

The Influence of Competence, Communication and Motivation on the Employees of the Postgraduate School of University Hasanuddin Makassar

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Abstract

This study aims to see and analyses 1) The influence of competence, communication, and motivation on employee performance at the Hasanuddin University Postgraduate School. 2) The most dominant variable influencing employee performance at the Hasanuddin University Postgraduate School. The variable that has the most dominant influence on employee performance at Hasanuddin University graduate school is ability. Ability, communication, and motivation partially affect employee performance at Hasanuddin University graduate school. The results of this study indicate that competence, communication, and motivation together affect the performance of employees at the Hasanuddin University Postgraduate School, with the coefficient of determination $R^2 = 0.757$.

Keywords

Competence, Communication, Motivation, and Staff Performance.

1. Introduction

National educational institutions must involve themselves in social, cultural, political, and economic interactions. This is important so that the world of education makes a positive contribution to comprehensive development, especially in facing various challenges in the era of globalization that affect all aspects of human life today. The application of an international standard performance system must be implemented so that educational organizations can compete at a global level. In the implementation of activities carried out by agencies, they are often faced with various obstacles and challenges that ultimately impact the performance of employees in the agency. The barriers and difficulties in question include the rapid development of information and technology and the limited human resources at the agency (Sawitri et al., 2019; Yusriadi, Sahid, et al., 2019).

According to (Sukri et al., 2021) human resources are the primary key and have a significant role in every company activity. Quality human resources will determine the company's success in preparing plans, carrying out operational activities, and controlling the company's operations to achieve the goals that have been set. Areas that need attention in this regard include the readiness of human resources, technology, processes and ways of working, attitudes and behavior, motivation, and employee responsibilities that need to be instilled in them. So, human labor is the center of everything for an organization or institution. Humans can become the center of organizational or institutional problems if they are not developed and not improved. On the other hand, humans are the center of all corporate or institutional success when all their power is created fairly and convincingly (Sabrang et al., 2021).

Employee abilities can also be in the form of skills that need to be continuously improved because skill is a person's ability to do something specific, focused but dynamic that takes a certain amount of time to learn and can be proven. Any skill can be learned but requires a solid dedication to understanding the science, such as the need for a positive mentality, motivational spirit, time, and sometimes money.

The relationship between fellow members of the organization. The success of communication within the organization as a means of bonding. Improve organizational performance; a conducive communication climate should be supported that allows good interactions between subordinates and superiors and among associates, thus enabling all organization members to carry out their duties and functions by those outlined by the organization (Fatmawati et al., 2021; Seppa et al., 2021).

One of the efforts that management can make to improve organizational performance is to motivate employees. Excellent and effective communication is expected to increase work motivation for all employees. According to (Zacharias et al., 2021), the smoother, faster, and more effective communication is, the faster a good working relationship can be established. With growing work motivation, work discipline is also likely to be better. In the end, everything is expected to improve the performance of the apparatus. Has an impact on increasing service satisfaction for the wider community?

A good performance appraisal must create an accurate picture of the employee's performance being assessed. Assessment is intended to evaluate and improve poor performance and encourage employees to work better. In this regard, performance appraisal requires measurement standards, assessing and analyzing measurement data, and follow-up on measurement results (Tamsah et al., 2020). Prakoso et al. (2021) suggested the main elements in the performance appraisal system: performance standards, performance management criteria, performance measurement, analysis of measurement data, biases, and challenges in performance appraisal. With an objective performance appraisal, it will provide the correct feedback. Through the excellent feedback, it is hoped that changes in behavior will occur towards increasing the expected work productivity (Umar, Amrin, et al., 2019). Hasanuddin University is one of the higher education institutions that organize *Tri Darma* in the era of globalization, as it is now facing so many challenges and demands. Especially with the status of Hasanuddin University as a Legal Entity State University (PTN-BH), which is expected to be independent as an international-scale university that must improve its performance over time. Performance improvement at Hasanuddin University will not be separated from communication, motivation, and discipline factors. According to several studies and experts that we have described previously are very decisive factors.

The organization's role is needed to increase employee work productivity because employee work productivity is a measure of the extent to which humans or employees are appropriately used in a production process to produce the desired output. One of the company's roles in increasing employee productivity is to reward and acknowledge the workforce's existence. One of the essential elements in achieving the success of an organization or institution is the superior skills and superior resources it has. This element becomes the basis for organizations or institutions to formulate strategies in human resource development to improve employee performance in the organization.

2. Literature Review

Every organization has identified that performance planning and creating an organizational achievement have a very close relationship with employees' performance or individual achievements. Therefore, it can be said that organizational performance results from cooperation between the employee concerned and the organization where the employee works. To achieve the desired work performance, the desired goals, expected work standards, supporting resources, direction, and support from the leadership/line manager of the employee concerned become vital.

Job performance is seen as the interaction between individual abilities and motivation. In addition, motivation is an aspect involved in improving work performance. Work performance assessment evaluates employee work performance with specific objective benchmarks related to one's duties and is regularly carried out. Performance appraisal is a formal system carried out periodically to review and evaluate employee performance (Prakoso et al., 2021). Job appraisal is a systematic description of a person or group's strengths/strengths and weaknesses (Mislia et al., 2021). The objective of the performance appraisal process is to make employees see themselves as they are, recognize the need for performance improvement, and participate in making performance improvement plans (Nengsih et al., 2021). Meanwhile, the general purpose of employee performance appraisal is to evaluate and provide constructive feedback to employees, which ultimately achieves organizational effectiveness.

Previous research from showed that motivation positively and significantly affects employee performance. Likewise, (Debby et al., 2021) research shows that work discipline, inspiration, and career development partially affect the dependent variable, namely employee performance. This is different from (Rahmitasari et al., 2021) research, which shows that the motivation variable has no significant effect on employee performance. For the ability variable, a

previous study from (Suryanti et al., 2021) showed a positive influence on individual ability on performance. This means that the hypothesis that the higher the individual's knowledge, the higher the performance is acceptable (proven). Umar, Hasbi, et al. (2019) also argue that the effect of workability on employee performance is relatively high and contributes to efforts to improve employee performance. Improving the workability of employees will be considered necessary. This is different from (Debby et al., 2021) research, where this study aims to prove the effect of workability, working conditions, motivation, and incentives on performance. The results of this study indicate that workability has no impact on performance

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3. Methods

The quantitative research method is the disbursement of data/information from the reality of existing problems concerning the proof of concept/theory used. They are collecting data in this study using interviews or questionnaire's location. This research was conducted in Makassar City. At the Graduate School of Hasanuddin University, the study was carried out for two months, from August to September 2020. To support the research, the types of data used were: Quantitative Data, namely data that can be obtained from the results of questionnaires sourced from employees of the Hasanuddin University Graduate School Makassar; based on this research. The population of the Graduate School Employees at Hasanuddin University is not greater than 100 respondents. The analytical tool used is the SPSS Ver 23.0 application, so through this application, evaluation of hypothesis testing can be carried out. The statistical t-test is used as a partial measurement, and the statistical F test is used in the simultaneous measurement.

4. Results and Discussion

4.1 Characteristics of Respondents

Respondents in this study amounted to 36 people who will be used as samples for research are the Graduate School of Hasanuddin University employees. In this study, the characteristics to be known are Age, Gender, Last Education, Status, Length of Work, Position of the respondent. For more details regarding the respondent's data, it can be seen in the following characteristics in numbers and percentages.

Table 1. Characteristics of Respondents

No.	Characteristics of Respondents	Description	Amount	Percentage (%)
1	Gender	Man	21	21,00
		Woman	15	15,00
	Amount		36	36,00
2	Age	≤ 20 years	-	-
		21 –30 year	7	7,00
		31 –40 year	14	9,00
		41 –50 year	9	14,00
		≥ 50 years	6	6,00
	Amount		36	36,00
3	Last education	SMP	1	1,00
		SMA	7	7,00
		D3	5	5,00
		S1	18	18,00
		S2	4	4,00
		S3	1	1,00

	Amount		36	36,00
4	Status	Non-Permanent Civil Servants	17	17,00
		Non-PNS permanent civil servant	2	2,00
			17	17,00
	Amount		36	36,00
5	Years of service	≤ 5 years	-	-
		6–10 year	16	16,00
		11 –15 year	11	11,00
		16 –20 year	5	5,00
		≥ 21year	4	4,00
	Amount		36	36,00
6	Position	Sub-department staff	32	32,00
			4	4,00
	Amount		36	36,00

Source: Primary data that has been processed, 2021

Table 1 shows that the gender of male employees is 21% more than female employees by 15%. This indicates that the male sex has a more significant proportion than female employees. Characteristics of respondents based on age showed that the age of the most significant respondent was 31-40 years with a total of 14 respondents (14%), then the smallest respondent was age >50 years with six persons (6%).

4.2 Multiple Linear Regression Data Processed

Table 2. Multiple Linear Regression

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-2.321	1.908		-1.217	.233
	X1	.615	.134	.448	4.591	.000
	X2	.203	.085	.255	2.373	.024
	X3	.541	.147	.381	3.689	.001

a. Dependent Variable: Y

The value of $b_0 = -2,321$ which indicates the constant value (Table 2). This figure shows the organization's employee performance level if the dimensions of the variable Ability, Communication, and Motivation. The three dimensions are ignored, the employee performance variable is negative.

The value of $X_1 = 0.615$, which means the ability positively affects employee performance. This shows that the performance of employees at the Hasanuddin University graduate school will increase by 0.615 units, assuming that the values of other variables are constant.

The value of $X_2 = 0.203$, which means that communication positively affects employee performance. This shows that the performance of employees at the graduate school at Hasanuddin University will increase by 0.203 units if the values of other variables remain constant.

The value of $X_3 = 0.541$ means that motivation has a positive effect on employee performance at university graduate schools Hasanuddin. This shows that employee performance at the Hasanuddin University graduate school will increase by 0.541 units, assuming that the values of the other variables are constant.

4.3. Influence

Ability (X1) is an individual's capacity to do various tasks in a job (Syamsyucri et al., 2021). According to Syamsyucri et al. (2021) is the ability to be influenced by intellectual intelligence (cognitive, social, emotional, cultural intelligence) and physical ability. From the above definition, if the employee's ability increases, the employee's performance will also increase. That means if employees have high intellectual intelligence and are supported by physical conditions that match their work needs, it will be increasingly easy to do their tasks, making it easy to achieve the expected performance.

The data analysis equation shows that the ability variable has a positive and significant effect on employee performance at the Graduate School of Hasanuddin University. This indicates that the ability of employees to increase knowledge, including increasing mastery of theory and problem-solving skills at work, will improve employee performance. If the power is increased, it will increase employee performance in carrying out their duties and responsibilities. This is in accordance with research conducted (Jufri et al., 2021; Wirdawati et al., 2021), which states that ability and motivation have a positive effect on performance.

The results of this study support the results of previous research conducted (Yusriadi, Sahid, et al., 2019). This study concludes that work motivation influences employee performance and work motivation is a factor in improving performance. The results of this study support the results of previous research conducted (Ahdan et al., 2019). The results of this study conclude that work motivation affects employee performance. Work motivation as a factor in improving performance.

Motivation (X2) is the willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to fulfil several needs (Rijal et al., 2019). According to Gani et al. (2019), things that affect motivation are work intensity, understanding of organizational goals, and work persistence. The higher the level of work intensity, the more employees understand the organization's goals, and the more diligent they are, the higher the employee motivation. From the definition of motivation above, employees who have high motivation will also produce high performance.

Data analysis shows that the motivation variable has a positive and significant effect on employee performance at the Graduate School of Hasanuddin University. This indicates that motivation such as trying to work hard so that the Graduate School is better than others will improve employee performance. If communication is increased, it will increase employee performance in carrying out their duties and responsibilities. The results of this study are from research conducted (Umar, Hasbi, et al., 2019), which states that ability and motivation have a positive effect on performance.

In addition, the study conducted (Sahabuddin et al., 2019) concluded that leadership style, motivation, and work discipline have a significant influence simultaneously on employee performance at PT. Dayana Cipta. Another survey from Yusriadi, Farida, et al. (2019) on motivation and organizational culture on employee performance. This study concludes that motivation and organizational culture affect employee performance. Another survey from (Yusriadi et al., 2020) on the effect of work motivation on the performance of executive-level employees in the operations division of PT Pusri Palembang. The results of this study conclude that motivation affects the performance of executive-level employees in the operations division of PT Pusri Palembang.

Regression analysis revealed the influence coefficient of ability, communication, and motivation, namely the ability of 0.615, communication of 0.203, and motivation of 0.541. This shows that the most dominant variable affecting the performance of the Graduate School of Hasanuddin University employees is an ability, with a coefficient value of 0.615.

The dominant influence means that if the ability, communication, and motivation are increased, then the one who has the most significant impact is workability. So, to increase the value of employee performance, the most priority is to encourage employees in working without ignoring the communication and motivation given to employees, both financial and non-financial competencies.

This shows that the workability possessed by an employee will impact his performance, so it is important for agencies to always improve their employees' abilities. However, in addition to the employee's ability factor, it is also necessary to pay attention to work motivation where high work motivation will create superior performance; where this is in line with the opinion expressed (Sahid et al., 2020), saying that: "Every agency must make efforts aimed at To improve

the performance of employees, to achieve an efficient and effective level of agency, the vehicle that is considered effective for this purpose is through the provision of motivation. This is in line with the opinion of (Sahid et al., 2020), namely: (knowledge) and motivational factors (motivation)".

Work motivation is a desire to make a high effort to achieve organizational goals and, simultaneously, a need if employee motivation is high so that high effort will determine high performance. (Seppa et al., 2021) states that motivation affects the type of adjustment made by employees to an organization. Therefore, every agency needs to increase the work motivation of its employees. This result is in line with research conducted by (Usman et al., 2020), which proves that workability and motivation significantly affect the performance of employees of the Mining and Energy Office of West Java Province. In addition, organizational commitment should also be considered by agencies where strong commitments will build personal employees who love their institutions to create high performance. This is in line with the theory. Stated by (Larsen et al., 2017) states that both past and recent research support the effect of organizational commitment on desired outcomes, such as performance and influence. This result is in line with research conducted by (Hasmiaty et al., 2021), which proves that organizational commitment has a significant effect on employee performance within the Regional Investment and Promotion Coordinating Board of West Java Province. Based on the opinion above, commitment and job satisfaction are also related to employee performance. This result is in line with Sawitri et al. (2019) research, which proves that organizational commitment has a significant effect on employee performance in the Promotion and Investment Coordinating Board. West Java Province. Based on the opinion above, ability, communication, and motivation are also related to employee performance.

5. Conclusion

The ability, communication, and motivation variables simultaneously and partially affect employee performance; the ability variable has a positive and significant effect on employee performance. The Communication variable has a positive and significant impact on employee performance; the most dominant variable that affects employee performance at the Graduate School Hasanuddin University is Employability. The results of this study support the results of previous research conducted (Yusriadi, Sahid, et al., 2019). This study concludes that work motivation influences employee performance and work motivation is a factor in improving performance. The results of this study support the results of previous research conducted (Ahdan et al., 2019). The results of this study conclude that work motivation affects employee performance. Work motivation as a factor in improving performance.

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