DOES HUMAN RESOURCES DEVELOPMENT AND ORGANIZATIONAL CULTURE STILL IMPACT ON EMPLOYEE PERFORMANCE?

Hj. Sulastini

Postgraduate Faculty, Islamic University of Kalimantan Muhammad Arsyad Al Banjari - Banjarmasin, Postal Code 70124,
Email: hjsulastini@gmail.com

ABSTRACT

This study aims to analyze (1) the effect of human resource development on employee performance, (2)) The Influence of Organizational Culture on Employee Performance (3) The Influence of Human Resource Development and Organizational Culture on Employee Performance. The object of this research is PT.Sega Mas Banjarmasin. This study uses a survey method with a cross section design. The sampling technique uses saturated side (census). Respondents in this study were 40 permanent employees at PT.Sega Mas-Banjarmasin. This research resulted in the findings that by developing education and training, work capacity, knowledge skills, skills abilities, attitudinal abilities of employees organizational goals were achieved. Human Resource Developmentis a way to achieve an organizational goal effectively and efficiently through the implementation of individual duties and obligations in the organization. The findings of this study seem to enrich understanding of how to improve organizational performance through the inculcation of an effective Organizational Culture. This study found that the Organizational Culture that is built by increasing the culture of innovation, employee-oriented organizational activities and also paying attention to existing problems have implications for employee serenity and performance.

1. INTRODUCTION

Good human resource management is aimed at increasing the contribution that workers can make in the organization towards the creation of organizational goals. The formation of an organizational unit that manages human resources is not intended as an objective, but as a tool to improve efficiency, effectiveness and performance of the organization as a whole.

Companies in the business world have the main goal of making a profit. Creating a company vision and mission is the first step taken so that these main goals can be achieved. Good management and quality human resources are needed by the company in order to achieve the company's main goals. Attitudes and behavior of employees that benefit or harm the company can be seen from the high and low quality of employee performance in the company.

The success of a company in achieving its goals cannot be separated from the role and performance of the employees in the company. Employees as human resources are the most important asset for the company because of their role as executor of policies and company operational activities. For this reason, employees are directed to improve their performance so that they have behavior and attitudes that reflect responsibility and loyalty.

One of the work programs which is the fundamental theme is a change in mindset, a leadership pattern that is part of cultural change. Through this transformation, it is hoped that there will be a change in the corporate work culture and individual company workers for the better. In this era of globalization, to achieve sustainable excellence in the midst of very sharp business competition, one of the tips is how companies, both companies that produce products or services, can manage their human resources, because they are very important company assets. In accordance with the opinion of Sofo (2013) states that in order for an organization to be effective in the new millennium, learning something needs to be given the foundation of the ability to identify, consider and challenge assumptions, namely the ability to

think critically. In the knowledge explosion reform, the main skill is to make rapid progress in the new century having the ability to reflect critically, learn and act accordingly. Learning is the most important component in managing people and it is clear that *human resources development* must have a real role in the new millennium.

All organizations have a culture and depend on its strengths. Culture can influence and give meaning to the behavior of organizational members (Robbin, 2013). Employees begin to learn and adapt to organizational culture and it is necessary to have cultural internalization in employees to achieve management success.

If the organizational culture has touched the basics and directs behavior and optimizes the ability of employees continuously in accordance with the objectives, then the survival of the organization will last a long time. Research conducted by Yoesef (2005) in Rozi 2016 examined national culture which can moderate the relationship between organizational commitment, job satisfaction and employee performance. The results of this study indicate that the relationship between organizational commitment and work results, job satisfaction and job performance is positive and significant. This shows that employees who have high commitment to the organization have more job satisfaction with their work and higher performance.

From the description above, it is clear that every employee has high hopes for high achievement, with the assumption that management in the organization is able to create and develop good human resources and organizational culture, although, it is necessary to realize that there are organizational dynamics that can lead to changes that can occur. different from expected so that there is a need for evaluation of management.

The approach that has been used to explain the phenomenon of strong and resilient organizations in the systems and mechanisms of business competition in various sectors today is the ability to develop employee resources as a series of management concepts that ensure skills and employees who have commitment and

development in the organization (Gardner and Palmer , 1992 in Sofo, 2013). In this connection, the industrial sector is an integral part of the process of interrelating these factors with individual and organizational performance issues.

Based on the foregoing cultural factors and efforts to develop human resources, employees become a factor that contributes to determining the quality and quantity of products produced by the employees themselves. These two variables are also the explanatory variables why employee performance in several business sectors tends to decline when human resource development efforts, employees are still unclear and done not with a planned and programmed effort towards a reliable system that can have an impact on improvement employee performance.

On the other hand, organizational culture is increasingly complex and tends not to be managed properly, resulting in some organizations being very difficult to carry out an adjustment process that can be used to strengthen and improve the quality and quantity of company employee performance at PT. Sega Mas still hopes to realize his desire to become a world class *company.*

The hopes that PT. Sega Mas, as stated above, is related to increased performance, which in essence is directly influenced by the individual performance of employees who are members of the company. Individual performance will increase if the quality of the individual also increases. To improve the quality of individuals, it is necessary to develop human resources, employees and create a good organizational culture in an effort to develop a sustainable and very strategic way to develop the quality and performance of organizational employees. (Veithzal, 2004)**.**

In Rozi 2016, several previous studies have focused on issues of human resource development but different organizational environments. Many previous studies have observed the development and management of human resources in manufacturing companies, service companies such as hospitals, restaurants and some have also examined developments in human resources government agencies. Meanwhile, in this study focused on human resource development at the company PT. Sega Mas Banjarmasin.

Among the researches conducted in companies including Egan, *et al.* (2008); Guest, *et al.* (2008); McIntyre (2013); Duken (2000); Jaemon (2011); and Nadler (2012) and other researchers. Furthermore, research relevant to this research includes: Perumalla (2012), Jung and Avolio (2009), and Hadisoebroto (2000). These studies examine the relationship between forms of human resource development, organizational culture and performance.

Based on this description, the research aims to produce a comprehensive model by considering the variables of human resource development, organizational culture, and employee work that have an impact on the performance of PT. Sega Mas Banjarmasin. This is also the originality and novelty of this research.

This research will examine each of the effects of human resource development and organizational culture on employee work performance, namely analyzing:
1. Does human resource development partially have a significant effect? on employee performance?
2. Does organizational culture partially have a significant effect on employee performance?
3. Whether the development of human resources and organizational culture simultaneously has a significant effect on Employee Performance?

2. RESEARCH METHOD

This research was conducted in Banjarmasin City. The population in this study were 40 employees, as the sample in this study (census). The data analyzed in this study is a research questionnaire distributed as many as 40 questionnaires. Data is measured with a Likert scale. This study uses a survey method with a cross section design. Sampling techniques using saturated side (census)

3. LITERATURE REVIEW

Dave (1977) in Rozi 2016 said that measuring resources is complex, difficult, confusing, but it can and must be done. When resource professionals start with a clear understanding of business objectives, they can transform those business goals into measurable resource practices. The effort focuses attention on what HR practices, what professionals, and what departments should serve the company. The conceptualization, definition and operationalization of this is a critical step towards measurement and

HR. Vijaya (2010) adds that this study documents the findings of a survey-based study regarding the profile of small and medium businesses in the Atlanta area, and human resource management practices in these companies. The study is based on a survey conducted on one sample of sixteen small and medium businesses in Atlanta, USA. The profiles of the surveyed companies are presented together with an analysis of their human resource issues, such as hiring, training and compensation.

There are several important findings that emerge. *First,* only about half of resource practices show a significant effect. Second, these results identify a number of resource practices, extending across conceptually defined subgroups of practices related to competence, motivation, and opportunities to contribute and, to a lesser extent, commitment. Third, the relationship between sequential tree analysis and factor analysis is interesting where the practices in the first factor all appear in the sequential tree analysis but those in the other factors are not. Fourth, there is strong overlap with the results of the regression analysis, even after the control variables were included. Finally, potential tree analysis appears to be relatively parsimony with respect to specific results, which in each case can identify and show the value of a combination of practices (Guest, *et al.*, 2004). in Rozi 2016

According to Mcintyre(2013) in Regina Maharani 2020 in addition, this study explores the relationship between level of involvement and successful post-acquisition integration. It makes a case for the participation of human resource development (HRD) professionals as change agents equipped to address these human capital challenges and presents a model for HRD professional participation as a due diligence facilitator.

With regard to organizational culture, Saffold (1988) in Rozi 2016 conducted his research through a review of the five weaknesses inherent in the strong culture hypothesis and proposed three corrections that would lead to a better view of the contribution that culture makes to organizational performance. The role culture plays in shaping organizational life makes it possible to speculate that cultural factors are associated with extraordinary levels of organizational performance. An association that is generally assumed is that if an organizational culture contributes to increased performance, then this culture must be "strong" and have special "characteristics": special values, beliefs, and shared behavior patterns.

Furthermore, Onken (2010) in Elronny 2020 added that organizational culture and its impact on company performance with the research sample were the telecommunications industry and companies registered with the SEC which consisted of 90 respondents, and the measurement variables were Polychronicity, Speed, Organizational Performance and Hypercompetitive. This study uses correlation analysis method and is *within and between analysis* (WABA). The results of this study consisted of: Polychronic is positively related to speed, the moreorganizational culture *polichronic* will have the better performance, the organizational culture that has more *speed value* will have better performance, however, the moremoreorganizational culture relationship *polichronicspeedy the* and thevalue will have better performance in a hypercompetitive environment than in a non-hypercompetitive environment. The weakness and strength of this research is that organizational culture is limited to polichronic and value speed, which can be further developed by relating it to the organizational level.

According to further researchers, Jung and Avolio (1999), in 2016 Rozi

conducted a study whose results showed that collectivists with transformational leaders generated more ideas, but individualists produced more ideas with transactional leaders. Group performance is generally higher than individual performance. However, contrary to expectations, collectivists came up with more ideas that would require a fundamental organizational change on their own. The results of this study also suggest that the effects of transformational and transactional leadership are not always general in nature. Therefore, future

4. DATA AND DISCUSSION

4.1. Descriptive Statistical Analysis

This research consisted of three variables, namely: human resource development, organizational culture, and employee performance. The frequency distribution was obtained from the tabulation of the respondents' answers. The descriptions of the descriptive statistical analysis of each variable were described as follows:

A. Human Resources Development (X_1)

Human Resource Development in this study aims to achieve organizational goals

leadership research should be based on a broader theoretical framework that includes the types of cultural contingencies studied here and the broad scope of cultural value orientation and duties.

Ritchie (2000) even found that organizational culture (accurate and rewarding) had a significant effect on the level of internalization, whereas complex organizational schemes had no significant effect. The level of internalization has a significant relationship with employee job satisfaction and organizational commitment.

effectively and efficiently through the implementation of individual duties and obligations in the organization. This is achieved when there is synergy or good alignment between the goals or needs of the individual and the organization. Human resource development programs carried out in a planned manner within the organization can be carried out in several forms of development activities and activities. Measurement of human resources development variables in this study are education and training ($X_1.1$), the work capacity ($X_1.2$), a working knowledge of ($X_1.3$), the ability of the skill ($X_1.4$), the ability of the attitude ($X_1.5$) Respondents' perceptions of human resource development variables as shown in table 4.1

Table. 4.1
Description of Human Resource Development Variables (X_1)

| No | Indicator | F Total | Score | | | | | | | | | | Mean |
| | | | 1 | | 2 | | 3 | | 4 | | 5 | | |
			f	%	f	%	f	%	f	%	f	%	
1	X1_1	40	1	2.5	3	7.5	1	2.5	11	27.5	24	60.0	4.35
2	X1_2	40	2	5 , 0	1	2.5	2	5.0	12	30.0	23	57.5	4.32
3	X1_3	40	2	5.0	1	2.5	3	7.5	11	27.5	23	57.5	4.30
4	X1_4	40	2	5.0	1	2.5	2	5.0	10	25.0	25	62.5	4.37
5	X1_5	40	1	2.5	2	5.0	2	5.0	10	25.0	25	62.5	4.40
Total													4.39

Source: Data processed, 2020

Based on Table 4.1, it can be seen that of the 40 employees studied, in general, employees of human resource development (X_1) are in a positive area with an average score of 4.39 and this is declared good. The indicators that received theresponses were

highesteducation and training (X1.5), with an average score of 4.40; then the work capacity indicator (X1.4), with an average score of 4.37; skill ability (X1.1); with an average score of 4.35; attitude ability (X1.2), with an average score of 3.32. Work

capacity (X1.3); with an average score of 4.30.

This illustrates that employees always want to improve their abilities and insights both through several existing programs in the company and cooperation with work partners. From the knowledge of the above data, it can be concluded that the human resource development carried out is quite good because there is no difference in numbers that is so large that all indicators are close to the average. is an asset for organizations to face challenges and threats, thus the management of human resources must be based on a critical understanding of the alignment between individual and organizational goals.

B. Organizational Culture (X_2)

Based on table 4.2. following the results of the score answers to the variable organizational culture can be presented more clearly. the results of research in the field can be seen the answers to 40 respondents, with regard to the indicator variable statement organizational culture as explained below: Innovation and risk taking indicators 4.17 ($X_{2.1}$), Problem solving 4.22 ($X_{2.2}$), Result oriented 4.20 ($X_{2.3}$), Stability / stability 4.12 ($X_{2.4}$) and 4.25 (Xtask orientation$_{2.5}$)as contained in Table 4.2 as follows:

Table 4.2
Respondents' Responses on Organizational Culture Variables (X_2)

No	Indicator	F Total	Score										Mean
			1		2		3		4		5		
			f	%	f	%	f	%	f	%	f	%	
1	X2_1	40	2	5.0	1	2.5	7	17.5	8	20.0	22	55.0	4.17
2	X2_2	40	2	5 , 0	3	7.5	3	7.5	8	20.0	24	60.0	4.22
3	X2_3	40	1	2.5	2	5.0	6	15.0	10	25.0	21	52.5	4.20
4	X2_4	40	3	7.5	1	2.5	6	15.0	8	20.0	22	55.0	4.12
5	X2_5	40	1	2.5	1	2.5	7	17.5	9	22.5	22	55.0	4.25
Total													4.19

Source: primary data processed in 2020

Based on Table 4.2, it can be seen that of the 40 employees studied, in general, employees towards organizational culture are in very positive areas with an average score of 4.19 and this is declared good. The indicator that received the highest response was the level of accuracy of task orientation ($X_{2.5}$) with an average score of 4.25; then the problem solving indicator (X2.2), with an average score of 4.22; Result oriented ($X_{2.3}$) with an average score of 4.20, innovation and risk taking ($X_{2.1}$) with an average score of 4.17; Stability / stability 4.12 ($X_{2.4}$)

This illustrates that the physical condition and power thought that employees related to the implementation of duties are in accordance with those outlined by the company, or in accordance with the job descriptions of each employee. This illustrates that the company has instilled self-stability in each of its employees so that in carrying out routine and non-routine tasks there is no longer a sense of doubt or doubt in his mind. Because if there is a feeling of doubt or indecision in carrying out work, it will have fatal consequences for the employee as well as for the company, especially in the PTSega Mas work environment, it is very risky *(Hight Risk)* for work accidents.

From the data above, it can be seen that the indicator that gets the highest response is task orientation ($X_{2.5}$) with an average score of 4.25, meaning that even though the 5 indicators have the highest average score, the difference is not too far from the indicator. others, just enough to be aware of and can be taken into consideration in preparing employee coaching programs in the future.

C. Employee Performance Variables (Y)

Respondents 'responses about variables employee performance(Y) can be seen through respondents' responses to 5 indicators such as: Indicators of work quality,Quantity, Timeliness,The level of error, thelevel of accuracy as contained in Table 4.3 as follows.

Table 4.3
Results of the Descriptive Analysis of Employee Performance Variables

No	Indicators	F Total	Score										Mean
			1		2		3		4		5		
			f	%	f	%	f	%	f	%	f	%	
1	Y1_1	40	2	5.0	2	5.0	6	15.0	8	20.0	22	55.0	4.15
2	Y1_2	40	2	5 , 0	2	5.0	2	5.0	11	27.5	23	57.5	4.27
3	Y1_3	40	4	10.0	1	2.5	4	10.0	9	22.5	22	55.0	4.10
4	Y1_4	40	2	5.0	4	10.0	5	12.5	7	17.5	22	55.0	4.07
5	Y1_5	40	1	2.5	2	5.0	1	2.5	11	27.5	25	62.5	4.42
Total													4.20

Source: primary data processed, 2020

Based on Table 4.3, it can be seen that of the 40 employees studied, in general, employee performance (Y) is in a very positive area with an average score of 4.20 and this is declared good. The employee performance indicator that gets the highest response is the level of accuracy with an average score of 4.42 This illustrates that the physical condition and thinking power of employees related to the level of accuracy in carrying out tasks is in accordance with what is outlined by the company, or has been appropriate with job descriptions of each employee. that the ability to complete work is better than the standard as an indicator item for employee performance. From the data above, it can be concluded that the employee's performance is good enough because there is no difference in the average number that is so large that all indicators are close to the average.

4.2. Validity and Test Reliability

A. Results Validity Test Results Validity

This test aims to determine the level of validity of the instrument used in the study. Through the validity test, it will be known whether the question items presented in the questionnaire are really able to reveal with certainty about the problem under study. The technique that can be used for the validation test is item analysis, where each value in each question item in the questionnaire is correlated with the total value of all the questions for a variable, using theformula *Product Moment*.

Based on the results of testing the validity of the research instrument, it shows that all research items are valid. This can be seen from the significance of the correlation calculation results or r is less than 0.05.

Based on the results of calculations using *software* SPSSversion 23, the statement items that form the variable constructs of human resource development are presented as shown in Table 4.4 as follows.

Table 4.4
Validity of Test Results Variable human resources development (X 1)

Item	R	Siq	Description
X1_1	0.755	0.000	Valid
X1_2	0.714	0.000	Invalid
X1_3	0.689	0.000	Valid
X1_4	0.531	0.000	Valid
X1_5	0.733	0.000	Valid

Sources: Primary data is processed in 2020

Based on the results of calculations using *software* SPSSversion 23 as contained in the appendix, the items of indicator statements that form the construct of organizational culture variables are presented as shown in Table 4.5. as follows

Table 4.5
Validity of Test ResultsOrganizational culture variable (X2)

Item	R	siq	Description
X2_1	0.674	0.000	Valid
X2_2	0.426	0.000	Invalid
X2_3	0.416	0.000	Valid
X2_4	0.677	0.000	Invalid
X2_5	0.725	0.000	Valid

Source: primary data processed in 2020

From Table 4.5 above, by comparing thecorrelation coefficient *Pearson* or r-table at a *significant level of* 5%. Thus the statement items on the variable organizational culture are all valid.

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Based on the results of calculations using *software* SPSSversion 23 as contained in the appendix, the indicator statement items that form the construct of employee performance variables are presented as shown in Table 4.6 as follows

Table 4.6
Validity Test Results of Employee Performance Variables (Y)

Item	R	siq	Information
Y1_1	0,698	0,000	Valid
Y1_2	0,705	0,000	Valid
Y1_3	0,442	0,000	Valid
Y1_4	0,690	0,000	Valid
Y1_5	0,758	0,000	Valid

Source: primary data processed 2020

From Table 4.6 above, by comparing thecorrelation coefficient *Pearson* or r-table at a *significant level of* 5%, then It can be stated that the statement items for each indicator have a value of r-count greater than r-table 4.6**.** Thus the statement items on eachindicator are employee performance all valid.

4.3. Test Results Reliability

Reliability tests the consistency of an instrument in measuring the concept that must be measured or performs its measuring function. A reliable instrument is an instrument that when used several times to measure the same object will produce the same data (Sugiyono, 2013). In this study, the reliability test was carried out by calculating the *Cronbach's Alpha* from each

instrument in a variable. Instruments used in the variable is said to be reliable*(reliable)*if it has a *Cronbach's alpha* of more than 0.6 (Nunnaly, 1978 in Suharsimi Arikunto, 2013) .reliabel. It can be seen that all of the research variables have a reliability coefficient / alpha greater than 0.6.

Based on the results of calculations using *software* SPSSversion 23 , it is stated that the reliability of the variable statement item Human resource development can be stated that the Cronbach's Alpha value for each statement item in this study is above the minimum limit of 0.60. Cronbach's Alpha Total Human Resource Development variable is 0.952. From the results of this reliability test, it can be stated that the measurement instrument on the variable Human resource development used in this study is reliable (reliable).

Based on the results of calculations using *software* SPSSversion 23, it is stated that the reliability of the item statement variable organizational culture can be stated. that the Cronbach's Alpha value for each statement item in this study is above the minimum limit of 0.60. Cronbach's Alpha total variable organizational culture is 0.769. From the results of the reliability test, it can be stated that the measurement instrument on the organizational culture variable used in this study is reliable (reliable).

Based on the results of calculations using *software* SPSSversion 23, the reliability of the employee performance variable statement items states that the Cronbach's Alpha value for each statement item in this study is above the minimum limit of 0.60. Cronbach's Alpha total employee performance variable is 0.691. From the results of the reliability test, it can be stated that the measurement instrument for the employee performance variables used in this study is reliable (reliable). The overall reliability test results indicate that the measurement instrument used in this study is reliable (reliable).

4.4. Classical Assumption Test Results

After the measurement instrument is declared valid and reliable, then testing the assumptions that must be met in a multiple regression model. The testing of multiple regression assumptions or what is called classic assumption testing in this study includes.

A. Normality Test

To test whether the data to be used in the regression model is normally distributed or not (Ghozali, 2006). To test a data that is normally distributed or not, it can be determined using a normal plot graph (Ghozali, 2006). To test whether the data collected is normally distributed or not, it can be done with graphical and statistical methods. A reliable graph method for testing data normality is by looking at the *normal probability plot* and histogram.Based on statistical results with the help of the SPSS version 23 program, agraph is produced *normal probability plot* as follows. then agraph is produced *normal probability plot* as follows.
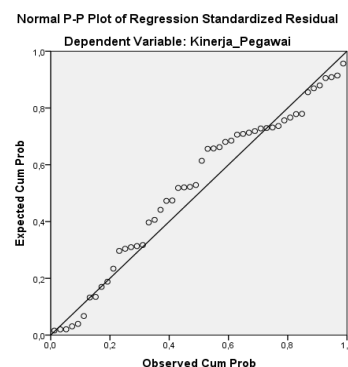

Figure 5.1. Normal Probability Plot

Based on Figure 5.1 above, it appears that the distribution (scattering) of data is around the diagonal line and nothing is scattered far from the diagonal line, so that

the assumption of normality can be fulfilled, apart from being based on agraph *normal probability plot*, Singgih Santosa (2001) suggests that the detection of normality data can be done by looking at the histogram graph Figure 5.2

Histogram for the frequency (spread) of data from the spread (frequency) of data. The histogram shape, such as a*bell shaped*

curve, indicates that the data is normally distributed. Based on the statistical results with the help of the SPSS version 23 program, the following histogram is produced. Based on Figure 5.2 above, it appears that the histogram shape describes normally distributed data because it is*bell shaped*, so that the assumption of normality in this study can be fulfilled.
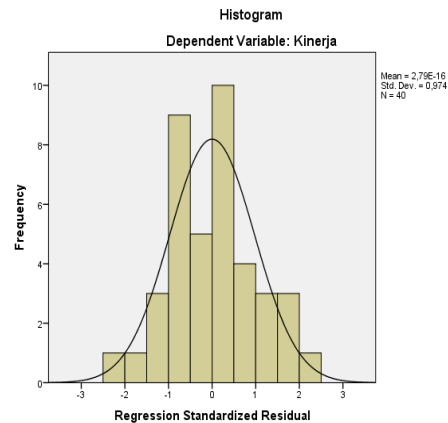

Figure 5.2 Normally Distributed Data

B. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of *variance* from the residuals of one observation to another. If the *variance* residualfrom one observation to another is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one that is homoscedasticity, not heteroscedasticity (Ghozali, 2006).

Themethod used to detect the presence or absence of heteroscedasticity is to look at the scatterplot graph between the predictive value of the dependent variable (ZPRED) and the residual :

(SRESID). Reflection on the presence or absence of heteroscedasticity can be done by looking at the presence or absence of a certain pattern on the scatterplot chart between ZPRED and SRESID (Singgih Santoso, 2002). If there is a certain pattern, such as the dots that exist to form a certain regular pattern (wavy, widened, then narrowed). Then identify heteroscedasticity. Meanwhile, if there is a clear pattern, and the dots spread above and below the number 0 on the Y axis, then heterosidasticity does not occur.

Based on statistical results using the SPSS version 23 program, the relationship between the predicted variable values and their residuals is depicted in Figure 5.3 below
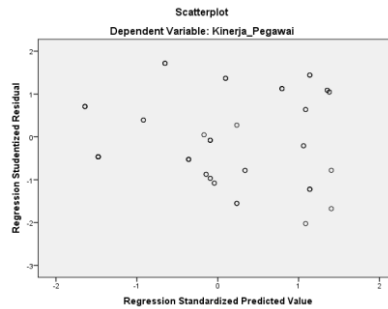
Figure 5.3 Scatterplot Graph

Based on Figure 5.3 above, it appears that the dots (dots dots) that are scattered without forming a certain regular pattern such as a chimney around a diagonal line (spreading then narrowing or vice versa). The points spread above and below the number 0 on the Y axis. It can be stated that the regression model in this study does not occur heteroscedasticity.

C. Multicollinearity Test

Multicolinearitytest aims to find a correlation between independent variables (independent). A good regression model should not have correlation between independent variables. Multicolonierity detection in a model can be seen from the tolerance value and the opposite of *Variance Inflation Factor* (VIF). If the VIF value is less than 10 and thevalue is *TOLERANCE* more than 0.1, it indicates that there is no multicollinearity (Singgih Santoso, 2002). Based on statistical results using SPSS version 23, thevalues are obtained *tolerance* and VIFas in Table 4.10 as follows.

Table 3.10
Multicollinearity Test Results with Tolerance and VIF

Variable	Collinearity Statistics	
	Tolerance	VIF
Human resource development	0.858	1.166
Organizational culture	0.858	1.166

Based on Tabe 13.10 above, it can be stated that the regression model in research is free from multicollinearity, because tolerance values greater than 0.10 and VIF values less than 10.

D. Autocorrelation Test

To detect whether autocorrelation exists or not, theused *Durbin Watson Test is.*

If the DW value is above the upper limit then there is no autocorrelation. From the results of the DW test, the DW Test value is 1,874. If the DW value lies between the *upper bound* (du) and (4-du) then the autocorrelation coefficient is 0, meaning there is no autocorrelation. (Ghozali, 2005: 61) for more details, see the model below :

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	, 812[a]	, 832	, 823	1,63564	, 832	71,575	2	37	, 000	1,874

a. Predictors: (Constant), Human resource development_, Organizational culture, Work
b. Dependent Variable: Employee Performance

113

4.4. Hypothesis Testing

Based on table 4.12, the R number of 0.832 indicates that the correlation or relationship between is very strong because according to Sugiyono (2013) the figure ranges from 0.80 - 1,000.The R square number or coefficient of determination is 0.692 derived from 0.832^2. However, for the number of independent variables more than two, it is better to use Adjusted R Square, namely 0.823 (always smaller than R Square). This means 69.22% of the variation in employee performance. While the remaining 30.78% is explained by other variables outside the model.

Anova test can be $F_{counted}$ for 71.575 with a significant level of 0.000. Because the probability (0,000) is much smaller than 0.05, the regression model can be used to predict employee performance. It can be said that the development of human resources and organizational culture simultaneously (simultaneously) affects employee performance.

Based on the results of multiple regression, the regression equation can be found as follows:
$$Y = 0.251.0.692 \, XX_1 + 0.287_2$$
$$(9,897) \, (4,821)$$

This regression equation is formed based on the value of *unstandardized coefficient* B. Where from the multiple linear regression equation, it can be seen that the direction of the relationship between the variables of human resource development and organizational culture is indicated by the sign of the regression coefficient. The regression coefficient of the human resource development variable (X_1), organizational culture (X_2) is positive, indicating that any addition or increase in each of these variables will have a positive effect on employee performance. It can be seen in thecolumn *sig / significance* that the variables of human resource development and organizational culture have a significant number below 0.05. Therefore, the two independent variables are able to predict employee performance.

Table 4.12. RegressionResults

Symbol	unstandardized Coefficients B	Standardized Coefficients Beta	t	Sig.t	Description
Human resource development(X-1)	0.692	0.720	9.897	0.000	Significant
organizational culture (X2)	0.287	0.351	4.821	0.000	Significant
Constants	from to	0.251	0.160	0.874	Significant
R = 0.812 F count **=** 71.575 R Square = 0.832 Sig. F = 0,000 Adjusted R Square = 0.823 n = 40					

Source: Data processed from the appendix, 2018

A. First Hypothesis-Partial Test (t test)

Partial testing (t test) is also used to prove the first hypothesis, namely the Influence of Variable Human Resource Development on Employee Performance. The t value of the human resource development variable is 9,897. This result is greater than the t-table of 1,670. Thus, partially, human resource development has a significant effect on employee performance with a probability of variable error rate of 0,000 (smaller than 0). , 05). Thus, the hypothesis which states that human resource development has a positive and significant effect on employee performance.

B. Second Hypothesis-Partial Test (t test)

Partial testing (t test) is also used to prove the second hypothesis, namely the

influence of organizational culture (X_2) on employee performance. The t value of the organizational culture variable is 4,821, this result is greater than the t-table of 1,670. partially, organizational culture has a significant influence on employee

C. Third Hypothesis Test / Simultaneous Test (F test)

Simultaneous testing (F test) is used to prove the third hypothesis. Human resource development variables and organizational culture simultaneously affect employee performance with an error / significance level of 5%. It is proven that F count is greater than F table (F_{count}71.575> F_{table} or a significance value of 0.000 is smaller than the error rate of 0.05, so that H_1 is accepted. The level of confidence taken in this study is 95% with an error rate (α) of 5%. The explanation is in accordance with the provisions, if F count is greater than F table then the independent variable has an influence on the dependent variable or employee performance variable.

Based on this description it can be concluded, the hypothesis which states that human resource development has a positive effect on employee performance proved acceptable.

D. Coefficient of Total Determination

Coefficient of determination ($R^2$was performed to determine the contribution (influence) as a whole is calculated based on the percentage of contribution of changes in the independent variable (X_i)to the dependent variable (Y). If R^2 in the the calculation results are close to 1 (one), the stronger the Regre model si can explain the

The findings of this study seem to enrich understanding of how to improve organizational performance through inculcating an effective organizational culture. This study found that the organizational culture that is built by increasing the culture of innovation, employee-oriented organizational activities and also paying attention to existing problems have implications for employee calm and performance. This provides information that better interactions and relationships are actually a *side effect* of a

performance with a variable error rate probability of 0.000 (less than 0.05). Thus, the hypothesis which states that organizational culture has a positive and significant effect on employee performance is proven to be accepted.

dependent variable. The amount of the coefficient of determination from the results of the regression analysis shows that the value of R Square is 0.832, which means that changes in the variable human resource development and organizational culture contribute to employee performance by 83.20% or the magnitude of the influence of the variable Human resource development and organizational culture on employee performance variables. 83.20% and the remaining 16.80% influenced by other variables not included in this research model.

From the results of data processing and analysis carried out, there are several findings that were successfully expressed, both empirical and theoretical findings, namely; The results of this study prove that by developing education and training, work capacity, knowledge ability, skill ability, attitude ability of employees, organizational goals will be achieved. Human Resource Developmentis a way to achieve an organizational goal effectively and efficiently through the implementation of individual duties and obligations in the organization.

This is achieved when there is synergy or good alignment between the goals or needs of the individual and the organization. So that through the development of human resources the needs of individuals and organizations are met, which can improve individual and organizational performance. healthy organizational culture and provide space for employees to innovate and still be able to accommodate existing problems.

5. CONCLUSION

Human resource management at PT. SEGA MAS is very good at placing organizational culture as a characteristic, value or norm for organizational behavior:
a) Human Resource Development has a positive and significant

effect on Employee Performance. This finding proves that by developing education and training, knowledge skills, skills abilities, attitudes and abilities. apprenticeship of employees by SEGA MAS, organizational goals will be achieved.

b) Organizational culture has a positive and significant influence on employee performance. The results of this study found that the organizational culture that is built by increasing the culture of innovation, employee-oriented organizational activities and also paying attention to existing problems have implications for employee serenity and performance.

c) Human Resource Development and Organizational Culture have a positive and significant effect on employee performance. The results of this study prove that developing human resources and organizational culture becomes the basis for employee orientation to pay attention to the interests of all employees. Employees' interests can be pursued through improving quality or non-physical abilities, through education and training, where these efforts are efforts to develop human resources in the organization.

Based on conclusions above, our suggestion for further research are :

a) Human resources are assets for organizations to face challenges and threats, thus human resource management must be based on a critical understanding of the alignment between individual and organizational goals. This will be successful if a healthy organizational culture has been able to be internalized by employees into a norm that makes an action necessary or not to be carried out and a platform for the growth of togetherness in the organization.To

b) achieve an effective and efficient organization, it is recommended that synergy or good alignment between goals be carried out. or individual and organizational needs.

c) Because this factor has been proven in the research results, it is suggested that the existing system can be maintained, or that it be improved again, by conducting further research on indicators related to the prevailing system. Thus, accurate data will be obtained to be used as a reference in making decisio

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