Optimizing Employee Performance Through Competency

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Abstract
This research aims to see the effect of communication on employee performance with competency as an intervening variable at BPJS Employment Padang Sidimpuan Branch and BPJS Employment Kisaran Branch. The phenomenon that occurs at BPJS Employment in the Padang Sidimpuan Branch and Kisaran Branch is the influence of communication on employee performance and work competency. Because there are still many individuals who lack the ability to comprehend and understand communication, the effectiveness of communication cannot run smoothly. When an individual sends a message in communication, the recipient of the message must understand the meaning of the message so that employee performance and competence can run well with the aim of achieving the success of a company. The results of this research are as follows: Competency has a positive and significant effect on employee performance with a value of 0.604 and a significant value of 0.000. Communication has a positive and significant effect on employee performance with a value of 0.307 and a significant value of 0.001. Communication has a positive and significant effect on Competency with a value of 0.768 and a significant value of 0.000. Communication has a positive and significant effect on employee performance indirectly through Competency with a result of 0.463 and a significant value of 0.000.

Keywords: Communication, Competence, Employee Performance

INTRODUCTION

Resources are humans who are basically people who work for an organization as planners, thinkers and movers to achieve its goals.

This human resource factor is an important aspect that requires attention from companies, because high-performance human resources are needed to encourage the effective implementation of organizational tasks through the execution of organizational tasks. Without high-performing human resources to rely on, a business will have difficulty achieving its goals. high-performing human resources, a business will face challenges to achieve its goals. Communication is when two or more individuals send and receive messages simultaneously and interact with each other. This occurs in a specific context, has a specific impact and provides an opportunity to get feedback (Dian, 2016).

In overcoming obstacles in communication is the fact that we often interpret the same symbols in various ways, therefore, dialogue needs to be carried out as a communication activity, an activity where no action or expression can be fully understood unless it is understood by the communication participants involved. There is no action. or an expression that is fully understood unless it is understood by the communication participants involved. Competency is the ability to perform a task, role, or the capacity to integrate information, skills, attitudes, and personal values to develop knowledge and abilities based on experience and learning all considered a component of complete competency. In addition, competence is the quality that underlies an individual's effectiveness in the workplace or its fundamental

characteristics that have a causal relationship or function as a cause and effect with certain criteria that are used as a reference.

LITERATURE REVIEW
Performance

According to Torang (2015) "Performance is the quantity or quality of the work of individuals or groups within an organization in carrying out basic tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been determined or are applicable in the organization. According to Sutrisno (2016) says that performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization."

According to Mangkunegara (2017) "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him."

Performance Indicators

According to Mangkunegara (2016) performance indicators include:
1. Quality, which depends on the quality produced by employees who are able to produce good quality or service quality.
2. Quantity, which depends on the number or size of contributions made by employees within a certain period of time.
3. Timeliness, which depends on whether or not it matches the time set by the company.

Communication

According to Sikula (2017) Communication is the process of transferring information, meaning and comprehension from someone, a place or something to another thing, place or person. From the description above, the researcher concludes that communication is a process where the communicator uses effective media to convey ideas and thoughts to the communicant in order to provide the same understanding or meaning to the communication. According to Mangkunegara (2017) communication is the process of transferring information, ideas, understanding from one person to another person who can interpret it according to the intended purpose.

According to Hardjana (2016), communication is the act of communicating involving the use of various media to spread messages to other people and then responding to the sender of the message by involving the use of various media. This allows the communicant to gain influence and experience changes in behavior that are consistent with the communicator.

Communication Indicators

According to Mangkunegara (2017) the communication indicators are as follows.
1) Ease of obtaining information. Good performance can make it easier to obtain information, have ideas, ideas and understanding from someone.

2) Communication identity The number of good conversations that occur, the smooth communication process of an organization.

3) Effectiveness of communication Direct communication, face to face to facilitate what the communicator conveys

Competence

According to Sikula (2017) communication is the process of transferring information, meaning and comprehension from someone, a place or something to another thing, place or person. According to Rahmat (2019), competency is a quality that a person has that is associated with extraordinary performance and/or success in a particular work environment. Since individual traits are deeply embedded in a person's mentality and can be used to predict various unique job scenarios, competence is said to be a fundamental quality. Relationships between behavior and performance are then assumed to exist because competence influences or can predict behavior and performance.

Fauzi (2019) states that competence is performance that leads to the complete achievement of goals towards the desired conditions. Competence is also an important component in creating a high work ethic to optimize employee performance.

Competency Indicators

According to Rahmat (2019) the indicators are as follows:

1. Motive is something that people consistently think or want that causes action.
2. Traits are physical characteristics and consistent responses to situations or information.
3. Self-concept is a person's attitudes, values, or self-image.
4. Knowledge is the information that people have in a specific field.
5. Skills are the ability to perform certain physical or mental tasks
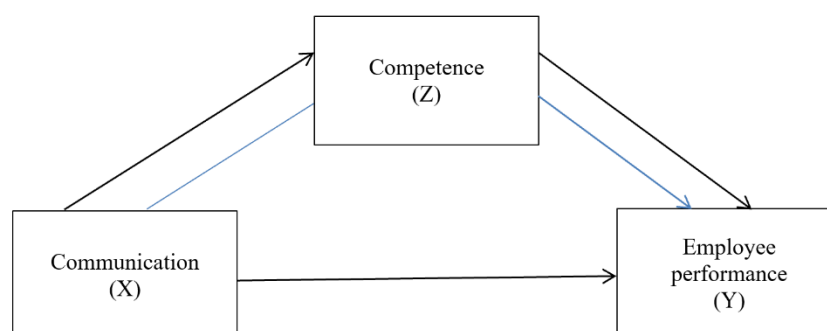
Conceptual Framework

Figure 1. Conceptual Framework

Hypothesis

- H1: Communication has a positive and significant effect on Compensation at BPJS Employment of Padang Sidimpuan Branch and Kisaran Branch.
- H2: Communication has a positive and significant effect on employee performance in

BPJS Employment Padang Sidimpuan Branch and Kisaran Branch.

- H3: Competence has a positive and significant effect on employee performance in BPJS Employment Padang Sidimpuan Branch and Kisaran Branch.
- H4: Communication has a positive and significant effect on employee performance through Competency at BPJS Employment Padang Sidimpuan Branch and Branch Range.

Types of research

According to Sugiyono (2017) quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical, with the aim of testing the established hypothesis.

Population and Sample

The population in this study was 76 consisting of 2 BPJS Employment branches, Padang Sidimpuan Branch, 38 employees and Kisaran Branch, 38 employees. The research sample used was the entire population, namely 76 employees, so the researcher used a saturated sampling technique. According to Sugiyono (2017) states that population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. According to Sugiyono (2017), what is meant by sample is part of the number and characteristics of the population. For this reason, samples taken from the population must be truly representative. According to Sugiyono (2017) saturated sampling is a technique for taking or collecting samples in a population, if all members of the population are used as samples in research.

Place and Time

This research was conducted at the BPJS Employment office and is located at two points, namely the Padang Sidempuan Branch Office on Jl. Raja Inal Siregar No.20b, Batunadua Jae, Padang Sidimpuan Batunadua District, Padang Sidimpuan City, North Sumatra 22733. andRange Branch: Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency. This research was conducted for 3 months.

Data collection technique

Data was collected by distributing questionnaires so that researchers used data collection techniques with questionnaires and primary data sources to support the data. According to Sugiyono (2017), primary data is a data source that directly provides data to data collectors. The primary data in this research is the questionnaire distributed to respondents.

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Partial Least Square (PLS) Analysis

According to Abdillah and Hartono (2015) Partial Least Squares (PLS) is a multivariate statistical technique that makes comparisons between exogenous and endogenous variables. The aim of PLS is to predict the influence of the independent variable (X) on the dependent variable (Y) and explain the theoretical relationship between the two variables (Abdillah and Hartono, 2015). In the analysis of the PLS measurement model, the principle component analysis method is used, namely the variance extraction block to see the relationship between indicators and their latent constructs by calculating the total variance consisting of the general variance, specific variance and error variance. so the total variance is high (Abdillah and Hartono, 2015).

Measurement Model (Outer Model)

Evaluation of the measurement model or outer model is carried out to assess the validity and reliability of the model. The outer model with reflective indicators is assessed by the convergent and discriminant validity of the indicators forming the latent construct and composite reliability as well as Cronbach's alpha for the indicator block (Ghozali and Latan, 2020). The tests carried out on the outer model are:

Reflective Model Measurement

The measurement model was assessed using reliability and validity. For reliability can be used:
a. Cronbach's Alpha value is expected to be > 0.70 for all constructs, however a value > 0.60 is still acceptable for exploratory research (Ghozali and Latan, 2020).
b. Composite Reliability: The composite reliability value must be > 0.70 for confirmatory research and a value of 0.60 - 0.70 is still acceptable for exploratory research (Ghozali and Latan, 2020).

For validity can be used:
a. Convergent Validity Convergent value can be seen from the loading factor value for each construct indicator. The loading factor value must be > 0.70 for confirmatory research and a value between 0.60 – 0.70 for exploratory research is still acceptable and the average variance extracted (AVE) value must be > 0.50 for confirmatory research or exploratory (Ghozali and Latan, 2020).
b. Discriminant Validity The cross loading value for each variable must be > 0.70 (Ghozali and Latan, 2020).

Structural Model (Inner Model)

Evaluation of the structural model or inner model aims to predict the relationship between latent variables (Ghozali and Latan, 2020). Structural model measurements can be seen from several indicators which include:

Coefficient of Determination or R-Square (R^2) is used to find out how much influence exogenous variables have on endogenous variables. The R^2 value is 0.75 strong, 0.50 moderate, and 0.25 weak (Ghozali and Latan, 2020).

Hypothesis Testing

After carrying out various measurements, both outer model and inner model, the next step is to test the hypothesis. Hypothesis testing is used to explain the direction of the relationship between dependent and independent variables. Hypothesis testing is carried out by looking at probability values and t-statistics. The probability value and p-value with alpha 5% are <0.05. The ttable value for 5% alpha is 1.96. So the criteria for accepting or rejecting the hypothesis are Ha accepted and H0 rejected if the t-statistic > t-table 1.96. Ha is accepted if the p-value is less than 0.05 to reject or accept the hypothesis using probability (Ghozali and Latan, 2020).

Statistical calculations whether a hypothesis is accepted or rejected is determined by its level of significance. In this study, a significance level of 5% was used. The significance level or confidence level is 0.05 to reject the hypothesis if a significance level of 5% is chosen. Ninety-five percent of the participants in this investigation were able to make the right choice.

RESULTS AND DISCUSSION

In this explanation, the results of previous research will be analyzed in order to clarify and strengthen the research topic. This can be achieved using the following smart PLS analysis applications, which will be used:

External Model: This external model is used to evaluate explicit outcomes and thoroughly assess the relationship between latent variables and attachment. The results of the methodological analysis include several aspects including convergence validity, discriminant validity and reliability. You can see the specifications below:

1. Convergent Validity

This analysis was carried out by comparing the loading factor to the sample mean of 0.7 and the average variance extraction (AVE) to the sample mean of 0.7. This can be used to show that if the production factors are higher than the data variance, then the analysis is valid; conversely, if the production factor is lower than the data variance then the analysis is invalid. In this case, the results of the Convergent Validity model will be presented in the form of tables and figures, and Substructural equations 1 and 2 will be highlighted so that they can be seen in figure 2:
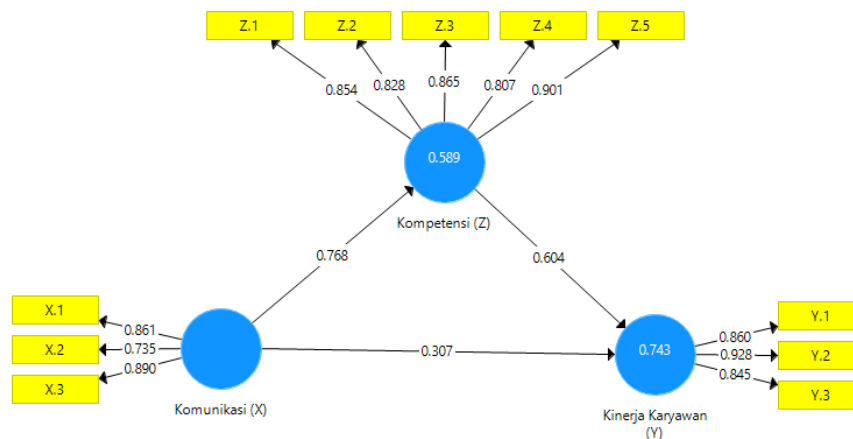
Figure 2. Outer Model
Source: Smart PLS3.3.3.

In the outer model there are two equations, namely sub equation 1 and sub equation 2. To make it clearer, you can see the outer model equation formula:

Sub structure 1

$Z = b1X + e$

$Z = 0.768X + 0.589$

Sub structure 2

$Y = b2X + b3Z + e$

$Y = 0.307 X + 0.604Z + 0.743$

After determining the equation to clarify the results of the outer model, an outer loading table will be formed to clarify the validity of the outer loading as follows:

Table 1. Outer Loading

	Employee Performance (Y)	Competency (Z)	Communication (X)
X.1			**0.861**
X.2			**0.735**
X.3			**0.890**
Y.1	**0.860**		
Y.2	**0.928**		
Y.3	**0.845**		
Z.1		**0.854**	
Z.2		**0.828**	
Z.3		**0.865**	
Z.4		**0.807**	
Z.5		**0.901**	

Source: Smart PLS 3.3.3

There is an outer loading value for each variable in table 2. It can be explained that each outer loading value is above 0.7 so it can be concluded that the outer loading test carried out obtained valid results so that we can continue the next research.

2. Discriminate Validity

The results of data that pass the discriminant validity test are shown in the following analysis. In connection with the design of the table below which has been determined as follows, the aim is to find out the cross loading value which is greater than the value of the latent variable to assess the sensitivity of the indicator to high values.

Table 2. Discriminant Validity

	Employee Performance (Y)	Competency (Z)	Communication (X)
X.1	0.703	0.722	0.861
X.2	0.501	0.502	0.735
X.3	0.691	0.665	0.890
Y.1	0.860	0.728	0.634
Y.2	0.928	0.794	0.688
Y.3	0.845	0.685	0.708
Z.1	0.676	0.854	0.724
Z.2	0.688	0.828	0.567
Z.3	0.689	0.865	0.681
Z.4	0.692	0.807	0.606
Z.5	0.821	0.901	0.681

Source: Smart PLS 3.3.3

In table 2, the results of the variable cross loading are explained as follows: for the cross loading value of the employee performance variable, there is a higher value than the cross loading for the other variables. There is a cross loading value on the competency variable whose value is greater than the cross loading value on other variables. There is a cross loading value on the communication variable, this value is higher than the cross loading value on other variables. So it can be concluded that this research test is considered valid in terms of Discriminant Validity.

3. Composite reliability

In a composite reliability study, the reliability coefficient of each variable is compared; if the Cronbach's Alpha reliability coefficient is greater than or equal to 0.7, then each variable is considered reliable. Each variable is considered reliable if its reliability composition reliability coefficient is more than 0.6. Reliability and tables as a reference can be used if the reliability coefficient of the AVE column is less than or equal to 0.6. Following are the research findings:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	0.851	0.910	0.771
Competency (Z)	0.905	0.930	0.725
Communication (X)	0.776	0.869	0.691

Source: Smart PLS 3.3.3

All Cronbach's Alpha reliability coefficients are less than or equal to 0.7, indicating reliability, as seen in Table 3 above. For each variable, the composition reliability column has a coefficient of determination greater than or equal to 0.06. The reliability and validity of the construct can be determined by looking at each variable in the AVE reliability and validity column which has a coefficient of more than 0.06.

Inner Model Analysis

To ensure that the basic model developed is reliable and accurate, the structural model, or deep model, is evaluated. The main analytical model sampling technique is created using data from several cases, in particular:

1. Coefficient of Determination (R2)

The R Square value is determined by utilizing analysis carried out with the Smart PLS 3.3.3 application. The following table is an explanation of the R square:

Table 4. R Square Results

	R Square
Employee Performance (Y)	0.743
Competency (Z)	0.589

Source: Smart PLS 3.3.3

In this study, there is an R square value in table 4. The explanation of this test is as follows. The R square value of the employee performance variable is 0.743. The percentage of this value is 74.3%, meaning that the influence of communication and compensation on employee performance is 74.3% and the remaining exists in other variables. The R square value of the competency variable is 0.589 and the percentage of this value is 58.9%, meaning that the influence of communication on competency is 58.9% and the rest is in other variables.

2. Hypothesis Testing

The next stage after obtaining reliable and valid research results is to formulate a hypothesis. Because the findings of this hypothesis test can be used to test direct and indirect influences between variables, they are presented in the following table:

Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Competency (Z) -> Employee Performance (Y)	0.604	6,397	**0,000**	**Accepted**
Communication (X) -> Employee Performance (Y)	0.307	3,173	**0.001**	**Accepted**
Communication (X) -> Competency (Z)	0.768	21,596	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

In the results of the hypothesis testing research in table 5, there is a direct influence which will be explained as follows:

1. Competency has a positive and significant effect on employee performance with a value of 0.604 and a significant value of 0.000. This means that the more employee competencies that come out well, the employee's performance will increase significantly, conversely, if the employee's competencies are not released, the employee's performance will decrease significantly.
2. Communication has a positive and significant effect on employee performance with a value of 0.307 and a significant value of 0.001. This means that if good communication increases, it can be ensured that employee performance will increase and if good communication decreases, employee performance will decrease.
3. Communication has a positive and significant effect on competence with a value of 0.768 and a significant value of 0.000, meaning that if good communication increases then competence will increase well, otherwise if it decreases competence will also decrease.

Table 6. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Communication (X) -> Competency (Z) -> Employee Performance (Y)	0.463	6,115	**0,000**	**Accepted**

In table 6, namely the hypothesis that has an indirect effect, the explanation of this research is as follows: Communication has a positive and significant effect on employee performance indirectly through competency with a result of 0.463 and a significant 0.000. This means that competence is an intervening variable because it can influence employee communication and performance.

CLOSING
Conclusion

1. Competence has a positive and significant effect on employee performance with a value of 0.604 and a significant value of 0.000.

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2. Communication has a positive and significant effect on employee performance with a value of 0.307 and a significant value of 0.001.

3. Communication has a positive and significant effect on Competency with a value of 0.768 and a significant 0.000,

4. Communication has a positive and significant effect on employee performance indirectly through competency with a result of 0.463 and a significant 0.000.

Suggestion

1. It is hoped that this research will be used as input for organizations so they can improve employee performance.

2. It is hoped that the organization will be able to control good communication aimed at improving performance so that it gets good work results and meets the organization's needs.

3. It is hoped that this research will be used as reference material for new research with a new research title.

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