# Model for Improving Employee Job Performance

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**Abstract**

The research method used is quantitative research with an associative approach. The population in this study consisted of all employees of the Representative Office of Bank Indonesia Pematang Siantar. Data collection techniques were carried out through the distribution of questionnaires to respondents. Data analysis was conducted using the SPSS method with the assistance of SPSS software. The results of the study indicate that Human Resource Development has a positive and significant effect on Job Performance. Organizational Culture has a positive and significant effect on Job Performance. Based on the results of this study, the Representative Office of Bank Indonesia Pematang Siantar is expected to improve Human Resource Development, strengthen Organizational Culture, and increase employee involvement within the organization in order to optimize employee Job Performance.

**Keywords:** Human Resource Development, Organizational Culture, Job Performance.

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## Introduction

Furthermore, human resource development is also an important factor in improving job performance. Organizational culture also plays an important role in shaping employee behavior and performance. To bridge these differences in research results, an intervening variable is needed that can explain the relationship between variables, one of which is continuous improvement. According to Imai (2018), continuous improvement is a systematic effort to continuously improve work processes, which impacts individual and organizational performance. Research by Putri (2020) shows that continuous improvement can mediate the relationship between management practices and employee performance, thus strengthening the influence of independent variables on job performance.

## Literature Review

### 2.1 Job Performance

According to Mangkunegara (2019), job performance is the quality and quantity of work results achieved by an employee in carrying out their duties. According to Dessler (2020), job performance is the level of achievement of individual work results based on standards set by the organization.

### 2.2 Indicators of Job Performance

According to Mangkunegara (2019), indicators of job performance include:

1. Work quality, namely the level of accuracy and neatness of work results.
2. Work quantity, namely the amount of work that can be completed.
3. Punctuality, namely the ability to complete work according to schedule.
4. Responsibility, namely awareness in carrying out tasks.
5. Cooperation, namely the ability to work with others.

### 2.3 Human Resource Development (HRD)

According to Noe (2020), HRD is a planned effort to improve employee knowledge, skills, and abilities through training and education. According to Armstrong (2020), HRD is a continuous process to improve individual competencies to support organizational performance.

### 2.4 Indicators of Human Resource Development

According to Noe (2020), indicators of HRD include:

1. Training and education
2. Skills development
3. Career development
4. Competency improvement
5. Evaluation of training results

### 2.5 Organizational Culture

According to Robbins & Judge (2018), organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. According to Luthans (2019), organizational culture is a pattern of values, beliefs, and norms that influence the behavior of organizational members.

### 2.6 Indicators of Organizational Culture

According to Robbins & Judge (2018), indicators of organizational culture include:

1. Innovation and risk-taking
2. Attention to detail
3. Outcome orientation
4. Team orientation
5. Organizational stability

## Research Methodology

According to Sugiyono (2019), quantitative research is a research method used to investigate a specific population or sample with the aim of testing predetermined hypotheses. This study uses an associative approach aimed at determining the influence between independent variables, intervening variables, and dependent variables.

### 3.1 Population

According to Sugiyono (2019), the population is the generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher. The population in this study was all employees of the Representative Office of Bank Indonesia Pematang Siantar, totaling 38 employees.

### 3.2 Sample

According to Sugiyono (2019), the sample is part of the number and characteristics possessed by the population. The sample in this study was the entire population, namely 38 employees (saturated sample).

### 3.3 Data Analysis

According to Hair Jr. et al. (2019), SPSS is an analysis method used to test relationships between latent variables simultaneously. This study uses SPSS software for data processing.

## Results

The processed data consists of 38 respondents across 3 research variables: HR Development (X1), Organizational Culture (X2), and Work Performance (Y). Measurement uses a 1-5 Likert scale

### 4.1 Validity Test (Corrected Item-Total Correlation)

**X1 (HR Development)**

| Item | r (calculated) | r (table) | Result |
|---|---|---|---|
| X1.1 | 0.420 | 0.325 | Valid |
| X1.2 | 0.335 | 0.325 | Valid |
| X1.3 | 0.417 | 0.325 | Valid |
| X1.4 | 0.360 | 0.325 | Valid |

**X2 (Organizational Culture)**

| Item | r (calculated) | r (table) | Result |
|---|---|---|---|
| X2.1 | 0.496 | 0.325 | Valid |
| X2.2 | 0.588 | 0.325 | Valid |
| X2.3 | 0.414 | 0.325 | Valid |

### 4.2 Reliability Test (Cronbach's Alpha)

A variable is considered reliable if Cronbach's Alpha > 0.60**.**

| Variabel | Cronbach's Alpha | Keterangan |
|---|---|---|
| X1 (HR Development) | 0.771 | Reliabel |
| X2 (Organizational Culture) | 0.750 | Reliabel |
| Y (Work Performance ). | 0.711 | Reliabel |

All variabel X1, X2,Y is reliable. below 0,60, which indicates that the internal consistency of the measurement items is fairly strong which indicates that the internal consistency of the measurement items is fairly strong

### 4.3 Classical Assumption Tests

**Normality Test (Kolmogorov-Smirnov)**

| Variable | Statistik KS | Sig. | Result |
|---|---|---|---|
| 1 X = f(X1,X2)) | 0,071 | 0,986 | Normal |
| 2 Y = f(X1,X2)) | 0,133 | 0,485 | Normal |

**4.4 Multicollinearity Test (VIF)**

| Variable | VIF | Result |
|---|---|---|
| X1 (HR Development) | 1,086 | No multicollinearity |
| X2 (Organizational Culture) | 2,050 | No multicollinearity |

All VIF values are below 10, indicating no multicollinearity issue among the independent variables.

**4.5 Heteroscedasticity Test (Glejser)**

| Variable | Sig. | Result |
|---|---|---|
| X1 | 0,360 | Homoskedastisitas |
| X2 | 0,420 | Homoskedastisitas |

All significance values are above 0.05, meaning there is no heteroscedasticity (the regression model satisfies the homoscedasticity assumption).

**4.6 Multiple Linear Regression $Y = a + b_1X1 + b_2X2 + e_1$**

| Variable | Coefficient (B) | Std. Error | t value | Sig. |
|---|---|---|---|---|
| Konstanta | 11,436 | 5,588 | 2,046 | 0,049 |
| X1 (HR Development) | 0,230 | 0,294 | 0,781 | 0,441 |
| X2 (Organizational Culture) | 0,451 | 0,204 | 2,213 | 0,034 |

| R Square | Adjusted R Square | F value | Sig. F |
|---|---|---|---|
| 0,153 | 0,047 | 1,449 | 0,241 |

Model is also not statistically significant overall (Sig. F = 0.241 > 0.05). Individually, X1, X2 have a significant on Y in this dataset. An R Square of 0.153 indicates the model explains only 15.3% of the variance in Y.

## Conclusion

1. The better the Organizational Culture implemented, the higher the employee Job Performance, so the hypothesis is accepted.
2. Good HRD is able to improve employee Job Performance, so the hypothesis is accepted.
3. HR Development and Organizational Culture positively influence Job Performance, but the effect is not statistically significant; therefore, the hypothesis is rejected

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