

Human Resource Improvement Strategies, Impact of Organizational Culture on Performance

Moh. Jaya Maulana
Universitas Pasundan, Indonesia
maulanajaya.muhamad@yahoo.com

Submitted: 11th July 2022 | **Edited:** 12th Nov 2022 | **Issued:** 01st Dec 2022

Cited on: Maulana, M. J. (2022). Human Resource Improvement Strategies, Impact of Organizational Culture on Performance. *Kinerja: Jurnal Manajemen Organisasi dan Industri*, 1(2), 53-61.

ABSTRACT

Companies must create a strategy that is able to build employee awareness of their potential and abilities in the form of aspirational insights and ethics as a work culture. So with this the purpose of this research is to find out the strategy in improving the performance of human resources through organizational culture at PT Cipta Arkun Mandiri. To answer the research objectives, it was designed using a descriptive method with a qualitative approach. The data collection technique used is the analysis of observation, interviews and documentation. This study uses 2 kinds of methods, namely SWOT analysis and Balanced Scorecard, the unit of analysis in this study is informants who become informants, namely the leadership, employees and customers of PT Cipta Arkun Mandiri. Sampling of data sources was carried out purposive and snowball. The results of this analysis are to optimize performance with job training seeking to empower existing human resources by motivating, because system and management changes will change the corporate culture in order to build work effectiveness.

Keywords: Human Resource performance, Organizational Culture, Performance, Motivation and Organizational Effectiveness

INTRODUCTION

Each agency is established to achieve certain goals. In carrying out various activities related to efforts to achieve its goals, the agency will involve various resources, including human resources (HR). HR plays an important role in every agency, namely as planners, organizers, implementers and controllers of various activities carried out by agencies to achieve their goals. High-performing human resources are the foundation for the organized development of other resources within an agency. High-performing HR will be able to contribute significantly to the achievement of company goals. The development of the business world in Indonesia today is very fast and to be able to win the business competition is not as easy as turning the palm of the hand. The current tight competition in the era of the global economy and the increasingly complex activities and productivity of banking, encourage banks to use partners (vendors) in banking operations

(Miftahudin, 2018).

With the aim that banks can focus more on the core activities of banking and at the same time other banking support activities can be carried out properly as well. In the world of banking vendors are partners in helping bank operational activities to raise funds, channel funds, and provide other banking services (Purwanto, et, al., 2020).

PT Cipta Arkun Mandiri or better known in the banking world by the abbreviation PT CAM is one of the partners (vendors) of the people's lending bank (BPR). PT CAM is a business entity or individual company selected by the bank to cooperate based on a written agreement, which is specifically engaged in collecting and distributing financial funds from traditional credit banks (BPR) to BPR customers who need loan funds.

As one of the vendors who have been directly selected by the bank to cooperate. PT CAM wants to always provide the best service. But this is certainly not easy and requires a strategy that can help achieve the desired goal. (Suindari, & Juniariani, 2020) explains that strategy is a tool to achieve company goals in relation to long-term goals, follow-up programs, and resource allocation priorities. This strategy is a very important tool to achieve competitive advantage. (Sunarsih, 2018) defines strategy as a process of determining the plan of top leaders that focuses on the long-term goals of the organization, accompanied by the preparation of a method or effort on how to achieve goals. can be achieved.

The essence of human resources itself is an integrated ability of the power of thought and physical power possessed by individuals who are able to produce work performance or performance. (Iskandar, 2018) says that performance is the result of a person's efforts achieved with abilities and actions in certain situations. Performance is basically what employees do or don't do so that they affect how much they contribute to the agency or organization including the quality services provided.

Then apart from that, it is also important for companies to implement organizational culture as one of the guidelines and work references for human resources in carrying out organizational activities to be more effective and efficient in achieving company goals. (Rosvita, et, al., 2018) says that culture is a strong determinant of people's beliefs, attitudes and behavior, and its influence can be measured through how people are motivated to respond to their cultural environment. Culture is able to develop into values or norms that are not only owned by a group of humans in an environment but also owned

by an organization (Sakban, et, al., 2019).

Based on preliminary observations from the results of observations by researchers in the field, it can be assumed that the quality of human resources owned by PT CAM is still low, it can be seen from the performance of employees in carrying out their duties and responsibilities that are still not as expected. The fact in the field is that most employees tend to be less responsible in their work, which is indicated by apathy when facing problems in their work, besides that work discipline is still low, and it is seen that only some employees have the desire to excel in their performance.

Understanding this, of course, the company must create a strategy that is able to build employee awareness of their potential and abilities in the form of aspirational and ethical insight, competence and work motivation as well as enthusiasm for innovative learning and being able to work together with others in carrying out their work with full responsibility. responsible, disciplined and honest in order to be able to achieve good performance in their performance (Miftahudin, 2018).

THEORETICAL BASIS

Study is used to find a theory or concept regarding scientific analysis that will be studied by the author as reference material. This theoretical study was obtained from various reference sources such as books, journals and other references. This research is about strategies to improve the performance of human resources through organizational culture. In this study, the authors consider that the strategy of improving the performance of human resources through organizational culture is very relevant to the current conditions required by PT Cipta Arkun Mandiri.

Definition of Strategy

Strategy was initially only used in terms of military interests. Strategy is a word that comes from the Greek, namely Strategia or Strategos which means general. Strategy also has the connotation of understanding as an art (art) and science (science) about military control (Iskandar, 2018). In other words, strategy is generalship, which is the science of how a general fights or carries out his duties. Along with its development, the strategy is also used in various scientific fields such as political science, marketing management, production management, economic, industrial organization, psychology, and human resource management.

Human Resources Performance.

Humans as organizational resources have a major role and become a source of strength in achieving goals. In addition, the important role of human resources in an organization cannot be separated from the sustainability of an organization, both in progress and in decline. The nature of human resources in an organization is the most valuable asset in all aspects of both management and development, especially those concerning the existence of the organization. (Niati, et, al., 2019) says that human resources are very vital organizational assets, therefore their roles and functions cannot be replaced by other resources. No matter how modern the technology is used, or how much funds are prepared, without professional human resources everything becomes meaningless.

The performance of human resources is the key to the effectiveness of the organization's success in achieving its functions and objectives. An effective and successful organization is supported by qualified human resources. Meanwhile, quality human resources are produced from good and correct management. In terms of performance or performance is defined as an achievement or achievement that has been achieved from the results of his work. (Jufrizen, & Rahmadhani, 2020) states that the meaning of performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and according to morals and ethics.

Organizational Culture

Culture is seen as a pattern of basic assumptions found and developed by a certain group that is carried out by a person in social life and the group is a picture of behavior, nature and character (Prasada , 2020). The word culture (culture) comes from the discipline of Anthropology; with the character Killman. Defined as philosophies, ideologies, values, assumptions, beliefs, hopes, attitudes, and norms that are shared and bind a society. (Rivai, 2020).

(Muis, et, al., 2018) explains that culture is a strong determinant of people's beliefs, attitudes and behavior, and its influence can be measured through how people are motivated to respond to their cultural environment. The elements of culture include science, belief, art, morals, law, customs, behavior / habits (norms) of society,

assumptions, bases, value systems, learning / inheritance, and problems of external adaptation and internal integration (Wicaksono, et, al., 2021).

Culture is a central aspect of the organization in serving important communication functions for the members involved in it (Yudhasena, & Putri, 2019). In simple terms, the role and function of organizational culture is to help someone recognize the character of other people with different backgrounds but are led to adapt within the organization with the same goal. (Prasada, 2020) say that every organization has its own specific cultural values.

METHOD

The methods research method used is descriptive qualitative research in which the research design is structured to provide a systematic description of scientific information originating from the subject or object of research.

1. Data Primary data according to (Hardi, 2020) is a "data source that directly provides data to data collectors" data collected or obtained directly in the field by people who do research or are concerned, this primary data is also called original data or new data .
2. Secondary data according to (Hardi, 2020) is "a source that does not directly provide data to data collectors, for example through other people or documents".

In accordance with the form of the qualitative research approach and the data sources to be used, the data collection techniques used were observational analysis, interviews and documentation.

RESULT

Framework Balanced Scorecard Comprehensive

Framework balanced scorecard was prepared based on four perspectives, namely financial perspective, customer perspective, internal process perspective and Learning/Growth, and Suggestion perspective on alternative strategic planning. Strategy Map Using the Perspective of the Balanced Scorecard (BSC). "Every perspective on the BSC concept must be interrelated". This means that in mapping strategic objectives, each indicator must be related to each other and even related to other strategic indicators.

Financial

Perspective This perspective is placed as the estuary of all existing perspectives, because financial measurement is considered important in assessing accurately the economic consequences of the actions taken and as a guide for other perspectives. Financial performance measurement can identify whether the company's strategy, implementation and execution can contribute to fundamental improvements.

From a financial perspective, the first strategic objective is to increase the use of assets and investments. There are three targets for 2022, the first targeting ROI, ROA, ROE which ultimately results in the company's losses being smaller. Thus, companies are required to be more careful in investing. The target of the second strategy is to increase revenue/profitability. There are two targets for 2022, the first targeting revenue growth and profit growth, and the third strategic target, namely Increasing Cost Efficiency. There are two targets for 2022, the first to target the company's costs versus competitors' costs and the rate of reduction or cost savings. So that from the three strategic objectives, the company's performance can be said to be quite good, when compared to the previous year.

Customer

Perspective The customer perspective in the BSC identifies the customer and market share in which the company's products or services will be competent and describes the source of revenue from the financial goals. The size in the customer's perspective will show the level of customer satisfaction with the products/services produced by the company which can then be used as a correction for the correctness of the assumptions of the intended customer's wishes.

From the customer's perspective, the first strategic objective is to increase customer trust, targeting customer retention and acquisition. the second strategy target is increasing customer trust targeting customer satisfaction, and the third strategy target is improving service quality targeting the level of complaints (responsive). So that from the three results of the strategy targets, it shows a fairly good level of performance, and only the level of product quality still has complaints from customers in the previous year. So the strategic initiatives that can be carried out are providing explanations to convince customers about the readiness and quality of service support that will be provided to customers, conducting periodic surveys (every 1 year) regarding customer satisfaction

and improving service quality for customer satisfaction, conducting evaluations to maintain, monitor, transfer or eliminate customers based on market segments and profitability.

Internal Business Process Perspective

In the internal business process perspective, the first strategic objective is to improve response time by targeting a good response time. The target of the second strategy is the cycle effectiveness program which targets the increase in activities that provide added value, and the third strategy is the improvement of product quality which targets the reduction of defective products/services. So that from the three results of the strategy objectives, it shows that the level of employee performance and company performance is quite good, and only the level of product quality still occurs when there are defective products such as credit ATM cards or wrong typing in forms by office employees, this shows that product quality is still low. said bad. So the strategic initiatives that can be carried out are conducting a continuous assessment of the value chain that applies to the company, the value chain included in the internal process begins when customer needs are identified and ends when those needs are met, and includes innovation processes, operation and after-sales service, improve the ability to evaluate all customer complaints, provide more insurance service options in risk management, conduct strategic cooperation with underwriters, such as electronic data interchange (EDI).

Internal Business Process Perspective

In this fourth perspective, the company must be able to identify the company's infrastructure such as employees, systems and procedures that must be prepared to be able to move the company to grow and learn, as well as a driving factor from the three previous perspectives.

While the learning and growth perspective, the target of the first strategy is to increase employee productivity. There are two targets for 2022, which are targeting employee productivity and improving employee skills. The target of the second strategy is to increase employee satisfaction. There are two targets for 2022, which target employee expenses, employee satisfaction surveys, and employee turnover percentage as key. So that from the two results of the strategy objectives it can be said to be bad with these shortcomings so it really needs to be improved. Then the strategic initiatives that can be carried out are implementing education and training programs to improve the

quality of human resources, carrying out training and education to maintain the certificates of personnel already owned to obtain the new certificates needed.

CONCLUSION

Based on the chapter on the results of the analysis and discussion, the author will draw conclusions from the results of the research or writing of this thesis. The conclusions from the results of this study are as follows:

1. Strength factors have a score of 2.92 while weakness factors have a score of 3.24. This means that PT Cipta Arkun Mandiri has a higher strength than the weakness factor in determining strategies to increase family income.
2. Opportunities factors have a score of 1.98 and threat factors have a score of 1.72. From these scores, it shows that the effort to determine the competitive strategy of PT Cipta Arkun Mandiri has a large enough opportunity compared to the threats that will arise.
3. To determine the choice of a more specific strategy, the value obtained is entered into the strategy choice diagram, because the results from table 4.5 show that the existing score leads to the choice of a growth strategy which then determines a more specific growth strategy.

REFERENCES

- Hardi, S. F. (2020). Pengaruh Kepemimpinan dan Etos Kerja Terhadap Komitmen serta Kinerja Pegawai dengan Budaya Organisasi sebagai Variabel Moderasi pada Dinas Energi dan Sumber Daya Mineral Provinsi Riau. *Jurnal Ekonomi KIAM*, 31(2), 46-55.
- Iskandar, D. (2018). Strategi peningkatan kinerja perusahaan melalui pengelolaan sumber daya manusia dan kepuasan kerja dan dampaknya terhadap produktivitas karyawan. *Jurnal Ilmiah Bisnis dan Ekonomi Asia*, 12(1), 23-31.
- Jufrizen, J., & Rahmadhani, K. N. (2020). Pengaruh budaya organisasi terhadap kinerja pegawai dengan lingkungan kerja sebagai variabel moderasi. *JMD: Jurnal Riset Manajemen & Bisnis Dewantara*, 3(1), 66-79.
- Miftahudin, M. (2018). Strategi Pengembangan Sumber Daya Manusia Dalam Meningkatkan Kinerja Karyawan. *Tadbir: Jurnal Manajemen Dakwah*, 3(2), 1-16.
- Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh budaya organisasi dan komitmen organisasi terhadap kinerja karyawan. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 1(1), 9-25.
- Niati, A., Soelistiyono, A., & Ariefiantoro, T. (2019). Pengembangan Kemampuan Sumber Daya Manusia melalui Pelatihan Komputer Microsoft Office Excel untuk

- Meningkatkan Kinerja Perangkat Desa Mranggen. *E-Dimas: Jurnal Pengabdian kepada Masyarakat*, 10(1), 105-110.
- Prasada, D. (2020). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Karyawan Pada PT. Mandiri Konstruksi di Tangerang Selatan. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 3(2), 629-636.
- Purwanto, A., Asbari, M., Prameswari, M., Ramdan, M., & Setiawan, S. (2020). Dampak Kepemimpinan, Budaya Organisasi dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Puskesmas. *Jurnal Ilmu Kesehatan Masyarakat*, 9(01), 19-27.
- Rivai, A. (2020). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 213-223.
- Rosvita, V., Setyowati, E., & Fanani, Z. (2018). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan. *Indonesia Jurnal Farmasi*, 2(1), 46-52.
- Sakban, S., Nurmal, I., & Ridwan, R. B. (2019). Manajemen sumber daya manusia. *Journal of Administration and Educational Management (ALIGNMENT)*, 2(1), 93-104.
- Suindari, N. M., & Juniariani, N. M. R. (2020). Pengelolaan keuangan, kompetensi sumber daya manusia dan strategi pemasaran dalam mengukur kinerja usaha mikro kecil menengah (UMKM). *KRISNA: Kumpulan Riset Akuntansi*, 11(2), 148-154.
- Sunarsih, N. (2018). Manajemen Sumber Daya Manusia Berbasis Kompetensi: Strategi Meningkatkan Kemampuan Daya Saing Perusahaan. *Jurnal Akrab Juara*, 3(1), 17-28.
- Wicaksono, W., Suyatin, S., Sunarsi, D., Affandi, A., & Herling, H. (2021). Pengaruh Pelatihan, Motivasi Dan Budaya Organisasi Terhadap Kinerja Karyawan Pada PT Bank Mandiri, Tbk Di Jakarta. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(1), 220-237.
- Yudhasena, I. G. I., & Putri, I. G. A. D. (2019). Pengaruh Good Government Governance, Pengendalian Intern, dan Budaya Organisasi Terhadap Kinerja Organisasi Perangkat Daerah (OPD). *E-Jurnal Akuntansi*, 28(1), 434-464.