

THE EFFECT OF HUMAN RESOURCES AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT THE HUMAN RESOURCES AND HUMAN RESOURCES DEVELOPMENT AGENCY (BKPSDM) OF MESUJI REGENCY

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Abstract. *The main objective of human resource development is to improve employee performance. Through human resource development activities, it is hoped that there will be an increase in the knowledge, skills, and work attitude of employees towards the tasks for which they are responsible. Human resource development does not only focus on technical abilities, but also on the formation of a positive mental attitude that encourages employees to continuously improve their performance quality. Basically, performance is a perspective and mental attitude that always strives to be better over time—today must be better than yesterday, and tomorrow must be better than today.*

This study uses a quantitative descriptive method, which is a method that analyzes numerical data to explain the relationship between variables in a population. In this study, simple and multiple regression analysis techniques were used with a total of 38 employee respondents. The analysis results show that there is a significant influence between human resource development and employee performance at the Mesuji Regency Civil Service and Human Resource Development Agency, with a coefficient of determination (R-square) of 77.9%. In addition, organizational culture also influences employee performance with an influence level of 49.5%. Simultaneously, human resource development and organizational culture have a strong influence on employee performance, with an influence level of 88%. These results show that improving the quality of human resources and strengthening organizational culture together can contribute significantly to improving employee performance.

Keywords: *Human Resources, Organizational Culture, Performance.*

PENGARUH SUMBER DAYA MANUSIA DAN BUDAYA ORGANISASI TERHADAP KINERJA PEGAWAI DI BADAN KEPEGAWAIAN DAN PENGEMBANGAN SUMBER DAYA MANUSIA (BKPSDM) KABUPATEN MESUJI

Abstrak. Tujuan utama pengembangan sumber daya manusia (SDM) adalah untuk meningkatkan kinerja pegawai. Melalui kegiatan pengembangan SDM, diharapkan terjadi peningkatan pengetahuan, keterampilan, dan sikap kerja pegawai terhadap tugas-tugas yang menjadi tanggung jawabnya. Pengembangan SDM tidak hanya berfokus pada kemampuan teknis, tetapi juga pada pembentukan sikap mental positif yang mendorong pegawai untuk senantiasa memperbaiki mutu kinerja. Pada dasarnya, kinerja merupakan cara pandang dan sikap mental yang selalu berusaha untuk menjadi lebih baik dari waktu ke waktu — hari ini harus lebih baik dari kemarin, dan esok harus lebih baik dari hari ini.

Penelitian ini menggunakan metode deskriptif kuantitatif, yaitu metode yang menganalisis data berupa angka untuk menjelaskan hubungan antar variabel dalam suatu populasi. Dalam penelitian ini, digunakan teknik analisis regresi sederhana dan berganda dengan jumlah responden sebanyak 38 orang pegawai. Hasil analisis menunjukkan bahwa terdapat pengaruh signifikan antara pengembangan sumber daya manusia terhadap kinerja pegawai di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Mesuji dengan nilai koefisien determinasi (R-square) sebesar 77,9%. Selain itu, budaya organisasi juga berpengaruh terhadap kinerja pegawai dengan tingkat pengaruh sebesar 49,5%. Secara simultan, pengembangan sumber daya manusia dan budaya organisasi memberikan pengaruh yang kuat terhadap kinerja pegawai dengan tingkat pengaruh sebesar 88%. Hasil ini menunjukkan bahwa peningkatan kualitas SDM dan penguatan budaya organisasi secara bersama-sama mampu memberikan kontribusi yang signifikan terhadap peningkatan kinerja pegawai.

Kata kunci: *Sumber Daya Manusia , Budaya Organisasi, Kinerja.*

INTRODUCTION

In the era of globalization and digitalization of public administration, improving the performance of government officials has become a strategic issue in realizing good governance. The performance of public organizations is not only determined by technological sophistication or the completeness of facilities and infrastructure, but is also greatly influenced by the quality of human resources (HR) that drive the organization. Excellent HR will produce effective and efficient public services, while incompetent HR can be an obstacle to achieving organizational goals. Therefore, professional HR management has become a major focus in bureaucratic reform in Indonesia, including in local government.

On the other hand, organizational culture also plays an important role as a system of values and beliefs that shapes employee work behavior. A positive culture can foster enthusiasm, discipline, and loyalty at work. Conversely, a weak work culture tends to result in low employee motivation and performance. In the context of government bureaucracy, organizational culture is often influenced by leadership patterns, administrative practices, and the prevailing work climate within an agency. Therefore, to achieve optimal public service objectives, government organizations need to build a work culture that is oriented towards performance, integrity, and accountability.

The Mesuji Regency Civil Service and Human Resource Development Agency (BKPSDM) is an agency that has strategic responsibilities in managing the civil service (ASN). However, data shows that the performance of BKPSDM employees is still not optimal. The average attendance of employees during 2024 has not reached the target of 100%, and the realization of work programs has not reached the set targets. This phenomenon indicates

problems with the quality of human resources and organizational culture. Based on these conditions, it is important to conduct research to analyze the extent to which human resources and organizational culture affect employee performance at BKPSDM Mesuji Regency. The results of this study are expected to contribute theoretically to the development of human resource management in the public sector and provide practical recommendations for improving the performance of regional employees.

In addition, improving the quality of the civil service through human resource competency development is an urgent need amid rapid changes in the strategic environment. Professional public services can only be realized if employees have adequate technical, managerial, and social skills. Organizational cultural factors such as work ethic, responsibility, and discipline also strengthen the success of human resource management in public organizations. Therefore, the influence of these two factors on employee performance needs to be analyzed empirically to produce policy recommendations that are relevant to the demands of bureaucratic reform.

Employee performance is a manifestation of a combination of individual competence and a conducive work environment. In this case, the effectiveness of the Mesuji Regency BKPSDM in carrying out its regional personnel management functions is highly dependent on the quality of human resources and the organizational culture that develops within it. This study seeks to provide an empirical description of the relationship between human resources, organizational culture, and employee performance, while also identifying the extent to which these two factors can improve productivity and the quality of public services.

THEORETICAL BASIS

Human Resources

Human resources (HR) are the most valuable asset an organization has. According to Sedarmayanti, HR refers to all human potential that can be utilized to produce goods and services and contribute to the achievement of organizational goals (Sedarmayanti and Rahadian 2018). In the context of public management, human resources are not only viewed in terms of the number of employees, but also in terms of the quality of their competence, motivation, and integrity. Sutrisno explained that human resource management plays a role in managing and directing the workforce so that they can contribute optimally through recruitment, training, performance appraisal, and career development activities (Anastasya Mechta Mediana and Hwihanus Hwihanus 2024). Good quality human resources are a key prerequisite for creating an adaptive and highly competitive organization.

Furthermore, Hasibuan emphasized that human resource management serves to plan, organize, direct, and control the workforce in order to achieve organizational effectiveness and efficiency (Husaini and Utama 2021). The role of human resources in government agencies is not merely administrative, but also strategic, as it concerns the ability to formulate public policy and implement it appropriately. Professional human resources will be able to adapt to policy changes and deliver innovative and productive performance.

Mathis and Jackson add that modern HR management must focus on increasing employee value through continuous training, fair compensation systems, and the creation of an organizational learning culture (Khaeruman and Taborini 2024). In this case, competency development becomes an important instrument to strengthen the competitiveness of individuals and organizations. Competent human resources not only have technical

abilities, but also social skills and professional ethics.

In addition to abilities, attitude and motivation also play an important role in human resource performance. Rivai dan Sagala (2013) mentioning that work motivation is an internal drive that makes individuals act to achieve organizational goals. Therefore, public organizations need to develop a reward system that can increase the intrinsic motivation of employees. Placing employees in positions that match their competencies will strengthen the role of human resources in supporting the success of the agency.

Finally, according to Bintoro and Daryanto, effective human resources must be managed through a strategic approach that emphasizes a balance between individual needs and organizational goals (Kosasih 2022). In the context of BKPSDM, good human resource management will have a direct impact on improving the performance of regional civil service. Therefore, human resources are an important variable that determines the success of public institutions.

Organizational Culture

Organizational culture is a system of values and beliefs held in common by members of an organization to guide their behavior. According to Robbins, organizational culture functions as a social mechanism that shapes the mindset and actions of employees in carrying out their duties (Hendra 2020). A strong culture can increase employee engagement and loyalty to the organization. In public organizations, organizational culture is an important element in creating ethical, professional, and service-oriented behavior.

Sutrisno explains that organizational culture reflects the beliefs, norms, and symbols internalized by members of the organization (Chotimah 2015). These values form a collective identity that distinguishes one organization from another. In the government environment, organizational culture is often reflected in

work discipline, responsibility for tasks, and commitment to public service. A positive culture will foster cooperation and strengthen employee morale.

According to Schein, organizational culture consists of three main layers: artifacts, shared values, and basic assumptions. Artifacts include visible things such as organizational structure and work policies (Nurdin 2014). The values embraced are principles and work ethics that are upheld, while basic assumptions are deep-rooted beliefs that are not easily changed. These three layers influence each other in shaping employee behavior. The more consistently the organizational culture is implemented, the higher the stability and performance of the organization.

Organizational culture also influences employee innovation and adaptation to change. According to William and Dessler, an organizational culture that is open to learning and collaboration will accelerate the innovation process (Widodo et al. 2021). Conversely, a bureaucratic and closed culture can lead to resistance to change. Therefore, public organizations need to build a flexible, participatory, and results-oriented work culture.

Thus, organizational culture is not merely a set of unwritten rules, but a social force that shapes the collective behavior of employees. At BKPSDM Mesuji Regency, a strong organizational culture can increase employee morale, discipline, and responsibility in carrying out their duties. A good work culture will strengthen integrity and improve the overall performance of the apparatus.

Employee Performance

Employee performance is the result of an individual's efforts, abilities, and opportunities in carrying out their duties. According to Mangkunegara, performance is the result of work, both in terms of quality and quantity, achieved by an employee in accordance with the responsibilities assigned to them. (Sutedjo

And Mangkunegara 2018). Performance is an indicator of the extent to which individuals are effective in achieving organizational goals. In the context of public organizations, employee performance reflects the success of the agency in providing services to the community.

Mathis and Jackson state that performance is influenced by three main factors: ability, motivation, and work environment. Employees with high competence and strong motivation will produce optimal performance if supported by a conducive work system (Supatmi, Nimram, and Utami 2018). Fair and transparent performance appraisals are also an important factor in boosting employee morale. Therefore, organizations must have an objective evaluation system that is oriented towards career development.

According to Dharma, employee performance can be measured through several indicators, namely work quality, punctuality, responsibility, and knowledge of the job (Dharma et al. 2020). Employees who are able to produce high-quality work, are disciplined with time, and are responsible for their tasks demonstrate a good level of performance. Another aspect that also has an influence is the ability to adapt to changes in policy and technology.

In addition to internal factors, employee performance is also influenced by external support such as leadership, communication, and organizational culture. Ruky emphasizes the importance of performance management as a process that involves setting goals, providing ongoing guidance, and evaluating work results (Fahlevi et al. 2023). Leaders play a key role in motivating employees to achieve their best performance through constructive guidance and supervision.

Thus, employee performance is a reflection of the synergy between individual competencies and the organizational system. At BKPSDM Mesuji Regency, improving employee performance is a top priority to support bureaucratic reform. Efforts to improve performance must be carried out continuously through human resource development and strengthening a results-oriented organizational culture.

RESEARCH METHODS

The research was conducted at the

BKPSDM of Mesuji Regency, located in the Wiralaga Mulya Village Government Office Complex, Mesuji District.

The research population consisted of all 40 civil servants at the BKPSDM of Mesuji. Because the number was less than 100, the research used a saturated sample, meaning that the entire population was used as the sample. However, two people (the head of the agency and the researcher) were excluded, resulting in a final sample of 38 people. X1 (HR): planning, procurement, development, compensation, and discipline. X2 (Organizational Culture): innovation, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. Y (Employee Performance): work quality, punctuality, responsibility, and competence.

Documentation: literature studies, personnel files, and performance reports. Observation: direct observation of employee activities. Questionnaire: research instrument using a 1–5 Likert scale to measure respondents' perceptions.

The data were analyzed using quantitative methods through simple and multiple linear regression, using SPSS version 23. Validity, reliability, t-test, F-test, and coefficient of determination tests were used to test the research hypotheses.

RESEARCH RESULTS

All items in the HR, organizational culture, and performance variables were declared valid with a calculated r value > 0.444 . The Cronbach's Alpha values for each variable were also greater than 0.7 (HR = 0.723; Organizational Culture = 0.805; Performance = 0.818), making the instrument reliable.

The t-test results show a t-value of $11.260 > t\text{-table} = 1.664$, with a significance of $0.000 < 0.05$. This means that human resources have a positive and significant effect on employee performance. The coefficient of determination of 77.9% shows that the quality of human resources explains most

of the variation in employee performance.

The t-test results produced a t-value of $5.946 > t\text{-table} = 1.664$, with a significance of $0.000 < 0.05$. This means that organizational culture also has a positive and significant effect on employee performance. The coefficient of determination of 49.5% indicates that organizational culture contributes significantly to performance variation.

The F test results show a calculated F value of $61.662 > \text{table } F = 3.111$ with a significance of 0.000. Thus, human resources and organizational culture simultaneously have a significant effect on employee performance. The coefficient of determination of 88% confirms that the combination of these two variables explains almost all of the variation in employee performance.

These findings are in line with Christian's research, which proves that quality human resources improve public services. The results are also consistent with Permatasari (2017), who found that organizational culture and human resources simultaneously have a significant effect on employee performance.

Theoretically, this study confirms Robbins' (2020) view that a strong organizational culture influences performance, as well as Mathis & Jackson's opinion emphasizing the importance of effective human resource management.

At BKPSDM Mesuji, low employee attendance and suboptimal work program achievements prove that there are problems with human resource quality and weak implementation of organizational culture. However, by strengthening both, performance can be significantly improved. These findings align with Christian's (2015) research, which proves that quality human resources enhance public service. The results are also consistent with Permatasari (2017), who found that organizational culture and human resources simultaneously have a significant impact on employee

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At BKPSDM Mesuji, low employee attendance and suboptimal work program achievements prove that there are issues with HR quality and weak implementation of organizational culture. However, by strengthening both, performance can be significantly improved.

CONCLUSION AND IMPLICATION CONCLUSION

Human resources (HR) have a positive and significant effect on the performance of BKPSDM employees in Mesuji Regency, with a contribution of 77.9%.

Organizational culture has a positive and significant effect on employee performance, with a contribution of 49.5%.

HR and organizational culture simultaneously have a significant effect on employee performance, with a contribution of 88%.

The dominant factor affecting performance is HR, especially in the aspects of planning, development, and discipline.

IMPLICATION

For the Mesuji Regency BKPSDM: there is a need for employee competency improvement programs through training, education, and career development; implementing a fair reward and punishment system to improve work discipline; instilling a strong work culture by emphasizing the values of integrity, responsibility, and teamwork.

For the Local Government: Formulate personnel policies that support sustainable human resource development. Integrate organizational culture into the vision, mission, and strategic programs of the region.

For Further Research: Other variables such as work motivation, leadership, or compensation can be added to expand the research model. Conduct comparative research between

agencies to obtain a broader picture of the factors that influence the performance of civil servants.

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