

The Role Of Organizational Culture In Career Development For Improving Employee Performance At Perumda Tirta Pakuan Bogor

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THE ROLE OF ORGANIZATIONAL CULTURE IN CAREER DEVELOPMENT FOR IMPROVING EMPLOYEE PERFORMANCE AT PERUMDA TIRTA PAKUAN BOGOR

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Abstract. *The success of Perumda Tirta Pakuan Bogor is greatly influenced by the performance of its employees. Good work results can help Perumda Tirta Pakuan Bogor in achieving the goals and objectives that have been set. In other words, the better the employee's performance, the easier it will be to achieve the goals of Perumda Tirta Pakuan Bogor. On the other hand, if employee performance is low, it is not easy for Perumda Tirta Pakuan Bogor to achieve its goals. So the role of employee performance is a factor that cannot be separated from the objectives of Perumda Tirta Pakuan Bogor so that the quality of employee performance will influence the achievement of the objectives of Perumda Tirta Pakuan Bogor. This research aims to determine and analyze the role of organizational culture and career development in improving the performance of Perumda Tirta Pakuan employees in Bogor City. This research uses descriptive qualitative, with the data collected mostly in the form of words or images rather than numbers. The objects of this research are employees at Perumda Tirta Pakuan, Bogor. The research carries out analysis of the data obtained through interviews and other documents by combining and selecting data that is close to suitability related to the research study. The research results show that the role of organizational culture in improving employee performance at Perumda Tirta Pakuan Bogor is based on a talent management strategy which is an integrated system, designed to improve performance through the process of attracting and selecting, developing, utilizing and retaining employees who have skills and talents in order to meet current and future organizational needs. The role of career development in improving the performance of Perumda Tirta Pakuan employees in Bogor is known that career development is an activity for future career planning by the employees themselves or the company concerned so that the company can also develop itself optimally.*

Keywords: *Organizational Culture, Career Development, Employee Performance*

INTRODUCTION

Every company needs resources that have an important influence on achieving its desired goals. These resources are sources of energy and power needed to create activities, movements, and actions. Resources can be in the form of natural resources, human resources, knowledge resources, and technological resources. Among these resources, the most important in terms of influence and role are human resources, because human resources are the actors of the overall planning and evaluation that can utilize other resources owned by an organization or company.

An organization can run well if the management functions within it play their roles well too. The most important factor in management is quality human resources. Human resources in an organization have a very important role because organizational goals can be achieved depending on the human factor that plans, implements, and supervises the organization in question.

Work can be affected by work performance conditions formed in the organizational environment, including lack of employee commitment to understanding established values and rules, lack of application of employee disciplinary behavior in daily life, lack of performance inheritance, and lack of understanding of culture as organizational identity, resulting in performance that is less supportive of achieving the established organizational vision and mission. Building work performance requires commitment from all employees under the leadership of a leader who is able to influence the entire organization and is expected to build strong work performance.

As an example, BUMD (Regional-Owned Enterprise) in the drinking water sector, out of around 387 BUMDs in Indonesia, Perumda Tirta Pakuan Bogor carries out drinking water management for the community and has an important role in realizing the welfare and prosperity of a region by contributing to Regional Original Revenue (PAD), either in the form of dividends or taxes. The success of Perumda Tirta Pakuan Bogor is greatly influenced by the performance of its employees. Good work results can help Perumda Tirta Pakuan Bogor in achieving its set goals and objectives. In other words, the better the employee performance, the easier it will be for Perumda Tirta Pakuan Bogor to achieve its goals. Conversely, low employee performance will make it difficult for Perumda Tirta Pakuan Bogor to achieve its goals. In this case, the role of employee performance is a factor that cannot be separated from the goals of Perumda Tirta Pakuan Bogor, so the quality of employee performance will affect the achievement of Perumda Tirta Pakuan Bogor's goals.

A company that wants its employees to be able to improve their performance will develop efforts to improve performance by utilizing conditions that exist within the organization, both from the employees themselves and the organizational environment. Performance is something that is always paid attention to by every organization. Mangkunegara (2023: 67) states that performance is the result of work in quality and quantity achieved by a person in carrying out tasks in accordance with the responsibilities given to them.

Mathis and Jackson (2016: 78) state that there are several indicators that can be used as benchmarks in measuring performance, namely: a. work quantity, which is the amount produced; b. work quality, which is the accuracy and quality of results based on the number of workers; c. time utilization, which is the implementation of work that is adjusted to the working time set by the organization, and d. Cooperation, which is the ability to interact with others/co-workers in completing a job.

Organizational culture is related to everything in the workplace. Organizational culture is all conditions that surround employees that are associated with psychological changes in

employees. Sedarmayanti (2019:26) defines organizational culture as the entirety of tools and materials faced, the surrounding environment where a person works, their work methods, and their work arrangements both as individuals and as groups.

Employee performance is the result of work in quality and quantity achieved by an employee. The achievement of work results is determined by employees who are able to carry out their duties well, meaning that employees have responsibilities, are able to carry out their work on time and can achieve targets set by the organization, there is supervision from management, and a conducive environmental condition will support the smooth running of work. In reality, career development at Perumda Tirta Pakuan Bogor has not shown an ideal level. This is known from the lack of employees to improve their work careers to be better and employee work spirit that does not increase.

Based on the description above, the researcher is interested in conducting further research with a study on the role of organizational culture for career development in improving employee performance at Perumda Tirta Pakuan Bogor.

LITERATURE REVIEW

Human resources working in organizations have a very strategic role as agents of renewal, service, and public satisfaction. However, this role has not been optimally implemented by employees working in organizations. The indication of their powerlessness through their bureaucracy in dealing with social, economic, and political problems has been felt for a long time. Therefore, changes in the structure, function, finances, and personnel of bureaucratic organizations are very necessary, which are also followed by changes in bureaucratic organizational culture and the behavior of the people involved in it. If this change can be realized, then what is expected in the orientation of the effectiveness of public services carried out by government organizations will be achieved.

Ndara (2015: 101) states that culture reflects opinions about: a) Identity and image. Identity is formed by various historical factors, geographical conditions and positions, social, political and economic systems, and changes in values in society; b) A bond of togetherness that binds strong members of society; c) An inspiration, pride, and resource. Culture is a source of inspiration, pride, and resources; d) As a driving and changing force. Because culture is formed through a learning process, culture is dynamic, resilient, not static and not rigid; e) To form added value; f) Behavior patterns. Contains norms of behavior and outlines the boundaries

of social tolerance; g) As a substitute for formalization, and h) Mechanism of adaptation to change.

Career development is the responsibility of an organization that prepares employees with certain qualifications and experiences, so that when needed, the organization already has employees with certain qualifications. It is paternalistic in nature, from top to bottom and centralized. According to Rivai (2019: 274), "Career development is the process of increasing an individual's work ability achieved in order to achieve the desired career".

Performance is the work result achieved by an employee in carrying out their duties and responsibilities. The definition of performance according to Mangkunegara (2015: 9) is "a comparison of results achieved with the participation of labor per unit of time (usually per hour)".

METHODS

This research uses a qualitative descriptive approach, with data collected mostly in the form of words or images rather than numbers. Qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perception, motivation, actions, and others. Holistically, and in a descriptive manner in the form of words and language, in a specific natural context and by utilizing various natural methods (Moleong, 2021:6). Some data collection techniques carried out by researchers are as follows:

- a. Observation: to understand the characteristics and extent of the significance of the interrelationships of elements of human behavior in social phenomena and complexes in cultural patterns;
- b. Interviews, where an interview is a conversation directed at a particular problem and is a process of oral responsibility of two or more people face to face physically;
- c. Documentation, with documentation, research can obtain information not from the source, but information obtained from various written sources or from documents that exist in the informant.

The research conducts analysis of the results of data that has been obtained through interviews and through other documents by unifying and selecting data that approaches the relevance related to the research study. The data included is data that has been selected, namely

data that is very important in relation to the research study. After selecting the data, the researcher presents the data by re-analyzing the results of the data that has been obtained, then describing it in the form of paragraphs or narrative writing.

The research location is carried out at Perumda Tirta Pakuan Bogor. The research period is six months, starting from March 2024 to August 2024.

RESULTS

The presence of employees at Perumda Tirta Pakuan Bogor is greatly needed in order to provide public services to the community. For this reason, employees need to be systematically improved through various policies and coaching instruments. The employee salary standard is the same, based on rank/grade and employee tenure.

This means that the achievement of goals set by the company largely depends on the work of its employees. Work performance is related to goals in the sense of being a result of one's work behavior. Achievement is given limits as a result of a pattern of two actions taken to achieve goals in accordance with established standards, both in quality and quantity.

In general, in several organizations or government institutions in the next few years, there will be a 'generation gap', because the number of employees entering the Retirement Age Limit (BUP) tends to increase. This also happens at the structural level. This phenomenon leads to a limited number of quality human resources. It becomes a problem at Perumda Tirta Pakuan Bogor, namely how to develop existing human resources to be able to contribute to superior organizational performance and anticipate changes that occur. This problem will not be resolved by carrying out traditional employee development patterns, but strategic development steps are needed. The term 'strategic' in this case is interpreted as an integrated and effective pattern. One of the micro dimensions of renewal in employee management is employee development that pays attention to several new issues, including employee talent.

This underlies the adoption of the concept of talent management in HR management. Talent management is seen as the implementation of an integrated strategy or system, designed to improve performance through the process of attracting and selecting, developing, utilizing and retaining employees who have expertise and talent to meet the organization's current and future needs.

Talent management has the following objectives: 1) to increase the achievement of strategic goals of national development and improve the quality of public services, 2) to find

and develop the best talent in filling positions as future leaders, 3) to encourage increased professionalism in aspects of position, competence, and performance of talent and provide clarity and certainty of talent careers, 4) to realize an objective, planned, transparent, and accountable succession plan, 5) to ensure the availability of talent supply in aligning employees in accordance with the vision, mission, and goals of the organization, 6) to balance between employee career development and agency needs.

The process of talent management involves identifying talent which requires mapping employee talent, which can later find talent that will be developed within a certain period of time. This can be used as an asset in the organization. In mapping employees, there are various criteria, namely based on experience, profile and qualifications, and other assessments that can be assessed objectively.

Apart from that, employee talent management still has obstacles that affect the quality of its employees. There is still a bureaucratic culture that is far from competition and the discipline of employees is still low, therefore the application of talent management needs to be continuously improved and enhanced in order to strengthen the merit system that has grown in each agency. Improving the quality of talent management is a strategy in selecting individuals who match their skills and talents, so that it can have a good effect on the performance of their employees. This can be said to be something that is needed by the organization in determining to maintain employees to achieve organizational goals in developing HR.

The importance of talent management in employees will be able to help encourage increased professionalism of talent performance and realize an objective, targeted, accountable succession plan so that it can strengthen the application of the merit system in government institutions themselves.

The application of the merit system in the aspects of promotion and transfer is also still low, so it needs to be accelerated and improved. These results need to be a concern because they show that there are still opportunities for nepotism practices based on primordial or socio-political affiliations. In fact, filling positions should be done in accordance with the required qualifications and competencies and performance of employees by looking at career patterns.

In implementing organizational culture in employee management, several things must be considered in the Perumda Tirta Pakuan Bogor environment, including the initial step in implementing the merit system payroll, management needs to pay attention that in providing salaries is inseparable from the assessment of the duties and responsibilities of all employees in all work units, so that the assessment is people who know correctly what employees do,

namely direct superiors and as consideration the assessor can confirm to other parts related to the work and employees being assessed.

Second, to prosper employees should also pay attention to income equality. It is appropriate for companies to increase salary standards with decent standards; thus, the gap will be more minimized and welfare can be obtained.

Third, in calculating the determination of the payroll formula, it is necessary to pay attention to the inflation rate/expensiveness, among others by creating an index to be used as the basis for adjusting salaries and allowances.

Fourth, payroll for employees should be made to certain standards, meaning that it could be in the same group but have different salaries adjusted to their daily workload. If there are employees who are lazy, their salary will be smaller than those who have big responsibilities, even though their group is low.

Fifth, rewards given to employees who have work achievements should be carried out transparently so that they have a competitive attitude between departments in providing services, encouraging law enforcement and being willing to provide accountability to the public (public accountability) regularly.

Sixth, strict supervision is needed in implementing the merit system where the government needs to form a merit system team so that it can run effectively. The application of the merit system will also be effective if there is full commitment from all parties, namely the leadership and employees of the institution/organization.

DISCUSSION

The role of organizational culture in improving employee performance at Perumda Tirta Pakuan Bogor is based on a talent management strategy. This integrated system is designed to enhance performance through selecting, developing, utilizing, and retaining talented employees to meet current and future organizational needs. In public organizations, the HR development model based on talent involves a systematic process of identification, career development, and retention of talented HR.

The role of career development in improving employee performance is significant. Career development is an activity for future career planning by both employees and the company, allowing for optimal development. With career development initiatives in place, employees experience improved performance. It's important to note that employee performance is intrinsically linked to career development opportunities.

The implementation of the merit system has shown numerous positive impacts on employee and company performance management. This system centers on work performance as its core concept. High-performing employees are rewarded with increased income and/or career advancement, while poor performance may result in decreased income or career setbacks.

CONCLUSION

In implementing organizational culture to foster company progress at Perumda Tirta Pakuan Bogor, the most crucial factor is the commitment between employees and directors. Employees seeking career development within the company can continuously improve their performance and adhere to company regulations to contribute to the organization's success. When employees strive to deliver their best performance, the company reciprocates by providing career development opportunities tailored to employee needs. This process considers the employee's years of service and rank, without being influenced by nepotism, discrimination, or other irrelevant personal factors.

LIMITATION

The research on Perumda Tirta Pakuan Bogor's organizational practices and their impact on employee performance presents several notable limitations that affect the interpretation and applicability of its findings. Primarily, the study's specificity to a single organization potentially reduces the generalizability of the results. While the strategies and practices identified may be effective within Perumda Tirta Pakuan Bogor, their efficacy could vary significantly in other companies or industries due to differences in organizational culture, size, sector, or local context.

A significant methodological limitation is the lack of information regarding sample size and data collection methods. This omission makes it challenging to assess the reliability and validity of the findings. Without knowing these crucial details, it's difficult to determine whether the results are truly representative of the entire organization or if the data collection methods might have introduced bias or limited the depth of insights gathered.

The absence of discussion on implementation challenges presents another limitation. By not addressing potential difficulties in implementing talent management strategies or the merit system, the research may offer an overly optimistic view. This could lead to unrealistic

expectations when other organizations attempt to adopt similar practices without being prepared for possible obstacles.

Furthermore, the study lacks information on how long the observed practices have been in place. The effectiveness of organizational practices often changes over time, and without this temporal context, it's challenging to determine if the observed positive impacts are sustainable long-term effects or merely short-term improvements that might diminish over time.

Lastly, the research appears to lack consideration for external factors. By not accounting for influences such as economic conditions or industry trends, the study might attribute too much of the performance improvement to internal factors like organizational culture and career development. This could lead to an overestimation of the effectiveness of these internal strategies.

These limitations collectively impact the study's overall validity and applicability. They potentially lead to an overstatement of the universality of the results and a reduction in the reliability and depth of the insights gained. The absence of discussion around implementation challenges and the failure to account for the time factor in assessing strategy effectiveness present an incomplete picture. Additionally, there's a risk of overattributing positive outcomes solely to internal factors without considering the potential influence of external elements.

To enhance the quality and applicability of future research in this area, it would be beneficial to address these limitations. This could involve broadening the scope to include a more diverse range of organizations, providing comprehensive methodological details, discussing implementation challenges, considering the time factor in strategy effectiveness, and accounting for external influences. By addressing these aspects, future studies could offer a more comprehensive and balanced understanding of how organizational culture and career development contribute to improving employee performance across various contexts.

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