



# The effect of professional competence and organizational culture on performance english teacher

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## ABSTRACT

Human resources (HR) in companies need to be managed professionally to realize a balance between the needs of teachers and the demands and abilities of professional organizations. The high performance of teachers will pave the way for organizations to achieve their goals, otherwise, low teacher performance will hinder the organization in achieving its goals. Professional competence is important because with professional competence every teacher will be willing to work hard and enthusiastically to achieve higher performance. An appropriate organizational culture can support the implementation of work so that teachers have the enthusiasm to work and improve performance. This study was conducted to determine the effect of professional competence and organizational culture on the performance of English teachers at Private Junior High Schools, Pondok Gede District - Bekasi. This study uses quantitative research methods to determine the sample with a saturated sample. The sample used was 40 respondents. Methods of data analysis in this study using multiple linear regression method. The result of this study is that motivation has a significant effect on teacher performance, with the value of  $t_{table} > t_{arithmetic}$  (2.450) >  $t_{table}$  (2.026). The organizational culture variable has a significant effect on teacher performance with a  $t\text{-count value}$  (2.537) >  $t_{table}$  (2.026). Professional competence and organizational culture have a simultaneous effect on the work environment with a calculated  $F$  value >  $F_{table}$  (10.086 > 3.252) and a  $sig$  value with a significant level of 0.000.

**Keywords:** Professional Competence, Organizational Culture, Performance, Human Resources

## 1. INTRODUCTION

Education is a process of human development and formation through proper guidance and direction throughout life through various direct efforts in the family, school, campus, and community environment. Competence is the knowledge, skills, and abilities acquired by a person to be able to do something well, including concerning cognitive, affective, and psychomotor behaviors. The professional competence of lecturers plays an important role in improving the quality of student learning. Professional lecturers are a determining factor in the quality education process. To be able to become professionals they must find their identity and actualize themselves according to the abilities and rules of professional lecturers. In the teaching and learning process, the teacher has the task of encouraging, guiding, and providing learning facilities for students to achieve

goals. Lecturers are not only needed by students in classrooms but are also needed by the surrounding community in solving various problems faced by the community. In the teaching and learning process, the teacher has the task of encouraging, guiding and providing learning facilities for students to achieve their goals. Lecturers are not only needed by students in classrooms, but are also needed by the surrounding community in solving various problems faced by the community.

The quality of teacher teaching is very dependent on how to present the material that must be studied by the lecturer himself. In addition, how teachers enable students to participate and feel involved in learning, and how lecturers provide information to students about their success, all of these require skills or competencies that must be possessed by a lecturer. Teachers must have high competence or ability in carrying out the teaching and learning process. A person who is declared competent in a

particular field is someone who masters work skills or expertise by the demands of his field of work effectively and efficiently. Thus, a competent teacher is a teacher who has certain competencies, so that the teacher has the expertise and responsibility in carrying out the teaching and learning process. Teachers are the spearhead in education and play a central role in transforming, developing and disseminating science, technology and art for the progress of the nation. However, before producing a quality young generation, lecturers are required to be qualified first. Qualified lecturers have good abilities by their respective fields (competent), have motivation, innovation, high work discipline and are supported by reliable management, physical environment and good organizational culture

## 2. LITERATURE REVIEW

### A. Competence

The basic understanding of competence is the ability or skill. Understanding competence according to Stephen (Robin, 2007) is the ability (ability) or a person's capacity to do various tasks in a job, where this ability is determined by two factors, namely intellectual ability and physical ability. Understanding competence according to (Sudarmayanti, 2017) is a fundamental characteristic possessed by a person that has a direct influence on, or can predict excellent performance. Understanding competence according to (Mangkunegara, 2017) is a fundamental factor possessed by someone who has more abilities, which makes it different from someone who has average or ordinary abilities. Another definition states that competence is the knowledge, skills and abilities that are mastered by someone who has become a part of him, so that he can perform cognitive and psychomotor behaviors as well as possible. In carrying out our duties or work, we are required to have professional abilities or professional potential. This ability is a means of supporting the smooth running of a task or work that has been done. While professional comes from the word profession. The profession itself has the meaning of a job that requires expertise that is obtained through special education or training. So the notion of professionalism is "a view that a certain skill is needed in a particular job where that expertise is only obtained through special education or special training".

Professionalism is "the notion that teaches that every job must be done by a person who teaches that every job must be done by a professional person". In the Law on Teachers and Lecturers, professionalism is "an attitude born of a belief in the workshop held as something of high value so that it is consciously loved, and it can be seen from continuous and continuous efforts in making continuous improvements" Competence exists and can be judged professionally when he is able to fulfill his responsibilities properly. For example, for a lecturer who has professional staff to educate his students So that the professional competence of teachers can also be interpreted as the authority and responsibility of a teacher to carry out their duties properly. According to the Republic of Indonesia Law no. 14/2005 Article 10 paragraph 1 and PP RI No. 19/2005 Article 28 paragraph 3: Professional competence of teachers is defined as the knowledge, skills, and attitudes that are manifested in the form of intelligent and responsible actions that are owned by someone who holds the position of teacher as a profession.

Professional competence is closely related to the ability to master the material in any field of study with various other scientific substances as a teacher.

### B. Organizational culture

A good organizational culture will lead to individual behavior that refers to norms and values to get shared meaning through members and create shared goals in the organization. Building a good organization is a natural thing that is done by individuals and groups in a job because with a good organization it will form a good job in the organization. Organizational culture is known as organizational culture, then often also known as culture or culture. Discussing culture, obviously can not be separated from the understanding of the organization. Organization comes from the Greek term, namely "organon" and in other terms organum which means a tool, part of a member or body.(A Frimayasa, Hi Lawu, 2019). Organizational culture is related to how lecturers perceive the characteristics of organizational culture, not whether the lecturers like the culture or not. Organizational culture is what is perceived by lecturers and the way that perception will lead to a certain pattern of values, beliefs, and views.

### C. Performance

Performance is carrying out an activity and perfecting it by its responsibilities with the expected results. Performance in English is also called job performance or actual performance, which is the level of success of employees in completing their work. Performance is not an individual characteristic, such as talent, or ability, but is a manifestation of talent or ability that yourself. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. Performance is a function of motivation and ability. To complete a task or job a person should have a certain degree of willingness and level of ability. Performance comes from performance or actual performance of work performance or actual achievements achieved by someone. The definition of performance is the appearance of work in quality and quantity that is served by an employee in carrying out his duties by the responsibilities given to him (A Frimayasa, Hi Lawu, 2019). According to Ivancevich (Kasmir, 2015) said that performance is the result achieved from what is desired by the organization or company.

Performance is the result of someone's work that describes the quality and quantity of work that has been done. Performance from one person to another may differ, due to different driving factors. (Frimayasa & Lawu, 2020) According to (Handoko, 2014), employee performance is a very important thing in an organization where to achieve its goals so that various policies must be carried out by the organization to improve the performance of its employees. One of them is through performance appraisal. defines performance appraisal as a process through which organizations evaluate or assess work performance. In the organizational framework, performance is the result of an evaluation of the work being done compared to predetermined criteria, individual performance or staff performance needs attention because individual performance will contribute to group performance and ultimately organizational performance (A Frimayasa. Kurniawan, 2018).

Performance is the result of work achieved by employees in developing their duties and work originating from the organization. Performance is also a result of work produced by

individuals through the processes of the organization or company that can be measured concretely and compared through standards that have been determined by the company or organization. In conducting performance appraisals, it is necessary or requires the right technique, so that the measurement results also produce correct and precise results. Not only that, a good measurement technique mechanism will provide a good picture of the company's actual performance, results and overall, both individual performance and organizational performance (N Suardhita, A Rafik, 2020).

### 3. RESEARCH METHODS

The method used in this research is quantitative descriptive, which means the descriptive method is research used to determine the existence of independent variables, either only on one or more variables without making comparisons and looking for the relationship between that variable and other variables (Sugiono, 2012). According to (Sugiono, 2009), quantitative research is research based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical, to test predetermined hypotheses. In this study, the authors chose the object of research on teacher performance, competence, and organizational culture for English teachers at Private Junior High Schools, Pondok Gede District - Bekasi. The research was conducted for 6 months, from February 2020 to July 2021. In this study, the population was 40 teachers. The researcher uses the saturated sampling method so that all members of the population are sampled (Sugiono, 2016). The data used by the researcher in this study is primary data collected by questionnaire, the results of the data are tabulated and analyzed descriptively and quantitatively with the multiple regression method with the help of SPSS version 21 analysis tool. The multiple linear regression formula in this study is:

$$Y = a + b_1X_1 + b_2X_2$$

Information:

Y : Teacher performance

a: Constant

b<sub>1</sub>, b<sub>2</sub> : Regression coefficient

X<sub>1</sub> : Competence

X<sub>2</sub> : Organizational Culture

### 4. RESEARCH RESULT

#### A. Validity test

Validity test results by comparing the Pearson Correlation (product-moment correlation) with the r table value using a 95% confidence level, = 5%, with a 2-sided test and the amount of data (n) = 40 or df (n-2) or ( 40-2) = 38, then the r table can be 0.320. The results of the validity test in this study are explained as follows:

The results of the validity test on the professional competence variable (X<sub>1</sub>) can be seen that for the Professional competence variable statement item (X<sub>1</sub>) whose significance level is < 0.05 and the correlation level is > 0.320, it means that the overall teacher competency variable statement item (X<sub>1</sub>) is valid. The results are described in the following table:

**Table 1. Professional Competency Validity Test Results**

NO	Items	r -count	r -table	Information
1	X1.1	0,753	0,320	Valid
2	X1.2	0,768	0,320	Valid
3	X1.3	0,486	0,320	Valid
4	X1.4	0,558	0,320	Valid
5	X1.5	0,636	0,320	Valid
6	X1.6	0,644	0,320	Valid

Source: data processed by SPSS version 21

#### B. Organizational Culture Validity Test

The results of testing the validity of the Work Environment variable (X<sub>2</sub>) can be seen that for the Work Environment variable statement item (X<sub>2</sub>) whose significance level is < 0.05 and the correlation level is > 0.320, it means that the overall Work Environment variable statement item (X<sub>2</sub>) is valid. . The results are described in the following table:

**Table 2. Organizational Culture Validity Test Results**

NO	Items	r cou	r tal	Information
1	X2.1	0,460	0,320	Valid
2	X2.2	0,496	0,320	Valid
3	X2.3	0,548	0,320	Valid
4	X2.4	0,655	0,320	Valid
5	X2.5	0,678	0,320	Valid
6	X2.6	0,539	0,320	Valid
7	X2.7	0,584	0,320	Valid
8	X2.8	0,612	0,320	Valid

Source: data processed by SPSS version 21

The results of testing the validity of the Teacher Performance variable (Y) can be seen that for the Teacher Performance variable statement item (Y) whose significance level is  $<0.05$  and the correlation level is  $> 0.320$ , it means that the overall Employee Performance variable statement item (Y) is valid. The results are described in the following table:

**Table 3. Teacher Performance Validity Test Results**

NO	Items	r cou	r tal	Information
1	Y.1	0,617	0,320	Valid
2	Y.2	0,738	0,320	Valid
3	Y.3	0,741	0,320	Valid
4	Y.4	0,647	0,320	Valid
5	Y.5	0,688	0,320	Valid
6	Y.6	0,541	0,320	Valid

Source: data processed by SPSS version 21

### C. Reliability Test

The technique used to measure the level of reliability is Cronbach Alpha by comparing the Alpha value with the standard, provided that: The Cronbach Alpha value of 0.6 is not good or reliable. The Cronbach Alpha value of 0.7 is acceptable or reliable. Cronbach Alpha value of 0.8 is good or very reliable. The results of the reliability test for each variable in this study are as follows:

**Table 4. Professional Competency Reliability Test Results**

Cronbach's Alpha	N of Items
,700	6

Source: data processed by SPSS version 21

Based on the table of reliability statistics test results, the statement item on the Teacher Competency variable (X1) has a Cronbach's alpha value of 0.700, thus the statement item is reliable because the Cronbach's alpha value is at 0.7 so it can be concluded that the teacher competency measurement scale is reliable and acceptable.

**Table 5. Organizational Culture Reliability Test Results**

Cronbach's Alpha	N of Items
,701	8

Source: data processed by SPSS version 21

Based on the table of reliability statistics test results, the statement item on the Organizational Culture variable (X2) has a Cronbach's alpha value of 0.701, thus the statement item is reliable because the Cronbach's alpha value is above 0.7 so it can be concluded that the work environment measurement scale is reliable and acceptable.

**Table 6. Teacher Performance Reliability Test Results**

Cronbach's Alpha	N of Items
,740	6

Source: data processed by SPSS version 21

Based on the table of reliability statistics test results, the statement item performance variable (Y) Cronbach's alpha value is 0.740, thus the statement item is reliable because the Cronbach's alpha value is above 0.7 so it can be concluded that the performance measurement scale is reliable and acceptable.

### D. Normality Test

The normality test aims to test whether in the regression model, the dependent variable and the independent variable both have a normal distribution or not. A good regression model has a normal data distribution or not. To test whether the data distribution is normal or not, one way to see normality is to look at the Kolmogorov-Smirnov test table which compares the residual significance value. If the significance is more than 0.05 then the residuals are normally distributed. (Priyantno, 2016). The results of the SPSS output for the normality test with the Kolmogorov - Smirnov test are as follows:

**Table 7. Normality test**

	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	Df	Sig.
Unstandardized Residual	,110	40	,200*

a. Lilliefors Significance

Source: data processed by SPSS version 21

This multicollinearity test aims to determine whether the regression model found a high correlation between independent variables or independent variables, namely product quality and service quality. Testing the existence of this multicollinearity can be done by looking at the value of Inflation Factor (VIF) and Tolerance on each of the independent variables. If the VIF value is less than 10 and the Tolerance is more than 0.1 then the regression model is free from multicollinearity. Multicollinearity testing using SPSS Version 21 software is seen in the table below

**Table 8. Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Professional Competence	0,853	1,172
Organizational culture	0,853	1,172

Dependent Variable: Kinerja

Source: data processed by SPSS version 21

Based on the table of reliability statistics test results, the statement item performance variable (Y) The heteroscedasticity test is intended to detect Cronbach's alpha value is 0.740, thus the statement item is reliable because the Cronbach's alpha value is above 0.7 so it can be concluded that the performance measurement scale is reliable and acceptable.

Based on the Kolmogorov - Smirnov Test of Normality above, the significance value (Sig) is 0.200. Because the significance is more than 0.05, the residuals are normally distributed. Multicollinearity TestvBased on the table above, the Multicollinearity Test obtained the VIF value for the motivation and work environment variables less than 10 and the tolerance more than 0.1, so the regression model is free from multicollinearity.

### E. Heteroscedasticity Test

disturbances caused by factors in the regression model that do not have the same variance. If the variance is different, it is called homoscedasticity, a good regression model if there is no heteroscedasticity. Heteroscedasticity testing was carried out using the Glejser test. If in the t-test the significance value between the independent variable and the absolute residual is more than 0.05, there is no heteroscedasticity. Heteroscedasticity testing using the Glesjser Test on SPSS Version 21 software can be seen in the table below.

**Table 9. Heteroscedasticity**

Model	T	Sig
1 (Constant)	0,014	0,05
Professional Competence	0,801	0,05
Organizational culture	.109	.914

a. Dependent Variable: ABS\_RES

Source: data processed by SPSS version 21

Based on the Heteroscedasticity table above, the t-test significance value of the three independent variables with Absolute Residual (ABS\_RES) is more than 0.05, so it can be concluded that the variables in this study are free from heteroscedasticity symptoms.

### F. Multiple Linear Regression Model

The results of the Multiple Linear Regression data processing in the SPSS program are as follows:

**Table 10. Results of Multiple Linear Regression Analysis**

Constan	Coef Regression	t count	t table	Sig
Konstanta	0,699	0,140	2,026	0,890
Professional Competence (X1)	0,443	2,537		0,016
Organizational culture (X2)	0,356	2,450		0,019
Adjusted R <sup>2</sup>	0,318			
F hitung	10,086			
F tabel	3,252			
Sig	0,000			

Source: data processed by SPSS version 21

The results of multiple linear regression analysis in the table above can be obtained coefficients for the independent variables X1 = 0.443 and X2 = 0.356 with a constant of 0.699 so that the multiple linear regression equation models obtained are as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 0,699 + 0,443 X_1 + 0,356 X_2$$

Information :

Y = Dependent variable (Performance)

X1 = Independent variable (Professional Competence)

X2 = Independent variable (Work Environment)

The constant value (a) is 0.699, meaning that if the Teacher Competence (X1) and Organizational Culture (X2) variables are 0, then the Performance variable (Y) is 0.699. The regression coefficient (b1) of the Professional Competence variable is 0.443, meaning that if the Professional Competence variable (X1) increases by one unit, then the performance variable will increase by 0.443 units, assuming the other independent variables have a fixed value.

### G. T-Test (Partial)

Hypothesis testing (T-test) was conducted to determine whether the independent variables, namely motivation and work environment, partially affect the dependent variable, namely employee performance. The following are the results of the SPSS version 21 T-Test data processing.

**Table 11. T-Test (Partial)**

Model	T	Sig.
(Constant)	0,140	0,890
Professional Competence	2,537	0,016
Organizational culture	2,450	0,019
a. Dependent Variable: performance		

Source: data processed by SPSS version 21

Ho 1 : There is no significant effect between Professional Competence on the performance of English Teachers.

Ha 1 : There is a significant influence between Professional Competence on the performance of English Teachers.

The significant level uses 0.05. The distribution table is searched at  $\alpha = 5\% : 2 = 2.5\%$  with degrees of freedom (df)  $n-k-1$  or  $40-2-1 = 37$ . With a two-sided test, the t-table value is 2.026.

Based on the t-test, the value obtained is t arithmetic (2.537) > t table (2.026). So Ho is rejected and Ha1 is accepted, meaning that Professional Competence partially has a significant effect on the performance of English teachers.

The hypothesis in this study is as follows:

Hypothesis 1

Hypothesis 2

Ho 2 : There is no significant influence between Organizational Culture on the performance of English teachers employees

Ha 2 : There is a significant influence between Organizational Culture on the performance of the English teacher employees

The results of the t-test for the Work Environment variable (X2) obtained the t-count result of 2.450 with a sig value of 0.019. Meanwhile, the value in the 5% distribution table obtained t table of (2.026). Then the t-count (2.450) > t-table (2.026) while the sig value is 0.016 < 0.05. Thus, Ho2 is rejected and Ha2 is accepted, meaning that Organizational Culture partially affects the performance of English teachers.

#### H. Determinant Coefficient

Based on the output, the number of Adjusted R square is 0.318 or 32%. This shows that the percentage contribution of the influence of Independent Professional Competence and Organizational Culture on the dependent variable Performance is 32%, while the rest is influenced by other variables not included in the research model.

## 5. CONCLUSION

The professional Competence variable has a positive effect on the performance variable. The professional competence of a teacher's work is very influential on the performance of the teacher itself.

The Organizational Culture variable has a positive effect on the performance of English teachers. work simultaneously has a significant effect on the performance of the English teacher. Improved performance can be seen from the achievement of work targets, increased levels of discipline, and good work results.

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