

---

## The Effect of Work Culture and Physical Skills Competence on Employee Performance at PT. Khong Guan Biscuit Factory Indonesia Ltd.

---

Endang Sugiarti\*<sup>1</sup>, Hikmatul Ulum Alawiyah<sup>2</sup>, Wahyudi<sup>3</sup>

<sup>1,2,3</sup>Universitas Pamulang, Banten, Indonesia

E-mail: [dosen00725@unpam.ac.id](mailto:dosen00725@unpam.ac.id), [hikmatulus.pfm@gmail.com](mailto:hikmatulus.pfm@gmail.com), [dosen00716@unpam.ac.id](mailto:dosen00716@unpam.ac.id)

### ABSTRACT

*The objectives of this study are: 1) To determine the effect of work culture on employee performance at PT. Khong Guan Biscuit Factory Indonesia Ltd. 2) To determine the effect of physical skill competence on employee performance at PT. Khong Guan Biscuit Factory Indonesia Ltd.. 3) To determine the effect of work culture and physical skills competence together on employee performance at PT. Khong Guan Biscuit Factory Indonesia Ltd. This research approach is quantitative, descriptive and associative. The population in this study were 50 PT. Khong Guan Biscuit Factory Indonesia Ltd. In this study, the sampling technique used is non-probability sampling with the technique taken is saturated sampling (census), a sample of 50 respondents was taken at PT. Khong Guan Biscuit Factory Indonesia Ltd. The results of this study indicate that: 1) There is an influence of work culture on employee performance. 2) There is an influence of physical skill competence on employee performance. 3) There is an influence of work culture and physical skill competence together on employee performance.*

*Keywords: Work Culture, Competence, Employee Performance.*

### INTRODUCTION

One of the main government functions is to provide public services as a manifestation of the general government's duties to realize the welfare of society. Bureaucracy is a government instrument to realize efficient, effective, fair, transparent and accountable public services. This means that to be able to carry out government functions properly, bureaucratic organizations must be professional, responsive, aspirational towards the various demands of the people they serve.

PT. Khong Guan Biscuits is a company that has a good reputation and image and can maintain its good image, considering that Khong Guan Biscuits Indonesia has been in the field of biscuits production for 45 years. At this time Khong Guan has distributors in all provinces in Indonesia to make it easier to reach their consumers in all corners of Indonesia. PT. Khong Guan has even exported their products to various countries up to the Americas. Various promotions are often carried out to keep consumers reminded about this brand, starting from advertisements on

TV, radio, billboards, events and direct promotions at retailers.

Human resource issues are still the focus and foundation for companies to survive in the era of globalization. Human resources have a major role in every business activity as well as corporate value in business progress. Even though every company is supported by supporting facilities and infrastructure, as well as sufficient sources of funds, without the support of reliable resources, company activities will not be completed properly. Human resources is the process of attracting, selecting, developing, maintaining and using human resources to achieve either individual or company goals (Dessler, 2015: 30).

Whether or not a human resource is effective can be seen from its performance in carrying out company activities, as well as how performance affects the company's image. Basically performance is the level at which employees achieve job requirements. If the implementation of the work is in accordance with or even exceeds the job description, this means that the work was successfully carried out properly, and vice versa.

## METHODS

The location of this research activity was carried out at PT. Khong Guan Biscuit Factory Indonesia Ltd. The time for the research was carried out from October 2020 to January 2021. The population according to Sugiyono (2017: 80) states that the population is an area of generalization of objects that have certain qualities and characteristics determined by researchers to study and then draw conclusions. Determination of the population is an important stage in research. Population can provide useful information or data for a study. From this understanding, the population in this study is 50 PT. Khong Guan Biscuit Factory Indonesia Ltd. The sample is part of the population that is expected to represent the population in the study. Meanwhile, according to Sugiyono (2017:81), "The sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from that population.

The sample is part of the population that is expected to represent the population in the study. Meanwhile, according to Sugiyono (2017: 81), "The sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from that population.

Sampling techniques can basically be grouped into two, namely probability sampling and nonprobability sampling. The sampling technique used by the author is nonprobability sampling. According to Sugiyono (2017: 84) the definition of nonprobability sampling is a sampling technique that does not provide equal opportunities/opportunities for each element or member of the population to be selected as a sample.

In this study, the sampling technique used was nonprobability sampling with the technique taken, namely saturated sampling (census).

According to Sugiyono (2017: 118), a saturated sampling technique is a sampling technique when all members of the population are used as samples. Therefore, the author chose a sample using a saturated sampling technique because the population is relatively small. So by using a saturated sampling technique (census), a sample of 50 respondents was taken at PT. Khong Guan Biscuit Factory Indonesia Ltd.

## RESULTS and DISCUSSION

### Validity test

#### a. Work Culture Variable Validity Test Results(X1)

Based on the table above, it can be seen that for each statement on the Work Culture variable (X1) all instruments can be said to be valid, because the resulting rcount value is far greater than the existing rtable value for N = 50, namely 0.273.

#### b. Validity Test Results of Physical Skills Competency Variables (X2)

Based on the table above, it can be seen that for each statement on the Physical Skills Competency variable (X2) all instruments can be said to be valid, because the resulting rcount value is far greater than the existing rtable value for N = 50, namely 0.273

#### c. Results of Validity Test of Employee Performance Variables (Y)

Based on the table above, it can be seen that for each statement on the Employee Performance variable (Y) all instruments can be said to be valid, because the resulting rcount value is far greater than the rtable value for N = 50, namely 0.273.

### Reliability Test

#### a. Cultural Variable Reliability Test ResultsWork(X)

Based on the table above, for the reliability test of the Work Culture variable (X1) with a rtable value of 0.273, while the Cronbach value's Alpha is 0.865, so it can be concluded that the ralpha is positive and greater or 0.865

> 0.273, so that the research instrument regarding the variable Work Culture (X1) is Reliable.

**b. Physical Skills Competency Variable Reliability Test Results (X2)**

Based on the table above, for the reliability test of the Physical Skills Competency variable (X2) with a rtable value of 0.273, while the Cronbach value's Alpha is 0.912, so it can be concluded that the ralpha is positive and greater or 0.912 > 0.273, so that the research instrument regarding the Physical Skills Competency variable (X2) is Reliable.

**c. Employee Performance Variable Reliability Test Results (Y)**

Based on the table above, for the reliability test of the Employee Performance variable (Y) with a rtable value of 0.273, while the Cronbach value's Alpha is 0.936, so it can be concluded that the ralpha is positive and

greater or 0.936 > 0.273, so that the research instrument regarding the Employee Performance variable (Y) is Reliable.

**Classic assumption test**

**Normality test**

Based on the table above, the significance value (2-tailed) of the Work Environment variable (X) is 0.439, while for the Employee Performance variable (Y) it is 0.630. The three significance values (2-tailed) of the measuring instrument are above 0.05 so that the data is said to be normally distributed. While the value of the Test Statistics for the Work Environment variable (X) is 0.868, while for the Employee Performance variable (Y) it is 0.748, meaning that the residual data is normally distributed.

**Multiple Linear Regression Test**

**Table 1. Multiple Linear Regression**

**Coefficients**

Model	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,659	1,590		2,930	,005
1 Work Culture (X1)	,425	,064	,430	6,593	,000
Physical Skills Competency (X2)	,556	,063	,580	8,892	,000

Fordetermine the value of the multiple linear regression equation as follows:  $Y = 4.659 + 0.425 X1 + 0.556 X2$

Can be explained as follows:

- Constant Value a =4,659, it can be interpreted that if the work culture variable, physical skills competency is zero, then the employee's performance is positive by 4,659.
- Work culture regression coefficient b1 = 0.425, which means that if the work culture value increases by one, the employee performance value will also increase by 0.425.
- The regression coefficient for Physical Skills Competency b2 = 0.556, this means that if

the physical skills competency value increases by one, the employee's performance value will also increase by 0.556.

**Hypothesis Results**

**a. Influence of Work Culture (X) on Employee Performance (Y)**

Based on the coefficients table above, the tcount value for the variable Work Culture (X1) is 6,593 while the ttable value for n = 50 is 2,008. So 6,593 > 2,008, then H0 is rejected and Ha is accepted, it can be stated that Work Culture (X1) has a significant effect on Employee Performance (Y).



**b. Effect of Physical Skills Competence (X2) on Employee Performance (Y)**

Based on the coefficients table above, the tcount value for the Physical Skills Competency variable (X2) is 8,892, while the

ttable value for n = 50 is 2,008. So  $8,892 > 2,008$ , then  $H_0$  is rejected and  $H_a$  is accepted, it can be concluded that partially the Physical Skills Competency variable (X2) has an effect on Employee Performance (Y).

**ANOVA test**

**Table 2. Anova Test Anova<sup>a</sup>**

	Model	Sum of Square	df	Mean Square	F	Sig.
	Regression	4,652,924	2	2,326,462	408,157	,000
1	Residual	267,896	47	5,700		
	Total	4,920,820	49			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Physical Skills Competency (X2), Work Culture (X1)

From the results of the analysis in the table above, namely the testANOVA obtained a Fcount value of 408,157, while Ftable ( $\alpha 0.05$ ) for n = 50 of 2.79. So Fcount > from Ftable ( $\alpha 0.05$ )

or  $408.157 > 2.79$  with a significant level of 0.000 because  $0.000 < 0.05$ , it can be said that Work Culture (X1) and Physical Skills Competence (X2) simultaneously or simultaneously have a positive effect on Employee Performance (Y).

**Table 3.**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,972 <sup>a</sup>	,946	,943	238,745

a. Predictors: (constant), Kompetensi Keterampilan Fisik (X2), Budaya Kerja (X1)

b. Dependent Variable: Kinerja Pegawai (Y)

**Coefficient of Determination**

Based on the calculations in the table above, an effect test was carried out for the three variables, and based on the Model Summary table, the R Square value was produced 0.946.

This shows that 94.6% Work Culture (X1) and Physical Skills Competence (X2) together same effect on employee performance (Y), while the remaining 5.4% is influenced by other factors not examined in this study.

**CONCLUSION**

Based on the chapter results of the analysis and discussion regarding “the influence of work culture and physical skills competence on employee performance at PT. Khong Guan Biscuit Factory Indonesia Ltd.”, the author will draw conclusions from the results of research or writing this thesis. The conclusions from the results of this study are as follows:

1. There is an influence of work culture on employee performance, as evidenced by the tcount value for the Work Culture variable (X1) of 6,593 while the ttable value for n = 50 is 2,008. So  $6,593 > 2,008$ , then  $H_0$  is rejected and  $H_a$  is accepted, it can be stated that Work Culture (X1) has a significant effect on Employee Performance (Y).
2. There is an effect of physical skill competence on employee performance, as evidenced by the tcount value for the



Physical Skills Competency variable (X2) of 8,892, while the ttable value for  $n = 50$  is 2,008. So  $8,892 > 2,008$ , then  $H_0$  is rejected and  $H_a$  is accepted, it can be concluded that partially the Physical Skills Competency variable (X2) has an effect on Employee Performance (Y).

3. There is an influence of work culture and competence of physical skills together on employee performance. It is evident from the ANOVA test that the Fcount value is 408,157, while Ftable ( $\alpha 0.05$ ) for  $n = 50$  of 2.79. So Fcount  $>$  from Ftable ( $\alpha 0.05$ )

or  $408.157 > 2.79$  with a significant level of 0.000 because  $0.000 < 0.05$ , it can be said that Work Culture (X1) and Physical Skills Competence (X2) simultaneously or simultaneously have a positive effect on Employee Performance (Y). While the value of R Square is 0.946. This shows that 94.6% Work Culture (X1) and Physical Skills Competence (X2) jointly affect Employee Performance (Y), while the remaining 5.4% is influenced by other factors not examined in this study.

## REFERENCES

- Abdullah, M. 2014. *Manajemen dan Evaluasi Kinerja Karyawan*. Yogyakarta: Penerbit Aswaja Pressindo.
- Afandi, P. 2018. *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanafa Publishing.
- Amirullah, dan Budiyo, Haris. 2014. *Pengantar Manajemen*. Yogyakarta: Graha Ilmu.
- Armstrong, Gary & Philip, Kotler. 2012. *Dasar-Dasar Pemasaran*. Jilid I, Alih Bahasa Alexander Sindoro dan Benyamin Molan. Jakarta: Penerbit Prenhalindo.
- Arikunto, Suharsimi. 2013. *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Busro, Muhammad. 2018. *Teori-Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadameidia Group.
- C. Prasetyo, A. Pradhanawati, and W. Widiartanto, 2014. "Pengaruh Kompensasi, Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. Pelabuhan Indonesia III (Persero) Terminal Peti Kemas Semarang," *Jurnal Ilmu Administrasi Bisnis*, vol. 4, no. 1.
- Dantes, Nyoman. 2012. *Metode Penelitian*. Yogyakarta: Andi
- Darojat, Tubagus Achmad. 2015. *Manajemen Personalial Masa Kini*. Bandung: PT. Refika Aditama.
- Edison, Emron., dkk. 2016. *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- Edward, Sumami dan Almaududi. 2014. *Pengaruh Kepemimpinan Transformational dan Motivasi Kerja Terhadap Kinerja Karyawan*. *Jurnal Dinamika Manajemen* Vol.2 No.3.
- Erlina. 2012. *Metodologi Penelitian*. Medan: USU Press.
- Gering, Supriyadi dan Triguno. 2013. *Budaya Kerja Organisasi Pemerintah*. Jakarta.
- Ghozali, Imam. 2016. *Aplikasi Analisis Multivariete Dengan Program IBM SPSS 23 (Edisi 8)*. Cetakan ke VIII. Semarang: Badan Penerbit Universitas Diponegoro.
- Gibson, Ivancevich, Donnelly, 2016. *Organisasi dan Manajemen, Perilaku Stuktur Proses*. Jakarta: Erlangga.
- Gujarati, D.N. 2012. *Dasar-dasar Ekonometrika, Terjemahan Mangunsong, R.C.*. Jakarta: Salemba Empat.
- Haryadi, R. N., Sunarsi, D., Erlangga, H., & Wijandari, A. (2022). *Pengaruh Promosi Jabatan Terhadap Kinerja Karyawan pada PT. Beringin Life di Jakarta*. *MAMEN: Jurnal Manajemen*, 1(1), 41-48.
- Hasibuan, Malayu. 2012. *"Manajemen Sumber Daya manusia"*. Jakarta: PT Bumi. Aksara.
- Ichsan, Stephen Robbin. 2016. *Perilaku Organisasi*. Edisi 12, Jilid 2. Jakarta: Salemba Empat.
- Indriantoro, Nur dan Bambang Supomo. 2014. *"Metodologi Penelitian Bisnis Untuk Akuntansi Dan Manajemen"*, Edisi Pertama. Yogyakarta: BPFE.
- Kasmir. 2016. *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT. Rajagrafindo Persada.
- Kriyantono. 2012. *Public Relations & Crisis Management: Pendekatan Critical Public Relations Etnografi Kritis & Kualitatif*. Jakarta: Kencana
- Mangkunegara, A.A Anwar Prabu. 2015. *Manajemen Sumber Daya Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Marwansyah. 2014. *Manajemen Sumber Daya Manusia*. Edisi kedua. Bandung: CV Alfabeta.
- Moehersono. 2014. *Pengukuran Kinerja Berbasis Kompetensi Edisi Revisi.* Jakarta: PT RajaGrafindo Persada.
- Moekijat. 2012. *Sistem Informasi Manajemen & Definisi Data*, Bandung: Remaja Rosdakarya.



- Narimawati, Umi. 2010. *Penulisan Karya Ilmiah: Panduan Awal Menyusun. Skripsi dan Tugas Akhir*. Jakarta: Penerbit Genesis.
- Pabundu Tika, Moh.. 2012. *Budaya Organisasi dan Peningkatan Kinerja. Perusahaan*. Jakarta: Bumi Aksara.
- Priansa, Donni Juni. 2016. *Perencanaan & Pengembangan SDM, Cet, 2*. Bandung: Alfabeta.
- Pujiani, Charry. 2014. *Analisis Budaya Kerja PT Bank Mandiri Tbk (Persero) Kanwil X Makassar*. Makassar: Skripsi tidak diterbitkan.
- Riduwan dan Sunarto. 2013. *Pengantar Statistika: Untuk Penelitian Pendidikan, Sosial, Ekonomi, Komunikasi, dan Bisnis*. Bandung: Alfabeta
- Rivai, Veithzal dan Sagala Jauvani Ella, 2014. *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori ke Parktik*, Jakarta: PT. Rajawali Pers.
- Robbins, Stephen P. and Mary Coulter. 2016. *Manajemen, Jilid 1 Edisi 13, Alih Bahasa: Bob Sabran Dan Devri Bardani P*, Jakarta: Erlangga.
- Robbins, Stephen P. 2015. *Perilaku Organisasi*. Jakarta: Penerbit Salemba Empat.
- Ruky, Achmad S. 2014. *Menjadi Eksekutif Manajemen SDM Profesional*. Yogyakarta: CV Andi. Offset.
- Sedarmayanti. 2017. *Perencanaan Dan Pengembangan Manajemen Sumber Daya Manusia, cetakan pertama*, Penerbit Refika Aditama, Bandung.
- Seta, A. B., Sunarsi, D., Nurjaya, N., Saddam, M., & Faroji, R. (2021). Pengaruh Pelatihan Dan Kompensasi Terhadap Prestasi Kerja Yang Berdampak Pada Kinerja Karyawan Pada PT Cipta Mega Sarana Di Jakarta. *Jurnal Ekonomi Efektif*, 4(1), 148-159.
- Sopiah. 2018. *Perilaku Organisasi*, Yogyakarta: Andi Offset.
- Sugiyono. 2015. *Metode Penelitian Kombinasi (Mix Methods)*. Bandung: Alfabeta.
- Sumadi, Suryabrata. 2012. *Metodologi Penelitian*, Jakarta: PT. Raja Grafindo Persada.
- Suwanto, S., Sunarsi, D., Erlangga, H., Nurjaya, N., & Haryadi, R. N. (2022). Pengaruh Pemberian Reward dan Disiplin Kerja Terhadap Prestasi Kerja yang Berdampak pada Kinerja Karyawan pada PT Surya Pratama Gemilang di Bekasi. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(2), 471-484.
- Tika, Moh. Pabundu. 2014. *Budaya Organisasi dan Peningkatan Kinerja Perusahaan*. Jakarta: Bumi Aksara.
- Wibowo. 2014 . *Manajemen Kinerja . Edisi Keempat . Jakarta: Rajawali Pers*.
- Widodo, Suparno Eko. 2015." *Manajemen Pengembangan Sumber Daya Manusia*". Yogyakarta: Pustaka Pelajar.
- Wirda, Fisla. 2013. Pengaruh budaya organisasi dan kompetensi Terhadap kinerja karyawan pt. Pos indonesia (persero) Bandung. " *Jurnal Dosen Politeknik Negeri Padang Jurusan Administrasi Niaga*.