

THE INFLUENCE OF HUMAN RESOURCE DEVELOPMENT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CULTURE

Hefni Rastoma Arzain¹, Ana Sriekaningsih², Zuhad Ichyudin³

Universitas Terbuka¹, Politeknik Bisnis Kaltara², Universitas Gunadarma³.

hefni.rastoma@yahoo.com

ABSTRACT

This study focuses on testing the Influence of Human Resource Development on Employee Performance at PT. Eloda Mitra of Palembang Branch through organizational culture. The purpose of this study is to find out how the influence of human resource development on Employee Performance at PT Eloda Mitra of Palembang Branch through organizational culture. The sample used in this study was 40 employees. The sample collection technique in this study uses the saturated sampling method. The data analysis method in this study uses a quantitative analysis method using SmartPLS software. The test results show that, First, Human Resource Development has a positive effect on Organizational Culture. Second, Human Resource Development has a positive effect on employee performance. Third, Organizational Culture has a positive effect on Employee Performance. Fourth, Human Resource Development has an indirect effect on Employee Performance through Organizational Culture. Suggestions for PT Eloda Mitra of Palembang Branch to continue to maintain and continue to improve the work motivation of the workforce by continuing to provide a good position for the workforce, creating a mutually supportive work environment, developing creativity from the workforce so that the performance and productivity of the workforce..

Keywords: *Human Resource Development, Employee Performance, Organisational Culture*

INTRODUCTION

In any organization, whether large or small, human resources—specifically employees and workers—are not merely implementers but are also key factors in achieving organizational goals. The concept of Human Resource Development (HRD) articulated by Singodimedjo (2020: 61) highlights that HRD is a process aimed at preparing individuals to be ready to assume higher or different responsibilities within an organization. The success of an organization is fundamentally determined by the quality of the people who work there.

A company is more likely to achieve its goals when it is supported by employee performance aligned with the company's objectives, along with efforts to evaluate and motivate employees to enhance their productivity. According to Hasibuan (2019: 21), performance is the result of executing tasks based on one's abilities, experience, commitment, and the time allocated for the work. This performance is influenced by the rapid changes in the environment, which depend

on the employees' capacity to comprehend and adapt to these phenomena.

In the context of swift environmental changes, HR managers play a crucial role in preparing employees to meet these challenges. This preparation can be achieved through the provision of training and education aimed at enhancing employees' skills, enabling them to excel in their respective fields. Furthermore, it is essential to cultivate employees' abilities to think creatively and innovatively. Such capabilities not only facilitate an effective response to environmental changes but also foster the creation of new solutions, thereby enhancing the company's competitiveness.

Training and education at the onset of employment are designed to improve the skills that professionals must possess, which are requirements set by the company. The training provided to employees is linked to their welfare, as education and training are interdependent; employee success is largely determined by their performance in fulfilling their responsibilities.

While training and education are vital for developing employee skills and knowledge, their impact can be diminished if employee morale and work discipline are low. Employees who possess skills but lack motivation and discipline will not contribute optimally to the company. To achieve organizational goals, employees must possess a strong desire to foster company growth. Companies can ensure that employees not only have the requisite skills and knowledge but also exhibit high enthusiasm and discipline in their work, maximizing their output. Training and education, when complemented by motivation, discipline, and a positive work environment, will yield high-performing employees who contribute to the organization's success.

Performance can be assessed when an employee meets the criteria or standards of success established by the company. Therefore, if the company fails to set clear goals and targets, an individual's activities cannot be deemed successful. Enhanced performance is evidenced by the effective and efficient completion of a series of company tasks, maintaining quality standards.

By employing educated and trained workers, companies can ensure that employees are better equipped to handle assigned tasks, thereby reducing the risk of workplace accidents that could harm both workers and the organization. Employees with valuable skills can achieve significant outcomes by being conscious of their contributions and executing their responsibilities with full accountability to the company or organization.

The absence of management involvement in HRD can potentially lead to uncertainty and reluctance among employees to participate in these initiatives. To build a productive and innovative organization, it is critical for management to demonstrate active support. With strong involvement, HRD programs can be implemented more effectively, thereby

enhancing employee performance and achieving organizational goals.

Mitchell (2018: 12), in his work motivation model, posits that individual inputs (including abilities, skills, personality traits, emotions, mental states, enthusiasm, beliefs, and values that employees bring to the workplace) and work context (encompassing the physical environment, a person's level of task completion, and the organization's approach to rewards and recognition) are the two primary categories of factors influencing motivation.

To ensure that every organization can grow and thrive, it must concentrate its efforts on human resources to perform optimally, especially in navigating the dynamics of ongoing environmental changes. The main challenge lies in creating human resources capable of delivering optimal performance to achieve the objectives of a business or organization (Sedarmayanti, 2019: 18). The role of HR in a company extends beyond merely enhancing workforce productivity; it also encompasses the quality of the work produced. This aligns with Afandi (2018: 11) assertion that HR is a human resource derived from individuals and can be leveraged by organizations.

Thus, effective and strategic HR management is crucial for helping organizations secure a competitive advantage. This includes investing in the development of HR skills and competencies, fostering a work environment that encourages innovation and creativity, and motivating employees to attain optimal results. Consequently, organizations can harness the full potential of their human resources to achieve long-term, sustainable goals.

Performance is often defined as an individual's success in executing their work (Arianty, 2018). Performance management encompasses the entire strategy of activities undertaken to enhance the performance of a company or organization, including the

performance of individuals and workgroups within the company, in pursuit of the organization's vision and mission (Busro, 2018: 10). Etymologically, the term "performance" originates from the word "work." According to Mangkunegara (2020: 14), performance refers to job performance or actual performance, which indicates the work achievements or actual results attained by an individual. Performance can be understood as the outcomes of work evaluated based on the quality or quantity achieved by an employee while executing tasks in alignment with their responsibilities, initiative, teamwork capabilities, and ability to complete tasks within the designated timeframe.

Problems related to employee performance apparently occurred at PT Eloda Mitra Palembang. Based on the pre-survey results, it is known that several divisions within the company experienced a decline in employee performance. The following is the performance assessment data for employees PT Eloda Mitra Palembang over the last six years:

Table 1 Recapitulation Performance Assessment Employees at PT. Eloda Mitra Palembang 2017-2022

Year	Assessment Aspect (0-100)					Average
	Teamwork	Understanding the Job	Responsibility	Discipline	Work Results Appropriate Standard	
2017	80	90	85	90	90	87
2018	85	90	90	90	85	88
2019	85	90	80	80	75	82
2020	85	85	80	75	80	81
2021	85	80	80	70	80	79
2022	80	80	80	70	80	78

Source: Processed Data, 2023.

The data above indicates a concerning trend regarding employee performance at PT Mitra Eloda Palembang, where performance levels have declined over the years. Starting from an initial average score of 87 in 2017, the average performance score slightly improved to 88 in 2018; however, it began to decrease thereafter, dropping to 82 in 2019 and further to 81 in 2020. Although these scores remained within the "very good" category, a significant decline is observable, as the

average performance score fell to 79 in 2021, transitioning from the "very good" category to the "good" category. The downward trajectory continued into 2022, where the average performance score dropped to 78. This decline is a critical issue for PT Mitra Eloda Palembang and needs to be promptly addressed to prevent further deterioration, which could directly negatively impact productivity and overall organizational effectiveness.

Understanding the multiple factors contributing to this decline is essential, with human resource management (HRM) playing a significant role. As human resources are considered one of the most vital assets of a company, they have a direct correlation with the achievement of the organization's vision, mission, and goals. Effective HRM practices are crucial for increasing employee satisfaction and engagement, leading to enhanced productivity and organizational success. The necessity of harnessing competent human resources that align with company objectives is emphasized, especially in a global market characterized by competition and rapid change.

Effective human resource management stands out as a strategic priority in optimizing the reliability and capability of the workforce. As noted by Bangun (2018), HRM practices are integral to maximizing human potential, ensuring that employees are not just adequately skilled but are also engaged and motivated. Theodora (2018) supports this view by stressing the importance of cultivating skilled employees who can contribute positively to the overall performance of the company. Such insights highlight the critical need for strategic HRM practices that transcend mere hiring, encompassing employee development that promotes a competitive edge and long-term growth.

Human resource development (HRD) is the systematic process focused on enhancing individual skills, knowledge, and abilities within an organization. It often

encompasses various developmental activities such as training, mentorship, education, and continuous learning initiatives designed to equip employees for more complex roles. According to Sutrisno (2020:61), training is a key methodology for improving employee performance, indicating that an ongoing commitment to learning and skill enhancement is vital for organizational health. Bukit (2017:11) further highlights that HRD is not a standalone function but an integral aspect of the broader HRM strategy, indicating its essential role in fostering an environment conducive to continuous improvement.

Research conducted by Yusran, and Sodik (2018) demonstrates a positive and significant correlation between effective human resource development strategies and improvements in employee performance. Conversely, findings by Esti, Wehelmina, and Tinneke (2020) suggest that ineffective HRD can yield negative outcomes, indicating that while HRD has the potential to enhance performance, its effectiveness is contingent upon the implementation and engagement levels experienced by employees.

Organizational culture is an important factor that influences employee performance because it has a significant impact on the behavior of organizational members in terms of cohesiveness and intensity in creating a conducive internal atmosphere.

A strong and positive organizational culture fosters a sense of belonging and commitment among employees. It creates an environment where individuals feel valued, aligned with the organization's values, and motivated to contribute to its success. This culture can enhance teamwork, boost morale, and improve overall job satisfaction, leading to higher productivity and retention rates. Additionally, a positive organizational culture can attract top talent and build a strong brand reputation, both internally and externally.

Organizational culture consists of elements that are tangible (Tangible) and intangible (Intangible). Both perspectives on the role of communication in organizational culture play a crucial role in shaping the work environment and influencing employee performance: Tangible elements relate to the way people behave, speak, and dress, while intangible elements mean the organization's core values, philosophies, assumptions, beliefs, and thought processes. By understanding and managing the tangible and intangible elements of organizational culture, companies can create a work environment that supports employee productivity, creativity, and satisfaction. These two types of elements are interrelated and together form a strong and effective organizational culture.. In this study, the researcher only refers to the tangible because the organizational culture is real.

The role of communication in organizational culture can be viewed differently depending on the concept of culture. If culture is viewed as a set of symbolic artifacts that are communicated to members of an organization with the aim of controlling the organization, then communication can be understood as a means to achieve a result. If culture is understood as the formation of understanding, then the communication process itself becomes the focus of attention because it is this process that forms meaning.

An important factor in the success of an organization is the success in managing organizational culture, both leadership culture, staff, employees, organizational equipment, society and everything related to the organization. What is meant by culture here is not simply understood as an organizational tradition or habit, but is related to the overall perfection and overall nature/completeness of the organizational system. Culture is not an aspect in the organization, but culture is

actually a reflection of the organization itself because the organization is considered as a cultural community that behaves in the form of culture, changing culture means changing the entire organization.

Talking about organizational culture is important. a very interesting and very important topic of conversation in this day and age. Not only in terms of depth but also to bring about lasting change, creating a competitive advantage and the ability to survive in an ever-changing environment. If the organizational culture is not managed, inevitably the organization will face shocks that can eventually turn it off. Organizational culture is a key element of change and will have a very strong impact on the organizational work system. An organization's culture is shaped through the processes of adaptation and survival in response to both internal and external challenges.

Organizational culture plays an important role in motivating employees to do their best. this is because the organizational culture creates conditions that are suitable for employee work behavior, Organizational culture plays a vital role in shaping employee motivation and skill development. When a culture emphasizes continuous learning, collaboration, and recognition, employees are more likely to feel empowered and engaged in their work. This motivation not only enhances individual performance but also drives the collective success of the organization. Creating a culture that supports skill development can involve offering training opportunities, fostering mentorship programs, and encouraging open communication. By investing in employees' growth and aligning their goals with the organization's objectives, companies can cultivate a motivated workforce that contributes to achieving strategic goals.

Based on the results of the interview that I had carried out, PT Eloda Mitra Palembang had experienced significant

progress. it's not just technology that's evolving. what was originally done manually, now it can be done by using computer technology. all of this is thanks to the education and training they have given to their employees to support their development. Companies can evaluate employee performance by monitoring attendance, which serves as a key indicator. employee attendance is a crucial factor in assessing work readiness and attitudes, making it a valuable tool for human resource development and performance evaluation.

PT Eloda Mitra Palembang has a formula to determine the number of leadership employees, such as those listed Table 2 below:

Table 2 permanent employees at PT. Eloda Mitra Palembang

No.	Region	Permanent Employees		
		Office	Sales	SPG
1	Palembang	7	2	12
2	Jambi	-	3	7
3	Padang	-	1	2
4	Lampung	-	2	4
	Total	7	8	25

Source: Processed Data, 2023.

Based on the data contained in the table above, it can be conclude PT. Eloda Mitra Palembang has 40 permanent employees, which are distributed in their respective work areas. Management of PT. Eloda Mitra Palembang evaluates employee performance with the aim of improving work efficiency so that all employees can achieve company targets. the motivation of individuals to work with enthusiasm in an organization is highly dependent on the achievement of personal goals in the company.

Training is one of the most effective strategies for enhancing employee performance. It is a targeted educational process that is carefully planned and structured to develop human resources. Through training, employees undergo

identification, evaluation, and organized learning processes designed to equip them with the necessary skills and knowledge to improve their job performance. By focusing on specific areas for development, training helps employees become more proficient in their roles, which ultimately contributes to greater overall organizational success. By implementing an effective training program, the organization can improve the ability of employees, which will ultimately have a positive impact on the overall work of the organization.

Some challenges in employee performance faced by PT. Eloda Mitra Palembang branch is: the quality of work performed by employees does not meet the standards expected by the company, the lack of employee discipline in terms of attendance and compliance with work hours regulations that affect the completion of work that is slow and the use of time that is not efficient, the difference in employee understanding related to job description and the results of the work performed are not optimal, there is a mismatch between individual work evaluation and Unit/company work evaluation which causes injustice for some employees, irritants in the work system that inhibit creativity and employee innovation, and at least impact the work management system on increasing employee work.

Working conditions feel comfortable in the "comfort zone" which results in a lack of motivation to work harder, Plus without setting work goals. therefore, management can implement a system to improve work performance, including the improvement of discipline and the target of completing tasks so that the position can be more accountable, as well as the work behavior directed in accordance with the company's cultural values.

In conclusion, the problem of how HRD influences employee performance through organizational culture is multifaceted. It requires a careful examination of how training and development initiatives align with and are supported by the organizational culture. For organizations to maximize employee performance, they must create a supportive culture that values development, encourages participation, and fosters an environment conducive to learning and growth. Addressing these challenges can lead to enhanced employee performance, improved organizational outcomes, and a stronger competitive position in the market.

Based on the problems above, encouraging researchers to use organizational capital as an intermediary variable because according to researchers organizational capital encourages an increase in employee performance at PT. Eloda Mitra Palembang Branch. So that researchers are interested in conducting research with the title "The Influence of Human Resource Development On Employee Performance Through Organizational Culture".

RESEARCH METHODS

This research uses quantitative survey-shaped descriptive research. Descriptive research is useful in presenting data systematically (Hardani, 2020:13). One of the researches included in descriptive research is Survey research that provides a quantitative picture of the tendency, attitude, opinion or Test against a combination of population variables by examining samples from the target population (Creswell and Creswell, 2018:8). Quantitative methods are methods that use data collected and measured directly (Bacon, 2018:15). The purpose of this quantitative method is to develop and use mathematical references in theories and/or hypotheses related to existing phenomena. Usually this method is done with a certain number of samples taken

from the selected population (Hardani, 2020:14). Quantitative research methods can be understood as research methods that are used to research certain population samples, collect data using research tools, analyze quantitative data or statistical data, and test hypotheses or hypotheses that have been previously established (Sugiyono, 2019:8).

A number of hypotheses will be tested to obtain relationships between these variables. Therefore, the authors chose descriptive research similar to survey research with a quantitative approach.

The object of research is something that will be investigated, it can be people, objects, transactions, or events (Hardani 2020:15). The object of this study contains variables that can be measured, namely the influence of the development of ISDM on employee performance at PT. Eloda Mitra Palembang Branch Through Organizational Culture. These variables were chosen because the researchers saw that there was a connection between one variable and another based on current phenomena, with the intention that the researchers wanted to know the influence of Human Resources Development on employee performance at PT. Eloda Mitra Palembang Branch Through Organizational Culture.

Population generalize region of objects or subjects that have certain qualities and characteristics is by researchers to be studied and then drawn conclusion (Sugiyono, 2019:9). The population used in this study are all permanent employees of PT. Eloda Mitra Palembang branch as many as 40 people.

Table 3 Population Of The Study

No.	Officer Category	Men	Women
1.	Permanent Officers	15	25
Total		40	

Source: Processed Data, 2023.

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2019:11). The purpose of sampling is to provide sufficient

information to estimate the population. The sampling technique used in this study is using the saturated sampling method. Full sampling is a sampling technique when members of a population are used as a sample. So the sample in this research is all permanent employees of PT. Eloda Mitra Palembang branch as many as 40 people, all of whom served as respondents.

Table 4 Population Of The Study

No.	Officer Category	Men	Women
1.	Permanent Officers	15	25
Total		40	

Source: Processed Data, 2023.

This research employs a quantitative approach using the explanatory survey method. It utilizes instruments in the form of questionnaires containing open-ended statements that require evaluation by the selected respondents. This method is designed to gather data that can be analyzed statistically to explain relationships between variables and to understand patterns or trends within the population being studied. By collecting and analyzing this data, the research aims to provide insights that can inform decision-making and contribute to the overall understanding of the topic under investigation.

Using a questionnaire to collect data is a common and effective method in quantitative research. Questionnaires allow researchers to gather structured responses from participants, which can then be quantitatively analyzed. The questionnaire consists of two parts, the first part asks for personal information of the respondent and the second part contains information about the dimensions of the icon used in this study. The survey statement uses a closed iterative scale with a range of 1-5 to obtain interval data. For example, if you have a question that you don't agree with or agree with, ask for a specific answer.

The method of analysis that I used in this study is quantitative analysis method, which uses numbers and statistical calculations to analyze a hypothesis and

requires several analytical tools using Isoftware SmartPLS. PLS is aivariant-based structural analysis that is well as structural imodel testing.

RESULTS AND DISCUSSION

Result Research

Table 5 direct Influence Test

	<i>T</i> <i>Statistics</i> <i>(STDEV)</i>	<i>P</i> <i>Value</i>
Human Resource Development => Organisational Culture	106.259	0.000
Human Resource Development => Employee Performance	2.436	0.018
Organisational Culture => Employee Performance	2.311	0.021

Source: Processed Data, 2023.

The results mentioned above reflect the Path Coefficients, which represent the direct effects, and can be summarised as follows: Human Resource Development has a positive influence on Organisational Culture, with a t-statistic of 106.259 and a p-value of 0.000. Human Resource Development positively impacts Employee Performance, with a t-statistic of 2.436 and a p-value of 0.018. Organisational Culture positively affects Employee Performance, with a t-statistic of 2.311 and a p-value of 0.021.

Table 6 Indirect Influence Test

	<i>T Statistics</i> <i>(STDEV)</i>	<i>P</i> <i>Value</i>
Human Resource Development => Employee Performance	2.303	0.021

Source: Processed Data, 2023.

Based on the results above, it can be concluded that the variable of Human Resource Development has an indirect effect on Employee Performance through Organisational Culture, with a t statistic of 2.300 and a p-value of 0.021.

DISCUSSION

The Development of Human Resource Management on Organisational Culture

It is important to understand the culture of the organization from the beginning. When they start working, they are included in an institution with different characteristics and expectations, then through training, orientation and adaptation, employees will absorb the organizational culture, which then develops into a group culture, which eventually absorbs into an individual culture.

Organizational culture is essential for any company as it provides a clear direction for employees to achieve the company's goals. A strong organizational culture serves as an ethical foundation, shaping the desired behavioral characteristics of its members. This culture supports the company's operational activities and enhances employee cohesiveness. When employees and members of the organization feel a sense of identity and pride in their association with the company, it strengthens their commitment and loyalty. Ultimately, a well-established organizational culture not only guides behavior but also fosters a sense of belonging and pride, which are crucial for the company's success and sustainability.

According to Bukit (2017: 12), human resources are considered as the aspect that largely determines the success of a company in achieving its goals. training and development of ideas with methods that will precisely support the work of employees in the organization. Training is a process that ensures that labor skills can be developed according to their talents and abilities so that they can work well and optimally for business, while creating training methods is the accuracy in determining training models. I left a company. the success of the organization has the potential to improve the work of employees through additional knowledge and skills acquired.

Sedarmayanti (2019: 21) believes that the development of human resources in an organization is important to do to improve the work of employees, the development that is done as a whole will improve the work of employees in an organization.

A Job Performance Model of Motivation, Mitchell (2018:12) in A Job Performance Model of Motivation explains that individual input (which includes skills, knowledge, character and character, emotions, mental states, beliefs, and beliefs) and context of work (which includes the physical environment, completeness of one's duties, I approach iorganizational appreciation and invitation, the ability of the supervisor to provide support and train, and organizational culture) are two categories of key factor that influence motivation.

The development of human resource management and supervision is an inseparable aspect in creating employee performance, as stated by Siagian (2019:12): "The development of human resources and supervision is an essential action that must be undertaken by organisations to monitor activities that have been planned in advance, with the aim of effectively and efficiently enhancing employee performance."

Development of Human Resource Management towards Employee Performance

Based on the results of the research presented, the implementation of a human resource development system in a maximal manner will be able to improve employee performance, thus enabling the company's goals or expectations to be achieved.

One of the ways PT. Eloda Mitra Palembang aims to improve employee performance is by enhancing their skills through training. This statement is supported by Ivancevich (2018:45), who states that training is a systematic process aimed at changing the work behaviour of

individuals or groups to enhance performance. PT. Arta Sedana management is willing to invest a significant amount of money to organise this training course, as the company believes that with proper training, employees will acquire better skills and abilities, thus enabling them to work more effectively and productively. Furthermore, employees will receive positive evaluations of their work, which will enhance their job performance. The training is expected to boost employees' performance and improve their understanding of their job descriptions, allowing each trained individual to work more optimally for the development of the company.

The goals of a company can be achieved if employees receive appropriate and effective training in their field. Effective training is necessary at all times, not only for new employees but also for those who have been working for a long time. New employees need introductory training and skill enhancement before they undertake their assigned tasks and responsibilities. On the other hand, long-standing employees require training due to the continual developments and new demands in their roles. Therefore, employees must be supported both in terms of quality and quantity of their performance, as well as other factors that contribute to their productivity, so that the company's objectives can be met through employee development.

Promotion of positions is an important component of the human resource development system within PT Eloda Mitra Palembang. Position promotion involves individuals who have the capability to influence employee performance. In PT Eloda Mitra Palembang, position promotion is carried out effectively; when targets are met and fair, employees will become more motivated in their work. Consequently, this will lead to an increase in performance outputs.

Adequate facilities provided to employees at PT. Eloda Mitra Palembang play a crucial role in enabling them to perform their work effectively and efficiently. When employees feel motivated by incentives, they are more likely to be engaged and committed to their tasks, resulting in improved performance and productivity. This approach can foster a competitive spirit and a sense of accomplishment among employees, ultimately aligning their efforts with the company's goals. By incentive programs, PT. Eloda Mitra Palembang hopes to cultivate a motivated workforce that is dedicated to achieving organizational objectives. Ultimately, it will also drive better performance results.

Development has a broader scope as it involves various aspects such as enhancements in academic fields, knowledge, skills, attitudes, and personality. Human resource development is also an effective method for addressing several challenges, including ageing or the underdevelopment of employees. The development of individuals provides assistance in the present moment and in the future, considering the development of thought patterns and actions, as well as the skills, knowledge, attitudes, and understanding required for effective job performance. This development, offered through a process of informal learning, aims to enhance abilities, skills, quality, leadership, competencies, and service. Therefore, the role of development is to improve the professional capabilities of employees that are planned and sustainable.

The development of employees is aimed at both new and existing staff so that they can meet the demands of the organisation and actively participate within it. This allows employees to carry out their tasks to the best of their ability for the benefit of the organisation. The employee enhancement programme will make staff more effective, enabling the organisation or company to consider career advancement

for its employees. New employees participating in the enhancement programme will gain understanding, skills, and expertise in completing their tasks, while existing employees will deepen their understanding of technical abilities, interpersonal skills, conceptual skills, and managerial capabilities.

Understanding that career development can impact employee performance, the company must prioritise employee growth. One way to achieve this is through the involvement of all parties within the organisation, as they play a vital role in planning, directing, and developing employee careers. However, employees must also take full responsibility for their own development and career success. This is essential to achieving the goals or work plans set by the company.

The Influence of Organisational Culture on Employee Performance

There is a significant relationship between organisational culture and employee performance. This indicates that one of the factors determining employee performance is organisational culture. The findings of this research reinforce the opinion of expert Sutrisno (2020: 20) that organisational culture serves as a social strength that is often invisible but can motivate individuals within an organisation to engage in work activities. When organisational culture is properly managed as a management tool, it can influence and motivate employees to exhibit positive, diligent, and effective behaviour. A strong or positive organisational culture can affect organisational performance in supporting company objectives, while a weak or negative organisational culture can have detrimental effects on the achievement of organisational goals.

To build an organisational culture, all stakeholders in the organisation must recognise the need to develop a better and more effective organisation in which all employees can actively participate in

achieving the organisational goals. Individual, group, and organisational performance may lead to the expected objectives and targets; however, it is also possible that these may not be achieved. There is a need for performance improvement because work achievements may not yet align with expectations. By enhancing performance, it is hoped that the organisational goals can be reached more effectively in the future (Wibowo and Kusmiyanti, 2021). If the organisational culture is strong, the performance of employees will improve. Organizational culture acts as a guiding tool that helps companies achieve their vision and mission. It fosters an environment that supports the values and behaviors necessary for success. The evidence suggests that organizational culture has a positive impact on employee performance. This positive influence indicates a one-way effect, meaning that a strong and positive organizational culture directly contributes to higher employee productivity. When employees are aligned with the company's culture, they are more likely to be engaged, motivated, and committed to their work, ultimately leading to enhanced performance and better overall outcomes for the organization.

Organisational culture plays a crucial role in enabling the development and advancement of an organisation, as employees are able to perform their duties in accordance with established regulations and standards. This compliance ultimately enhances employee performance, benefiting the company as a whole. Employee performance influences their contributions to the organisation, including innovation and results across all work activities.

Organisational culture can affect how individuals behave, how they perceive their work, how they collaborate with colleagues, and is shaped by their norms, values, and beliefs. Various studies on organisational behaviour have shown that organisational culture supports

effectiveness and individual responsiveness. Aligning members with the dominant culture can improve productivity, job satisfaction, performance, commitment to the organisation, and the desire to remain with the company. The development of human resource management concerning employee performance, with organisational culture as an intervening variable.

Based on the findings of this research, it is evident that the development of human resources has a positive and significant impact on employee performance, whereby organisational culture acts as an intervening variable. The influence yielded is both positive and significant, indicating that the organisational culture and career development achieved will increasingly benefit PT. Eloda Mitra Palembang, signifying that commitment to the organisation will be higher.

When an organisation possesses a strong organisational culture, employees tend to take pride in and remain loyal to the organisation, thus enhancing their commitment to identifying themselves with it. If employees perceive progress in their career during their time at work, they will undoubtedly be committed to the organisation.

Conversely, if the organisational culture and career development are inadequate, there is a tendency for commitment to weaken towards the organisation. Employees with low commitment may seek other places for growth and adaptation, leading to challenges in maintaining their position at this time in locations that do not align with their capabilities.

Organisational culture can be considered a factor that mediates (facilitates) the relationship between Human Resource Development and Employee Performance. Human Resources are a crucial component for companies and require management by the organisation to ensure that the goals of the organisation are

met, thus making the workforce the most valuable asset a company possesses because it plays an important role in determining the future of the company. The role of the organisation is essential for fostering employee loyalty, and organisations are expected to provide support to their employees. Employees with organisational loyalty are those who can recognise their involvement within the organisation. One factor that influences organisational loyalty is a positive organisational culture, along with maintained job satisfaction among the workforce.

Corporate culture is closely related to job satisfaction. According to Handoko in Widodo (2018:22), job satisfaction can be defined as a condition that provides comfort to employees when they view their work. If an employee perceives the corporate culture positively, they are likely to feel satisfied with their job. Conversely, if an employee finds that the corporate culture of an organisation is poor, they are likely to feel dissatisfied with their work. Furthermore, it is important to note that the efforts of the organisation to enhance employee organisational commitment are closely tied to the corporate culture being implemented. Corporate culture serves as a guideline or fundamental assumptions that employees apply when behaving within an organisation.

Organisational culture also influences job satisfaction, which in turn positively affects organisational loyalty. The study further revealed that job satisfaction can act as a mediating variable for the influence of organisational culture on organisational loyalty. This indicates that if a company has a good organisational culture and implements it effectively, it will enhance employee satisfaction, thereby increasing organisational loyalty.

CONCLUSION

Human Resource Development has a significant influence on Employee Performance, and this relationship is mediated by Organizational Culture. To achieve optimal results from HRD initiatives, it is essential for organizations to create a cultural environment that supports learning and development. With the right strategies, organizations can enhance employee performance and achieve their goals through sustainable and effective development. This is not only beneficial for employees but also for the overall growth of the organization in the long term. Implications of Research: Research can provide new insights or reinforce existing theories, thereby contributing to the development of knowledge, research findings can be applied in practice, such as in (public policy, education, or industry, which can enhance efficiency and effectiveness), research can provide a basis for decision-making and the development of better policies, research can raise public awareness about specific issues, encouraging social or behavioral change. Limitations of Research: the methods used may not be entirely accurate or may introduce bias, which can affect the validity of the results, research findings may not be generalizable to a broader population if the sample used is too small or not representative, limitations in time and resources may restrict the scope of the research and the depth of analysis, and there may be external variables that are not measured, which could affect the research outcomes.

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