



# The Influence of Communication Skill, Giving Incentives, Career Opportunities, Commitment and Organizational Culture on Employee Performance KSPPS Koperasi Pemuda Buana (KOPENA) Pekalongan

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## Abstract

**Purpose** - The purpose of this research to determine the Effect of Communication Skills, Incentives, Career Opportunities, Commitment and Organizational Culture on Employee Performance KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan.

**Method** - The population in this study were 50 employees of the KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan. The sampling method that will be used in this study is the census sampling method of 50 respondents. Data analysis used multiple linear regression analysis.

**Result** - The results of this study concluded that there is a positive and significant effect of communication skills. There is a positive and significant effect of providing incentives. There is a positive and significant influence of career opportunities. There is a positive and significant effect of commitment. There is a positive and significant influence of organizational culture.

**Implication** - The implication is that communication skills, incentives, career opportunities, commitment and organizational culture will affect employee performance.

**Originality** - This study analyzes Communication Skills, Incentives, Career Opportunities, Commitment and Organizational Culture will affect Employee Performance.

**Keywords:** Communication Skills, Incentives, Career Opportunities, Commitment, Organizational Culture and Employee Performance.



## Introduction

In carrying out the main tasks, responsibilities, authority in their activities, human resources from the superior level to the lower level employees, supporting factors are needed, including communication skills, incentives, career opportunities and employee performance (Hasibuan, 2009).

One of the factors that affect employee performance is communication skills. Many organizational behavior experts have believed that communication skills refer to a person's ability to communicate effectively. This ability includes such things as knowledge of the role of the environment (context) in influencing the content and form of communication messages (Devito, 2011).

Previous research on the effect of communication skills on employee performance has been conducted by Stevani and Santoso (2015) and Yacub, et al (2015) which resulted in communication skills positive and significant effect on employee performance. In contrast to the results of research conducted by Rachim and Rizky (2014) which produce communication skills has no effect on employee performance.

Another factor that affects employee performance is the provision of incentives. Incentives can be formulated as adequate remuneration to employees whose performance exceeds the established standards. Incentives are a driving factor for employees to work better so that employee performance can increase (Matyangsari, 2013). This system is another form of direct compensation outside of salaries and wages which is a fixed compensation, which is called a pay for performance plan. Incentives are a driving factor for employees to work better so that employee performance can increase. Compensation and incentives have a very close relationship, where incentives are components of compensation and both are very decisive in achieving overall organizational goals and objectives including performance.

Previous research on the effect of providing incentives on employee performance has been conducted by Fitriadi (2015) as well as Haedar, et al (2015) which produce the provision of incentives has a positive and significant



effect on employee performance. In contrast to the results of research conducted by Sembiring (2016) which resulted in the provision of incentives had no effect on employee performance.

In addition to communication skills and incentives, another factor that affects employee performance is career opportunities. According to Rivai and Sagala (2009) career opportunity is the process of increasing individual work abilities achieved in order to achieve the desired career. Employees generally expect to have access to information about various opportunities to be promoted, this access is important especially if the available job vacancies are filled through a competitive internal selection process. If such access is non-existent or very limited, employees will assume that the principle of fairness in equal opportunity to be promoted is not applied in the organization. Open career opportunities are expected to improve employee performance.

Previous research on the effect of career opportunities on employee performance has been conducted by Dewi and Utama (2016) and Rosyidawaty (2018) which produce career opportunity positive and significant effect on employee performance. Different research conducted by Shaputra and Hendriani (2015) which produce career opportunity no significant effect on employee performance. The difference in the results of the previous research becomes a research gap in this study.

In addition to the three factors above, another factor that can also affect employee performance is organizational commitment. Based on Meilina (2016) that the issue of organizational commitment is a problem that should not be ignored in organizations. To be able to work together and carry out well, an employee deserves a high commitment to the organization. Organizational commitment can develop if the work span can be fulfilled by the organization properly. Moreover, by meeting this job expectation, it leads to job satisfaction. Organizational commitment reflects the power of employee engagement and loyalty to the organization.

Based on Darmawati et al. (2013) organizational commitment is an attitude that reflects the extent to which a person knows personally and is



bound to his organization. A person who is highly committed is likely to see himself as a true member of the organization. Furthermore, according to Darmawati et al. (2013), organizational commitment is defined as a strong desire to remain as a member of a particular organization, the desire to try to follow the will of the organization and certain beliefs, and acceptance of organizational values and expectations.

Organizational commitment is a function of personal characteristics and situational functions related to the work environment or organization. Organizational commitment is made and agreed to make it easier to achieve organizational goals, provide rewards and set penalties. Therefore, signs are formed that can be used as a guide (gaidar) for employees in carrying out their duties, principals and functions. Employees who have high work ability are characterized by curiosity, empathy and creativity, so that they can improve performance by helping colleagues and superiors in solving problems and helping organizations achieve maximum performance.

This is supported by some previous research which shows the influence of organizational commitment on performance, such as research conducted by Dian Kristianto, Suharnomo and Intan Ratnawati (2011), Thunder (2012), Mohammad Sapta Heriyawan and Widhy Setyowati (2013), Folorunso, et. all (2014) and Andrew (2017) which produces organizational commitment has a positive and significant effect on employee performance. In contrast to the results of research conducted by Wiwik Handayani (2008) as well as Windy Aprilia Murty and Gunasti Hudiwinarsih (2012) which results in organizational commitment has no significant effect on employee performance

Another factor that affects performance is organizational culture. According to Robbins, and Judge (2006), what is meant by organizational culture is the basic philosophy of the organization that contains shared beliefs, norms, and values that become the core characteristics of how to do things in an organization. These beliefs, norms, and values become the grip of all human resources in the organization in carrying out their performance. With a good work culture will help improve employee performance.



Previous research on the influence of organizational culture on employee performance has been conducted by Ariyanto (2013), Layaman and Jumalia (2016), Igbal (2017) which produce work culture has a positive and significant effect on employee performance. In contrast to the results of research conducted by Vita (2014) which produces a work culture has no positive and significant effect on employee performance.

Good employee performance will directly affect the performance of the institution, and to improve employee performance is certainly a time-consuming and long process. In addition to improving supervision and coaching, an assessment of the level of success of performance that has been carried out by its employees is also carried out. It aims to measure the level of success that has been achieved in improving employee performance. Performance appraisal is also useful as a benchmark that can be used to improve the performance of the employee concerned. As stated by (Hasibuan, 2009) that performance appraisal is an effort to improve performance that can be carried out in a directed and systematic manner.

Mangkunegara (2009) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The above understanding provides an understanding that employee performance is a number of outputs from the outcomes produced by employees, both in the form of material (quantitative) and in the form of non-material (qualitative). Employee performance will be directed to achieve overall organizational goals. That is, if the performance of employees in an organization goes well, it will result in the achievement of good organizational goals as well.

Research studies on the effect of communication skills, incentives, career opportunities, commitment and organizational culture on employee performance will be conducted at the KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan. At this time, the employees of KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan are experiencing problems, namely the less than optimal performance of their employees. This is the driving factor for the Tunas Artha Mandiri Syariah Batang Savings and Loan Cooperative to



formulate various alternative policies to improve employee performance with several alternatives including improving communication skills, providing incentives, career opportunities, employee commitment and organizational culture. in KSPPS environment of the Buana Youth Cooperative (KOPENA) Pekalongan.

Based on the above phenomena and different previous studies, this study tries to confirm and re-examine research on The Influence of Communication Skills, Incentives, Career Opportunities, Commitment and Organizational Culture on Employee Performance KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan.

## **Literature Review**

### **The Effect of Communication Skills on Employee Performance**

Many organizational behavior experts have believed that communication skills refer to a person's ability to communicate effectively. This ability includes such things as knowledge of the role of the environment (context) in influencing the content and form of communication messages (Devito, 2011). With high skill ability, it is expected to improve employee performance

Previous research on the effect of communication skills on employee performance has been conducted by Stevani and Santoso (2015) and Yacub, et al (2015) which resulted in communicationskills positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows:

H1 : Communicationskills positive and significant effect on employee performance KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan.

### **The Effect of Incentives on Employee Performance**

Incentives can be formulated as adequate remuneration to employees whose performance exceeds the established standards. Incentives are a driving factor for employees to work better so that employee performance can increase (Mayangsari, 2013). This system is another form of direct



compensation outside of salaries and wages which is a fixed compensation, which is called a pay for performance plan. Incentives are a driving factor for employees to work better so that employee performance can increase. Compensation and incentives have a very close relationship, where incentives are components of compensation and both are very decisive in achieving overall organizational goals and objectives including performance.

Previous research on the effect of providing incentives on employee performance has been conducted by Fitriadi (2015) as well as Haedar, et al (2015) which produce the provision of incentives has a positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows:

H2 :The provision of incentives has a positive and significant effect on the performance of KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan employees

### **The Effect of Career Opportunities on Employee Performance**

According to Rivai and Sagala (2009) career opportunity is the process of increasing individual work abilities achieved in order to achieve the desired career. Employees generally expect to have access to information about various opportunities to be promoted, this access is important especially if the available job vacancies are filled through a competitive internal selection process. If such access is non-existent or very limited, employees will assume that the principle of fairness in equal opportunity to be promoted is not applied in the organization. Open career opportunities are expected to improve employee performance.

Previous research on the effect of career development on employee performance has been conducted by Dewi and Utama (2016) and Rosyidawaty (2018) which produce career opportunity positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows:



H3 : Career opportunities have a positive and significant impact on the performance of KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan employees.

### **The Effect of Commitment on Employee Performance**

Based on Meilina (2016) that the issue of organizational commitment is a problem that should not be ignored in organizations. To be able to work together and carry out well, an employee deserves a high commitment to the organization. Organizational commitment can develop if the work span can be fulfilled by the organization properly. Moreover, by meeting this job expectation, it leads to job satisfaction. Organizational commitment reflects the power of employee engagement and loyalty to the organization. Based on Darmawati et al. (2013) organizational commitment is an attitude that reflects the extent to which a person knows personally and is bound to his organization. A person who is highly committed is likely to see himself as a true member of the organization. Furthermore, according to Darmawati et al. (2013), organizational commitment is defined as a strong desire to remain as a member of a particular organization, the desire to try to follow the will of the organization and certain beliefs, and acceptance of organizational values and expectations. Organizational commitment is a function of personal characteristics and situational functions related to the work environment or organization. Organizational commitments are made and agreed to make it easier to achieve organizational goals, provide rewards and set penalties. therefore, signs are formed that can be used as a guide (gaidar) for employees in carrying out their duties, principals and functions. Employees who have high work ability are characterized by curiosity, empathy and creativity, so that they can improve performance by helping colleagues and superiors in solving problems and helping organizations achieve maximum performance.

This is supported by some previous research which shows the influence of organizational commitment on performance, such as research conducted by Dian Kristianto, Suharnomo and Intan Ratnawati (2011), Thunder (2012), Mohammad Sapta Heriyawan and Widhy Setyowati (2013), Folorunso, et. all





(2014) and Andrew (2017) which produces organizational commitment has a positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows:

H4 :Commitment has a positive and significant effect on the performance of KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan employees.

### **The Influence of Organizational Culture on Employee Performance**

Another factor that affects performance is organizational culture. According to Robbins, and Judge (2006), what is meant by organizational culture is the basic philosophy of the organization that contains shared beliefs, norms, and values that become the core characteristics of how to do things in an organization. These beliefs, norms, and values become the grip of all human resources in the organization in carrying out their performance. With a good work culture will help improve employee performance.

Previous research on the influence of organizational culture on employee performance has been conducted by Ariyanto (2013), Layaman and Jumalia (2016), Igbal (2017) which produce work culture has a positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows:

H5 :Organizational culture has a positive and significant effect on the performance of KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan employees.

### **Methods**

Population according to Sugiyono (2010) is a collection of all elements which in this case is defined as the object of research. The population in this study is the KSPPS Pemuda Buana Cooperative (KOPENA) Pekalongan totaling 50 employees

The sample according to Sugiyono (2010) is part of the population whose characteristics are to be investigated and considered to be representative of the entire population. The sample in this study were employees of KSPPS



Pemuda Buana Cooperative (KOPENA) Pekalongan. Sampling with census sampling technique is to determine the sample to take all the existing population to be sampled. Thus the sample of this study was 50 respondents.

The independent variable is a variable that affects the dependent variable. The independent variables include:

Communication skills (X1) that is is knowledge about the role of the environment (context) in influencing the content and form of communication messages (Devito, 2011). The indicators used include: Be confident; Togetherness; Interaction Management; Expressive behavior; and Orientation to others.

Providing incentives (X2) namely a driving factor for employees to work better so that employee performance can increase (Mayangsari, 2013). The indicators used include: Fairness; Justice; and Eligibility.

Career Opportunity (X3) is the result of the interaction of individual career planning and organizational (institutional) career management processes (Bernardin, 2014). Indicators: Choice is in office; Choice of job assignments; Placement of human resources; Assessment and evaluation; and Training and development.

Commitment (X4) is a status in which an employee identifies with a particular organization and expects to maintain membership in that organization (Allan Mayer et al in Robbins, 2006). The indicators used include: Desire to help the company progress; Keep working at the company now; Beliefs about loyalty are important and feel a moral obligation to remain in the organization concerned; Accept policies from the company; and Confidence in the good of the company.

Organizational culture (X5) is the basic philosophy of the organization that contains beliefs, norms, and shared values that become the core characteristics of how to do things in the organization (Wibowo, 2014). Indicators include: Relationships between members/ compatibility; Cohesiveness in working together; Communication between members; and Achieving common goals effectively and efficiently.



The dependent variable is a variable that is influenced by the independent variable. The dependent variable is employee performance (Y), namely the results of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given (Mangkunegara, 2009). The indicators used are: Work quality; Quantity; Work discipline; Initiative; and Cooperation.

In this study using primary data. Primary data is data that comes from first hand, data taken using a questionnaire method. The questionnaire is a list of questions that is used as a guide to ask respondents about communication influence skills, Incentives Giving, career opportunities, commitment and organizational culture on employee performance.

## Results and Discussion

Based on the table, the multiple linear regression equation model can be written as follows:

$$Y = 1.804 X_1 + 0.139 X_2 + 1.026 X_3 + 0.163 X_4 + 0.420 X_5 + e$$

Based on these equations can be explained: 1. The communication skill regression coefficient (b1) of 1.804 means that there is a positive influence, if the communication skill is higher, then employee performance will increase; 2. The regression coefficient value of incentives (b2) of 0.139 means that there is a positive effect, if the incentives are higher, then employee performance will increase; 3. The career opportunity regression coefficient (b3) of 1.026 means that there is a positive influence, if the career opportunity is higher, then employee performance will increase; 4. The value of the commitment regression coefficient (b4) of 0.163 means that there is a positive influence between capability on employee performance, if the commitment is higher, then employee performance will increase; 5. Teamwork regression coefficient value (b5) of 0.420 means that there is a positive influence between teamwork on employee performance, if the organizational culture is getting better, then employee performance will increase.

**Table 1. Multiple Linear Regression Analysis Results**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1					
	<b>(Constant)</b>	5,320	1,221		4,356 ,000
	<b>Communication Skill</b>	1,592	,162	1,804	9,822 ,000
	<b>Incentives Giving</b>	,177	,076	,139	2,343 ,024
	<b>Career Opportunities</b>	,926	,167	1.026	5.542 ,000
	<b>Commitment</b>	,104	0.049	,163	2,098 .043
	<b>Organizational culture</b>	,416	,155	,420	2,679 0.011

The coefficient of determination, the Adjusted R Square coefficient is 0.844. This means that 84.4% of employee performance can be explained by communication skills, incentives, career opportunities, commitment and organizational culture. While the remaining  $100\% - 84.4\% = 15.6\%$  is explained by other reasons outside the variables of communication skills, incentives, career opportunities, commitment and organizational culture.

**Table 2. Coefficient of Determination Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,924a	,854	,844	1,401

The results of the regression equation obtained F count of 89.539 and a significant level of  $0.000 < 0.05$  so that there is a significant influence on communication skills, incentives, career opportunities, commitment and organizational culture. on performance employee or regression model has been feasible.

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**Table 3. F Statistical Test Results**

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	526,975	3	175,658	89.538	,000b
	Residual	90,245	46	1,962		
	Total	617,220	49			

## Conclusion

Communication skills positive and significant effect on employee performance. With communication skills is high, the employee's performance will increase. The provision of incentives has a positive and significant effect on employee performance. With the provision of higher incentives, the employee's performance will increase. Career opportunity positive and significant effect on employee performance. With higher career opportunities, employee performance will increase. Commitment positive and significant effect on employee performance. With the higher commitment, the employee's performance will increase Organizational culture positive and significant effect on employee performance. With a better organizational culture, employee performance will increase management.

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