

Building a Work Culture That Impacts on Employee's Performance Improvement

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The purpose of this study is to analyze and measure the influence work culture has on the performance of employees in the Regional Personnel Agency (BKD) of Bandung City. The population used in this study are all employees who work in Bandung City BKD, amounting to 99 people with a total sample of 50 respondents taken. In this study, the research method used is a survey research method and the processing technique and data analysis used is a simple regression analysis. The results of this research show that work culture is significantly influential on the performance of employees in the Regional Personnel Agency (BKD) in Bandung City. Thus, it is said that positive work culture can be one of the factors that influence employee performance improvement

Key words: *Work Culture, Employee Performance.*

Introduction

Human resources can be a resource that has ratios, feelings and intentions that influence an organization's efforts to achieve its goals. Additionally, human resources are also a resource that drives the overall resources of an organization. Therefore, improving the quality of human resources becomes a definitive need that can impact on improving overall organizational performance. Human Resources development itself simply talks about improving and monitoring employee performance, so that the achievements of each employee can be assessed and measured based on criteria previously determined by the organization, which allows for insight into the ability of employees to work.

By referring to observations of the performance shown by employees working at the Regional Personnel Agency (BKD) of the City of Bandung, it can be seen that the employees do not show the level of professionalism at work that is expected by the Government to deliver an optimal level of services, including: (1) Employees are less able to overcome obstacles to complete work which are caused by their inability to properly organize work environments to address issues such as the clutter in the management of records / documents; (2) Low levels of discipline amongst employees, such as frequently arriving late for work, and leaving from work early; (3) The number of programs that have been compiled but have been poorly implemented due to the inability of employees to use clever learning behavior, logic, and to organize their work efficiently and; (4) Realization of work that is not in accordance with predetermined targets.

Organizational culture can have an effect on improving employee performance, so that it also has an impact on achieving organizational goals that have been set. It is stated that a strong work culture can help improve employee performance because it creates an extraordinary level of motivation within employees (Kotter & Heskett, 2007; Abdullah et al., 2018). Sometimes it is emphasized that values and behaviors that are shared can make people feel more comfortable working in an organization, while also increasing a sense of commitment or loyalty to the organization. Additionally, organizational culture can also provide the structure and control needed without having to utilize a strangling formal bureaucracy that can suppress the growth of an employee's motivation and innovation, so that ultimately it can have a positive impact on employee work performance.

In several research articles it is stated that work culture can have a positive influence on improving employee performance (Harmini, 2015; Sari, Jonatha & Latif, 2016; Awadh & Mohammed Saad, 2013; Uddin, Luva & Hossain, 2013; Arianty, 2014; Taurisa & Ratnawati, 2012). Thus, it can be said that the stronger the organizational culture, the stronger the performance of employees (Saudi et al., 2019a).

Based on the above explanations, the researcher became interested in conducting a study entitled "Building a Work Culture that Impacts the Improvement of Employee Performance" (A Study on Regional Personnel Agency (BKD) of Bandung City) (Sinaga et al., 2019a).

Research Methods

Associative research methods are used in this study which is a method that aims to find out the relationship between two or more variables studied, so that the variables that influence the examined problems can be known. This study aims to determine the relationship between

variables consisting of work culture variables (X) as independent / independent variables with employee performance variables (Y) as dependent / dependent variables. Meanwhile, the research method used in this study is a survey research method, where information and data relating to the problem under study are collected through a list of written questions / questionnaires distributed to employees at the Bandung City Personnel Agency as respondents (Saudi et al., 2019b).

This research has two (2) main variables which consist of: work culture variable (X) as independent / independent variable and employee performance variable (Y) as dependent variable.

The population in this study were employees who worked in the Regional Personnel Agency (BKD) of Bandung, amounting to 99 people. Samples were taken from as many as 50 employees and were calculated using the Slovin formula (Husein, 2002) with an error rate of 10%. The sampling technique used in the form is simple random sampling method which is a sampling method in which each unit of analysis has the same opportunity to be selected into the sample (Sugiono, 2014; Arikunto, 2006).

To explore the information and analyze the theories related to the problems and variables examined in this study, the data collection is carried out in several ways, including interviews which are conducted face-to-face with the resource person, as well as the distribution of questionnaires or questionnaires given to employees who work in the Regional Personnel Agency (BKD) of Bandung City as the respondent. In the questionnaire, respondents were asked to set attitudes on the various statements given which were made by giving a sign on the available answer options with statements relating to the problems examined in this study.

The collected data needs to be analyzed to obtain useful meanings for solving problems that have been raised by researchers in this study. The processing and data analysis techniques used in this study, namely a simple linear regression analysis method are developed into calculations using the help of SPSS version 19.0.

Results and Discussion

Data processing results :The coefficient of determination (R²)

The coefficient of determination (R²) is a method of measurement used to find out how far the ability of the model in explaining the variation of the independent variable. As for the coefficient of determination is the number between 0 and 1.

Based on the data shown in table 1, it is shown that the coefficient of determination (adjusted R²) obtained for the variables studied shows a figure of 0.529, which means that 52.9% of employee performance increases can be explained by building a work culture as wrong one contributing factor. Thus, it can be explained that building a strong work culture can have a meaningful influence on improving employee performance and that the two variables examined in this study are related to one another.

Table 1: Determination Coefficient (R²) Building a Work Culture that Impacts Employee Performance Improvement

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.529	.519	3.852

a. Predictors: (Constant), Work Culture

b. Dependent Variable: Employee Performance

Source: Results of Primary Data Calculation

Data processing results : Linear regression analysis

In this study, to find out whether the variable building work culture, as an independent variable (X), has an effect on the variable performance improvement of employees, as a dependent variable (Y), then a simple linear regression analysis method is used in which statistical calculations are carried out using program assistance SPSS version 19.0 software. Based on the results of data analysis shown in table 2, it is known that for the simple linear regression equation model that is formed is as follows:

Table 3: Simple Linear Regression Results Building a Work Culture that Impacts Employee Performance Improvement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.677	4.476		1.045	.301
	Work Culture	1.220	.166	.727	7.343	.000

a. Dependent Variable: Employee Performance

Source: Results of Primary Data Calculation

By looking at the results of the simple regression equation, it is seen that the effect of building a work culture that has an impact on improving employee performance can be interpreted as follows:

- If the value of the variable X is equal to (0), then the value of the variable Y = 4.677
- If the value of variable X increases by number 1 (one), then the value of variable Y will increase by 1,220.

$$Y = 4.677 + (1.220X) + \epsilon \quad (1)$$

Calculation of hypothesis testing

The main hypothesis examined in this study stated that there is a significant influence between building a strong work culture and employee performance improving. Based on the hypothesis that has been stated, the next step is to test the hypothesis with the aim to find answers to whether the hypothesis is acceptable or even rejected which is calculated by reference to determining the critical value (α) where the value of p is smaller than the level of α which used (for 0.05).

Based on the calculation results shown in table 3, it is known that the value of p has a smaller number than the level of α used, that is equal to 0.05, or $0.000 < 0.05$, so that H_0 is rejected which means that building a strong work culture can have an impact or influence significant improvement in employee performance.

Table 3: Hypothesis testing
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	800.202	1	800.202	53.924	.000 ^b
	Residual	712.298	48	14.840		
	Total	1512.500	49			

a. Predictors: (Constant), Work Culture

b. Dependent Variable: Employee Performance

Source: Results of Primary Data Calculation

Discussion

Based on the results of the calculation and processing of data, it is known that the results obtained indicate a significant or significant influence between the two variables studied in

this study. Thus it is seen that building a strong work culture can be one of the factors that can determine the level of the work performed by the employee at work (Jabarullah and Hussain, 2019). This condition certainly has results that are not much different from studies that have similar topics, including research conducted by Awadh and Mohammed Saad (2013) which concluded that a strong work culture can improve the work results of employees at work. Likewise, the research presented by Arianty (2014) concluded that there was a significant effect of organizational culture on employee performance (Sinaga et al., 2019b).

Conclusions and Recommendations

Based on the results of the research and discussion previously stated, it is concluded that by building a strong work culture a significantly positive effect on employee performance could flow. The author realizes that the research that has been carried out still has some limitations, to allow for this research to be improved upon in the future it is suggested to include other variables in future studies which may have relevance to the topics studied herein. Future consideration should be given to related variables which affect employee performance such as work motivation, job satisfaction, leadership style, and quality of life.

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