

Research article

THE INFLUENCE OF ORGANIZATIONAL SUPPORT, COMPETENCY AND CLIMATE COMMUNICATIONS ON THE PERFORMANCE OF THE MANAGEMENT OF CENTER FOR COMMUNITY LEARNING ACTIVITIES (PKBM) IN PADANG CITY

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ABSTRACT

This study aims to determine the effect of organizational support, competence and communication climate on the performance of the management of Community Learning Activity Centers (PKBM) in Padang City. This type of research is survey and descriptive research. The research sample consisted of 75 people the PKBM in Padang City. Data collected by questionnaire. The analysis used in this study is T test, F test and multiple linear regression using SPSS version 23.0 for Windows. The results showed, (1) organizational support has a positive and significant effect on the performance of the management, (2) competence has a positive and significant effect on the performance of the management, (3) communication climate has a positive and significant effect on the performance of the management and (4) Organizational Support, Competence and communication climate has a positive and significant effect simultaneously of the management of Community Learning Activity Centers (PKBM) in Padang City. Copyright © AJHSR, all rights reserved.

Keyword: *Organizational Support, Competence, Communication Climate, Performance of the Management*

PRELIMINARY

In the national education system, education is organized through three channels, namely formal, non-formal and informal education. Non-formal education is education that is provided for members of the community who need educational services that function as a substitute, supplement, and / or complement

to formal education in order to support lifelong education. On the non-formal route there is a Community Learning Activity Center (PKBM) which provides educational program services including Kindergarten, Childhood, PKW, Pursuing Package A, Package B, and Package C and others.

In order to improve the quality of education management, the capacity of the management of the Community Learning Activity Center (PKBM) in Padang City still needs to be developed. The existence of educational, social and economic limitations is a condition currently being faced by the management so that it has an impact on the management's performance. Fattah (2017: 72) states that performance is the performance of employees in carrying out all the tasks that are their responsibility. These assignments are usually based on predetermined success. To get optimal performance results, employees must be managed and managed as well as possible, so that human resources in an organization feel comfortable in carrying out their duties and get maximum results.

The results of the achievement of the performance of the management of the Community Learning Activity Center (PKBM) in Padang City in 2019 have not shown optimal results. The lack of variation in the strategies applied by the management in solving the problems faced by the Community Learning Activity Center (PKBM) in Padang City, has resulted in the vision and mission expected by the institution have not been achieved. From the results of accreditation, only 14 of the 50 Community Learning Activities Center (PKBM) institutions in Padang City were accredited, this indicates that the performance of the management is not optimal, it can be seen in the following table.

Table 1.
Accreditation PKBM
At Padang city year 2019

No	Accreditation program	Summary
1	Accredited	14
2	In processed	4
3	Not yet Accreditation	32

Source: data, 2019

From Table 1. it can be seen that PKBM in Padang City have been accredited only 14 institutions, in the accreditation process 4 institutions, while 32 PKBM institutions in Padang City have not been accredited. The results of observations and interviews conducted by researchers also indicated that the management's performance was low due to: 1) there were still managers who had not carried out their duties optimally, 2) there was no initiative of the administrators in creating educational programs in PKBM that were in accordance with the needs of the environmental community around PKBM and carry out programs from the government only. This condition indicates that the performance of the management of the Community Learning Activity Center (PKBM) in Padang City still needs to be improved.

Organizational support is one of the factors affecting the performance of the management of the Community Learning Activity Center (PKBM) in Padang City. Simanjuntak in Indrayani, et al (2018) states that the performance of each person depends on organizational support. Eisenberger et al in Setiadi, et al (2016) stated that employees who get support from their organization are less likely to look for other jobs or will not accept other job offers. Workers will feel supported by their organization when the rewards are fair, they have a say in decisions and when they see their boss as supportive. Organizational support is seen as very important for the behavior of its workers, this support can be in the form of attention from the leadership to their subordinates and can also be in the form of adequate facilities and infrastructure.

The results of interviews in December 2019 with the management, still felt the lack of organizational support for the Community Learning Activity Center (PKBM) in Padang City, where the perception of the management included: (1) the management felt the incentives received were smaller

than the tutor fees and the honorarium issued for assistance management of learning programs, (2) the administrators feel that the learning program management assistance provided by the Padang City Education Office from the APBD and APBN has not been fair and equitable so that it raises its own problems for the Community Learning Activity Center (PKBM) in Padang City who really needs funds to improve learning programs, (3) administrators feel that there is still low appreciation for the performance of the management of the Community Learning Activity Center (PKBM) in Padang City and (4) administrators feel that the facilities and infrastructure in supporting the learning program are inadequate. Research by Indrayani et al. (2018) found that organizational support has a positive and significant effect on employee performance. This means that if organizational support by the agency is of good quality, then the performance of these employees will not be hampered, conversely if the organizational support provided there are several obstacles such as poor leadership, poor work environment, lack of coordination with fellow employees will make hampered performance of employees.

Competence is also one of the factors that can affect the performance of the management of the Community Learning Activity Center (PKBM) in Padang City. It can be seen that the competence possessed by the management has not met the desired requirements which in the end causes the management's performance to tend to be stagnant or not increase. It is known from the educational level of the management of the Community Learning Activity Center (PKBM) in Padang City which is dominated by the final education is SMA (44%), it can be seen in the following table:

Table 2.
Education Rate of PKBM Management
At Padang city, year 2019

No	Last Education	Sum of person	%
1	High School	66	44
2	Diploma	36	24
3	Degree	48	32
Total		150	100

Source: education Agency, Padang city, 2019

From Table 2, it can be seen that the educational level of the management of the Community Learning Activity Center (PKBM) in Padang City is dominated by high school / equivalent graduates (44%), D3 / equivalent (24%) and Bachelor (S1) graduates (32%). Apart from the level of education, the capacity of the management of the Community Learning Activity Center (PKBM) in Padang City is still very low. The low ability of the administrators is because they become managers not because of their competence but because they have access to become administrators. The survey and interview result also show that 68% of PKBM administrators in Padang City have only had 5 years of management experience, while only 32% have managed PKBM for more than 5 years. It can be concluded that the competence of the management of the Community Learning Activity Center (PKBM) in Padang City is still low, so it needs to be improved so that the performance of the management is more optimal.

Research by Sudirman et al. (2017) found that competence has a significant effect on employee performance. If an employee has a strong competence in him, then the employee's performance will automatically be good too. Employees who work with low competencies will certainly find it difficult to complete the job, because competence is the ability that a person has to complete a job, where this ability comes from the education they have and the skills they master.

Another factor that is thought to have influenced the performance of the management of the Community Learning Center (PKBM) in Padang City is the communication climate. Muhammad in Azni, et al (2011) states that the communication climate is a crucial factor in institutions, especially in

the effort to achieve institutional goals effectively and efficiently. This means that a conducive communication climate will be able to create a harmonious relationship between administrators and tutors, tutors and learning citizens, and vice versa. However, from the results of interviews with the management of the Community Learning Activity Center (PKBM) in Padang City, information was obtained that in communicating the administrators and tutors tended to be unidirectional, namely from the administrator to the tutor, while from tutor to the administrator there was less good communication. There are still many problems with the level of trust between the board and tutors and tutors and other tutors. Tamburian research (2018) found that the communication climate has a significant effect on employee performance.

The objectives of this study were to determine: 1) The effect of organizational support on the performance of the management of the Community Learning Center (PKBM) in Padang City, 2) The influence of competence on the performance of the management of the Community Learning Activity Center (PKBM) in Padang City, 3) The influence of the communication climate on the performance of the management of the Community Learning Activity Center (PKBM) in Padang City, and 4) The influence of organizational support, competence and communication climate together on the performance of the management of the Community Learning Activity Center (PKBM) in Padang City.

THEORY AND HYPOTHESIS

Employee Performance

Sulaksono (2019: 91) defines employee performance as an assessment that is carried out systematically to find out the results of employee work and organizational performance. The opinion of Fattah (2017: 72) states that employee performance is an employee performance in carrying out all the tasks that are their responsibility. These assignments are usually based on predetermined success. According to Mangkunegara (2015: 67) the definition of performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties according to the responsibilities assigned to him. In line with Simontinak's opinion in Widodo (2015: 131) performance is the level of achievement of results for certain tasks carried out. Simultaneously also defines individual performance as the level of achievement or a person's work results from the goals that must be achieved or the tasks that must be carried out within a certain period of time. According to Kristanti and Pangastuti (2019: 44), employee performance indicators in this study are: (1) quantity, (2) quality and (3) timeliness.

Organizational Support

Rhoades and Eisenberger in Purnami (2017) reveal that organizational support is considered a global belief formed by every employee regarding their assessment of organizational policies and procedures. These beliefs are formed based on their experience with organizational policies and procedures, acceptance of resources, interactions with agents of the organization (eg supervisors) and their perceptions of the organization's concern for their well-being. The opinion of Danish, et al (2013: 313) that organizational support is an employee's expectation that the organization appreciates the contribution and work that employees do properly. Afipuddien and Sugiyono (2018) state that organizational support is an employee's belief in the extent to which the organization where he works appreciates contributions and cares for his welfare. Organizational support is defined as the extent to which employees think that their contribution is valued and the organization cares about its welfare or how far the organization is beside them (Indra, 2014: 589). According to Erdogan and Enders (2012: 8) organizational support is the degree of individual trust in the organization that the organization cares for it, assesses every input given and provides help and assistance to it. Indicators of organizational support in this study according to Eisenberger et al in Baliartati (2016), namely: 1) organizational attitudes towards employee ideas, 2) responses to employees who face problems and 3) responses to employee welfare and health.

Competence

Mushaf (2015: 27) states that the essence of competence is mental and physical strength to perform tasks or skills that are learned through practice and practice. From this, a competency can be obtained through training and education. Another opinion expressed by Noor (2015: 111) competence is the accumulation of knowledge and results of research and experience quantitatively and qualitatively in the field, so that it can produce innovation in accordance with the demands of the times. Spencer in Pianda (2018: 33) states that competence is a characteristic that underlies a person in relation to the effectiveness of individual performance in their work or basic characteristics of individuals who have a causal relationship or as a cause-and-effect with criteria that are used as references, are effective or have excellent or superior performance in place. work or certain situations. Sedarmayanti's opinion (2017: 26) competence is a fundamental characteristic that a person has that directly affects or can predict excellent work performance. Competence is generally defined as skills, skills and abilities. The root word is competent, which means competent, capable or skilled. The competency indicators that researchers use in this study according to Moeherson in Pianda (2018: 42), namely: 1) task-skills, 2) task management skills, 3) contingency management skills skills), 4) collaboration skills (Job role environment skills) and 5) adaptation skills (transfer skills)

Communication Climate

Kriyantono (2014: 122) communication climate is a perception related to how far employees feel that the organization is trustworthy, supportive, open to the organization, pays attention to employees and actively asks for their opinions and rewards good performance standards. Another opinion expressed by Redding in Pace and Faules (2013: 154) states that the organizational communication climate is a function of activities in the organization to show organizational members that the organization trusts them and gives them freedom to take risks, encourages them to be responsible for the tasks assigned to them. they, provide open and sufficient information about the organization, listen attentively and obtain reliable and candid information from members of the organization, actively provide outreach to members of the organization so that they can see that their involvement is important for decisions in the organization, and pay attention to work that is high quality and challenging. Goldaber in Azni, et al (2011) argues that the communication climate is very crucial in organizations. This means that a conducive communication climate in addition to preventing conflicts between tutor managers, administrative staff as well as encouraging agency personnel to work seriously so that it has a profound impact on the results to be achieved. Communication climate indicators in this study according to Pace and Faules (2013: 149), namely: 1) trust, 1) joint decision-making, 3) honesty, 4) openness, 5) listening in upward communication and 6) attention to goals high performance.

Research Hypothesis

Based on the theoretical basis and conceptual framework that has been stated previously, the hypotheses that can be developed in this study are as follows:

1. Organizational support affects the performance of the management of the Community Learning Activity Center (PKBM) in Padang City.
2. Competence affects the performance of the management of the Community Learning Activity Center (PKBM) in Padang City.
3. The communication climate affects the performance of the management of the Community Learning Activity Center (PKBM) in Padang City.
4. Organizational support, competence and communication climate jointly affect the performance of the management of the Community Learning Center (PKBM) in Padang City.

RESEARCH METHODS

This type of research: using quantitative methods with survey and descriptive approaches.

Population and Sample: The population in this study were all administrators of the Community Learning Activity Center (PKBM) in Padang City, totaling 150 people. According to Arikunto's opinion (2013: 62), if the sample is less than 100, it's better to take all of them so that the research is a population study. Furthermore, if the sample size is large 10% -15% or 20% -25% or more can be taken. So, the sample taken is 75 people of the Community Learning Activity Center (PKBM) in Padang City (50%) of the population or more.

Data Analysis Techniques: Data analysis in this study was carried out using the IBM SPSS Statistics 23 application. This application was chosen because it suits the needs of researchers and the ease of operation procedures. Data analysis in this study begins with descriptive analysis, research instrument test, classical assumption test, and hypothesis testing using multiple linear regression analysis.

RESEARCH RESULTS AND DISCUSSION

Results of Multiple Linear Regression Analysis

Multiple regression analysis is used to see the effect of the independent variable on the dependent variable. This research will look at the influence of career development, self-efficacy and job satisfaction on organizational commitment to employees of the Padang City Education Office. The process of multiple regression analysis uses the SPSS version 23 program and the results can be seen in the following table.

Table 3.
Multiple regression Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6,211	2,856		2,175	,033
1 Organization support	,280	,116	,307	2,408	,019
Competence	,211	,093	,216	2,269	,026
Communication Climate	,249	,083	,361	2,978	,004

a. Dependent Variable: Management Performance

Source: Primary data, processed, 2020

The multiple linear regression equation in this study is as follows:

$$Y = 6,211 + 0,280X_1 + 0,211X_2 + 0,249X_3$$

The interpretation of the regression equation obtained is as follows:

1. A constant of 6.211 states that if the variable organizational support (X₁), competence (X₂) and communication climate (X₃) are considered constant or neglected, then the performance of the management is 6.211.
2. The regression coefficient for organizational support (X₁) is 0.280, meaning that if other independent variables have a fixed value and organizational support has increased by 1 unit of weight, then the

performance of the management will increase by 0.280, and vice versa. Positive coefficient means that organizational support has a positive effect on management performance.

3. The competency regression coefficient (X2) is 0.211, meaning that if other independent variables have a fixed value and competence has increased by 1 unit of weight, then the performance of the management will increase by 0.211, and vice versa. Positive coefficient means that competence has a positive effect on management performance.

4. The communication climate regression coefficient (X3) is 0.249, meaning that if the other independent variables have a fixed value and the communication climate has increased by 1 unit of weight, the performance of the management will increase by 0.249, and vice versa. Positive coefficient means that the communication climate has a positive effect on the performance of the board.

Hypothesis testing

T Test Results (Partially)

Based on the data analysis process that has been carried out, a summary of the results from table 3 above is obtained, as shown below:

1. The effect of organizational support on management performance

From the research results obtained a regression coefficient of 0.280 and the value of $t_{count} > t_{table}$ (2.408 > 1.976) with a significance of 0.019 < 0.05, then H1 is accepted. It can be concluded that organizational support has a positive and significant effect on management performance. This means that the higher the organizational support, the higher the performance of the management. Conversely, the lower the organizational support, the lower the management's performance.

2. The influence of competence on management performance

The results showed that the regression coefficient value was 0.211 and the value of $t_{count} > t_{table}$ (2.269 > 1.976) with a significance of 0.026 < 0.05, then H2 was accepted. It can be concluded that competence has a positive and significant effect on management performance. This means that the higher the competence, the higher the performance of the management. Conversely, the lower the competence, the lower the management's performance.

3. The influence of the communication climate on employee performance

The results showed that the regression coefficient value was 0.249 and the value of $t_{count} > t_{table}$ (2.978 > 1.976) with a significance of 0.004 < 0.05, then H3 was accepted. It can be concluded that the communication climate has a positive and significant effect on management performance. This means that the higher the communication climate, the higher the performance of the management. Conversely, the lower the communication climate, the lower the management's performance.

F Test Results (Taken together)

The results of the F test show that the value of $F_{count} > F_{table}$ (38.858 > 3.06) with a significance of 0.000 < 0.05 (alpha), then H4 is accepted. This means that the variables of organizational support, competence and organizational climate together have a significant effect on the performance of the management of the Community Learning Center (PKBM) in Padang City.

Coefficient of Determination

The test of determination obtained the Adjusted R Square value of 0.605 or 60.5%. This shows that the management's performance can be explained by 60.5% by the independent variables, namely organizational support, competence and communication climate. Meanwhile, 39.5% of the management's performance was explained by variables outside the independent variables of this study such as managerial leadership, work motivation, organizational commitment, job satisfaction and so on.

Discussion

The Effect of Organizational Support on Management Performance

Based on the results of testing hypothesis 1 which can be seen in Table 4.17, the sig value of variable X1 = 0.019 < 0.05 is obtained so that H1 is accepted, it can be concluded that organizational support has a significant effect on the performance of the management of the Community Learning Center (PKBM) in Padang City. The value of the organizational support coefficient is 0.280 and has a positive influence or direction on the performance of the management. This means that if the management has high organizational support, the management's performance will increase.

The results of the descriptive study of organizational support variables found that the level of achievement of the respondents was 79% in the good enough category. This means the support of employee organizations through indicators of organizational attitudes towards employee ideas, responses to employees who face problems and responses to employee welfare and health, so that organizational support is needed so that the performance of the management increases. The lowest indicator perceived by employees is in a fairly good category, namely the attitude of the organization towards employee ideas. This shows that the attitude of the organization towards employee ideas still needs to be improved so that it can better support the management in completing work so that the performance of the management of the Community Learning Activity Center (PKBM) in Padang City is maximized.

This result is in line with the opinion of Afipuddien and Sugiyono (2018) which states that organizational support is a form of organizational support provided to employees. This means that when the organization has provided support to employees while carrying out their duties and functions within the organization, the employee's performance will increase. This finding is in accordance with Bawi's (2015) research which states that organizational support has a significant effect on performance. Another opinion expressed by Indrayani et al. (2018) found that organizational support had a significant effect on the performance of the supervisory apparatus.

Effect of Competence on Management Performance

The results of hypothesis testing II which can be seen in Table 4.17, obtained the sig value of the variable X2 = 0.026 < 0.05 so that H2 is accepted, it can be concluded that competence has a significant effect on the performance of the management of the Community Learning Activity Center (PKBM) in Padang City. The competency coefficient value is 0.211 and has a positive influence or direction on management performance. This means that if the competence of the board is high, the performance of the management will increase.

The results of the descriptive study of competency variables found that the level of achievement of the respondents was 76.5% in the fairly good category. This means competence through indicators of task-skills, task management skills, contingency management skills, job role environment skills and adaptation skills (transfer skills) are still needs to be improved so that the performance of the management will increase. The lowest indicator perceived by employees is in a fairly good category, namely the skills to carry out tasks (task-skills) on time and according to predetermined standards need to be improved so that it has an impact on improving the performance of the management of the Community Learning Activity Center (PKBM) in Padang City

This result is in line with the opinion of Sudirman, et al. (2017: 5) which states that if an employee has a strong competence in him, then the employee's performance will automatically be good too. Employees who work with low competencies will certainly find it difficult to complete the job, because competence is the ability that a person has to complete a job, where this ability comes from the education they have and the skills they master. This finding is in accordance with Danila and Jefirtson's research (2019) which states that competence has a significant effect on improving employee performance. Another research conducted by Sudirman et al. (2017) states that competence has a significant effect on employee performance.

The Influence of Communication Climate on Employee Performance

The results of hypothesis testing III which can be seen in Table 4.17, obtained the sig value of the variable $X_3 = 0.004 < 0.05$ so that H3 is accepted, it can be concluded that the communication climate has a significant effect on the performance of the management of the Community Learning Center (PKBM) in Padang City. The communication climate coefficient value is 0.249 and has a positive influence or direction on management performance. This means that the better the communication climate, then the performance of the board will increase.

The results of the descriptive study of the communication climate variable found that the level of achievement of the respondents was 76.9% in the fairly good category. This means that the communication climate through indicators of trust, joint decision making, honesty, openness, listening in upward communication and attention to high-performance goals still needs to be improved so that the performance of the management will increase. The lowest indicator that is perceived by employees is in a fairly good category, namely openness. This means that the openness of the board regarding information and the willingness of the board to help the tutor in solving problems is good enough and needs to be improved so that the performance of the board is more optimal.

This result is in line with the theory put forward by Pace and Faules in Winardiani (2015) which states that the general climate and the communication climate in particular are intermediate factors between the elements of the work system with different measures of organizational effectiveness such as productivity or performance, quality, satisfaction, and vitality. This theoretical opinion is in line with research conducted by Winardiani (2015) which found that organizational communication climate affects performance levels. Another study conducted by Azni et al. (2011) found that there was an effect of communication climate on tutor performance.

The Influence of Organizational Support, Competence and Communication Climate on Management Performance

Based on the results of multiple regression analysis by conducting the F test, the significant value is $0.000 < 0.05$ so that H4 is accepted, which means that organizational support, competence and communication climate together have a significant effect on the performance of the management of the Community Learning Activity Center (PKBM) in Padang City. .

From the coefficient of determination test results, the value of Adjusted R Square is 0.605 or 60.5%. This shows that the management's performance can be explained by 60.5% by the independent variables, namely organizational support, competence and communication climate. Meanwhile, 39.5% of the management's performance was explained by variables outside the independent variables of this study such as managerial leadership, work motivation, organizational commitment, job satisfaction and so on.

CONCLUSION

Based on data analysis and interpretation that has been presented in the previous chapter, several conclusions can be made from the research results as follows:

1. Organizational support has a positive and significant effect on the performance of the management of the Community Learning Center (PKBM) in Padang City. This means that the higher the organizational support, the performance of the management will increase.
2. Competence has a positive and significant effect on the performance of the management of the Community Learning Activity Center (PKBM) in Padang City. This means that the higher the competence, the performance of the management will increase.
3. Communication climate has a positive and significant effect on the performance of the management of the Community Learning Activity Center (PKBM) in Padang City. This result means that the better the communication climate, the better the performance of the management.
4. Organizational support, competence, and communication climate together have a significant effect on the performance of the management of the Community Learning Center (PKBM) in Padang City.

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