

The Influence of Organizational Culture and Training on Soft Skills Competence and Its Impact on The Performance of Aceh Central Bureau of Statistics

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Abstract

This research aims to test organizational culture and training influence on soft skill competencies and their impact on employee performance of the Aceh Central Bureau of Statistics (BPS Aceh). The population was all employees at BPS Aceh, totaling 77 people. The sample was taken using a saturated sample technique. Data was processed using the Partial Least Square (PLS) method and the Sobel calculator. The result shows that at the BPS Aceh, Organizational culture affects Soft Skill Competence, Training affects Soft Skill Competence, Organizational culture affects employee performance, Training affects employee performance, Soft Skills Competency affects employee performance, Soft Skill Competence partially mediates the Organizational Culture effect on Employee Performance, and Soft Skill Competence mediates the Training effect on Employee Performance. The findings also prove that Soft Skill Competence acts as a partial mediator in the model. These results explain that the model for increasing employee performance at BPS Aceh is a function of the suitability of organizational culture and training, and increasing the Soft Skill Competence of its employees. This model is a premise to complete theory and can be used for further research.

Keywords: Organizational Culture, Training, Soft Skill Competency, Employee Performance

1. Introduction

Humans are one of the important factors in an organization, as brainware that influences the smooth running of an organization in achieving its goals. Any institution needs humans as executors, even though new technology has emerged in the form of AI, human presence is still very much needed. So, it is necessary to have a source to get competent human beings in certain fields. This resource is human resources. Human resources are important for both individuals and groups. They are key to making sure an organization runs smoothly and is successful. The people in the organization are a big factor in its success. The important things for a company to succeed are not just having good technology and enough money. The people who work there need to do their best to help the company grow. At work, employees do something called performance. Performance is how well employees do their jobs at work. The organization's main goal is to make money. Companies work because the people who work for them do their jobs. When employees do better at their jobs, the company will do better too (Hariandja, 2012).

The Central Bureau of Statistics (BPS) is a non-ministerial government agency that is directly responsible to the President. BPS needs to give the government and the community the information they need. This information comes from surveys and other government agencies.

It helps with statistical work and training, as well as working with other countries to improve Indonesia's statistics. The pre-survey figures that employee performance perceived by respondents is still relatively low because a mean value of 3.73 was obtained. The survey results found that the lowest average score was on the quality and quantity of work indicators where the results of the employee's work still did not meet the quality and quantity of work determined. Thus, the performance of employees can be said to be less than optimal.

One of the factors that influence employee performance is competence. Factors that support increased employee performance are competencies, especially soft skill competencies. Competence, in this case, is the ability of employees to provide employees with the ability to work neatly and have the attitude to complete work that follows the expertise of the workforce in the field of work, which of course gives a level of hard work. This is following (Abdi & Wahid, 2018) who say that if an employee has high competence, then it can provide an increase in the work results owned by the employee. This theory is also supported by empirical studies according to (Krisnawati & Bagia, 2021) and (Irawati, Faidal, & Aprilyanto, 2020) found soft skill competencies or abilities to have a positive and significant effect on work results. The pre-survey reveals the soft skill competency perceived by respondents is still relatively low because a mean value of 3.64 was obtained. The survey results found that the lowest indicator is self-confidence. Based on the results of interviews with the head of the Aceh Province Central Bureau of Statistics, employees have low soft skills. This can be seen from the employee's lack of confidence when speaking in public.

The way the company operates also affects how well employees do their jobs. The way people act in a company shows how the company's culture affects how well they work. When workers copy the way things are done in their company, they will be happy and may get rewarded. Organizational culture sets the behavior rules for its members as they work. They follow these rules without realizing it. The findings of the study by (Rizwan, Musnadi, & Faisal, 2018) proved that the culture of a company affects how well its employees do their jobs. (Yusnimar, Yunus, & Mahdani, 2015) said the same thing, the way a company behaves also affects how well its employees do their work. Based on the pre-survey it can be explained that the organizational culture perceived by respondents is still relatively low because it obtained an average value of 3.73. The survey results found that employees lack the will to contribute further to the development of this organization. This shows that the organizational culture is still not optimal.

The next thing that affects how well employees work is training. (Wibowo, 2017) says that training is a set of activities that helps improve a person's skills, knowledge, experience, or attitude. Employee training is when workers learn new things to do their jobs better. Training helps employees learn and improve their thinking and personality. So, every company that wants to grow needs to focus on training their employees to improve their performance. This agrees with the findings of the study by (Attirmidzi & Darmawan, 2022) and (Kurniatama & Waryanto, 2022) who discovered that training helps make employees better at their jobs. Based on the pre-survey it can be explained that the training perceived by respondents is still relatively low because a mean value of 3.68 is obtained. The survey results found that the training material presented is not easy to accept. This shows that the training that has been done is still not optimal.

2. Literature

Employee Performance

(Nurjaya, 2021) says that performance means how well you do a task and the results you achieve. Organizational performance means how well a company is doing at reaching its goals. (Putri & Onsardi, 2020) says that performance is how well a person or a group does their job in a certain amount of time. It shows if they are meeting the goals of the organization. (Lilyana, Yusa, & Yatami, 2021) mentioned that performance comes from doing the tasks and duties given in a certain amount of time. Specifically for the State Civil Apparatus (ASN) in Indonesia, employee performance measurement refers to its Government Regulation (46 of 2011) concerning the Assessment of ASN Work Performance by 10 indicators, namely:

1. Quantity, is the amount of work achieved.
2. Quality, is the quality of work achieved.
3. Time, is the process length of work result achieved.
4. Cost, is the budget used amount of the work result by an ASN
5. Service orientation, namely the quality of service provided.
6. Integrity; namely honesty in work
7. Work Behavior; namely the work behavior of ASN employees towards the organization
8. Discipline; namely working hours that are maximized properly
9. Cooperation; i.e. good relations with colleagues
10. Leadership, namely supervision carried out by the leadership on work results

Soft Skills Competency

Competence means being able to do a job or task well, using the right skills and knowledge, and having the right attitude for the job. (Wibowo, 2017) says that competence is a basic trait that someone has that can help them do well at something. In simpler terms, competence means that really good performers do things better and more often than average performers (Rivai & Sagala, 2014). Soft skill competency indicators according to (Robbins & Judge, 2017) are as follows:

1. Self-awareness is responsible for the work given
2. Self-management is having confidence in solving problems
3. Self-motivation is the ability to regulate oneself and the ability to obey all applicable regulations
4. Empathy is the ability to foster good socialization among employees
5. Social skills are sharing knowledge with others about work.

Organizational Culture

(Fachreza, Musnadi, & Shabri, 2018) stated the way a company runs is changing as the workers and the environment inside the company change. The idea of organizational culture came from anthropology and sociology. It's related to national culture and can be seen from different perspectives. However, when cultures change, many people believe that the most important thing is having the same set of values. (Sudarmanto, 2014) research shows there are seven main characteristics that as a whole show the nature of the culture of an organization, namely: Innovation and Courage to Take Risks, Result Orientation, Team Orientation, Aggressiveness, and Stability.

Training

(Kasmir, 2016) says that training is when employees learn new skills, gain knowledge, and improve their behavior. This means that training will teach employees how to behave in a way that the organization wants, such as following its cultural norms. It will give workers lots of different skills and knowledge for their job. (Mangkunegara, 2016) said that training is a short educational process where non-managerial employees learn specific technical skills for a short time. (Hasibuan, 2016) stated training is a process to assist employees in improving the technical skills of implementing employee work. According to (Busro, 2018), indicators of training include Type of Training, Training Objectives, Training materials, Training Methods, and Participant Qualifications.

Hypothesis

For this research, the authors determined the hypothesis below.

H1: Organizational culture affects Soft Skill Competence.

H2: Training affects Soft Skill Competence.

H3: Organizational culture affects employee performance.

H4: Training affects employee performance.

H5: Soft Skills Competency affects employee performance.

H6: Soft Skill Competence partially mediates the Organizational Culture effect on Employee Performance.

H7: Soft Skill Competence partially mediates the Training effect on Employee Performance.

3. Method

The population in this study was all employees at the Central Bureau of Statistics (BPS) of Aceh Province, totaling 77 people. The sampling technique used a saturated sample, where the entire population is used as a sample. Data for analysis purposes includes primary data. Data analysis in this study used the Partial Least Square (PLS), to measure each construct and the direct effect, and the Sobel test to see the indirect effect.

4. Result

Testing the research hypothesis is based on p-value from a causality relationship as in Table 1 below.

Table 1. Path Coefficient

Variable	Original Sample	Sample Means	Standard Deviation	T-statistics	P-values
X1→Y	0.440	0.445	0.119	3,682	0.000
X2→Y	0.510	0.503	0.121	4,203	0.000
X1→Z	0.367	0.372	0.150	3,811	0.000
X2→Z	0.307	0.285	0.180	3,903	0.000
Z→Y	0.413	0.424	0.106	3,214	0.027

Source: Primary Data Processed, (2023)

1. Testing the Organizational Culture on Soft Skill Competency

The H1 test is to see whether Culture affects Soft Skill Competency. From Table 1 above the original sample estimate LS value is 0.440 with $p < 5\%$. The positive original sample value explains Organizational Culture affects positively Soft Skill Competency.

2. Testing the Training on Soft Skill Competency

The H2 test is conducted to see whether the Training affected Soft Skill Competency. From Table 1 above the original sample estimate LS value is 0.510 with $p < 5\%$. The positive original sample value explains training affects positively Soft Skill Competency.

3. Testing the Organizational Culture on Employee Performance

The H3 test is conducted to see whether Organizational Culture influences Employee Performance. From Table 1 above the original sample estimate LS value is 0.367 with $p < 5\%$. The positive original sample value explains Culture affects positively Employee Performance.

4. Testing the Training on Employee Performance

The H4 test is to see whether training affects employee performance. From Table 1 above the original sample estimate LS value is 0.307 with $p < 5\%$. The positive original sample value explains training affects positively employee performance.

5. Testing the Soft Skill Competency on Employee Performance

The H5 test is conducted to see whether Soft Skill Competency affects Employee Performance. From Table 1 above the original sample estimate LS value is 0.413 with $p < 5\%$. The positive original sample value explains Soft Skill Competence affects positively Employee Performance.

6. Testing the Organizational Culture on Soft Skill Competency Employee Performance

Testing (H6) the Soft Skill mediating effect on organizational culture contribution to employee performance can be explained as follows.

Table 2. Sobel test of H6

Input:		Test statistic:	Std. Error:	p-value:
a	0.440	Sobel test: 2.68202275	0.06775483	0.00731785
b	0.413	Aroian test: 2.63671801	0.06891901	0.00837124
s _a	0.119	Goodman test: 2.72974604	0.0665703	0.00633831
s _b	0.106	Reset all	Calculate	

From the test above, a Z is $-2.682 > 1.98$ with $p < 5\%$ proving that Soft Skill Competence mediates significantly the Organizational Culture impact on Employee Performance. It also proves the mediation effect is a partial mediation, whereas mediation is significant and the Softskill variable also can impact the Employee Performance directly. So, both direct and indirect influences work significantly.

7. Testing the Training on Soft Skill Competency Employee Performance

Testing (H7) the Soft Skill mediating effect on organizational culture contribution to employee performance can be explained as follows.

Table 3. Sobel Test of H7

Input:		Test statistic:		Std. Error:	p-value:
a	0.510	Sobel test:	2.86107489	0.07361918	0.00422207
b	0.413	Aroian test:	2.81861801	0.07472811	0.00482309
s _a	0.121	Goodman test:	2.90551002	0.0724933	0.00366655
s _b	0.106	Reset all	Calculate		

From the test above, we get a Z 2.861 > 1.98 with $p < 5\%$, thus proving that Soft Skill Competence mediates significantly the training impact on employee performance. It also proves the mediation effect is a partial mediation, whereas mediation is significant and the Training variable also can impact the Employee Performance directly. So, both direct and indirect influences work significantly.

5. Conclusion

The result shows that at the BPS Aceh, Organizational culture affects Soft Skill Competence, Training affects Soft Skill Competence, Organizational culture affects employee performance, Training affects employee performance, Soft Skills Competency affects employee performance, Soft Skill Competence partially mediates the Organizational Culture effect on Employee Performance, and Soft Skill Competence mediates the Training effect on Employee Performance. The findings also prove that Soft Skill Competence acts as a partial mediator in the model. These results explain that the model for increasing employee performance at BPS Aceh is a function of the suitability of organizational culture and training, and increasing the Soft Skill Competence of its employees. This model is a premise to complete theory and can be used for further research. The premise formed has limitations on the scope of the variables studied and the research subject, namely BPS Aceh only. For practitioners, the results give rise to several recommendations as follows.

- 1) For the organizational culture variable, the lowest (average) value is obtained on the aggressiveness indicator where employees are still lacking innovative, aggressive, and competitive in work. This can be a concern for the organization to create a more innovative and competitive work culture among fellow employees.
- 2) For the training variable, the lowest (average) value is obtained on the training objective indicator where the employee thinks the training carried out lacks clear objectives. This can be a concern for organizations to provide training according to the competence of each employee.
- 3) For the soft skill competency variable, the lowest (average) score is obtained on the self-management indicator where employees are still lacking confidence in solving every problem. This can be input for organizations to provide training on improving employee self-management.
- 4) For employee performance variables, the lowest (average) value is obtained on the cooperation indicator. This can be input for the organization to provide direction to employees to work together in completing each job.

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