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The Effect of Competence, Communication and Organizational Commitment on the Employee Performance of Gunung Kerinci Sub-District Office of Kerinci District

Hermanto[1], Tilsof Yanto[2], Muria Funderika[3], Asri Cayani[4], Anne Putri[5]

[1234]*Sekolah Tinggi Ilmu Ekonomi "KBP" Padang, Sumatera Barat, Indonesia*
[5]*Institut Teknologi dan Bisnis Haji Agus Salim, Bukittinggi, Indonesia*

ABSTRACT : This study aims to determine the effect of competence, communication and organizational commitment on employee performance at the Gunung Kerinci Sub-District Office, Kerinci District because of decreased employee competence, communication between employees is not harmonious, organizational commitment is not maintained, and performance is less stable for the employees of the Gunung Kerinci Sub-District Office, Kerinci District. This type of research uses a quantitative approach with multiple linear regression methods. Data collection techniques using questionnaires, observation and interviews. Respondents of this study were 57 employee of the Gunung Kerinci Sub-district Office, Kerinci District. The sampling method uses is the total sampling method in which the entire population in this study is used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 24.0. From the results of this study it is found that partially competence has a significant effect on employee performance, communication has a significant effect on employee performance, organizational commitment has a significant effect on employee performance, and competence, communication and organizational commitment have a significant effect on employee performance at Gunung Kerinci Sub-district Office, Kerinci District.

Keywords -competence, communication, organizational commitment, employee performance

I.   INTRODUCTION

This very important position of human resources requires organizations to give serious attention to the management of their human resources. This management is carried out through the human resource management process. The aim is to increase the contribution of supervision to the process of achieving company goals. through capacity building, communication and achievement of the Organizational Targets of Law no. 9 of 2015 Commitment.

According to Law Number 9 of 2015 concerning Regional Management, the main function of local government is public services. Based on this paradigm, local government officials, especially street government officials, must be able to provide the best service to the community. On the other hand, the implementation of regional autonomy is essentially about bringing services closer to the city and making the environment the closest organization to the city—the district government.

For the Gunung Kerinci Sub-District Office, Kerinci District, performance issues are an important factor because it is one of the 16 (sixteen) sub-districts in Kerinci District. Therefore, the performance of employees in Gunung Kerinci Regency is very influential on the success of regional government administration, especially in regional autonomy. One of the phenomena that occurred was a big problem that occurred at the Gunung Kerinci Sub-District Office, Kerinci District.

Determining the Performance of the Gunung Kerinci Sub-District Office, Kerinci District, implementing effective, transparent, accountable, and results-oriented governance. The performance plan that has been set becomes a benchmark for the success of the organization and becomes the basis for assessing accountability for performance at the end of the budget year. The focus of service is basically on problems in the planning process, implementation, and the results obtained after the work is completed. In government agencies, performance is often referred to as a response to the success or failure of the initial goals set by work plans and policies.

The problem with employee skills at the Gunung Kerinci Sub-District Office, Kerinci District, is that not all employees can carry out their duties properly and fill employees in positions that are not in accordance

with their experience and background. Therefore, the ability of employees is not a problem in itself, but is influenced by other factors, namely previous education and industry experience, communication between employees, and the organization's willingness to implement.

Employee competence is also an important factor in achieving employee performance, because employee abilities reflect employee performance, because employee abilities describe the ability and willingness of employees to complete the tasks assigned to them. The better the skills of the employee, the better the expectations. Personnel performance, taking into account the many capabilities in the personnel process, will further improve personal performance, and ultimately improve the performance of everyone who works in it. In other words, working hard to improve business performance means improving everyone's performance.

According to Armstrong and Baron in (Abdullah, 2014), competence is a behavioral dimension behind competency performance, which shows how people behave when carrying out their duties well. Meanwhile, according to (Wibowo, 2013), this ability is now considered as one of the factors that affect performance. Skills are needed to help organizations create a great work culture, and many of the skills used by human resources will improve performance. Mc. Lelland in (Moeheriono, 2013), ability is a basic quality of a teacher, and is a key factor in the success or failure of a person at work or in certain situations.

The problem with employee skills at the Gunung Kerinci Sub-District Office, Kerinci District, is that not all employees can carry out their duties properly and fill employees in positions that are not in accordance with their experience and background. Therefore, the ability of employees is not a problem in itself, but is influenced by other factors, namely previous education and industry experience, communication between employees, and the organization's willingness to implement.

This research was conducted at the Gunung Kerinci Sub-district Office, Kerinci District, where in this agency itself, communication between employees and superiors is still low, the phenomenon of employees experiencing obstacles in communicating with superiors and other employees. According to (Prabasari, 2013), Establishing smoother, faster, and more effective communication can more quickly establish a good cooperative relationship. Good and effective communication must improve the performance of all employees.

Based on this description, finally the author is interested and wants to discuss in research on "The Effect of Competence, Communication and Organizational Commitment on the Employee Performance of Gunung Kerinci Sub-District Office of Kerinci District".

The objectives to be achieved in this research are to find out:

1. The effect of competence on the performance of the Gunung Kerinci Sub-District Office Employees of KerinciDistrict.
2. The effect of communication on the performance of the Gunung Kerinci Sub-District Office Employees of KerinciDistrict.
3. The effect of organizational commitment on the performance of the Gunung Kerinci Sub-District Office Employees of KerinciDistrict.
4. The effect of competence, communication and organizational commitment on the performance of the Gunung Kerinci Sub-District Office Employees of Kerinci District.

II.   LITERATURE REVIEW

1. Competence

According to (Ruky., 2006) competence is a basic characteristic of a person (individual) that affects the way of thinking and acting, making generalizations to all situations faced and lasting long enough in humans. According to Armstrong and Baron in (Abdullah, 2014), competence is the behavioral dimension behind competence, which shows how people behave when carrying out their duties well. Meanwhile, according to (Wibowo, 2013), this ability is now one of the factors that affect performance. Skills are needed to help organizations create a great work culture, and many of the skills used by human resources will improve performance. Mc. Lelland in (Moeheriono, 2013), ability is a basic quality of a teacher, and is a key factor in the success or failure of a person at work or in certain situations. According to Abdullah, (2014) in (Ruky., 2006), the dimensions and indicators of competence are; a) Consistency and attitude, b) Value and information systems, c) Scope of work, d) Ability to complete technical tasks, e) Ability to complete managerial tasks.

2. Communication

Communication and employee performance according to (Sudarwan, 2010), useful communication between managers and subordinates and between colleagues is a necessary condition for building morale in the team. Then (Anwar Prabu., 2012), suggests that when all employees communicate, good performance will be formed. There is a process of communication between superiors and subordinates, top management and employees. Good horizontal and vertical communication skills also have an impact on good employee performance. This is reinforced by the opinion of (Robbins, 2008), that communication carries out 4 (four) main functions within a group or within an organization, namely: (1) Communication functions as a controller

(control, supervision); (2) Communication functions as a motivating tool; (3) Communication serves as an emotional expression; and (4) Communication serves to convey information. As for (Effendy, 2008) the following communication indicators; a) Communication among employees, b) Communication with employees of other sections, c) Communication between heads of departments, d) Coordination of leaders with employees, e) Coordination between fellow employees.

3. Organizational Commitment

According to (Kreitner & Kinicki, 2005), organizational commitment reflects how a person agrees with the organization and is bound by it. It is suggested that managers increase job satisfaction to achieve higher levels of engagement. In addition, greater participation can facilitate the achievement of higher productivity. Understanding organizational commitment according to (Riggio, 2013), (Mowday, 1982), organizational participation is understood as all feelings and attitudes of employees towards everything related to the organization where they work, including their work. (Mowday, 1982), shows that organizational participation does not only mean passive loyalty, but also includes positive relationships and the desire of employees to make meaningful contributions to the company. According to (Rivai, 2014), the following are indicators of organizational commitment; a) Ability to foster good cooperation and relationships, b) Effective ability, c) Participatory leadership, d) Ability to delegate tasks or time, e) Ability to delegate tasks or authority.

4. Performance

The term performance comes from the word work performance or actual performance, namely work performance or achievements that are actually achieved by someone. According to (Anwar Prabu., 2012), performance is the result of the quality and quantity of tasks performed by employees in accordance with the responsibilities given. Furthermore, according to (Hasibuan, 2014), achievement is an achievement given by someone in completing the task given to him based on skills, experience, sincerity and time. Achievement is a description of the level of achievement in the implementation of activities/plans/policies in achieving goals, objectives, mission, vision and organization. Basically the concept of performance refers to the responsibility of individuals or organizations in carrying out the authority and responsibilities given to them. Indicators to measure individual employee performance are as follows, namely (Robbins, 2008); a) Quality, b) Quantity, c) Timeliness, d) Effectiveness, e) Independence.

5. Framework of Thinking

Based on the theoretical basis and the formulation of research problems as described previously, the conceptual framework used in this study can be seen as follows:
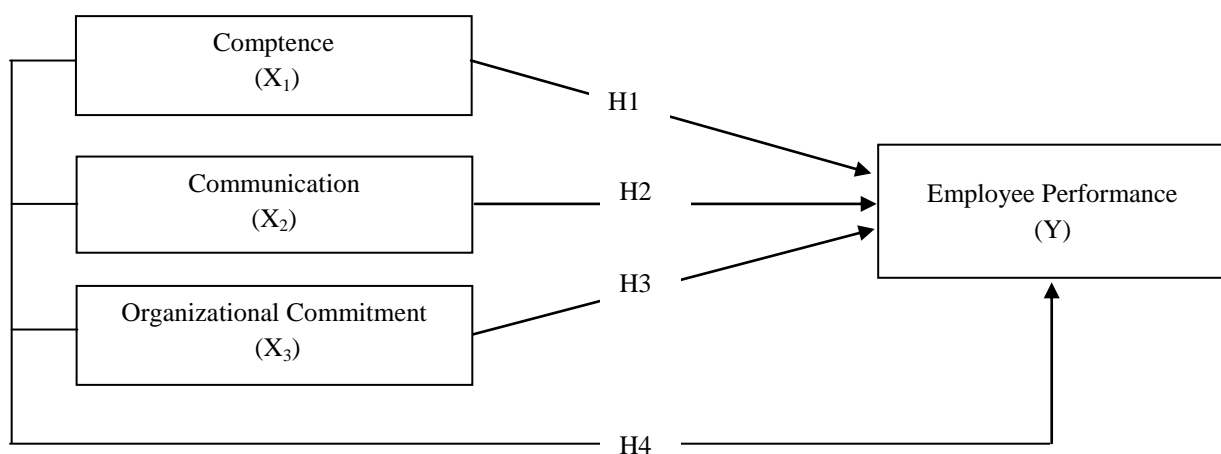
Figure 1. Research Conceptual Framework

6. Hypothesis

Based on the conceptual framework above, in this study the following hypotheses can be formulated:

H1   :   Competence affects the performance of the Gunung Kerinci Sub-District Office Employees, Kerinci District.

H2   :   Communication has an effect on the performance of the Gunung Kerinci Sub-District Office Employees, Kerinci District.

H3 : Organizational Commitment affects the performance of the Gunung Kerinci Sub-District Office Employees, Kerinci District.

H4 : Competence, communication and organizational commitment simultaneously affect the performance of the Gunung Kerinci Sub-District Office Employees, Kerinci District.

III. RESEARCH METHODS

1. Types of Research

Based on the formulation, objectives and research hypotheses, the method used in this research is quantitative research to determine the effect between variables. This study aims to determine the effect of Competence (X1), Communication (X2), Organizational Commitment (X3) on Performance (Y). The object of this research is the employee of the Gunung Kerinci Sub-District Office, Kerinci District.

2. Population and Sample

This sampling technique uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017), The reason for taking total sampling is because according to (Sugiyono, 2017), the population is less than 100 The entire population was used as a research sample, so the sample in this study was the same as the population, namely all employees of the Gunung Kerinci District Office, Kerinci Regency, amounting to 57 (fifty seven) people.

This research was conducted at the Gunung Kerinci sub-district office on Jalan Lintas Sungai Penuh - Padang No.16, Siulak Deras, Mt. Kerinci, Kerinci District, Jambi (37162), and this research was conducted from June to October 2021.

3. Data Analysis

Characteristics of Respondents

The general description of the characteristics of respondents in this study was measured based on 5 (five) categories, namely gender, age, education level, class and tenure. The following characteristics of research respondents are presented in Table 1 below:

Table1.*Characteristics of Research Respondents (n=57)*

Profile	Category	Civil Servants (People)	Honorary (People)	Percentage (%)
Gender	Male	16	11	47
	Female	9	21	53
Age	< 25 Years	-	2	4
	25-35 Years	4	14	31
	35-50 Years	11	14	44
	> 50 Years	10	2	21
Education	Senior High School	2	11	23
	DIPLOMA	1	9	18
	Bachelor degree	17	12	51
	Master Degree	5	-	8
Echelon	I	1	-	2
	II	1	-	2
	III	18	-	31
	IV	5	-	9
	Honorary	32	-	56
Years of service	< 5 Years	5	4	16
	5-10 Years	6	7	23
	10-20 Years	7	21	49
	> 20 Years	7	-	12

Source: Primary Data, Gunung Kerinci Sub-District Office, Processed by the Author in 2021

In Table 1 above, it can be seen that based on gender, most of the respondents are female, namely 53 percent while the rest are male as much as 47 percent. This data shows that the employees of the Gunung Kerinci Sub-District Office are dominated by female which will certainly provide opportunities to have high work performance at work.

Based on age, the majority of respondents were aged between 35-50 years, namely 44 percent, followed by the age group between 25-35 years, namely 31 percent, then the age group above 50 as much as 21

percent and under 25 years as much as 4 percent. This data shows that in general the employees of the Gunung Kerinci Sub-District Office are still of productive age and can provide objective answers to the questionnaire so as to provide opportunities to improve their performance in carrying out their duties. This data shows that in general, employees are at a mature age and have high work experience so that they have a high opportunity to improve their work performance in carrying out their duties.

Based on the level of education, most of the respondents are Bachelor Degree education, which is 51 percent, followed by the Senior High School education level as much as 23 percent, Diploma education level as much as 18 percent and Master degree as much as 8 percent. This data shows that the employees of the Gunung Kerinci Sub-District Office have a fairly high level of education, because the level of education of employees plays a role in shaping the mindset in carrying out work. Thus, the level of undergraduate education that is in the scope of the Gunung Kerinci Sub-District Office employees can contribute to improving employee performance.

Based on this group, the majority of respondents are honorary as many as 56 percent, followed by echelon III, which is 31 percent, echelon IV as much as 9 percent and those who have echelon I and II each are 2 percent. This shows that some employees of the Gunung Kerinci Sub-District Office have a class or rank that has met the criteria for occupying certain positions.

Based on years of service, most respondents have a tenure of 10-20 years as much as 49 percent, then followed by a period of 5-10 years as much as 23 percent, under 5 years as many as 16 percent and 12 percent over 20 years. This data shows that in general the employees of the Gunung Kerinci Sub-District Office have a fairly high tenure. This data shows that the employees of the Gunung Kerinci Sub-District Office have high work experience in carrying out tasks which will certainly have an impact on improving employee performance.

Description of Research Results

The results in this study describe the effect of competence, communication, and organizational commitment on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. The results of this study are based on the results of the instruments given to the respondents, totaling 57 (fifty-seven) respondents. In general, the results of this study can be seen in the following table:

Table2.Variable Descriptive Analysis

	N	Min	Max	Sum	Mean
	Stat	**Stat**	**Stat**	**Stat**	**Stat**
Competence	57	36	49	2427	42.58
Communication	57	38	49	2413	42.33
Organizational Commitment	57	36	48	2448	42.95
Performance	57	38	49	2402	42.14
Valid N (listwise)	57				

	Std. Dev	Item	Level of Achievement	
	Stat	**of Question**	**(%)**	**Description**
Competence	3.698	10	85.16	Good
Communication	2.936	10	84.67	Good
Organizational Commitment	3.014	10	85.89	Good
Performance	2.793	10	84.28	Good
Valid N (listwise)				

Source: Primary Data, processed with IBM SPSS 24.0, 2021

From the table above, it can be seen that each variable has an average of 42.14 percent to 42.95 percent and the Respondent Achievement Level is between 84.28 percent and 85.89 percent with an average 85 percent. This can be interpreted that each respondent variable has an average response category of Good.

Classic Assumption Test
a. Normality Test

To detect the normality test in this study using the Kolmogorov-Smirnov test. The basis for making decisions from this normality test is to look at the Asymp probability. Sig (2-tailed). If the probability Asymp. Sig (2-tailed) $\geq$ 0.05, then the residual data is normally distributed. In the following, the results of the normality test using the One Sample Kolmogorov Smirnov Test are presented. Based on calculations via a computer using the IBM SPSS for Windows Version 24.0 program, the following results are obtained:

Table 3. Normality Test Results

No.	Variable	Asymp. Sig	Limit Value	Conclusion
1	*Standardized Residual*	0.200	0.05	Normal Distribution

Source: Primary Data, (2021)

In table 3 above, it can be seen where the standardized residual variable has a significant value of 0.200, greater than 0.05. Thus it can be concluded that the confounding variable (residual) in each variable is normally distributed.

b. Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation. A good regression model is one with homoscedasticity or no heteroscedasticity. To detect the presence or absence of heteroscedasticity, the Glejser test can be used. The Glejser test is carried out by regressing the independent variable to the unstanaardized residual value. If the significant value is greater than 0.05, it means that there are no symptoms of heteroscedasticity. Based on calculations via a computer using the IBM SPSS for Windows Version 24.0 program, the following results are obtained:

Table4.Heteroscedasticity Test

No.	Variable	Absolute Residual (RES_ABS)	
		Significant	Conclusion
1.	Competence	0.921	Non-Heteroscedasticity
2.	Communication	0.959	Non-Heteroscedasticity
3.	Organizational Commitment	0.615	Non-Heteroscedasticity

Source: Primary Data, (2021)

From table 4 above, it can be seen that the significant value of the variables has a significant value greater than 0.05, so it can be concluded that the regression model is good or there is no heteroscedasticity.

c. Multicollinearity Test

The multicollinearity test aims to test whether the independent variables effect each other in the regression model. How to determine the presence or absence of multicollinearity in the regression model can be done by looking at the telerence and variance inflation factor (VIF) values. If the tolerance value is < 0.10 or the VIF value is > 10 then there is multicolonearity, if the tolerance value is > 0.10 or the VIF value is < 10 then there is no multicolonearity. The results of this multicolonearity test are seen as follows:

Table5.Multicolonearity Test

No.	Independent Variable	Tolerance	VIF	Conclusion
1.	Competence	0.455	2.200	Non-Multicolonearity
2.	Communication	0.310	3.221	Non-Multicolonearity
3.	Organizational Commitment	0.532	1.880	Non-Multicolonearity

Source: Primary Data, (2021)

From table 5 above, it can be concluded that the independent variables, namely competence, communication, and organizational commitment are declared free from multicolonearity because the three independent variables have tolerance values greater than 0.10 and VIF less than 10.

4. Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable. The magnitude of the influence of the independent variables with the dependent variable can be calculated through a multiple regression equation. Based on computer calculations using the IBM SPSS for Windows Version 24.0 program, the following is a recap table for the results of the regression coefficient values, tcount, significance value, nilai Fcount, and R Square value (R2). The results can be seen in the following table:

Table6.Recap of Multiple Linear Regression Analysis Test Results

Variable	Regression coefficient	t_{count}	Sig.
Constant	14.173		
Competence	0.579	6.825	0.000
Communication	0.616	4.766	0.000
Organizational Commitment	0.685	7.117	0.000
F_{count} = 40.474	**Sig.** 0.000		
R^2 = 0.696			

Source: Primary Data, (2021)

From table 6 above, the form of the regression equation model for the effect of competence, communication, and organizational commitment on performance is as follows:

$$Y = 14{,}173 + 0{,}579X1 + 0{,}616X2 + 0{,}685X3 + e$$

Explanation of the above equation:

α= 14.173; it means that without the effect of competence, communication, and organizational commitment, the existing performance is 14.173 percent.

b1= 0.579; it means that there is a positive effect between the competence variable (X1) on performance (Y). This shows that the increase or increase in competence, it will improve performance. The competency regression coefficient value is 0.579, meaning that for every increase in one unit of competence, the performance increases by 57.9 percent.

b2= 0.616; it means that there is a positive effect between the communication variables (X2) on performance (Y). This shows that the higher or higher the communication, it will increase the performance. The value of the communication regression coefficient is 0.616, meaning that for every increase in one unit of communication, the performance increases by 61.6 percent.

b3= 0.685; it means that there is a positive effect between organizational commitment variables (X3) on performance (Y). This shows that the increase or increase in organizational commitment, will affect performance. The regression coefficient value for organizational commitment is 0.685, meaning that every time there is an increase in one unit of organizational commitment, the performance will increase by 68.5 percent.

t Test (partial)

This (partial) t-test is intended to determine the effect of partially (individual) competence, communication and organizational commitment on performance. From table 6, a partial test (t test) of each causal variable (independent) can also be carried out on the effect variable (dependent) as follows:

1. The Effect of Competence (X1) on Performance (Y)
    The results of the analysis of the effect of the competence variable (X1) on the Performance variable (Y) obtained the value of tcount = 6.825 (df = 57-4 = 53; ttable = 2.00575); (tcount > ttable), with a significant level of 0.000 < 0.05, as a result, hypothesis one (H1) is accepted. The results of the analysis show that partially there is a significant effect between the competency variables on the performance of the Gunung Kerinci Sub-District Office employees, Kerinci District.

2. The Effect of Communication (X2) on Performance (Y)
    The results of the analysis of the effect of the communication variable (X2) on the performance variable (Y) obtained the value of tcount = 4.766 (df = 57-4 = 53; ttable = 2.00575); (tcount > ttable), with a significant level of 0.000 < 0.05, as a result, hypothesis two (H2) is accepted. The results of the analysis show that partially there is a significant effect between the communication variables on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District.

3. The Effect of Organizational Commitment (X3) on Performance (Y)
    The results of the analysis of the effect of the organizational commitment variable (X3) on the performance variable (Y) obtained the value of tcount = 7.117 (df = 57-4 = 53; ttable = 2.00575); (tcount > ttable), with a significant level of 0.000 < 0.05, as a result the third hypothesis (H3) is accepted. The results of the analysis show that partially there is a significant effect between the variables of organizational commitment on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District.

F Test (simultaneous)

The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From table 6, it can also be done a simultaneous test (F test) of the independent variables together (simultaneously) on the dependent variable.

The results of the analysis of the effect of competence (X1), communication (X2), and organizational commitment (X3) simultaneously (together) on performance (Y), obtained the Fcount value of 40.474 with a significance probability of 0.000 <0.05. With df1 = (k–1) = 3, df2 = 57 - 4 = 53, Ftable 2.78, then Fcount > Ftable or 40,474 > 2.78, consequently the hypothesis is accepted. The results of the analysis show that simultaneously (together) there is a significant effect between the variables of competence, communication, and organizational commitment on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District.

Coefficient of Determination Test (R2)

Table7.*R Square Result*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.834[a]	0.696	0.679	1.583

Source: Primary Data, Processed with IBM SPSS 24.0 2021. Appendix 7

Based on the results of the calculation of the regression estimation, the adjusted coefficient of determination or R Square is 0.696, meaning that 69.6 percent of the variation of all independent variables can explain the dependent variable, while the remaining 30.4 percent is explained by other variables not examined in this study.

Because the value of R2 is not close to or away from 0 (zero) and close to 1 (one), then the contribution (effect) of the independent variable simultaneously on the dependent is large.

5.   Discussion

The Effect of Competence on Employee Performance

The first objective of this study was to determine the effect of competence on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. The results of statistical analysis using multiple linear regression show that the first hypothesis is accepted. The results of the analysis of the effect of the competence variable (X1) on the Performance variable (Y) obtained the value of tcount = 6.825 (df = 57-4 = 53; ttable = 2.00575) (tcount > ttable), with a significant level of 0.000 < 0.05, consequently the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. The results of the analysis show that partially there is a significant effect between the competency variables on the performance of the Gunung Kerinci Sub-District Office employees, Kerinci District. The results of this study indicate that competence has a significant effect on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. Thus, it can be concluded that the performance of the employees of the Gunung Kerinci Sub-district Office, Kerinci District, is determined by competence.

According to Armstrong and Baron in (Abdullah, 2014), competence is a behavioral dimension behind competent performance that shows how people behave when they carry out their roles well. Meanwhile, according to (Wibowo, 2013), that competence is said to be one of the factors that affect performance. Competence is needed to help organizations create a high work cultures, the many competencies used by human resources will improve performance. Mc. Lelland in (Moeheriono, 2013), competence is a basic characteristic of a teacher which is a determining factor for a person's success or failure in doing a job or in a certain situation.

The results of research conducted by (Firdaus., 2017), that competence has a significant effect on the performance of BPS employees in Pangkal Pinang City and BPS in Bangka District. (Muh, Rizal. S, & Muh, 2019), stated in his research that competence has a positive and significant effect on employee performance at the Mochammad Natxir Education Foundation in Makassar. As well as the results of research from (Elinar Beti, 2016), that the competence variable partially has a positive and significant effect on the performance of Bappeda employees in Morowali District.

So it can be concluded that competence will improve employee performance.

The Effect of Communication on Employee Performance

The second objective of this study was to determine the effect of communication on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. The results of statistical analysis using multiple linear regression indicate that the second hypothesis is accepted. The results of the analysis of the effect of the communication variable (X2) on the employee performance variable (Y) obtained the value of tcount = 4.766 (df = 57-4 = 53; ttable = 2.00575); (tcount > ttable), with a significant level of 0.000 < 0.05, as a result the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. The results of the

analysis show that partially there is a significant effect between the communication variables on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District.

The results of this study indicate that communication has a significant effect on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. Thus, it can be concluded that the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District, is affect by communication.

Communication and employee performance according to (Sudarwan, 2010), that a conducive communication climate between leaders and subordinates or vice versa, and between fellow employees is a necessity for the creation of work spirit in the group. Then give a statement that the formation of good performance (Mangkunegara, 2012), is produced if there is communication between all employees. The communication process that exists between superiors and subordinates, between top management and workers/employees. The ability to communicate horizontally and vertically well will have an impact on good employee work performance as well.

In his research (Resty Fawzia Anjani, 2014), stated that communication affects the performance of FEB UMS employees. As well as the results of research from (Riski Darmawan, 2015), also states the same thing that communication (X1) partially has a significant determination on performance (Y) on the Palu City Inspectorate employees. And also supported by research results from and also supported by research results from (Dindi Wandi, dkk, 2019), that communication has a positive and significant influence on employee performance at BPBD Banten Province.

So it can be concluded that communication will improve employee performance.

The Effect of Organizational Commitment on Employee Performance

The third objective of this study was to determine the effect of organizational commitment on employee performance at the Gunung Kerinci Sub-District Office, Kerinci District. The results of statistical analysis using multiple linear regression indicate that the third hypothesis is accepted. The results of the analysis of the effect of the organizational commitment variable (X3) on the performance variable (Y) obtained the value of tcount = 7.117 (df = 57-4 = 53; ttable = 2.00575); (tcount > ttable), with a significant level of 0.000 < 0.05, as a result the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. The results of the analysis show that partially there is a significant effect between the variables of organizational commitment on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District.

The results of this study indicate that organizational commitment has a significant effect on the employees of the Gunung Kerinci Sub-District Office, Kerinci District. Thus, it can be concluded that the performance of the employees of the Gunung Kerinci Sub-district Office, Kerinci District, is determined by organizational commitment.

In (Kreitner & Kinicki, 2005), explains that organizational commitment reflects how an individual identifies with the organization and is bound by its goals. Managers are advised to increase job satisfaction in order to get a higher level of commitment. Furthermore, higher commitment can facilitate the realization of higher productivity.

Based on the results of research conducted by Patter (2016), Motivation (X1) and Organizational Commitment (X2) together have a positive and significant contribution or effect on the performance of employees (Y) of PT Challenger Tangerang. As well as research results and research results (Arina Nurandini, 2014), found that affective commitment, continuity commitment and normative commitment together (simultaneously) affect employee performance. Study on Perum Perumnas Jakarta employees.

So it can be concluded that organizational commitment will improve employee performance.

The Effect of Competence, Communication and Organizational Commitment on Employee Performance

The fourth objective of this study was to determine the effect of competence, communication, and organizational commitment on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District.

Based on the research, the Gunung Kerinci Sub-district Office, Kerinci District is good, judging from the respondents' responses of 84.28 percent, stating that the performance is good. This means that the employees of the Gunung Kerinci Sub-District Office in Kerinci District are very serious about doing their jobs and trying to complete them on time.

Hypothesis testing, from the ANOVA test (Simultaneous Test / F Test) obtained the Fcount value of 40.474 with a significance probability of 0.000 <0.05. With df1 = (k–1) = 3, df2 = 57 - 4 = 53, Ftable 2.78, then Fcount > Ftable or 40.474 > 2.78, as a result Ho is rejected and Ha is accepted. The results of the analysis show that simultaneously (together) there is a significant effect between the variables of competence, communication, and organizational commitment on the performance of the employees of the Gunung Kerinci Sub-district Office, Kerinci District, it can be concluded that the fourth hypothesis (H4) which reads competence, communication, and organizational commitment The performance of the Gunung Kerinci Sub-District Office employees, Kerinci District is accepted, therefore the fourth hypothesis (H4) can be accepted.

According to (Mangkunegara, 2012), that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he gives. Meanwhile, according to (Dessler, 2010), states that the performance (performance) of employees is the actual achievement of employees compared to the expected performance of employees. Expected work performance is standard performance that is compiled as a reference so that employees can see the performance of employees according to their position compared to the standards made. Meanwhile, according to (Sedarmayanti, 2013), states that performance is translated into performance, also means work performance or work performance or work appearance. Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time (Hasibuan, Malayu S. P., 2012).

From the results of the study (Riski Darmawan, 2015), there is the effect of communication, organizational commitment and motivation on the performance of the Palu City Inspectorate Employees, in line with the results of research conducted by (Sekar, Laeleni. Azzam, jasin. & Lili, 2015), there is the influence of competence, and Organizational Commitment to Employee Performance (Case Study of PT Utomo Ladju).

IV.   CONCLUSION

Based on the results of testing and discussing the hypotheses that have been described in previous chapters, several conclusions can be drawn as follows, Competence has a significant effect on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. Communication has a significant effect on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. Organizational commitment has a significant effect on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. Competence, communication, and organizational commitment together have a significant effect on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District.

Based on the results of the low respondent's level of achievement, the authors put forward the following suggestions, namely to the Regent of Kerinci so that they can contribute in increasing competence, communication and organizational commitment to each employee, especially employees who are in the Gunung Kerinci Sub-District Office, so that it can improve employee performance which will also have a positive effect on regional development, especially in Gunung Kerinci Sub-District. To the Head of the Gunung Kerinci Sub-district, in particular, providing more intensity to increase competence, good communication, and supportive organizational commitment to the Gunung Kerinci Sub-District Office. To the Gunung Kerinci Sub-district Office, especially on the part of providing and procuring office facilities and infrastructure so that they can always pay attention to the availability of information and values that can be easily accessed anytime and anywhere if needed by employees at the Gunung Kerinci Sub-District Office. To the employees of the Gunung Kerinci Sub-District Office so that they can always establish good communication with colleagues for the work that has been completed so that they can achieve common goals. To the employees of the Gunung Kerinci Sub-district Office to be able to ask or communicate things that are not known to other employees at work, so that things that are not known can become known in solving problems found at work. To the leadership when working at the Gunung Kerinci Sub-District Office in order to provide equal opportunities to every employee in discussions, and to always be willing to carry out the tasks delegated by the leadership properly. To the employees of the Gunung Kerinci Sub-District Office to always maintain and instill cleanliness starting from oneself, and maintain discipline in work so as to create effective working hours at the Gunung Kerinci Sub-District Office.

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