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## The Influence Of Cognitive Ability On Employee Performance With Communication As A Moderating Variable

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### Abstrak

Penelitian ini merupakan penelitian kuantitatif dengan pendekatan ekspansif. Data yang digunakan dalam penelitian ini merupakan data kuantitatif yang peneliti peroleh dari 500 karyawan ASUS yang tersebar di seluruh Indonesia. Data yang diperoleh berisi kuesioner pernyataan sangat setuju, setuju, lumayan/biasa saja, dan sangat tidak setuju. Data dianalisis menggunakan alat analisis smart PLS 4.0. Hasil dalam artikel ini menunjukkan bahwa variabel Kemampuan Kognitif dapat memiliki arah hubungan positif dan pengaruh signifikan terhadap Kinerja Karyawan karena nilai P-Values bernilai positif dan berada di bawah taraf signifikansi 0,05 yaitu 0,031. Hal ini dikarenakan Kemampuan Kognitif dapat menjadikan karyawan cerdas, efektif, dan efisien dalam menyelesaikan pekerjaan. Hasil tersebut sejalan dengan penelitian (Susilowati, 2021). Pada baris berikutnya, Komunikasi dapat memperkuat pengaruh variabel Kemampuan Kognitif terhadap Kinerja Karyawan karena hal yang sama yaitu nilai p-Values bernilai positif dan berada di bawah taraf signifikansi 0,05 yaitu 0,000 yang lebih signifikan dibandingkan pengujian langsung. Hal ini dikarenakan Kemampuan Kognitif karyawan terkadang terbatas, terutama ketika karyawan menemukan masalah yang tidak dapat dipecahkannya. Solusi untuk mengatasi masalah tersebut adalah dengan berkomunikasi dengan baik dengan cara bertanya kepada senior atau karyawan lain yang lebih mengerti dan memahami. Dengan demikian hipotesis pertama dan kedua dalam artikel ini dapat diterima.

Kata Kunci: *Kemampuan Kognitif, Kinerja Karyawan, Komunikasi*

## Abstract

This research is a quantitative research with an expansive approach. The data used in this study are quantitative data that researchers obtained from 500 ASUS employees spread throughout Indonesia. The data obtained contains a questionnaire of statements strongly agree, agree, so-so/normal, and strongly disagree. The data were analyzed using the PLS 4.0 smart analysis tool. The result in this article show that the Cognitive Ability variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values are positive and below the significance level of 0.05, namely 0.031. This is because Cognitive Ability can make employees intelligent, effective, and efficient in completing work. These results are in line with research (Susilowati, 2021). In the next line, Communication can strengthen the influence of the Cognitive Ability variable on Employee Performance because of the same thing, namely the p-Values value is positive and is below the significance level of 0.05, which is 0.000, which is more significant than direct testing. This is because employee Cognitive Ability is sometimes limited, especially when employees find problems that they cannot solve. The solution to overcome this problem is to communicate well by asking seniors or other employees who understand and understand better. Thus, the first and second hypotheses in this article can be accepted.

Keyword: *Cognitive Ability, Employee Performance, Communication*

## INTRODUCTION

In the holy book of the Qur'an, Allah SWT uses several terms that basically explain the concept of humans, even the terms are mentioned more than once. One of them is the concept of the Al-Insan Concept. Al-Ihsan means to see, know, and ask permission. This term shows that humans have the ability to reason and think compared to other creatures. Humans can learn from what they see, know right from wrong, and can ask permission when using something that is not theirs (Thahir, 2014).

For that reason, based on the term Al-Insan, humans are creatures that can be educated, have the potential that can be used to develop science. So that the potential that exists in humans according to the concept of al-Insan, can be directed at efforts to encourage humans to be creative and innovative (Maksum, 2020). Based on the basic concept of humans, this can be used as a reference for every company that hopes and tries its best so that its employees can achieve the performance goals that have been set previously. Although many factors can influence success or failure to achieve these goals, most of them are determined by the ability of the human resources in them. Both employees at the lower, middle and top levels of management (Sundari, 2021).

In the Indonesian Dictionary, the definition of capable is the ability or skill, while ability means a person or apparatus who has the ability or capability to do something that is

manifested through his actions to increase work productivity. A person who has the ability means he will be able to do the tasks assigned to him. As expressed by Robbins, ability is the individual's capacity to do various tasks in a job (Tim Penyusun Kamus Bahasa Kamus Besar Bahasa Indonesia, 2007).

The definition of ability according to Siagian is a combination of theory and experience gained in practice in the field, including increasing the ability to apply appropriate technology in order to increase work productivity (Fortuna, 2020). Meanwhile, according to Keith Davis psychologically, ability consists of potential ability (IQ) and reality ability (knowledge + skill), meaning that employees who have an above average IQ with adequate education for their position and are skilled in doing daily work, will find it easier to achieve maximum performance (Robbins, 2008).

From this opinion it can be said that with the abilities possessed by employees, it will facilitate the completion of each job effectively and efficiently without any difficulties so that it will produce good work or performance (Suwatno, 2011). For this reason, the work ability factor is one of the very important factors and influences the success of employees in carrying out a job, because ability is the potential that exists in a person to do something, so that it allows someone to be able to do the job or not be able to do the job (Supriyanto, 2019). The abilities of these employees must continue to be developed by the company so that they can become the backbone of the company's success, there are many ways that can be used to improve employee abilities such as seminars, training or continuing education to a higher level (Suwatno, 2011).

In line with the explanation above, the ability referred to in this article is Cognitive Ability. ). Cognitive Ability is one part of overall ability (ability). According to (Almeida et al., 2016), cognitive ability can be measured, and for that there is a test to test how much ability an employee or prospective employee has. This test is called Cognitive Ability Tests, which is to measure how much ability an employee has in speed of perception, verbal comprehension, numerical ability, general reasoning ability, or logic, and spatial ability. Robbins and Timothy A. Judge call cognitive ability with the term Intellectual Abilities, in this case translated as Intellectual ability. According to (Robbins, Stephen P. and Coulter, 2010), Intellectual Abilities are what is needed to carry out mental activities, namely thinking, reasoning, and solving problems. According to (Robbins, 2018), in general, abilities can be grouped into three general groups, namely Cognitive Ability, Emotional Ability, and Physical Ability.

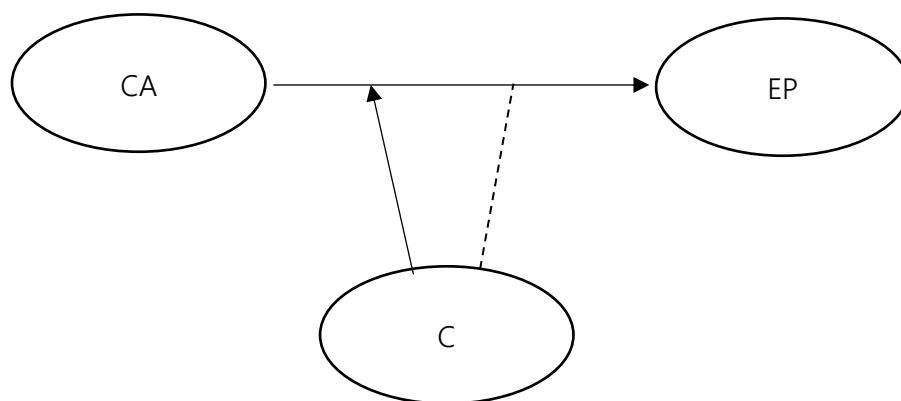
Based on the explanation above, researchers believe that Cognitive Ability can affect Employee Performance. According to Armstrong and Baron, performance is the result of

work that has a strong relationship with the strategic goals of the organization, customer satisfaction, and contributes to the economy (Lestari & Ghaby, 2018). Performance according (Simamora, 2004) is the level at which employees achieve job requirements. And performance according to As'ad is the result achieved by a person according to the applicable standards for the job in question. According to (Mangkunegara, 2013), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is a function of motivation and ability, this is in accordance with Keith Davis' statement that the factors that affect performance are ability factors and motivation factors.<sup>33</sup> Based on the opinions of experts, it can be concluded that performance is the result of work achieved by a person or group in a company in accordance with their respective responsibilities in achieving company goals. so that the achievement of maximum goals is the result of optimal individual or team performance. Likewise, failure to achieve the targets that have been formulated is also the result of less than optimal individual or team performance. (Susilowati, 2021)

Research (Susilowati, 2021) shows that the Cognitive Ability variable can have a positive relationship direction and a significant influence on Employee Performance. In contrast to research (Susilowati, 2021), this study adds the Communication variable as a moderating variable.

#### RESEARCH METOHDS

Figure 1  
Model



Noted:

C: Cognitive Ability

EP: Employee Performnce

C: Communication

The first image of the hypothesis model above shows the main intent and purpose in

the mind of the researcher, the same as (Susilowati, 2021) who attempted to analyze the influence of Cognitive Ability on Employee Performance because with this ability, employees will be smarter and can complete their work effectively and efficiently. In contrast to Susilowati's research, this study adds a Communication variable because even though an employee has good Cognitive Ability, they also need good Communication to ensure that the work that has been completed can run smoothly (Sugiyono, 2019). This research is a quantitative research with an expansive approach (Jonathan Sarwono, 2016). The data used in this study are quantitative data that researchers obtained from 500 ASUS employees spread throughout Indonesia (Abdurahman, 2016). The data obtained contains a questionnaire of statements strongly agree, agree, so-so/normal, and strongly disagree. The data were analyzed using the PLS 4.0 smart analysis tool with the hypothesis below.

Hypothesis:

H1: The Influence of Cognitive Ability on Employee Performance

H2: Communication can Moderates The Influence of Cognitive Ability on Employee Performance

## RESULT AND DISCUSSION

### Background Analysis

In the holy book of the Qur'an, Allah SWT uses several terms that basically explain the concept of humans, even the terms are mentioned more than once. One of them is the concept of the Al-Insan Concept. Al-Ihsan means to see, know, and ask permission. This term shows that humans have the ability to reason and think compared to other creatures. Humans can learn from what they see, know right from wrong, and can ask permission when using something that is not theirs (Thahir, 2014).

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#### Validity Test

Validity test is the earliest door that must be passed if the researcher has collected data. The data obtained by researchers from 500 ASUS employees spread throughout Indonesia must be validated first. Here are the results of the validity test in this article (Gujarati, 2013):

Table 1  
Validity Test

Variable	Question Item	Loading Factor
Cognitive Ability (X)	Employee intelligence can make it easier for employees to complete existing targets	0.826
	Employee intelligence can make it easier for employees to complete tasks effectively	0.819
	Employee intelligence can make it easier for employees	0.822

	to improve their work results over time	
	Cognitive Ability can affect Employee Performance	0.835
Employee Performamnce (Y)	Employee Performance can be influenced by Employee Intelligence	0.878
	Employee Performance can be influenced by Cognitive Ability	0.881
	Employee Performance can be influenced by Good Communication	0.895
	Employee Performance can be influenced by how effective employees are in completing work	0.899
Communication (Z)	Work Communication can improve Employee Intelligence in working	0.916
	Good Communication can improve Employee Performance	0.925

Valid > 0.70

#### Realibility Test

After passing the validity test stage, the next stage that must also be passed is the reliability test stage. The reliability test stage can be passed only because the validity test stage has been passed. The first table above shows 4 question items about the Cognitive Ability variable, 4 question items about the Employee Performance variable, and 2 question items about the Communication variable have been passed. The following are the results of the reliability test in this article (Sarstedt et al., 2014):

Table 2  
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Cognitive Ability	0.895	0.852	Reliable
Employee Perforamnce	0.942	0.901	Reliable
Communication	0.975	0.932	Reliable

Reliable > 0.70

Path Coefisien

4 items of Cognitive Ability variables, 4 items of Employee Performance variable questions, and 2 items of Communication variable questions have been tested for validity and the results show that each variable has a loading factor value above the variable. The next stage is the reliability test and the three variables are reliable because the Cronbach Alfa and Compoiste Reliability values are also above the threshold. The following are the results of the Path Coefficient in this article (Ghozali, 2016):

Table 3  
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	CA-> EP	0.031	Accepted
Indirect Influence	C* CA-> EP	0.000	Accepted

Signifianct Level < 0.05

The last stage is the Path Coefficient stage which is the stage of proving the hypotheses that the researcher argued from the Introduction section, namely the first hypothesis that the Cognitive Ability variable can have a positive relationship direction and a significant influence on Employee Performance and the second hypothesis that the Communication variable can strengthen the influence of the Cognitive Ability variable on Employee Performance. The results of the first three rows of the table above show that the Cognitive Ability variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values are positive and below the significance level of 0.05, namely 0.031. This is because Cognitive Ability can make employees intelligent, effective, and efficient in completing work. These results are in line with research (Susilowati, 2021). In the next line, Communication can strengthen the influence of the Cognitive Ability variable on Employee Performance because of the same thing, namely the p-Values value is positive and is below the significance level of 0.05, which is 0.000, which is more significant

than direct testing. This is because employee Cognitive Ability is sometimes limited, especially when employees find problems that they cannot solve. The solution to overcome this problem is to communicate well by asking seniors or other employees who understand and understand better. Thus, the first and second hypotheses in this article can be accepted.

## CONCLUSION

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