

Organizational Culture and Work Capability on Employee Performance through the Effectiveness of the Performance Improvement Forum

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Abstract

This study aims to analyze how much influence organizational culture, work capability, and effectiveness of the performance improvement forum (FPK) has on employee performance, both direct and indirect effects on employees of PT Pegadaian (Persero) Makassar Area. This research was conducted at PT Pegadaian (Persero) Makassar Area 2 from January to March 2021. The number of samples in this study was determined using the Slovin formula with a standard error of 5% (0.05). Using a standard error of 5% (0.05) is ideal for this study, so 135 respondents were selected from 204. The results showed that organizational culture and work capability had a positive and significant effect on the work effectiveness of the FPK (Performance Improvement Forum) at PT Pegadaian (Persero) Makassar Area 2. Organizational culture, work capability, and work effectiveness (FPK) have a positive and significant impact on the Performance of PT Pegadaian (Persero) Makassar Area 2. Organizational culture has a positive and significant influence on performance through work effectiveness (FPK) Performance Improvement Forum PT Pegadaian (Persero) Makassar Area 2. Work capability has a positive and significant effect on performance through work effectiveness (FPK) Performance Improvement Forum PT Pegadaian (Persero) Makassar Area 2. Consequently, a better organizational culture and work capability will increase the work effectiveness (FPK) of the Performance Improvement Forum. A better organizational culture and work capabilities will improve the performance of PT Pegadaian (Persero) Makassar Area 2. Work effectiveness (FPK) can mediate the influence of organizational culture on improving the performance of PT Pegadaian (Persero) Makassar Area 2. Similarly, work effectiveness (FPK) can mediate the effect of work capability on improving the performance of PT Pegadaian (Persero) Makassar Area 2.

Keywords

Work Culture, Work Capability, Work Effectiveness, and Performance

1. Introduction

Human resources are the organization's main asset, so human resources (HR) must be managed and utilized in a balanced and humane manner. It is a common thing that HR is the biggest asset for the organization. One of the important issues in the organization is the management of human resources in the organization, where the management certainly emphasizes the organization's goals. Organizational goals can be achieved when the elements in the organization support them, including the performance of employees in the organization (Umar et al., 2019).

Human Resource Management at PT Pegadaian (Perseo) must be transformed towards human capital 4.0 management. This transformation requires at least two important elements of capability and culture. Through capacity building and

the application of an appropriate culture, it will encourage optimal use of technology within PT Pegadaian (Perseo). Integrated technology must be supported by culture. If there is no culture, it won't be easy and will not function because integrating technology means interdependence to support the realization of the company's vision and mission.

2. Literature Review

Following Pegadaian's board of directors' regulations, number 115 of 2020 concerning corporate culture, the notion of corporate culture is a combination of values with beliefs which are principles that are believed to be good and right in running a business and organization, which are the guidelines for every human being. Pegadaian in behaving and achieving common goals positively impacts sustainably achieving the company's performance.

Habits that are carried out repeatedly by employees in an organization are organizational culture or work culture (Ilyas et al., 2021). Habits that are deeply rooted in the organization can increase the effectiveness of achieving the company's vision, mission, and goals and can also be regarded as organizational culture. Morally, employees have agreed that these habits must be adhered to in carrying out work to achieve company or organizational goals.

Organizational culture as a system of meanings, values and beliefs shared in an organization that serves as a reference for action and differentiates one organization from another (Daniels, 2016; Nath et al., 2021; Suharyanto et al., 2021). The research results by Sagita et al. (2018) show that organizational culture has a positive and significant impact on employee performance at PT Astra Internasional, Tbk-Toyota (2000) Sutoyo Malang Branch. Job Improvement Forum activities are one of the most critical organizational cultures (Harlan, 2013).

Capabilities are the ability to exploit both the resources have in themselves and the organization and potential self to run a certain activity or a series of activities (Gultom et al., 2021; Ilyas et al., 2021; Kurniawan et al., 2022; Setianto et al., 2022). The research results conducted researchers show that capability positively affects performance (Karriker & Mayo, 2021; Rahmat et al., 2021).

Following the regulation of the Pegadaian directors, number 04 of 2020, regarding guidelines for implementing performance improvement forum activities (FPK), the Performance Improvement Forum (FPK) is a forum for employees and work units of PT Pegadaian (Persero) in creating strategies and concrete actions to improve performance and achieve the targets that have been set. The general theme of the FPK that runs at PT Pegadaian (Persero) is "G-Values for Performance Escalation." In addition, FPK also has periodic thematic messages, adjusting to the company's strategic focus. All work units must use the thematic messages specified in FPK Work Unit activities. The indicators used in the performance improvement forum (FPK) are indicators of work effectiveness. The indicators of work effectiveness are Clarity of FPK objectives, careful planning, program preparation, availability of work staff, implementation according to targets, and monitoring system. The effectiveness of the organization's performance improvement forum (FPK) is part of a very good organizational culture and can improve employee performance (Schumann, 2013).

Education and training, work discipline, and employee soft competence by employees' ability are to complete their duties and responsibilities to produce quality output. Performance appraisal generally includes both qualitative and quantitative aspects of the performance of the work implementation. Employee performance in an organization is of high quality, and success in achieving goals can be influenced by factors originating from within the organization. Maximum performance of an employee can be obtained if the organization can direct and develop the potential of its employees to work optimally (Dalton, 2009).

Based on the theoretical study and framework of thought, the following hypotheses can be formulated: H1. Organizational culture has a positive and significant effect on the effectiveness of the performance improvement forum (FPK) at PT Pegadaian (Persero) Makassar Area 2. H2. Work capability has a positive and significant effect on the effectiveness of the performance improvement forum (FPK) at PT Pegadaian (Persero) Makassar Area 2. H3. Organizational culture has a positive and significant effect on employee performance at PT Pegadaian (Persero) Makassar Area 2. H4. Work capability has a positive and significant effect on the performance of employees at PT Pegadaian (Persero) Makassar Area 2. H5. The effectiveness of the performance improvement forum (FPK) has a positive and significant effect on PT Pegadaian (Persero) Makassar Area 2. H6. Organizational culture has a positive and significant effect on employee performance through the effectiveness of the performance improvement forum (FPK) at PT Pegadaian (Persero) Makassar Area 2. H7. Work capability has a positive and significant effect on

employee performance through the effectiveness of the performance improvement forum (FPK) at PT Pegadaian (Persero) Makassar Area 2.

3. Method

3.1 Sample Criteria

The population in this study is the total number of employees at the office of PT Pegadaian (Persero) Makassar Area 2, which amounted to 204 people. The sample is part of the characteristics possessed by the people (Sugiyono, 2018). The sample in this study amounted to 135 employees obtained by using the Slovin formula with a standard error of 5% (0.05). The respondents' criteria as research samples showed as many as six people or 5% of employees at PT Pegadaian (Persero) Makassar Area 2. Education level is high school for 45 people, and 33% of employees are those with diploma education, while 84 people or 62% are those with bachelor's education. Thus, it can be said that most of the education level of employees at PT Pegadaian (Persero) Makassar Area 2 is the level of undergraduate education.

3.2 Method of Analysis

This study uses a quantitative approach. An analytical tool is used, namely Path Analysis, to answer the problems and objectives of this research. Organizational Culture as an independent variable. It is a system of shared beliefs and attitudes that develops in an organization and guides the behavior of its members: integrity, professionalism, mutual trust, customer focus, and social values. Work Capability as an independent variable (independent). Capability is the ability of an employee to carry out and complete a job well. The indicators are technical ability, human/social ability, and conceptual ability. The effectiveness of the performance improvement forum (FPK) is an intervening variable. The work effectiveness of the performance improvement forum (FPK) is the ability of an employee to carry out and complete a job well. The indicators are clear FPK objectives, careful planning, programming, availability of work staff, implementation according to targets, and monitoring system. Performance as the dependent variable (dependent) is the level of employees achieving job requirements. The indicators are quality of work, the quantity of work, required supervision, attendance, and conservation.

4. Results

4.1 Direct Influence (Model I Path Analysis)

Table 1. The output of Organizational Cultural Influence and Capability on The Effectiveness of Performance Improvement Forum (FPK) Work

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.602	1.027		2.534	.012
Organizational Culture	.710	.073	.602	9.713	.000
Capabilities	.621	.114	.339	5.469	.000

a. Dependent Variable: Effectiveness of Performance Improvement Forum

The effectiveness of performance improvement forums and work capability variables will positively influence the effectiveness of performance improvement forums (Table 1). From the analysis results using the equation, $= 0.602 X_1 + 0.339 X_2 + 0.461e_1$ obtained the result that the organizational culture variable has a positive regression coefficient direction or is directly proportional to the effectiveness of the performance improvement forum. In contrast, the work capability has a positive regression coefficient direction or directly proportional to the effectiveness of the performance improvement forum, this shows that organizational culture variables will have a positive influence on the effectiveness of the performance improvement forum.

4.2 Model I Determination Coefficient (R-Square) Testing

The price of the determination correlation or R-Square is described in Table 2 below.

Table 2. Model 1 Determination Test Results

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.887a	.787	.783	1.844

Table 2 shows the determination test of R-Square value is 0.787, which means that the organizational culture variable and Work Capability can explain the FPK work effectiveness variable of 78.7% and the remaining 21.3%, which is another variable not studied in this study. Meanwhile, the value e1 can be searched with the formula $e1 = 0.461\sqrt{1 - 0.787}$.

4.3 Direct Influence (Model II Path Analysis)

Model II track analysis is used to see the influence of organizational culture, work capabilities, and the effectiveness of the work of performance improvement forums (FPK) on performance. The results of data processing with the help of the SPSS 25 program can be seen in the empirical results of research as follows in Table 3:

Table 3. Model 2 Path Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.920	.778		1.182	.239
	Organizational Culture	.295	.071	.296	4.159	.000
	Capabilities	.425	.093	.275	4.571	.000
	Effectiveness of Performance Improvement Forum	.343	.064	.406	5.318	.000

Dependent Variable: Performance

Based on Table 3, the similarities regression model of path two is as follows: $Y = 0.296 X1 + 0.275 X2 + 0.406 + 0.163$

The regression equation indicates that the organizational culture variables, Work Capability, and Effectiveness of the Performance Improvement Forum have a positive or directly proportional regression coefficient to performance. It demonstrates that organizational culture variables, Work Capabilities, and Performance Improvement Forum Effectiveness will positively influence performance.

4.4. Coefficient Determination

Table 4. Substructure Determination Test Result 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 ^a	.837	.833	1.364
a. Predictors: (Constant), Effectiveness of Performance Improvement Forum, Capability, Organizational Culture				

Table 4 shows the determination test of the R Square value of 0.837, which means that the organizational culture variable, Work Capability, and Effectiveness of the Performance Improvement Forum can explain the Performance variable of 83.7% and the remaining 16.3%, which is another variable that was not studied in this study. Meanwhile, the value e2 can be searched with the formula $e2 = 0.163\sqrt{1 - 0.837}$

4.5 Indirect Influence

The indirect effect hypothesis test uses the Sobel test calculation. The following is the Sobel test calculation using the Sobel test calculator:

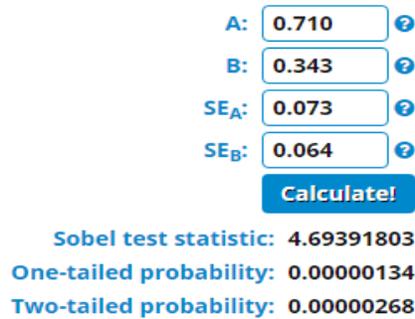


Figure 1. Hasil Sobel Test

Based on Figure 1, it is known that the influence of organizational culture on performance through the Effectiveness of the Performance Improvement Forum as an intervening variable is indicated by an at-statistical value of 4.69391803. It is greater than the t-table of 1.682, which shows that the organizational culture is positive and significant to performance through the Effectiveness of the Performance Improvement Forum. This means that the hypothesis is accepted.

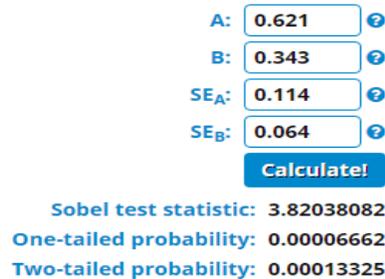


Figure 2. Hasil Sobel Test

Source. Processed data Sobel Test Calculator (<https://www.danielsoper.com>)

Based on Figure 2, it is known that the influence of Work Capability on Performance through the Effectiveness of the Performance Improvement Forum as an intervening variable is indicated by an at-statistical value of 3.82038082, which is greater than the t-table of 1.682. This means that the hypothesis is accepted. This shows that the Work Capability is positive and significant to performance through the Effectiveness of the Performance Improvement Forum.

5. Discussion

5.1 Influence of organizational culture

Employees at PT Pegadaian (Persero) Makassar Area 2 shows that the better the organizational culture, the more influential the performance improvement forum (FPK). These results are supported by the opinion expressed by researcher that the internal activities of this Work Improvement Forum provide a huge opportunity to convey aspirations and feelings to the company or share between employees and superiors or employees with employees. All employees can convey messages to the company either in messages containing criticism, suggestions, complaints, or work reports. The statements reported are in the form of work reports, several suggestions, complaints, or input on the needs of their employees (Sorensen & Keil, 2021). Job Improvement Forum activities are one of the most important organizational cultures (Tonich, 2021).

5.2 The effect of work capabilities

The results showed that the better the work capability, the more effective the forum for improving employee performance at PT Pegadaian (Persero) Makassar Area 2. There is the ability to properly exploit the resources owned within and within the organization and the potential for oneself to carry out certain activities or a series of activities. An individual's not necessarily someone who has talent. For example, a piano player can play the piano well. This is determined by how he develops it by practice and learning. The internal activities of the Work Improvement Forum

provide a very large opportunity to convey aspirations and feelings to the company or share between employees and superiors or employees with employees (Ilyas et al., 2021; Karriker & Mayo, 2021).

5.3 Influence of organizational culture on performance

The results showed that the better the organizational culture, the better the performance. Another thing related to performance is shown by employees being able to complete office work properly and correctly and complete additional work properly according to the specified time. In addition, at work, employees provide advice and direction to co-workers. Also, they are always present on time when entering the office. Be disciplined towards all applicable regulations in the office, and always maintain and care for the facilities and work equipment in the office properly. This result is supported by other study that the driving force of the organization's operations is the employee. If the employee's performance is good, the organizational performance will also increase. Many variables affect employee performance, one of which is organizational culture (Daniels, 2016; Harlan, 2013; Ilyas et al., 2021; Kovach-Hayes, 2019). Organizational culture is a general perception shared by all organization members. Every employee who becomes a member of the organization will have values, beliefs, and behavior following the organization.

5.4 Effect of work capability on performance

The study results show that the better the work capability, the better the performance. Another thing related to performance is shown by employees being able to complete office work properly and correctly and complete additional work properly according to the specified time. These results are supported by the opinion expressed by Robbins, who defines ability as an individual's capacity to carry out various kinds of tasks in a job. Each person has strengths and weaknesses in abilities that make them relatively superior or inferior to others in carrying out certain tasks or activities. Management must know how people differ in their abilities and use that knowledge to increase the likelihood that an employee will do his job well. Capability contributes significantly together with effort and skills for one's performance (Aswar et al., 2021; Nurjayanti et al., 2021; Saifuddin et al., 2021).

5.5. Effectivity of work forum performance improvement on performance

The study results show that the effectiveness of the performance improvement forum is getting better. It will improve performance. The work improvement forum's internal activities provide a big opportunity to convey aspirations and feelings to the company or share between employees and superiors or employees. All employees can convey messages to the company either in messages containing criticism, suggestions, complaints, or work reports. The messages reported are in the form of work reports, several recommendations, complaints, or input on the needs of their employees. These results align with previous research that the effectiveness of focus group discussions (FGD) has a significant effect on performance (Cruz-González et al., n.d.; Dalton, 2009).

5.6 Influence of Organizational Culture on Performance through

The results show that if the organizational culture gets better, it will improve performance through the Effectiveness of the Performance Improvement Forum. The results of this study are supported by other study which explains that employees are the driving force for the organization's operation. If the employee's performance is good, the organizational performance will also increase. Many variables affect employee performance, one of which is organizational culture (Muhammad et al., 2021). Organizational culture is a general perception that all members of the organization own. Every employee who becomes a member of the organization will have values, beliefs, and behavior following the organization (Kasyadi & Virgana, n.d.). The effectiveness of the organization's performance improvement forum (FPK) is part of a very good organizational culture and can improve employee performance (Nellyanti et al., 2021; Saifuddin et al., 2021; Tonich, 2021).

5.7 The Effect of Work Capabilities on Performance through

The study results show that if the work capability gets better, it will increase performance through the Effectiveness of the Performance Improvement Forum. The results of this study are supported by previous study that capability contributes quite with effort and skill or a person's performance (Saifuddin et al., 2021). Through the activities of the performance improvement forum (FPK) within the company, it is possible to improve the capabilities and performance of employees. The internal activities of the Work Improvement Forum provide a very large opportunity to convey their aspirations and feelings to the company or share between employees and superiors or employees with employees (Burhanuddin et al., 2021; Nurjayanti et al., 2021).

6. Conclusion

A better organizational culture and work capabilities will improve the performance of PT A better organizational culture and work capability will increase the work effectiveness (FPK) of the Performance Improvement Forum. Pegadaian (Persero) Makassar Area 2. Work effectiveness (FPK) can mediate the influence of organizational culture on improving the performance of PT Pegadaian (Persero) Makassar Area 2. Similarly, work effectiveness (FPK) can mediate the effect of work capability on improving the performance of PT Pegadaian (Persero) Makassar Area 2.

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