

The influence of competence, communication and organizational culture on employee performance at office DPMP2TSP Langkat regency

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ABSTRACT

This study aims to determine the effect both collectively and partially between competency, communication and organizational culture on employee performance at the One Stop Integrated Investment and Licensing Service Office in Langkat Regency. This study uses a quantitative method with explanatory research using primary data and secondary data. The results showed that the variables of competence, communication and organizational culture together had a positive and significant effect on employee performance. This is proven by the statistical results of the regression test, which yielded a value smaller than α ($\alpha = 0.05$) with a probability of 0.000. With a calculated F value $>$ F table, namely $87.343 > 2.91$, this competence can be demonstrated explain, communication and organizational culture have a positive and significant impact on employee performance. So the fourth hypothesis is accepted. The results also show a coefficient of determination (R²) of 0.88, meaning that 88.4% of the dependent variable (employee performance) is influenced or explained by the independent variables of competency, communication, and organizational culture, and the remaining 11.6% (100% - 88.4%) influenced or explained by other variables outside of the variables used in this study.

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1. INTRODUCTION

In this research, in order to avoid the scope of the problem being too broad, the problem was first identified through observations made by the author of the research object. Organizational identity can be viewed from the organizational culture itself. Based on the description above, it is necessary to conduct research with the title: "The Influence of competence, communication and organizational culture on Employee Performance at the One-Stop Investment and Licensing Service Office in Langkat Regency Competency is the ability of employees to carry out work based on the skills and knowledge possessed and in line with the work attitude to be able to complete the work on time. (Manajemen & Ganesha, 2021). The importance of developing employee competencies in every organization because the benefits obtained are not only felt by the employees themselves, but also for the organization and society. Having competent employees is an investment in the long term for the organization. (Hartati et al., 2022)

The competence of employees is very important to pay attention to because it relates to knowledge, skills, and work attitudes in accordance with established standards.(Liana, 2020). The role of competence is indispensable in improving employee performance. Employees who have good work competence will certainly be easy to carry out all work, able to read situations and problems that occur on the job and can give the right response, and have good adjustment to their environment (Pegawai & Kunci, 2022). Competence is a knowledge, ability, skill and strength to carry out a job or task that 4 is based on sufficient skills and knowledge to carry out the task optimally. (Karyawan, 2019)

Communication is the process of delivering messages or intentions carried out by one party or someone to another party or person either done directly or through the media (Ginting et al., 2019). Communicating is a routine activity of humans since they are born, ranging from the cry of the baby who conveys messages containing psychological and physiological needs, to messages containing complementary needs of adults. Everything is inseparable from the process of delivering and receiving messages called communication (Sari et al., 2018). Communication patterns in the process of disseminating public information are needed to know the effective way to use so that in the process of sending and receiving messages can be said to be communicative .(Siti Zaenab & Nikmah Hadiati Salisah, 2019)

The success of communication activities is largely determined by the communication management applied. On the other hand, if there is no good communication management, the effect of the communication process is not impossible to have a negative influence on other parties(Sosial, 2019). For organizations to be successful, they must have competent communicators. Studies of organizational communication show that organizations rely on effective communication and efficient communication skills of their members. (Ayu et al., 2017)

Komunikasi diartikan sebagai proses penyampaian dan penerimaan informasi yang menjadi salah satu sumber daya untuk menjaga, memelihara, memajukan dan mengembangkan organisasi secara dinamis sesuai dengan tujuannya

Organizational culture is the mentality of every employee working in an organization related to rules or standards of behavior at work. (Dewi Astuti, 2022). Organizational culture affects the job satisfaction of employees, a good culture in an organization can increase employee job satisfaction. (Dewi & Supartawan, 2023). Organizational culture is the points in the organization that will provide direction in the form of behavior to members in an organization, because organizational culture is the most important part in a company. (Munandar et al., 2020)

Organizing is the process and activities to: determine the resources and activities needed to achieve organizational goals, design and develop an organization or work group that can bring these things towards the goals, assignment of certain responsibilities, and delegate the necessary authority to individuals to carry out their tasks (Muhammad Syukran, Andi Agustang, Andi Muhammad Idkhan, 2022). In the context of organizational development, understanding the meaning of culture in organizational life is believed to be very relevant. Organizational culture is believed to be an asset. At least organizational culture acts as a sense for internal integration.(Publik et al., 2022)

The performance of an organization or institution is influenced by employee performance, therefore if organizational performance is to be improved, of course, employee performance needs to be considered. Good employee performance is not only supported by organizational culture and organizational commitment in the company but also supported by a good work environment. (Manery et al., 2022). Performance is work performance or work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities or responsibilities, in an effort to achieve the goals of the organization concerned that are legal and do not violate the law and in accordance with business morals and ethics. (Nurhadian, 2019)

Performance is a record of outcomes resulting from certain employee functions or activities carried out during a certain period of time. While the performance of a position as a whole is equal to the sum (average) of the performance of employee functions or activities carried out. (Ani Khuryatul Abadiyah, S.E., 2019). There are several factors that affect performance, namely ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style,

organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline.(EKA WIJAYA & Fauji, 2021).

So it can be concluded that employee performance is a measure of the performance results of each individual or team work that is expected to be able to make a positive and satisfying contribution in carrying out their duties and responsibilities (Tanasal et al., 2016). To determine the performance of employees good or not, depending on the results of the comparison with work standards, because performance is a description of the level of achievement of the implementation of an activity or program or policy.(Gayatri et al., 2018)

Organizational identity can be viewed from the organizational culture itself. Based on the description above, it is necessary to conduct research with the title: "The Influence of competence, communication and organizational culture on Employee Performance at the One-Stop Investment and Licensing Service Office in Langkat Regency". In this study, in order to avoid the scope of the problem so that it is not too broad, the problem was first identified through the observations the writer made of the research object.

2. RESEARCH METHOD

2.1 Research Methodology

Data Types and Data Sources

In this study the authors identified two research variables, namely: (a) The independent variable, namely: is the variable that causes the change or emergence of the dependent variable, which is expressed by X (competence (X1), communication (X2) and organizational culture (X3). (b) The dependent variable, namely: is a variable that is affected or becomes a result because of the independent variable, which is expressed by Y (employee performance).

2.2 Data Analysis Techniques

Data collection techniques used in this study: (a) Direct observation of competence, communication and organizational culture and performance of employees of the One-Stop Investment and Licensing Service Office in Langkat Regency. (b) Interviews with management and employees who provide data and information regarding employees of the Investment Service and One-Stop Integrated Licensing Services in Langkat Regency. (c) A list of questions (questionnaires) given to employees of the Investment Service and One-Stop Integrated Licensing Services in Langkat Regency who were respondents to this study. (d) A documentation study conducted by collecting and studying data and information obtained from documents owned by employees of the One-Stop Investment and Licensing Service Office in Langkat Regency which has relevance to research. (e) Quantitative Analysis, Is a form of analysis that uses numbers and calculations using statistical methods, so the data must be classified into certain categories using certain tables, to make it easier to analyze using the SPSS version 24 for Windows program.

2.3 Data Quality Testing

a. Validity test

Used to measure the legitimacy or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire.

b. Reliability Test

The real reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct.

c. Classic assumption test

In this study, to test the research hypothesis using multiple linear regression analysis by looking at the influence of leadership, job satisfaction, and job stress on employee performance.

d. Multicollinearity Test

The multicollinearity test aims to determine whether there are independent variables that have similarities with other independent variables in a regression model, or to determine whether there is a correlation among independent variables.

e. Normality test

The normality test aims to test whether in the regression model the data is normally distributed or not, a good regression model if the data distribution follows a normal distribution or is close to the norm

f. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual one observation to another observation

g. Hypothesis test

Regression analysis using intervening variables was tested using Path Analysis

h. F Test (Simultaneous Testing)

This test was conducted to find out whether all the independent variables simultaneously (simultaneously) can affect the dependent variable

i. t test (Partial Testing)

The t test was conducted to determine the effect of each independent variable partially on the dependent variable.

j. Determinant Test (R)²

The coefficient of determination (R²) essentially measures the ability of the explanatory variables, namely (X1), (X2), (X3) to explain the variation of the dependent variable, namely(Y).

3. RESULTS AND DISCUSSIONS

If the competence in the Investment Service and One Stop Integrated Licensing Service in Langkat Regency is good/high, it is shown from the knowledge, expertise, and abilities that a person has, which is part of him, so that he can perform cognitive performance and this will improve performance employee at the One Stop Integrated Investment and Licensing Service Office in Langkat Regency.

If the communication at the Investment Service and One Stop Integrated Licensing Service in Langkat Regency is good/high which is shown by actions, by one or more people, who send and receive messages so that employees can work and this will increase employee performance.

If the organizational culture at the Investment Service and One Stop Integrated Licensing Service in Langkat Regency is good/high as shown from a set of assumptions or a belief system, values and norms developed within the organization, it will increase employee performance.

3.1 Data Analysis

Based on the data obtained from the implementation of the research, then the data is arranged or described according to the type and order of research variable data. The data presented in this study consisted of competence (X1), communication (X2), organizational culture (X3) and employee performance (Y).

Table 1. Characteristics of respondents based on gender Dpmp2tsp Langkat

Gender	Amount	Percent
Male	28	80,0
Female	7	20,0
Amount	35	100,0

Source: 2019 Research Results From Dpmp2tsp Langkat

Based on the research results according to gender (Table 1), it shows that the majority of respondents were male, 28 people (80.0%) and 7 people (20.0%) female.

Table 2. Characteristics of respondents based on education Dpmp2tsp Langkat

Education	Frequency	Percent
Masters	4	11,4
Bachelor	20	57,1
Diploma 3 (D3)	1	3,0
Senior High School	10	28,5
Junior High School	0	0
Amount	35	100

Source: 2019 Research Results From Dpmp2tsp Langkat

The results of the research based on educational level (Table 2) show that the majority of respondents had a Bachelor's degree, namely 20 people or 57.1%, 4 people had a Master's degree or 11.4%, 1 person or 3 had a Diploma 3 (D3), 0%, 10 people had high school education or 28.5%.

3.2 Descriptive statistics

From the data obtained for the variables of competence, communication and organizational culture as well as employee performance, it can be seen that the general description of the results of descriptive statistical research is as follows:

Table 3 Descriptive statistics

Variable	Instrument	Frequency (Percentage)					Total
		5	4	3	2	1	
Employee Performance (Y)	1. KP1	28,6	60,0	11,4	0	0	100
	2. KP2	17,2	65,7	17,1	0	0	100
	3. KP3	45,7	54,3	0	0	0	100
	4. KP4	45,7	45,7	8,6	0	0	100
	5. KP5	22,9	60,0	17,1	0	0	100
	6. KP6	40,0	60,0	0	0	0	100
	7. KP7	45,7	54,3	0	0	0	100
	8. KP8	40,0	60,0	0	0	0	100
	9. KP9	37,1	62,9	0	0	0	100
	10. KP10	42,9	54,2	2,9	0	0	100
Competence (X1)	1. K1	34,3	51,4	14,3	0	0	100
	2. K2	22,9	68,5	8,6	0	0	100
	3. K3	28,6	57,1	14,3	0	0	100
	4. K4	34,3	62,8	2,9	0	0	100
	5. K5	40,0	40,0	20,0	0	0	100
	6. K6	25,7	54,3	20,0	0	0	100
	7. K7	45,7	51,4	2,9	0	0	100
	8. K8	45,7	54,3	0	0	0	100
	9. K9	37,1	45,8	17,1	0	0	100
	10. K10	37,1	42,9	20,0	0	0	100
Communication (X2)	1. K1	37,1	48,6	14,3	0	0	100
	2. K2	14,3	68,6	17,1	0	0	100
	3. K3	22,9	60,0	17,1	0	0	100
	4. K4	14,3	65,7	20,0	0	0	100
	5. K5	37,1	57,1	5,8	0	0	100
	6. K6	34,3	57,1	8,6	0	0	100
	7. K7	28,6	68,6	2,8	0	0	100
	8. K8	20,0	62,9	17,1	0	0	100
	9. K9	25,7	68,6	5,7	0	0	100
	10. K10	31,4	62,9	5,7	0	0	100
Organization Culture (X3)	1. BO1	37,1	54,3	8,6	0	0	100
	2. BO2	31,4	60,0	8,6	0	0	100
	3. BO3	20,0	51,4	28,6	0	0	100
	4. BO4	25,8	57,1	17,1	0	0	100
	5. BO5	31,4	60,0	8,6	0	0	100
	6. BO6	22,8	68,6	8,6	0	0	100
	7. BO7	40,0	60,0	0	0	0	100
	8. BO8	28,6	48,6	22,8	0	0	100
	9. BO9	34,3	65,7	0	0	0	100
	10. BO10	45,7	65,7	0	0	0	100

Source : 2019 Research Result From Spss 24

Based on (table 3) above, it can be concluded as follows: 1) Respondents' answers regarding my work achievements have had a good impact on the progress of the One-Stop Integrated Investment and Licensing Services Service in Langkat Regency, 28.6% answered strongly agree, 60.0% agreed and 11.4% were neutral; 2) Respondents' answers regarding whether they would solve problems that occur in my work well were 17.2% who answered strongly agree, 65.7% agreed and 17.1% were neutral; 3) Respondents' answers regarding being fully responsible for the risks of the decisions I take were 45.7% answered strongly agree, 54.3% agreed; 4) Respondents' answers regarding being willing to work overtime to meet company

targets were 45.7% answered strongly agree, 45.7% agreed and 8.6% neutral; 5) Respondents' answers regarding trying not to violate regulations at the One Stop Integrated Investment and Licensing Services Service in Langkat Regency even though there is no supervision, 22.9% answered strongly agree, 60.0% agreed and 17.1% were neutral; 6) Respondents' answers regarding not abusing the authority they have been given for personal interests, 40.0% answered strongly agree, 60.0% agreed; 7) Respondents' answers regarding being able to accept criticism and suggestions from colleagues to work better were 45.7% answered strongly agree, 54.3% agreed; 8) Respondents' answers regarding having the initiative to solve problems without being ordered by leadership were 40.0% answered strongly agree, 60.0% agreed; 9) Respondents' answers regarding being able to work well in a team were 37.1% answered strongly agree, 62.9% agreed; 10) Respondents' answers regarding being able to submit reports to their superiors on time were 42.9% strongly agree, 54.2% agree and 2.9% neutral.

3.3 Variable Validity Test

Instrument validity testing can be seen in the Corrected Item-Total Correlation column. If the correlation number obtained is greater than the critical number ($r\text{-count} > r\text{-table}$) then the instrument is said to be valid. Based on the validity test, it can be concluded that all question items to measure each research variable are declared valid. The results of the variable validity test are as follows.

Table 4. Variable Validity Test

Variable	Instrument	r-count	r-table	Information
Competence (X1)	1) K1	0.440	0.333	Valid
	2) K2	0.575	0.333	Valid
	3) K3	0.708	0.333	Valid
	4) K4	0.720	0.333	Valid
	5) K5	0.561	0.333	Valid
	6) K6	0.619	0.333	Valid
	7) K7	0.719	0.333	Valid
	8) K8	0.761	0.333	Valid
	9) K9	0.681	0.333	Valid
	10) K10	0.735	0.333	Valid
Communication (X2)	1) K1	0.592	0.333	Valid
	2) K2	0.624	0.333	Valid
	3) K3	0.691	0.333	Valid
	4) K4	0.720	0.333	Valid
	5) K5	0.692	0.333	Valid
	6) K6	0.497	0.333	Valid
	7) K7	0.584	0.333	Valid
	8) K8	0.682	0.333	Valid
	9) K9	0.587	0.333	Valid
	10) K10	0.779	0.333	Valid
Organization Culture (X3)	1) BO1	0.510	0.333	Valid
	2) BO2	0.532	0.333	Valid
	3) BO3	0.622	0.333	Valid
	4) BO4	0.749	0.333	Valid
	5) BO5	0.778	0.333	Valid
	6) BO6	0.626	0.333	Valid
	7) BO7	0.630	0.333	Valid
	8) BO8	0.575	0.333	Valid
	9) BO9	0.750	0.333	Valid
	10) BO10	0.699	0.333	Valid
Employee Performance (Y)	1) KP1	0.631	0.333	Valid
	2) KP2	0.674	0.333	Valid
	3) KP3	0.816	0.333	Valid
	4) KP4	0.664	0.333	Valid
	5) KP5	0.739	0.333	Valid
	6) KP6	0.656	0.333	Valid
	7) KP7	0.873	0.333	Valid
	8) KP8	0.861	0.333	Valid
	9) KP9	0.622	0.333	Valid
	10) KP10	0.787	0.333	Valid

Source : 2019 Research Result From Spss 24

3.4 Reliability

After carrying out a validity test, the next step is to carry out a data reliability test to find out whether the instrument is reliable by looking at the Cronbach's Alpha value. Reliability testing is carried out to determine whether the measuring device used is reliable and remains consistent if the measurement is repeated. A questionnaire is said to be reliable if Cronbach's Alpha is greater than 0.6. This shows that the research data is declared reliable.

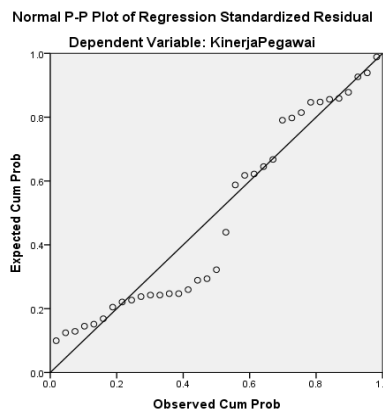
Table 5. Variable Reliability Test

Variable	Cronbach's Alpha	Reliability limits	Information
Competence (X1)	0.758	0.6	Reliabel
Communication (X2)	0.748	0.6	Reliabel
Organization Culture (X3)	0.755	0.6	Reliabel
Employee Performance (Y)	0.773	0.6	Reliabel

Source : 2019 Research Result From Spss 24

From the data (table 5 above), it can be seen that the results of the calculation of the reliability test show Cronbach's alpha in each variable column is greater than 0.6 (reliability limit), so it can be stated that the instrument is reliable.

3.5 Normality test



Picture 1 Data Normality Test Graph

Based on Figure 1 above, it can be seen that the data spreads around the diagonal line and follows the direction of the diagonal line on the histogram chart, this shows that the distribution pattern is normal. So it can be concluded that based on the P-P plot graph, the regression model meets the normality assumption.

Table 6 Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Competence	.663	1.509
	Communication	.647	1.545
	Organization Culture	.968	1.033

a. Dependent Variable: Employee Performance

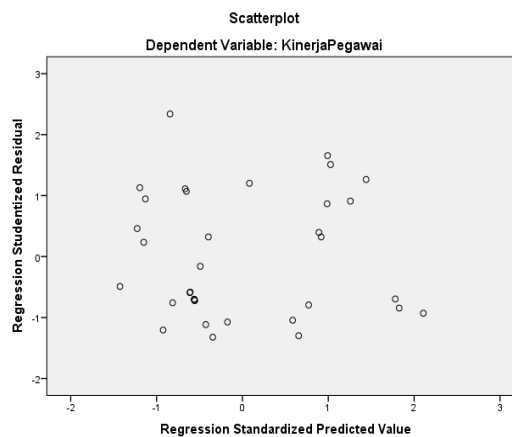
Source : 2019 Research Result From Spss 24

Looking at the results of the tolerance values, it shows that there are no independent variables that have a tolerance value of less than 0.10, which means that there is no correlation between the independent variables or that there is no multicollinearity. The results of calculating the value of the variance inflation factor (VIF) also show the same thing. There is not one

independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

3.6 Heteroscedasticity Test

Testing the assumption of heteroscedasticity concluded that the regression model did not have heteroscedasticity. In other words, there is a similarity of the variance of the residuals from one observation to another. The results of the heteroscedasticity test can be seen in Figure 2 below.



Picture 2 Heteroscedasticity Test Results

3.7 Hypothesis Testing with t Test

Testing the hypothesis with the t test, namely by paying attention to the calculated t value of the regression results to determine the effect of the independent variables partially on the dependent variable with a significance level in this study using an alpha of 5% or 0.05. The value of the t test can be seen from the p-value (in the column Sig.) for each independent variable, if the p-value is less than the specified level of significance or t count (in column t) is greater than t table (calculated from two-tailed $\alpha = 5\%$ df-k, k is the number of independent variables), then the value of the independent variable partially has a significant effect on the dependent variable (in the sense that H_a is accepted and H_o is rejected, in other words, there is an influence between the independent variables on dependent variable).

The method for determining the t table uses a significant level of 5%, with $df=n-k-1$ (in this study $df = 35 - 4 - 1 = 30$), so that a t table value of 2.042 is presented in table 5.8 as follows.

Table 7 Partial Test (t test)

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
	(Constant)	1.021	4.322		.236	.815
1	Competence	.807	.070	.825	11.493	.000
	Communication	.211	.083	.184	2.533	.017
	Organization Culture	-.019	.063	-.018	-.308	.760

a. Dependent Variable: Employee Performance

Source : Data Processed 2019 from Spss 24

Based on the table above, it is known that the calculated t value of each independent variable partially affects the dependent variable, namely: (a) The competency variable has a p-value (in the Sig. column) $0.000 < 0.05$ which means it is significant, while t count is $11.493 >$ from t table 2.042 means it is significant. This means that competence has a positive and significant effect on employee performance. (b) The communication variable has a p-value (in the Sig. column) $0.017 < 0.05$ meaning it is significant, while t count is $2.533 >$ from t table 2.042 means it is

significant. This means that communication has a positive and significant effect on employee performance. (c) The organizational culture variable has a p-value (in the Sig. column) $0.760 > 0.05$ meaning it is not significant, while t count is $0.308 < 2.042$ means it is not significant. This means that organizational culture has a positive and not significant effect on employee performance.

3.8 Hypothesis Testing with F Test

The results of the F test show that the independent variables jointly affect the dependent variable, if the p-value (in the sig. column) is less than the specified level of significance (by 5%), or F count (in column F) is greater than F table. F table is calculated by $df1 = k-1$, and $df2 = n - k$, namely $df1 = 4 - 1 = 3$ and $df2 = 35 - 4 = 31$, so that the value of F table is 2.91. While the results of the F test with the help of the SPSS program can be seen in the table below:

Table 8 Simultaneous Test Results (Test F)

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	496.056	3	165.352	87.343	.000 ^b
	Residual	58.687	31	1.893		
	Amount	554.743	34			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organization Culture, Competence, Communication

Source : Data Processed 2019 from Spss 24

Based on the F test or Anova test or simultaneous test above, it is obtained that the calculated F is 87.343 at $\alpha = 5\%$ or 0.05 with a significant level of 0.000, because the probability value (0.000) is much smaller than 0.05, the regression model can be used to predict that competence (X1), communication (X2), and organizational culture (X3) as independent variables jointly (simultaneously) influence employee performance (Y). In other words, competence (X1), communication (X2), and organizational culture (X3) simultaneously have a positive and significant influence on employee performance, because F count $>$ F table, namely $87.343 > 2.91$. This means that if competence (X1), communication (X2), and organizational culture (X3) are jointly implemented in the organization, it will have an impact on increasing employee performance (Y), otherwise if competence (X1), communication (X2), and organizational culture (X3) are not implemented together, it will have an impact on decreasing employee performance (Y).

3.9 Analysis of the Coefficient of Determination (R2)

Table 9 Results of analysis of the coefficient of determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 ^a	.894	.884	1.376

a. Predictors: (Constant), Organization Culture, Competence, Communication

b. Dependent Variable: Employee Performance

Source : Data Processed 2019 from 24 Spss

The processed results in the table above show the adjusted R2 value of the coefficient of determination (R2) of 0.884. This means that 88.4% of the dependent variable (employee performance) is influenced or explained by independent variables namely competence, communication and organizational culture and the remaining 11.6% (100% - 88.4%) is influenced or explained by other variables outside the variables used in this research.

3.10 Regression Equation Results

Table 10 Multiple linear regression test

Model	Coefficients ^a			T	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	1.021	4.322		.236	.815	
1	Competence	.807	.070	.825	11.493	.000
	Communication	.211	.083	.184	2.533	.017
	Organization Culture	-.019	.063	-.018	-.308	.760

a. Dependent Variable: Employee Performance

Source : Data Processed 2019 from Spss 24

The regression equation that has been formulated is processed so that the final equation is obtained:

$$Y = 1.021 + 0.807X_1 + 0.211X_2 - 0.019X_3$$

In this regression model, the constant value listed is 1.021 which means that if the independent variables in the model are assumed to be equal to zero or the independent variables in this case competence, communication and organizational culture are applied, employee performance will increase by 1.021 units.

The value of the regression coefficient β_1 of 0.807 in this study means that the competence variable (X_1) influences employee performance (Y). This shows that when competence is fulfilled, employee performance will increase by 0.807 units. The value of the regression coefficient β_2 of 0.211 in this study means that the communication variable (X_2) has a positive effect on employee performance (Y). This shows that when the communication variable is met, the employee's performance will be good/high. The value of the regression coefficient β_3 of 0.019 in this study means that the organizational culture variable (X_3) has no effect on employee performance (Y). This shows that when the organizational culture variable is fulfilled, the employee's performance will not increase/better.

4. CONCLUSION

In this study, in order to avoid the scope of the problem so that it is not too broad, the problem was first identified through the observations the writer made of the research object. This research needs to be developed further, to obtain stronger empirical results, namely by adding other variables that influence employee performance. The results of this study provide the following conclusions: 1) Competence, communication and organizational culture simultaneously have a positive and significant effect on employee performance at the One-Stop Investment and Licensing Service Office in Langkat Regency, with an F count $>$ F table, namely $87.343 > 2.91$; 2) Competence partially has a positive and significant effect on employee performance at the One-Stop Investment and Licensing Services Office in Langkat Regency, with a t count of $11.493 >$ from t table of 2.042; 3) Communication partially has a positive and significant effect on employee performance at the One-Stop Investment and Licensing Service Office in Langkat Regency, with a t count of $2.533 >$ from t table of 2.042; 4) Organizational culture partially has no positive and insignificant effect on employee performance at the One-Stop Investment and Licensing Service Office in Langkat Regency, with a t count of $0.308 <$ from t table of 2.042.

The Influence of Competence, Communication and Organizational Culture on Employee Performance., In testing the hypothesis based on the calculation results it can be said that competency, communication and organizational culture simultaneously have a positive and significant effect on employee performance at the One Stop Integrated Investment and Licensing Service Office in Langkat Regency. Thus simultaneously the results of this study are in accordance with the theory which states that competence, communication and organizational culture are significant to employee performance. The positive and significant influence of competence, communication and organizational culture is implemented in the One-Stop Integrated Investment and Licensing Services Office in Langkat Regency, it will improve employee performance. This means that competence, communication and organizational culture have an important role in improving employee performance.

The Effect of Competence on Employee Performance, Partially, the results of this study indicate that competency influences employee performance at the One-Stop Integrated Investment and Licensing Services Office in Langkat Regency. This influence shows that competence is in line with employee performance or in other words the fulfillment of competence will affect good/high employee performance. This influence shows that competence has an important role in improving employee performance at the One-Stop Integrated Investment and Licensing Service Office in Langkat Regency.

The Effect of Communication on Employee Performance, Partially the results of this study indicate that communication affects employee performance. In other words, the fulfillment of communication at the Investment Service and One-Stop Integrated Licensing Services in Langkat Regency will affect employee performance. This shows that communication is needed and important to be implemented in the One-Stop Integrated Investment and Licensing Services Office in Langkat Regency.

The Effect of Organizational Culture on Employee Performance, Partially, the results of this study indicate that organizational culture has no effect on employee performance at the One-Stop Investment and Licensing Service Office in Langkat Regency. Positive influence indicates that the influence of organizational culture is not in the same direction as employee performance or in other words the existence of a good organizational culture will not affect good/high employee performance, and vice versa if a good organizational culture is not fulfilled, then employee performance will not be low /bad. This influence shows that organizational culture does not yet have an important role in improving employee performance at the One-Stop Investment and Licensing Service Office in Langkat Regency. This is evident from the answers of the respondents who on average disagreed that they were able to put forward the vision and mission of the One-Stop Integrated Investment and Licensing Services Service in Langkat Regency rather than personal interests.

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