be given to complement the research, including First, PT. Sango Ceramics Indonesia should provide targeted and comprehensive training programs for employees serving in the offset officer division. By providing this training, companies can create a more productive environment and reduce the number of work errors that occur. Second, PT. Sango Ceramics Indonesia should improve work facilities to ensure job security for all available employees. This aims to ensure that all employees can easily and safely use the available work facilities without experiencing difficulties. Third, PT. Sango Ceramics Indonesia should provide career development opportunities to the team in the warehouse division. By providing these opportunities, companies can create additional motivation for team members and stimulate employee professional growth. This will help improve overall performance because employees who feel they have the opportunity to achieve higher career achievements tend to be more motivated to perform better in their daily work. In addition, this can also reduce the risk of losing internal talent, because employees will be more likely to choose to stay within the company rather than look for opportunities elsewhere.

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