



The effect of the quality of human resources and organizational culture on organizational performance through organizational commitment variables in tribe assets management agency regional city administration of North Jakarta

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Abstract

This study aims to determine the effect of the quality of human resources on organizational performance, to determine the influence of organizational culture on organizational performance, to determine the effect of organizational commitment on organizational performance, to determine the influence of the quality of human resources to organizational commitment, to determine the influence of organizational culture to organizational commitment, and to determine the effect of organizational culture on organizational commitment. the quality of human resources on organizational performance through organizational commitment variables, and knowing the effect of organizational culture on organizational performance through organizational commitment variables. This research was conducted at the Regional Asset Management Agency of DKI Jakarta Province involving 90 employees of the agency. Data analysis used path analysis by testing with t test. Data analysis using PLS (Partial Leaset Square) software.

Based on data analysis, the results obtained that the variable quality of human resources has a significant effect on organizational performance. Organizational culture has a significant effect on organizational performance. The quality of human resources affects organizational commitment. Organizational culture affects organizational commitment. The influence of the quality of human resources and organizational culture on organizational performance through organizational commitment is greater than the direct effect. This shows that organizational commitment cannot mediate human resources and organizational culture on organizational performance at the Regional Asset Management Agency of DKI Jakarta Province.

Keywords: quality of human resources, organizational culture, organizational commitment, organizational performance

Introduction

In an organization, both government agencies and private institutions, human resources become a very important factor in determining the success and achievement of organizational goals. Human resources are one of the vital and much needed parts, especially in running and operating the sectors that exist in an organization. In an organization, human resources play a role in achieving work plans that have been made and compiled as a driver in carrying out existing functions and tasks. Likewise in government agencies or institutions that have the task of providing services to the community and dealing directly with the community if it is not supported by quality human resources it will have an impact on service results that are not optimal (not in line with expectations). Human resources in question are employees who work in the agency.

The quality of human resources in government agencies is an important component in the process of implementing development. The Republic of Indonesia currently has a fairly large capital, namely a demographic bonus, namely the high number or number of productive-age population (population aged 15-64 years).

This demographic bonus can be very useful in an area if it is really prepared by the government. However, it can become a big problem if the government cannot manage it properly. The demographic bonus can be a tool to develop regional conditions if the government prepares well for the young generation with high quality.

But if the government does not prepare well, the demographic bonus will be a burden because the unemployment rate will soar.

To create strong human resources, the population must have adequate quality so that it can be used as capital in development. Without an increase in quality, a large population tends to create various problems and become a burden for the government in carrying out development. Analysis of the quality of human resources is often divided into physical quality and non-physical quality. Indicators that can describe the physical quality of the population are the level of education, health status, and quality of life index. Meanwhile, non-physical qualities include religious spiritual qualities, creativity, work ethic, people's personality qualities, and the quality of relationships in harmony with their environment. The quality of human resources can affect employee performance. The concept of performance is expressed by Dessler (2015) ^[6] who defines performance as work performance, namely the comparison between actual work results and established work standards. Thus, performance focuses on the results of its work. Bernadin and Russel (2003) ^[4] state performance as "performance is defined as the record of outcomes produced on specified job function or activity during a specified time period". This means that performance is the result of the function of a particular job or the result of an activity over a certain period of time.

Hasibuan (2012) ^[13] also explains that performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Rivai (2008) ^[21] performance is the result of a person as a whole during a certain period in carrying out tasks such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. Another factor that influences organizational performance is organizational culture. Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning, when examined more closely is a set of key characteristics that organizations value (Robbin, 2014) ^[22]. A strong organizational culture supports the company's goals, whereas a weak or negative culture inhibits or contradicts the company's goals (Sutrisno, 2013) ^[25]. Thus a strong organizational culture of an organization will have an impact on organizational performance to be able to carry out the work as well as possible. So the influence of organizational culture on organizational performance is positive and significant.

Organizational commitment by definition is related to the identification of individuals and their involvement in the organization (Sudarmanto, 2009) ^[24]. Organizational commitment as an aspect that affects human behavior in organizations has become an important matter that has been widely discussed and researched. The reason is very simple, for example, no matter how good the vision, mission, and goals of the organization, it will not be achieved if there is no commitment from members of the organization (Dongoran, 2001) ^[7].

The extent to which employees are committed to the organization where they work will determine the organization's ability to achieve its goals. According to Mowday *et al*, 1982 (in Sofiah, 2008) defines organizational commitment as the relative strength of individual identification and involvement in a particular organization, including trust, support for organizational goals and values, and a strong desire to use genuine efforts for the benefit of the organization., and a strong will to maintain membership in the organization. According to Blau & Boal (in Sopiah, 2008) ^[23] mentions commitment as partisanship and employee loyalty to the organization. Meanwhile, O'Relly (in Sopiah, 2008) ^[23] argues that employee commitment to the organization is an individual psychological bond to the organization which includes work involvement, loyalty, and feelings of trust in organizational values. Luthan (2008) ^[17] defines organizational commitment as an attitude that shows employee loyalty and is an ongoing process of how an organization member expresses their concern for the success and goodness of the organization.

Literature Review

Quality of Human Resources

According to Martindas (2000) in his book "Quality of Human Resources" as follows: Quality of Human Resources are human resources who not only have the ability to complete their work, but also to develop themselves and encourage the self-development of their colleagues. The quality of human resources according to Danim (2000) in his book "Transformation of Human Resources", as follows: Quality of Human Resources is a resource that has criteria for physical and health quality, intellectual quality (knowledge and skills), and mental spiritual quality (struggle).

Matindas (1997) states that the indicators of the quality of human resources are

- a. Ability to complete work;
- b. Self-development;
- c. Colleague development;
- d. Physical qualities;
- e. Intellectual qualities;
- f. Mental qualities.

Organizational Culture

Gibson, quoted by Wibowo (2016; 15) ^[26], organizational culture is what employees feel and how these perceptions create patterns, beliefs, values, and expectations. Furthermore, Mangkunegara (2011) ^[11] organizational culture is a set or assumption or system of beliefs, values and norms developed in organizations that are used as behavioral guidelines for its members to overcome problems of external adaptation and internal integration, Armstrong (2012) organizational or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can no longer be articulated, but shape and determine the way people (people) behave and get things done.

Robbins (2014) ^[22] suggests that organizational culture as the dominant values disseminated within the organization is used as an employee work philosophy that becomes a guide for organizational policies in managing employees and consumers. According to Robbins (2014) ^[22] a strong organizational culture is a culture in which the organization's core values are held intensively and widely shared by members of the organization. Indicators of organizational culture proposed by Robbins (2014) ^[22]:

- a. Innovation and risk taking, namely the degree to which employees are encouraged to be innovative and take risks.
- b. Attention to detail or detail, namely the degree to which employees are expected to be able to demonstrate accuracy, analysis and attention to detail.
- c. Results orientation, which is the degree to which the leader focuses on results or outputs and not on how to achieve those results.
- d. People orientation, namely the degree to which management decisions affect the people in the organization.
- e. Team orientation, which is the degree to which work is organized by teams rather than individuals.
- f. Aggressiveness and stability, namely the degree to which employees are aggressive and competitive, rather than cooperating.

Organizational Commitment

According to Cherirington (1995) organizational commitment as a personal value, which is sometimes referred to as an attitude of loyalty to the company. Robbins (2014) [22] suggests that organizational commitment is an attitude that reflects feelings of liking or disliking the organization where they work.

Meyer and Allen (1991) [2] suggest three models of organizational commitment and are reflected in three main points, namely:

- a. Affective Commitment, is the desire to work for the company because they agree with the goals of the organization and there is a desire to run them.
- b. Continuance Commitment, is the desire to keep working for the company because they don't want to lose their job.
- c. Normative Commitment, is the desire to work for the

company because of pressure from other parties.

Organizational Performance

Understanding organizational performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moehariono, 2010). The measurement of organizational performance presented by Harbor (Sudarmanto, 2009) [24] recommends with six aspects, namely:

- a. Productivity. Ability to produce goods and services
- b. Quality. Producing goods and services that meet quality standards.
- c. Time loop. The time required in each process of changing these goods and services, then arriving at the customer/consumer.
- d. Punctuality. The time required to produce these goods and services.
- e. Use of resources: the resources needed to produce these goods and services.
- f. Cost. Cost required. In the implementation of activities or programs to achieve success, there are factors that can affect the success of the organization.

Research Methods

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. The relationship between variables can be described in the form of a path analysis diagram as follows: The research concept framework can be explained as follows:

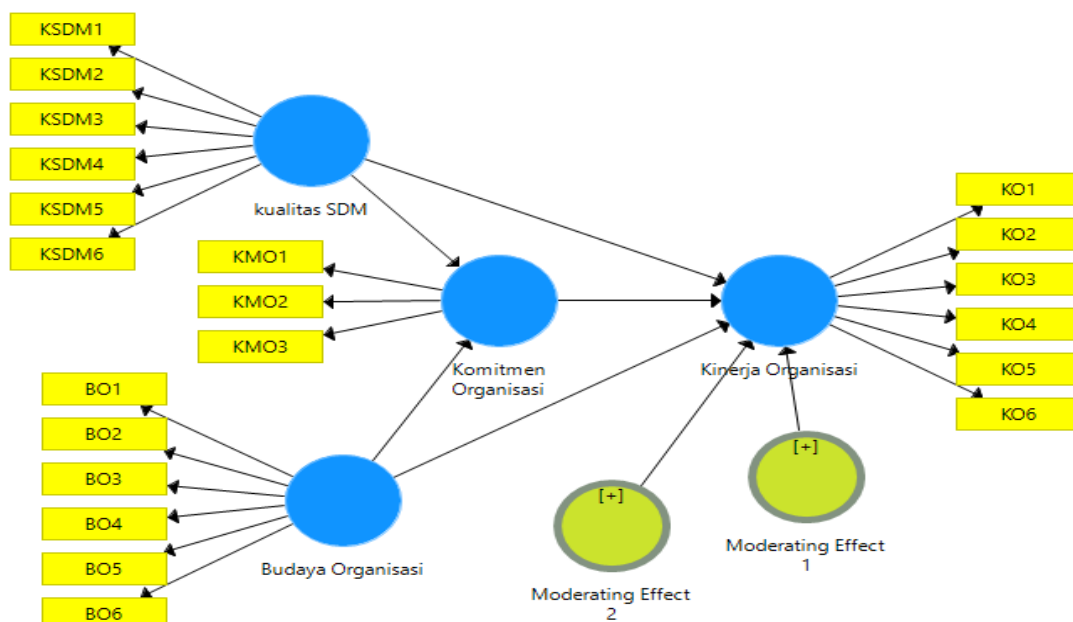


Fig 1: Research Models

Population and Sample

The population in this research is employees who work in the office of the Regional Asset Management Agency of DKI Jakarta Province. While the sample used includes 90 employees at the Regional Asset Management Agency of DKI Jakarta Province. This sampling uses the saturated

sample method because it uses all employees in the agency.

Research Results and Discussion

Analysis Model

The overall path analysis model can be seen in the following figure.

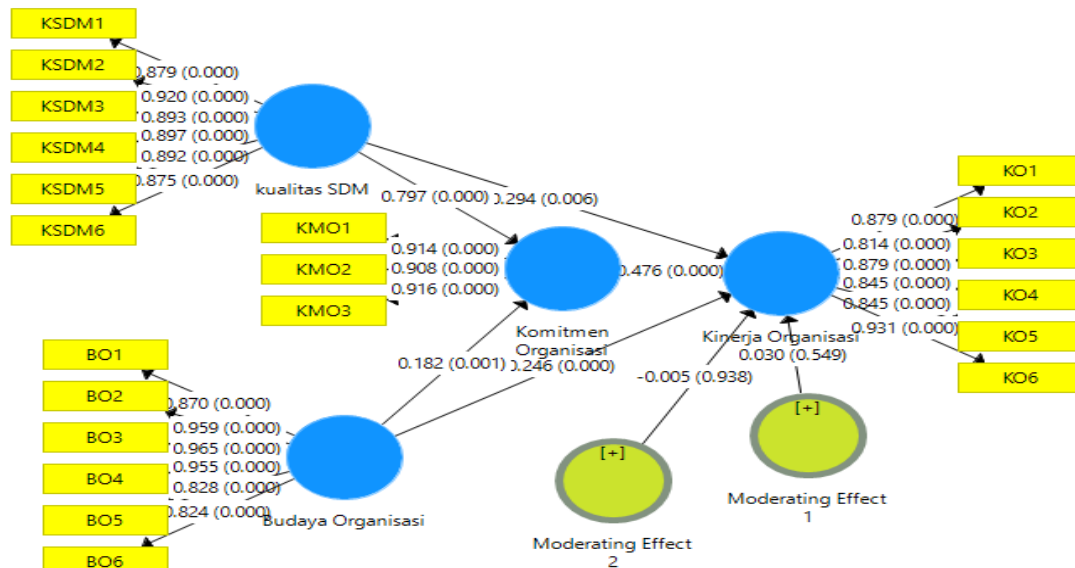


Fig 2: Overall Analysis

Based on the picture above, the validity analysis can be made in the following table

Table 1: Variable Validity Analysis

Variable	Indicator	r-Value	P-value	Information
HR Quality	KSDM1	0,879	0,000	valid
	KSDM2	0,920	0,000	valid
	KSDM3	0,893	0,000	valid
	KSDM4	0,897	0,000	valid
	KSDM5	0,892	0,000	valid
	KSDM6	0,875	0,000	valid
Organizational culture	BO1	0,870	0,000	valid
	BO2	0,959	0,000	valid
	BO3	0,965	0,000	valid
	BO4	0,955	0,000	valid
	BO5	0,828	0,000	valid
	BO6	0,824	0,000	valid
Organizational Commitment	KMO1	0,914	0,000	valid
	KMO2	0,908	0,000	valid
	KMO3	0,916	0,000	valid
Organizational Performance	KO1	0,879	0,000	valid
	KO2	0,814	0,000	valid
	KO3	0,879	0,000	valid
	KO4	0,845	0,000	valid
	KO5	0,845	0,000	valid
	KO6	0,931	0,000	valid

Based on the table above, the variable quality of human resources has a p value for each indicator less than 0.05. This shows that all indicators analyzed have valid values.

In the organizational culture variable, the validity value also has a p value below 0.05. This shows that the indicators on these variables are also valid. The organizational commitment variable which consists of 3 indicators also has a p value below 0.05. This shows that the indicator is also valid.

In the organizational performance variable the value of this variable also has a p value below 0.05. This shows that the indicator has good validity. In the analysis above, the Cronbach Alpha value also has a value above 0.60. This shows that the variables of organizational culture, knowledge management, organizational commitment and organizational performance are reliable.

1. The Influence of Resource Quality on Organizational Performance of the Regional Asset Management Agency of North Jakarta Administrative City in Partial

In the table below, the influence of the quality of human resources on organizational performance has a t value of 2.870. The p value is 0.000. This shows that the variable quality of human resources has a significant effect on the performance of the Regional Asset Management Agency of DKI Jakarta Province partially.

Table 2: Path Analysis

Effect	T-statistics	P-value
HR Quality → Organizational Performance	2,870	0,004
Organizational Culture → Organizational Performance	3,520	0,000
Organizational Commitment → Organizational Performance	4,390	0,000
HR Quality → Organizational Commitment	17,608	0,000
Organizational Culture → Organizational Commitment	3,631	0,000

2. The Influence of Organizational Culture on Organizational Performance of the Regional Asset Management Agency of North Jakarta City Administration Partially

In the table above, the influence of organizational culture on organizational performance partially has a t statistic of 3.520 and has a p value of 0.00. The p-value is smaller than 0.05. This shows that organizational culture has a significant effect on organizational performance partially.

3. The Effect of Organizational Commitment on the Organizational Performance of the Regional Asset Management Agency of North Jakarta City Administration Partially

Organizational commitment partially affects the organizational performance of the Regional Asset Management Agency for North Jakarta City Administration. This can be seen from the t-count value of 4.390. The p value is 0.000. The p value is smaller than 0.05. The positive t value indicates that the higher the organizational commitment, the greater the organizational performance.

4. The Influence of Resource Quality on the Organizational Commitment of the Regional Asset Management Agency of North Jakarta City Administration in Partial

The quality of human resources also partially affects the organizational commitment of the Regional Asset Management Agency for North Jakarta City Administration. This can be seen from the t-count value of 17.608 and the p-value of 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

4. The Influence of Organizational Culture on the Organizational Commitment of the Regional Asset Management Agency of North Jakarta City Administration Partially

Organizational culture also partially affects the organizational commitment of the Regional Asset Management Agency for North Jakarta City Administration. The t value in the table above is 3.631. The p-value is 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

5. The Influence of Resource Quality on Organizational Performance of the Regional Asset Management Agency of North Jakarta City Administration through Organizational Commitment Variables

The quality of human resources affects the organizational performance of the Regional Asset Management Agency for North Jakarta City through the organizational commitment variable. This can be seen in the following table.

Table 3: Results of the Analysis of Moderating Variables

Effect	T statistics	P value
HR Quality → Organizational Commitment → Organizational Performance	0,577	0,564
Organizational Culture → Organizational Commitment → Organizational Performance	0,073	0,942

The value above is obtained from the analysis of the PLS (Partial Least Square) application. The t-statistical value of the influence of culture on organizational performance through organizational commitment has a t-count of 0.577 and a p-value of 0.564. The p-value is greater than 0.05. This shows that the effect of the moderating variable is not significant. Organizational commitment is not a moderating variable.

The table above also shows the results of the analysis that organizational culture influences organizational performance through organizational commitment variables. The value of this analysis has a t-count of 0.073 and a p-value of 0.942. This p-value is greater than 0.05. This shows that the effect is not significant. Organizational commitment is not a moderating variable.

The influence of the quality of human resources on organizational performance has a t value of 2.870. The p value is 0.004. This shows that the variable quality of human resources has a significant effect on the performance of the Regional Asset Management Agency for North Jakarta City Administration partially. These results are in accordance with previous research regarding the influence of organizational culture on organizational performance. These studies include (S Dunggjo, 2013;; J Jamaluddin, 2017; N Novziransyah, 2017) [8, 20].

The influence of organizational culture on organizational performance partially has a t statistic of 3.520 and has a p value of 0.000. The p-value is smaller than 0.05. This shows that organizational culture has a significant effect on organizational performance partially. This is in accordance with previous research (J Jamaluddin, 2017; N Novziransyah, 2017; J Jufrizen) [20].

Organizational commitment partially affects the organizational performance of the Regional Asset Management Agency for North Jakarta City Administration. This can be seen from the t-count value of 4.390. The p value is 0.00. The p value is smaller than 0.05.

The quality of human resources also partially affects the organizational commitment of the Regional Asset Management Agency for North Jakarta City Administration. This can be seen from the t-count value of 17.608 and the p-value of 0.00.

Organizational culture also partially affects the organizational commitment of the Regional Asset Management Agency for North Jakarta City Administration. The t value in the table above is 3.631. The p-value is 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

The statistical t-value of the influence of HR quality on organizational performance through organizational commitment has a t-count of 0.577 and a p-value of 0.564. The p-value is greater than 0.05. This shows that the effect of the moderating variable is not significant.

Organizational culture influences organizational performance through organizational commitment variables. The value of this analysis has a t-count of 0.073 and a p-value of 0.942. This p-value is greater than 0.05. This shows that the effect is not significant. This is not in accordance with previous research (S Dunggjo, 2013) [8]; Vosva. (2013) [9]; Nazmi. (2020) [10]; Masluk Ha. (2015) [11].

Conclusions and Recommendations

Conclusion

The variable quality of human resources has a significant effect on the performance of the Regional Asset Management Agency for North Jakarta City Administration partially. The influence of organizational culture on organizational performance has a t value of 2.870. The p value is 0.000.

Organizational culture has a significant effect on organizational performance partially. The influence of organizational culture on organizational performance partially has a t statistic of 3.520 and has a p value of 0.00. The p-value is smaller than 0.05.

Organizational commitment partially affects the organizational performance of the Regional Asset Management Agency for North Jakarta City Administration. This can be seen from the t-count value of 4.390. The p value is 0.000. The p value is smaller than 0.05. The positive t value indicates that the higher the organizational commitment, the greater the organizational performance.

The quality of human resources also partially affects the organizational commitment of the Regional Asset Management Agency for North Jakarta City Administration. This can be seen from the t-count value of 17.608 and the p-value of 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

Organizational culture also partially affects the organizational commitment of the Regional Asset Management Agency for North Jakarta City Administration.

The t value in the table above is 3.631. The p-value is 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

The statistical t-value of the influence of culture on organizational performance through organizational commitment or the 1st moderating model has a t-count of 0.577 and a p-value of 0.564. The p-value is greater than 0.05. This shows that the effect of the moderating variable is not significant. Organizational commitment is not a moderating variable.

In the second moderating model, the t-count value is 0.073 and the p-value is 0.942. This p-value is greater than 0.05. This shows that the effect is not significant. Organizational commitment is not a moderating variable.

Suggestion

In improving organizational performance, it is necessary to develop the quality of human resources, organizational culture, and organizational commitment. The quality of human resources needs to be developed through training and development activities by the agency. This activity can improve HR understanding of the scope of work, understand HR for the operationalization of its work and help HR improve the ability to manage agency management.

Organizational culture is developed by habituation to employees in carrying out activities with a disciplined attitude, increasing the role of leadership and increasing the role of employees with a larger portion.

Organizational commitment needs to be improved both on affective commitment, continuance commitment and normative commitment. Affective commitment is developed by increasing understanding of the agency's vision, mission and goals so as to provide awareness and motivation of HR to increase their concern for the organization.

Sustainability commitment is developed by providing motivation so that HR can feel at home working in the organization or not mutating to work elsewhere. Giving this motivation can be in the form of motivation that is recommended or financial in nature, such as increasing salary or additional income.

Normative commitment also needs to be increased with the aim of having a high desire from employees to work for the organization without any pressure from other parties. Activities to increase normative commitment are holding gatherings, family events and so on.

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