

## COMPETENCE, ORGANIZATIONAL CULTURE, WORK TEAM TO HUMAN CAPITAL RESOURCES MANAGEMENT DIRECTORATE (Case Study at PT Telekomunikasi Indonesia)

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### **Abstract**

*This research about the human capital approach to manage human resources becoming productive. The method used is qualitative method with descriptive research. Human capital approach for the implementation has five main components, i.e individual capability, individual motivation, the organization climate, workgroup effectiveness and leadership. Recognizing the importance of human resource company activities, needed to optimal manage human resources because the key to success a company isn't only benefits of technology and availability of funds, but also on the human factor. Based on observations in Indonesia, there are still many companies doesn't have implemented the most optimal approach to human capital. The results of study indicate that the human capital component hasn't been optimal, especially in terms of individual capability and individual motivation. The purpose of study was determining the effect of several variables such as competence, leadership, and work discipline on employees performance. The method used is descriptive and causality. The statistical test in this study uses Multiple Regression Analysis. Respondents involved in this study were 93 employees who were permanent employees at the Human Resources and Facility Management Directorate at PT Telekomunikasi Indonesia, Jakarta Head Office. The sampling method of his research using purposive sampling. Data accumulation techniques using questionnaires and interviews. Data analysis was performed using multiple regression. The results indicates that partially competence has an effect on employees performance, The Organization Climate doesn't affect employee's performance, work Group Efficiency affects employee's performance.*

Keywords: *Competence, The Organization Climate, Work Group Efficiency, employees performance*

### **INTRODUCTION**

The growing world demands people to move forward with the developments. There is no denying that human beings as social beings need information to increase their knowledge so that it is expected that the expected progress can be realized. In addition, knowledge and information also play an important role for progress in all fields. Various information needed can be obtained from sharing sources, one of which is a book. Books become a center of information and science for everyone. Various advanced technology accessing information such as laptops, i-pads, i-phones, and others continue to emerge. However, books remain a top choice as a source of information. This we can see with the number of new books that continue to be published to answer and meet the needs of consumers for information and science. One of them is PT Telekomunikasi Indonesia which is a subsidiary

of Telkom Group which provides a network of bookstores under the name Telkomsel in several cities in Indonesia. The company was founded on July 6, 1965 with the beginning of a small bookstore measuring 25 m<sup>2</sup> in the South Jakarta area.

The performance of employees in organization has a very important role to be able help organization achieving the Vision and Mission that has been set by the company. Performance assessment assumes that employees understand what their performance standards and supervisors also give employees 4 feedback, development, and intensive needed to help the person disappearing bad performance or doing best perform (Dessler 2017, 322). According to Robbins and Coulter (2018, 637) stated that "Performance is the end result of an activity" Employees performance is the result of the end of an activity conducted by employees development

of PT Telekomunikasi Indonesia from year to year can be measured also by looking at the performance of employees. One that affects performance is competence. Competence for professions becomes an important requirement in carrying out the framework and objectives of the organization. One of the indicators of Leadership is decision making. According to Chapman (Gitosudarmo and Sudita in Sunyoto, 2015:31) Decision making is to make a choice of two or more alternatives. Based on the results of interviews with human resources division managers related to decision making applied in the company is democratic, that there is a balance in the active role between leaders and subordinates in decision making. The reprimand and penalty applicable to PT Telekomunikasi Indonesia applies to all employees.

Implementation so far 10 based on the results of an interview with one of the Superintendents in the Human Resources Division that if there is a problem then the employees is contacted by phone first by contacting the supervisor of the employees to confirm the problem. This is applied because PT Telekomunikasi Media strives to increase the Work Competition for all employees. Human Resources and Facility Management Directorate at PT Telekomunikasi Indonesia Jakarta Head Office has good work discipline, it can be seen based on the number of offenders over the last three years. The number of offenders over the past three years < 10 employees. Based on Table 1.4 the types of violations that occur from the interview results are employees who have problems with attendance. This research is a replication of research from Slamet Ahmadi, Sulistyono (2018) entitled "The Affect of Competence, Leadership, and Work Discipline on Employees Performance" previous research using the Bogor District Land Office, while the authors used the Human Resources and Facility Management Directorate at PT Telekomunikasi Indonesia 11 Jakarta Head Office as the object of research and samples to be used in this study amounted to 82 people.

Some of the reasons why researchers use human resources and facility management directorate of PT Telekomunikasi Indonesia Jakarta Head Office as the object research, among others:

1. There is a gap between previous research conducted by Rommy Beno Rumondor, Altje Tumbel, and Jantje L. Sepang (2016) stated

that Leadership has a significant effect on Employees Performance. While the results of research conducted by Slamet Ahmadi, Sulistyono (2018) stated that Leadership has no significant effect on Employees Performance.

2. The author chose PT Telekomunikasi Indonesia, especially in the human resources division because this division has an advantage over other divisions the advantage is one of the divisions that have / create a new business, namely childcare named "Wimili" located in Bintaro Sector 9. Human resources division also won the best innovation award in Telkom Awards 2018 and was awarded as the best division for the last 3 years.
3. The author wants to know empirical evidence on how much affect competence, leadership and discipline on the performance of employees human resources and facility management directorate at PT Telekomunikasi Indonesia Media Jakarta Head Office.

Based on the background of the research that has been described, it will be conducted research with the title "Affect of Competence, Leadership and Work Discipline on Employees Performance of Human Resources and Facility Management Directorate at PT Telekomunikasi Indonesia Jakarta Head Office".

Competency According to Dressler (2017: 408) competence is a personal characteristic that can be shown such as knowledge, skills and personal behavior such as leadership. Wibowo (2016:271) suggests that ability to carry out or perform or task based on skills and knowledge supported by the attitude of employees. According to Edison, Anwar and Komariyah (2016:142) Competence is the ability of individuals to carry out a job correctly and have advantages based on matters related to knowledge, skill, and attitude. From the three definitions put forward by experts on competence, it can be concluded that competence is a person's ability and character in performing a job or task based on the knowledge, skills and behaviors possessed by the individual with effectiveness.

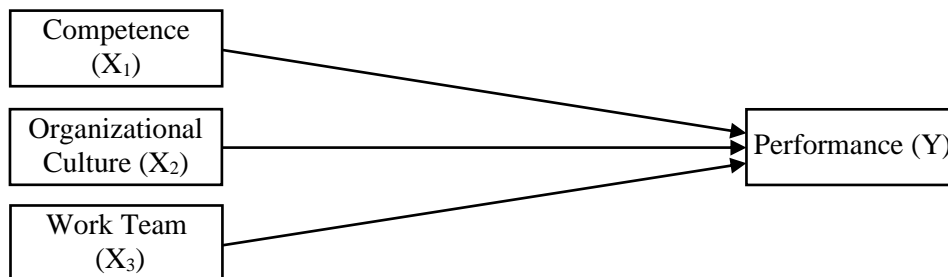
Benefits of Competency Development According to Moheriono (2014:8) states the development of competency systems in each organization should be developed as widely as possible in order to develop human resource management. The following are the benefits and advantages in competency development: It can be used as a reference for the initial success of one's

work. This competency model can determine exactly what knowledge and skills are needed for success in the job. Can be used as a basis for recruiting good and reliable employees. If it has been successfully determined what competencies are needed for a particular position, then it can easily be used as a basic criterion in the recruitment of new employees.

Can be used as the basis for the assessment and development of further employees. Accurate results of job competency identification can also

be used as a benchmark of one's ability. It can be used as a basis for performance assessment and compensation for outstanding employees for penalties for employees who do not party. The bias management draws the conclusion that competence is very useful for Training Need Analysis. It is expected that the basis of training is more reasonable and appropriate to the needs of employees and organizations. Looking at the results of previous researchers, the following research model was made

**Figure 1. Research Model**



**RESEARCH METHODS**

The form of research that will be conducted in this research is descriptive and causality. "Descriptive studies are often designed to collect data that describe characteristics of object (such as persons, organization, product, or brands), events, or situation." (Now and Bougie 2016, 43). So it can be said that descriptive studies are created to collect data that will describe the characteristics of objects such as people, organizations, events, and situations. The object used in this study is a permanent employee of human resources and facility management directorate of PT Telekomunikasi Indonesia Head Office located at Jl. Jend. Gatot Subroto Kav.52 Central Jakarta City, Special Capital Region of Jakarta 10270.

**RESULTS AND DISCUSSION**

In this study, non-probability sampling techniques were used with purposive sampling techniques, where questionnaires were distributed to all permanent employees of the Human Resources and Facility Management Directorate at PT Telekomunikasi Indonesia Jakarta Head Office. The questionnaire will then be analyzed and used for statistical testing using the IBM SPSS application 24. Data obtained in the form of characteristics of respondents containing employee's data. The total employees of Human Resources and Facility Management Directorate at PT Telekomunikasi Indonesia Jakarta Head

Office numbered 200 people. With a fixed employee's description of 130 people and non-permanent employees 80 people. The population in this study was 88 people and the sample used was 82 people. Here's a description of the data in this study: Characteristics of respondents are personal data about respondents including Age, Gender, Last Education and Working Period of respondents. The number of respondents aged 20-25 years amounted to 2 people, respondents aged 26-30 years amounted to 12 people, respondents aged 31-35 years amounted to 24 people, respondents aged 36-40 years numbered 35 people, and respondents aged > 41 years numbered 9 people. It is known that the average value of employee's performance variables is 3.46 which shows that the majority of respondents are neutral with questions on employee's performance variables.

**Table 1. The results of the competency variable validity test**

Variabel	Item	r hitung	r tabel	Validitas
Kompetensi (X <sub>1</sub> )	KO1	0,704	0,2172	Valid
	KO2	0,527	0,2172	Valid
	KO3	0,490	0,2172	Valid
	KO4	0,557	0,2172	Valid
	KO5	0,641	0,2172	Valid
	KO6	0,488	0,2172	Valid
	KO7	0,431	0,2172	Valid
	KO8	0,507	0,2172	Valid
	KO9	0,464	0,2172	Valid
	KO10	0,547	0,2172	Valid
	KO11	0,599	0,2172	Valid
	KO12	0,565	0,2172	Valid

Sumber: Output SPSS 23

In this study, the table r value was searched at a 2-tailed significance of 0.05 or 5% and the number of respondents (n) = 82, with df = 80 so that the r table obtained was 0.2172. From the table above shows that the entire value of the organizational culture indicator (X2) is greater than the r table, then all the items can be said to be valid and can be used as a research data collection tool.

In this study, the table r value was searched at a 2-tailed significance of 0.05 or 5% and the number of respondents (n) = 82, with df = 80 so that the r table obtained was 0.2172. From the table above shows that the entire value of the indicator counts  $r$  70 Work Team (X3) greater than the table r, then all the items can be said to be valid and can be used as a tool to collect research data. Specifies that the Competency variable (X1) has a Cronbach's Alpha value of 0.862, The Organizational Culture variable (X2) has a Cronbach's Alpha value of 0.912, the Work Team variable (X3) has a Cronbach's Alpha value of 0.867 and the Employees Performance variable (Y) has a Cronbach's Alpha value of 0.870 so it can be concluded that all variables in this study are reliable, which means that the statements in this study produce consistent answers over time and each of those statements can be used this study.

Known p-value (sig) and significant value is smaller than alpha which is  $0.001 < 0.05$  so that in conclusion there is a significant affect of competence on the performance of employees human resources and facility management directorate at PT. Telecommunications Indonesia Head Office Jakarta. Known p-value (sig) and significant value greater than alpha is  $0.323 > 0.05$  so that in conclusion there is no significant affect of leadership on the performance of employees of human resources and facility management directorate at PT. Telecommunications Indonesia Head Office Jakarta. Known p-value (sig) and significant value is smaller than alpha which is  $0.000 < 0.05$  so that in conclusion there is a significant affect of the Work Team on the performance of employees of human resources and facility management directorate at PT. Telecommunications Indonesia Head Office Jakarta.

### **CONCLUDING**

Based on the previous chapter that discusses the results of statistical testing analysis using SPSS version 23 conducted by Human

Resources and Facility Management Directorate at PT. Telecommunications Indonesia Company Central Jakarta with General Gatot Subroto Kav.52 Special Capital Region of Jakarta 10270. This study analyzed the affect of independent variables namely Competency (X1) Organizational Culture (X2) and Work Team (X3) on dependent variables namely Employees Performance(Y).

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