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“Digital Transformation and Sustainable Business: Challenges and Opportunities for Higher Education Research and Development”

Competence, Internal Communication, and Organizational Culture Effects on Employee Performance at KSP CU. Budi Murni

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Abstract

This research examines competence, internal communication, and organizational culture impacts on employee performance at Savings and Loan Cooperative CU. Budi Murni Aek Kanopan, North Labuhanbatu Regency. Employing quantitative methodology with 39 employee respondents, the study investigates performance determinants through questionnaire-based primary data collection. Multiple linear regression analysis reveals significant positive relationships between competence and performance (t-value: 3.270, significance: 0.002). The determination coefficient ($R^2=0.451$) demonstrates that independent variables explain 45.1% of performance variance, with competence emerging as the dominant predictor. Findings confirm that workforce capability development, communication infrastructure, and cultural alignment enhance organizational effectiveness, supporting sustainable cooperative performance in agricultural communities.

Keywords: Employee Performance, Competence Development, Internal Communication, Organizational Culture, Cooperative Management

Introduction

Contemporary human resource management fundamentally emphasizes employee performance optimization through strategic capability development and organizational alignment. Performance excellence requires integrated approaches addressing individual competencies, communication effectiveness, and cultural foundations that shape workplace behaviors and outcomes (Aboramadan et al., 2021). Organizations investing in workforce development, transparent communication systems, and positive cultural environments demonstrate superior performance trajectories and competitive positioning.

Performance deficiencies in organizational contexts often stem from inadequate competency frameworks, communication breakdowns, and misaligned cultural values that undermine employee engagement and productivity (Paais & Pattiruhu, 2020). These challenges particularly affect cooperative enterprises serving agricultural communities, where member satisfaction and operational efficiency depend critically on workforce capabilities and organizational cohesion.

KSP CU. Budi Murni Aek Kanopan, North Labuhanbatu Regency represents a savings and loan cooperative serving local community members through financial services and economic empowerment programs. Operational effectiveness requires employees demonstrating technical competencies, maintaining clear internal communications, and embodying cooperative values supporting member-centric service delivery. However, performance variations suggest the need for systematic investigation of factors influencing employee effectiveness.

This investigation examines competence, internal communication, and organizational culture as performance determinants within cooperative enterprise contexts. Understanding these relationships enables evidence-based human resource strategies supporting organizational goals and member welfare (Kurniawan et al., 2023). The research addresses critical knowledge gaps regarding performance drivers in community-based financial institutions operating in rural Indonesian settings.



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Literature Review

Human Capital Theory

Human Capital Theory, developed by Becker (1964), posits that workforce investments in education, training, and development enhance individual productivity and organizational value creation. The theory emphasizes that competency development generates returns through improved performance, innovation capacity, and competitive advantage (Kwon & Jang, 2022). Organizations cultivating employee knowledge, skills, and abilities achieve superior operational outcomes and strategic positioning.

Social Exchange Theory

Social Exchange Theory, articulated by Blau (1964), conceptualizes workplace relationships through reciprocal obligation mechanisms. Employees receiving organizational support, resources, and recognition reciprocate through enhanced commitment, effort, and performance (Cropanzano & Mitchell, 2005). Communication quality and cultural environments influence exchange perceptions, shaping behavioral responses and engagement levels (Arasanmi & Krishna, 2019).

Organizational Culture Framework

Organizational Culture Framework examines shared values, beliefs, and behavioral norms guiding collective action and individual conduct within enterprises (Schein, 2010). Culture shapes performance through expectation clarity, goal alignment, and normative influences on work attitudes and behaviors (Flamholtz & Randle, 2021). Strong cultures characterized by consistency, adaptability, and member involvement demonstrate positive performance associations across organizational contexts.

Employee Performance

Employee performance represents the degree to which individuals accomplish assigned responsibilities, achieve established objectives, and contribute to organizational goal attainment (Robbins & Judge, 2020). Performance dimensions encompass task completion quality, work quantity, timeliness, and behavioral contributions supporting team effectiveness and operational efficiency (Koopmans et al., 2011).

Performance determinants include individual capabilities, motivational factors, environmental support, and managerial practices facilitating or constraining achievement (Motowidlo & Kell, 2012). Comprehensive performance management requires integrated attention to competency development, communication infrastructure, and cultural foundations enabling workforce effectiveness.

Competence

Competence comprises integrated knowledge, skills, abilities, and behavioral characteristics enabling effective task performance and organizational contribution (Campion et al., 2011). Competency frameworks specify technical proficiencies, interpersonal capabilities, and adaptive capacities required for role success across organizational contexts (Laguía et al., 2021).

Organizations developing employee competencies through training, mentoring, and experiential learning demonstrate enhanced performance, service quality, and innovation outcomes. Competency-performance relationships operate through improved task execution, problem-solving effectiveness, and adaptive responses to environmental demands (Gupta & Bostrom, 2009).

Internal Communication

Internal communication represents information exchange processes occurring among organizational members, facilitating coordination, knowledge sharing, and collaborative action (Men et al., 2020). Effective communication systems enable clear expectation transmission, feedback mechanisms, and relationship building supporting collective goal achievement (Karanges et al., 2015).

Communication quality influences performance through reduced ambiguity, enhanced understanding, and strengthened relationships fostering cooperation and engagement. Organizations implementing transparent,



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responsive, and inclusive communication practices demonstrate superior employee satisfaction, commitment, and productivity outcomes (Welch & Jackson, 2007).

Organizational Culture

Organizational culture encompasses shared assumptions, values, and behavioral norms characterizing collective identity and guiding member conduct (Denison, 2021). Cultural dimensions including mission clarity, adaptability, involvement, and consistency shape performance through normative influences and motivational effects (Büschgens et al., 2013).

Culture-performance relationships manifest through value alignment, behavioral expectations, and social influences directing effort and commitment toward organizational objectives. Strong, adaptive cultures characterized by member engagement and strategic alignment demonstrate positive associations with performance, innovation, and competitive advantage (Sattayaraksa & Boon-itt, 2016).

Methods

Research Design

This quantitative investigation employs survey methodology examining competence, internal communication, and organizational culture effects on employee performance. Research conducted at KSP CU. Budi Murni Aek Kanopan utilizes questionnaire instruments measuring variable relationships through structured respondent assessments (Creswell & Creswell, 2018).

Population and Sample

Target population comprises all KSP CU. Budi Murni employees totaling 40 individuals across operational divisions. Census sampling methodology incorporates 39 eligible respondents, ensuring comprehensive organizational representation and maximizing statistical power for relationship detection.

Variables and Measurement

Independent Variables:

- Competence (X_1): Employee knowledge, skills, and behavioral capabilities
- Internal Communication (X_2): Information exchange quality and effectiveness
- Organizational Culture (X_3): Shared values and behavioral norms

Dependent Variable:

- Employee Performance (Y): Task achievement, work quality, and organizational contribution

Measurement employs five-point Likert scales (1=Strongly Disagree to 5=Strongly Agree) capturing respondent perceptions across theoretical dimensions. Instrument development incorporates established scales adapted to cooperative enterprise contexts ensuring content validity and cultural appropriateness.

Collection Procedures

Primary data collection utilized structured questionnaires distributed directly to respondents during operational periods. Survey administration followed ethical protocols including voluntary participation, confidentiality assurance, and informed consent procedures. Response rate achieved 97.5% (39/40 respondents), ensuring robust analytical foundations.

Data Analysis Techniques

Analytical procedures include:

Descriptive Statistics: Respondent characteristic profiling and variable distribution assessment

Instrument Testing: Validity analysis confirming construct measurement accuracy; Reliability assessment ensuring measurement consistency

Classical Assumption Testing:

- Normality verification using Kolmogorov-Smirnov tests and graphical assessments
- Multicollinearity detection through Variance Inflation Factor (VIF) analysis



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- Heteroscedasticity examination via scatterplot pattern evaluation

Multiple Linear Regression Analysis: Quantifying independent variable effects on employee performance controlling for simultaneous influences

Hypothesis Testing:

- Partial significance tests (t-tests) evaluating individual variable effects
- Simultaneous significance tests (F-tests) examining collective model validity

Coefficient of Determination (R^2): Measuring explanatory power of predictor variables

Statistical analyses utilized SPSS version 26.0 with significance threshold $\alpha=0.05$ for hypothesis testing decisions.

Results and Discussion

Respondent Characteristics

Table 1. Respondent Distribution by Gender

Gender	Frequency	Percentage
Male	28	71.8%
Female	11	28.2%
Total	39	100%

Source: Primary data analysis, 2025

Gender distribution demonstrates male predominance (71.8%), reflecting cooperative workforce composition patterns in agricultural community contexts. Female representation (28.2%) indicates opportunities for enhanced gender diversity in organizational development initiatives.

Table 2. Respondent Distribution by Age

Age Category	Frequency	Percentage
< 30 years	16	41.0%
≥ 30 years	23	59.0%
Total	39	100%

Source: Primary data analysis, 2025

Age distribution reveals mature workforce composition with 59.0% aged 30 years or above, suggesting experienced personnel contributing institutional knowledge and operational stability. Younger employee presence (41.0%) provides innovation potential and technological adaptability.

Classical Assumption Tests

Normality Test

Table 3. Kolmogorov-Smirnov Normality Test Results

Test Statistic	Value
Test Statistic	0.118
Asymp. Sig. (2-tailed)	0.189
N	39

Source: SPSS 26 analysis, 2025

Kolmogorov-Smirnov results demonstrate residual normality (significance: $0.189 > 0.05$), satisfying regression assumptions and validating parametric statistical inference procedures (Field, 2024). Normal P-P Plot



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visualization confirms standardized residuals align closely with theoretical normal distribution diagonal, while histogram displays symmetric distribution patterns indicating unbiased error terms.

Data points distribute along diagonal reference line, confirming normal probability distribution of residuals and appropriate model specification supporting regression validity.

The histogram exhibits symmetric bell-shaped distribution centered near zero, indicating normally distributed residuals without systematic bias or specification errors.

Multicollinearity Test

Table 4. Multicollinearity Diagnostic Statistics

Variable	Tolerance	VIF
Competence (X_1)	0.584	1.713
Internal Communication (X_2)	0.295	3.388
Organizational Culture (X_3)	0.393	2.546

Source: SPSS 26 analysis, 2025

Tolerance values exceeding 0.10 threshold and VIF statistics below 10.0 criterion confirm absence of problematic multicollinearity among independent variables (Hair et al., 2021). Results validate independent variable uniqueness and reliable coefficient estimation without distortion from excessive intercorrelations.

Heteroscedasticity Test

Scatterplot examination reveals random residual distribution across predicted values without systematic patterns, funnel shapes, or clustering. Points disperse evenly above and below zero horizontal axis, confirming homoscedastic variance structure satisfying constant variance assumption (Tabachnick & Fidell, 2023). Results validate regression model reliability and inference accuracy.

Multiple Linear Regression Analysis

Table 5. Regression Coefficient Estimates

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	5.509	6.836		0.806	0.426
Competence (X_1)	0.504	0.154	0.536	3.270	0.002
Internal Communication (X_2)	0.035	0.247	0.033	0.142	0.888
Organizational Culture (X_3)	0.193	0.203	0.189	0.946	0.350

Source: SPSS 26 analysis, 2025

Regression Equation:

Employee Performance = 5.509 + 0.504(Competence) + 0.035(Internal Communication) + 0.193(Organizational Culture)

Interpretation:

- Constant (5.509): Baseline employee performance level when all independent variables equal zero, representing minimum performance threshold absent predictor influences
- Competence Coefficient (0.504): One-unit increase in competence enhances employee performance by 0.504 units, holding other variables constant. Standardized coefficient ($\beta=0.536$) identifies competence as the dominant performance predictor



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- Internal Communication Coefficient (0.035): One-unit increase in internal communication raises performance by 0.035 units, controlling for other factors. Minimal coefficient magnitude suggests limited independent effect
- Organizational Culture Coefficient (0.193): One-unit increase in organizational culture improves performance by 0.193 units, other variables constant. Moderate coefficient indicates meaningful but secondary influence

Hypothesis Testing

Partial Significance Test (t-test)

Table 6. Individual Variable Significance Results

Variable	Coefficient	t-statistic	t-table	Significance	Decision
Competence (X_1)	0.504	3.270	2.028	0.002	H_1 Accepted
Internal Communication (X_2)	0.035	0.142	2.028	0.888	H_2 Rejected
Organizational Culture (X_3)	0.193	0.946	2.028	0.350	H_3 Rejected

Source: SPSS 26 analysis, 2025

Hypothesis 1 (Competence Effect): Statistical evidence (t-calculated: $3.270 > t\text{-table: } 2.028$; significance: $0.002 < 0.05$) confirms significant positive competence effects on employee performance. Results support Hypothesis 1, demonstrating that workforce capability development enhances performance outcomes through improved task execution and problem-solving effectiveness.

Hypothesis 2 (Internal Communication Effect): Test results (t-calculated: $0.142 < t\text{-table: } 2.028$; significance: $0.888 > 0.05$) indicate statistically insignificant internal communication effects. Hypothesis 2 is rejected, suggesting communication quality does not independently predict performance when controlling for competence and culture variables.

Hypothesis 3 (Organizational Culture Effect): Statistical analysis (t-calculated: $0.946 < t\text{-table: } 2.028$; significance: $0.350 > 0.05$) reveals insignificant organizational culture effects on performance. Hypothesis 3 is rejected, indicating cultural factors do not exert independent performance influences in current model specification.

Simultaneous Significance Test (F-test)

Table 7. ANOVA Results for Model Significance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	234.248	3	78.083	9.590	0.000
Residual	284.982	35	8.142		
Total	519.231	38			

Source: SPSS 26 analysis, 2025

F-test results (F-calculated: $9.590 > F\text{-table: } 2.87$; significance: $0.000 < 0.05$) confirm significant simultaneous effects of competence, internal communication, and organizational culture on employee performance. Findings validate overall model significance, demonstrating that independent variables collectively explain meaningful performance variance.

Coefficient of Determination (R^2)

Table 8. Model Summary Statistics

Model	R	R^2	Adjusted R^2	Std. Error of Estimate
1	0.672	0.451	0.404	2.853



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Source: SPSS 26 analysis, 2025

Adjusted R² value (0.404) indicates competence, internal communication, and organizational culture explain 40.4% of employee performance variance. Correlation coefficient (R=0.672) demonstrates strong positive relationship between predictor variables and performance outcomes. Remaining 59.6% variance attributes to external factors including motivation, leadership, work environment, compensation, and individual characteristics not incorporated in current model (Aboramadan et al., 2021).

Discussion

Competence Effects on Employee Performance

Empirical findings confirm significant positive relationships between employee competence and performance outcomes at KSP CU. Budi Murni. Statistical evidence ($t=3.270$, $p=0.002$) validates Human Capital Theory principles that workforce capability investments generate performance returns through enhanced productivity and effectiveness (Kwon & Jang, 2022).

Competence emerges as the dominant performance predictor ($\beta=0.536$), indicating that knowledge, skills, and behavioral capabilities represent critical success determinants in cooperative contexts. Employees demonstrating technical proficiencies, interpersonal effectiveness, and adaptive capacities achieve superior task completion, service quality, and member satisfaction outcomes (Laguía et al., 2021).

Results align with contemporary research demonstrating competency-performance linkages across organizational settings. Studies confirm that competence development enhances employee effectiveness through improved problem-solving, decision-making, and task execution capabilities (Paais & Pattiruhu, 2020; Suhartini et al., 2023). Cooperative enterprises emphasizing systematic training, skill development, and continuous learning demonstrate sustained performance advantages supporting member welfare and institutional sustainability.

Practical implications suggest management prioritize competency frameworks identifying critical capabilities, structured training programs addressing skill gaps, and performance support systems facilitating knowledge application. Investment in workforce development yields organizational returns through enhanced service delivery, operational efficiency, and competitive positioning.

Internal Communication Effects on Employee Performance

Statistical analysis reveals insignificant internal communication effects on performance ($t=0.142$, $p=0.888$), contradicting theoretical expectations and prior research findings. Communication quality does not independently predict performance outcomes when controlling for competence and culture variables in current model specification.

Findings diverge from communication research emphasizing information exchange importance for coordination, engagement, and performance (Men et al., 2020). Potential explanations include measurement limitations, sample size constraints, or contextual factors moderating communication-performance relationships. Cooperative communication patterns may operate indirectly through competence development or cultural mechanisms rather than exhibiting direct performance effects.

Alternative interpretation suggests communication infrastructure adequacy at KSP CU. Budi Murni, where established information systems prevent communication deficiencies from constraining performance. Organizations achieving communication threshold levels demonstrate diminished marginal returns from additional communication quality improvements (Karanges et al., 2015).

Despite statistical insignificance, management should maintain communication effectiveness through regular information sharing, feedback mechanisms, and collaborative platforms. Communication supports organizational functioning, employee satisfaction, and relationship quality even absent direct performance effects in regression models.

Organizational Culture Effects on Employee Performance



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Analysis indicates insignificant organizational culture impacts on performance ($t=0.946$, $p=0.350$), suggesting cultural factors do not independently influence outcomes in current investigation. Results contrast with extensive research demonstrating culture-performance associations across industries and contexts (Flamholtz & Randle, 2021).

Potential explanations include cultural homogeneity within cooperative settings, where shared values and behavioral norms exhibit limited variation affecting performance differentiation. Alternatively, culture may operate through mediated pathways influencing competence development, motivation, or engagement rather than exerting direct performance effects (Denison, 2021).

Measurement considerations may contribute to insignificant findings, as cultural assessment complexity challenges quantitative capture of deep-level assumptions, values, and behavioral norms. Longitudinal designs and qualitative methods might better illuminate cultural influences on performance trajectories (Sattayaraksa & Boon-itt, 2016).

Despite statistical results, organizational culture remains strategically important for identity formation, member commitment, and long-term sustainability. Management should cultivate positive cultures emphasizing cooperation, member service, and continuous improvement supporting organizational mission and competitive positioning.

Simultaneous Effects and Model Implications

Collective analysis confirms significant simultaneous effects of competence, internal communication, and organizational culture on employee performance ($F=9.590$, $p=0.000$). Model explains 40.4% of performance variance, demonstrating meaningful but incomplete predictive power. Remaining variance reflects additional factors including individual motivation, leadership quality, work environment, compensation systems, and personal characteristics (Aboramadan et al., 2021).

Competence dominance as primary predictor suggests capability-focused human resource strategies yield optimal performance outcomes. Organizations should prioritize systematic competency development while maintaining supportive communication and cultural infrastructures enabling workforce effectiveness.

Findings contribute to cooperative management literature by identifying performance determinants in community-based financial institutions. Results inform evidence-based human resource practices supporting member welfare, organizational sustainability, and rural economic development objectives.

Conclusion

This investigation examined competence, internal communication, and organizational culture effects on employee performance at KSP CU. Budi Murni Aek Kanopan. Multiple linear regression analysis confirms significant positive competence effects ($t=3.270$, $p=0.002$), while internal communication and organizational culture demonstrate insignificant independent influences. Simultaneous analysis validates collective model significance ($F=9.590$, $p=0.000$) with 40.4% explanatory power.

Competence emerges as the dominant performance predictor ($\beta=0.536$), indicating workforce capability development represents critical success determinant. Findings support Human Capital Theory principles that knowledge, skills, and abilities investments enhance organizational effectiveness and competitive positioning. Results validate strategic emphasis on employee development, training programs, and competency frameworks supporting performance excellence.

Research limitations include single-organization focus, cross-sectional design preventing causal inference, and 40.4% explanatory power indicating unmeasured performance determinants. Sample size constraints ($n=39$) limit statistical power for detecting modest effects and conducting complex moderation analyses. Self-report measurement introduces potential response bias affecting validity.

Future research should expand sample sizes across multiple cooperatives enabling comparative analysis and generalization. Longitudinal designs would illuminate developmental trajectories, causal mechanisms, and temporal dynamics shaping performance outcomes. Additional variables including leadership, motivation, compensation, and work environment would enhance explanatory comprehensiveness. Qualitative methods



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could deepen understanding of cultural influences, communication processes, and competency applications in cooperative contexts.

Managerial Implications

Competency Development Priorities:

- Implement systematic training needs assessment identifying critical skill gaps across operational functions
- Design structured development programs incorporating technical training, interpersonal skill building, and adaptive capability enhancement
- Establish mentoring systems pairing experienced employees with newer staff facilitating knowledge transfer and socialization
- Create performance support tools including job aids, procedural guides, and reference materials enabling immediate capability application

Communication Infrastructure Maintenance:

- Sustain regular information sharing through staff meetings, digital platforms, and collaborative spaces
- Develop feedback mechanisms enabling upward communication, suggestion systems, and responsive management engagement
- Ensure communication clarity, timeliness, and accessibility supporting coordination and collective understanding

Cultural Reinforcement:

- Articulate cooperative values emphasizing member service, collaboration, and community development
- Model desired behaviors through leadership example and recognition systems rewarding cultural alignment
- Facilitate new employee socialization transmitting norms, expectations, and organizational identity
- Monitor cultural health through climate assessments and member feedback mechanisms

Integrated Human Resource Strategy:

- Align competency frameworks, communication systems, and cultural initiatives supporting unified performance objectives
- Allocate resources prioritizing workforce development yielding documented performance returns
- Establish continuous improvement processes reviewing performance data and adjusting interventions accordingly
- Develop succession planning ensuring capability continuity and organizational resilience

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