

**INFLUENCE OF HUMAN CAPITAL MANAGEMENT AND
CHARACTERISTICS OF ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE AT PT. BANK SUMUT SYARIAH MEDAN, KATAMSO
BRANCH**

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Abstract

This study aims to determine how the influence of Human Capital Management on Employee Performance PT. Bank SUMUT Syariah Medan Katamso Branch, analyzed the influence of Organizational Culture Characteristics on Employee Performance of PT. Bank SUMUT Syariah Medan Katamso Branch and analyze the influence of Human Capital Management and Organizational Culture Characteristics Performance of PT. Bank SUMUT Syariah Medan Katamso Branch. This research uses quantitative research methods. The population in this study were employees of PT. Bank SUMUT Syariah Medan Katamso Branch with samples taken as many as 30 respondents. The sampling technique in this research is purposive sampling. The data collection method used a questionnaire method which was measured using a Likert scale. The analytical method used in this study is the classical assumption test, multiple linear regression analysis, multiple correlation analysis, and hypothesis testing using SPSS. The results of this study indicate that Human Resource Management and Organizational Culture have an effect on employee performance. Based on the results of the determination test, the Adjusted R Square value of 0.547 means 54.7%, so it can be concluded that there is a direct relationship between the variables of Human Capital Management, Organizational Culture Characteristics, and Performance Personnel. R Square value of 0.578 (57.8%) the independent variables of Human Capital Management and Organizational Culture Characteristics simultaneously have an effect of 57.8% on the dependent variable, namely Employee Performance, while the rest is influenced by other variables not examined in this study.

Keywords: *Employee Performance, Human Capital Management, Organizational Culture*

INTRODUCTION

The company's efforts to meet market demand, the company must also pay attention to the positive and negative work performance of employees who are in the company. Judging from how employees deal with the desire to produce more optimal performance from a bank and match the performance of these employees. Good performance from employees will have a direct impact on the progress or setbacks obtained by the bank.

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Strategy in maintaining the existence of a company, try to continuously improve the performance and quality of the human resources available within the organization. Employees themselves are the main actors in a company or organization where it is expected that employees can exert all of their work dedication in the form of maximum performance for the company. In increasing strong competitiveness in a company, banks must have employees who have competencies that match the company's qualifications and have a strong enthusiasm for work which will in turn improve employee performance.

In applying the character of quality human resources, there are many important elements that need to be considered by companies, namely by paying attention to the placement of employees based on the appropriate capabilities or competencies, as well as the knowledge and skills as well as the behavior possessed by employees. The availability of high qualification standards for human resources is an important benchmark for companies to protect and prosper the company's success in the future.

Many companies have implemented this Human Capital Management system in companies, especially in the banking sector, including BUMN banks (State Owned Enterprises) managed by the Indonesian government, namely BNI, BCA and Mandiri banks. PT. Bank SUMUT as a Regional Owned Enterprise also implements a Human Capital Management system, which is a resource management system used by bank SUMUT with the hope that employees will be able to respond to all challenges and changes and identify the needs of customers and stakeholders and be able to develop strategies as well as create an effective process in creating a competitive work culture in achieving bank goals. In implementing Human Capital Management, PT. Bank SUMUT has received a reward as the 2nd Best Indonesia Human Capital Management 2021 for the BUMD -Finance Company Bank category on 17 September 2021.

Human Capital Management carried out by banking companies in Indonesia broadly consist of capabilities (Learning and Development) as well as integrated rewards. Where banking companies consistently manage human resources so that they can pursue various policies, namely in improving the capabilities of the human resources themselves in providing contributions and solutions in the financial sector for customers and accelerating leadership capabilities in improving business. Companies engaged in the banking sector pay attention to the quality of their human resources because the human resources owned by a

company take part in taking a role in providing the best customer experience to the public and customers.

Like the changes implemented by PT. Bank SUMUT in creating a competitive work culture includes establishing a clear job desk, building an effective organization, establishing an objective work evaluation system, as well as updating the development and learning system as well as the talent management system. Where is the process of implementing these changes, each company must have its own organizational culture in dealing with and implementing and responding to changes that will occur so as to bring out the characteristics of the organization. The characteristics of organizational culture are basic thoughts that are taught to new personnel as a way to feel, think and act correctly from day to day (Kristin Juwita, 2021).

The success of a company is caused by the work or activities carried out by its employees where every organizational culture in a company has a culture and a strong impact in influencing the attitudes and behavior of its members. Employees who are able to pay attention to problems that are likely to experience a risk of loss to the organization as a whole will be able to face obstacles that will be found later in the future, if employees have the initiative to take good responsibility for all good activities in their work or outside of work, it will also produce good performance and produce appropriate goals as well.

As a regionally managed banking company, PT. Bank SUMUT continues to provide positive performance during the pandemic with several banking ratios and parameters that continue to increase both in terms of business and the contribution of PT. Bank SUMUT to the government which continues to increase. One of the parameters is related to the performance of achieving bank assets which are the largest assets outside Java Island or in other words the largest assets in Sumatra. As such, the achievements that continue to be obtained by PT. Bank SUMUT cannot be separated from the large contribution of employees in providing maximum performance to the company. Bank SUMUT's assets continued to increase to 19,21% in the previous year which proved that the business performance carried out by PT. Bank SUMUT is increasingly having a positive impact on the health and stability of the company in dealing with increasingly stringent developments in the business world, such as continuing to carry out strategies and innovations to support business during a pandemic or new normal.

Efforts to improve employee performance at PT. Bank SUMUT Syariah Medan, Katamso Branch continues to be optimized, but even though the bank also has constraints and problems that provide obstacles to employee performance. Based on pre-research conducted by the author, one of them is an employee who does not understand and is responsible for the job description given to him so that he asks another employee how the task can be carried out and causes other employees to feel disturbed because other employees also have different tasks and the employee has not been able to apply the habits applied by companies or leaders such as time work discipline where the company expects employees to try to follow the desired work time system to see how dedicated employees work as much as possible for the company. So this becomes a focal point to see how a variable that Authors took, namely human capital management and organizational culture characteristics can influence the performance of employees in a company. Obstacles or constraints as well as these problems must be immediately sought for solutions so that the company's efforts to increase the performance of employees are more optimal. Based on this background, this study aims to analyze the influence of human capital management and the characteristics of organizational culture on the performance of employees of pt. Bank Sumut Syariah Medan, Katamso branch.

THEORETICAL BASIS

Human Capital Management

Human Capital Management is an approach that sees humans as assets or capital in an institution where the human resources owned will be managed so that an institution stated in the vision and mission can be achieved (Suwondo & Frans Assa, 2017). In a broad sense, Human Capital Management is an activity related to obtaining analysis of data reports that inform directions and strategies for adding value, investment and operational decisions to human resources within a company.

According to Abdillah et al. (2020), Human Capital Management is a process of managing humans as capital that has infinite value. In other words, Human Capital Management intends to make human resources not only as executors of company delegations but also the brain and behavior possessed by humans in producing better value for the company.

Characteristics of Organizational Culture

The characteristics of organizational culture are basic thoughts that are taught to new personnel as a way of feeling, thinking and acting correctly from day to day (Kristin Juwita, 2021). According to Wibowo in Yuliani and Juniarti (2018) suggests that the characteristics of organizational culture refer to a system of common meaning held by members that differentiates the company from others. In other words, a detailed examination of this meaning system reveals a set of the organization's most prized qualities.

Organizational culture is a shared concept adhered to by all employees. Where organizational culture pertains to how employees see the features of an organization's culture. According to Ainanur and Tirtayasa (2018) argues that Organizational culture is an integrated pattern of human behavior within the organization, encompassing learnt and taught beliefs, behaviors, and discussions. A good organizational culture has a common denominator and a consensus on cultural principles and values that are not centered on individuals but rather on the organization and its goals (Sahir et al., 2021). According to Sulaksono (2015) argues that organizational culture refers to a set of shared beliefs, attitudes and relationships and assumptions that are explicitly and implicitly accepted and used by all members of the organization in dealing with the external environment in achieving organizational goals.

Employee performance

According to Warella et al. (2021:16) stated that performance is the result of work achieved by an employee in a certain period according to the main tasks and functions that have been determined based on applicable regulations in order to achieve organizational goals. According to Nailufar (2012), performance can be defined as the work of an individual or organization that can be accomplished in line with authority and duty in the pursuit of officially achieving organizational goals, that does not break the law and that does not contradict with morals and ethics. Work performance and outcomes achieved by a person, in the form of goods or products as well as services, which are typically used as the foundation for evaluating the employee or work organization concerned, and which show the individual's knowledge of the job, are referred to as performance (Fauzi, 2020).

The term "performance" is used to describe how well an organization has followed the rules laid forth in its strategic plan to implement its programs, activities, and policies in order to achieve its stated goals, which may include the vision and mission statements. Employee performance can be influenced by how a company or organization treats and values

employees where it regulates the individuals and elements within it aiming to provide leaders and employees with an understanding of what must be achieved and how to achieve these goals. Employee Performance is the quality and quantity of work accomplished by an employee in the course of their tasks.

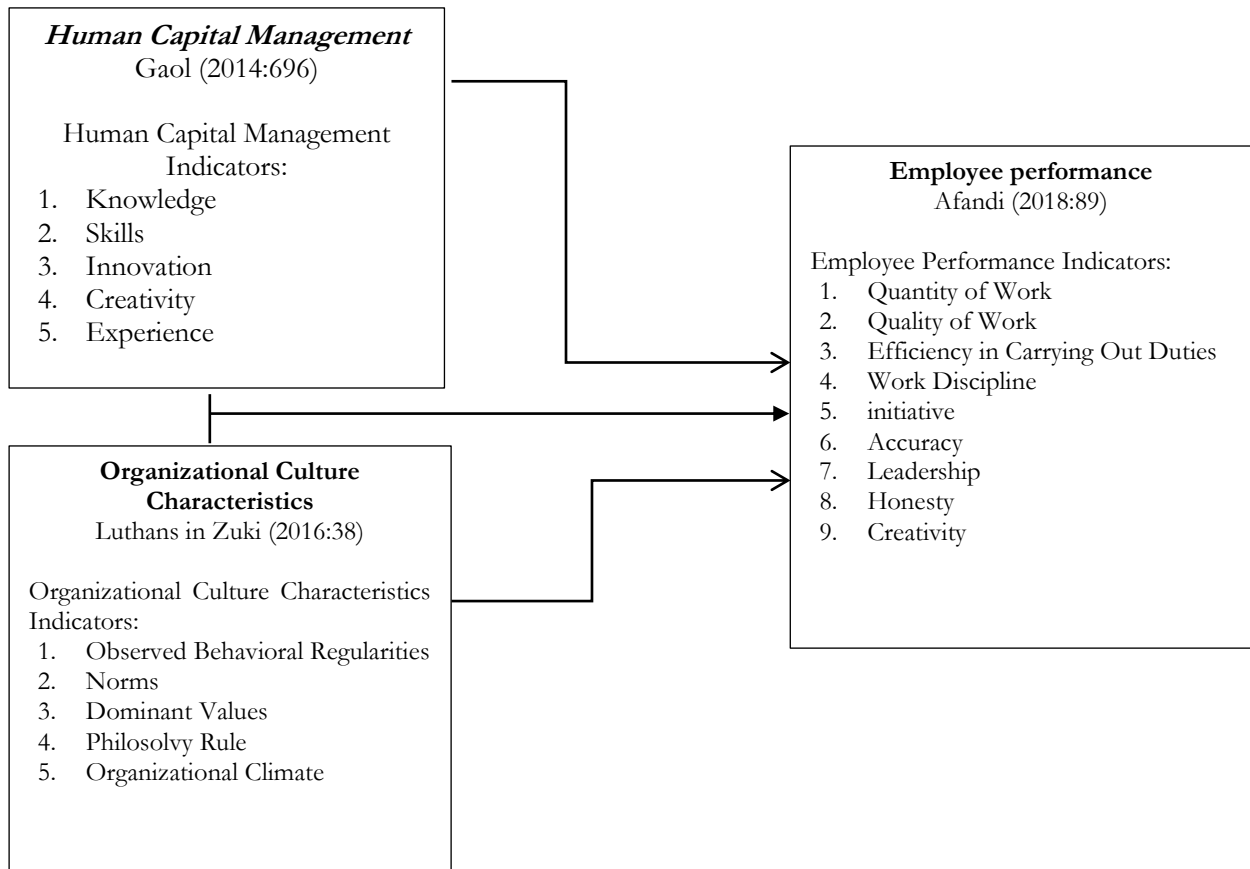
RESEARCH METHOD

This study employs associative research with a quantitative approach as its methodology. Sugiyono (2017:8) suggests quantitative observation is defined as an observation method based on a positive philosophy in examining populations and samples and collecting data using observation tools, analyzing statistical data and studying predetermined hypotheses.

The independent variables in this study are Human Capital Management (X1) and Organizational Culture Characteristics (X2) and the dependent variable in this study is Employee Performance (Y). Through this method it is expected to know and analyze human capital management and the characteristics of organizational culture on the performance of employees of PT. Bank SUMUT Syariah Medan, Katamso Branch. This research was conducted at PT. Bank SUMUT Syariah Medan Katamso Branch located at Comp. Centrium No. 4 Ex. 20159, Jl. Brigadier General Katamso, AUR Medan Maimun, Medan City, North Sumatra, 20212.

In conducting this research, the population is an employee at PT. Bank SUMUT Syariah Medan, Katamso Branch with a population of 30 employees. The sample used in this study is saturated sampling. According Sugiyono (2017:85) Saturated sample is a sampling method in which all population members are used as samples. The number of samples used is 100% representative of the population so that it makes generalizations with very small errors. The sample in this study were 30 people who were employees of PT. Bank SUMUT Syariah Medan, Katamso Branch.

The relationship between the independent and dependent variables can be illustrated in the following constellation diagram:



Source: Research Results (2022)

Figure 1. Framework of thinking

RESULTS AND DISCUSSION

T test (Partial Significance Test)

Table 1. T-Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			tolerance	VIF
1	(Constant)	26,267	12.506		2,100	.045		
	Human Capital Management	,941	,420	,463	2,239	.034	,366	2,731
	Characteristics of Organizational Culture	,542	,331	,339	1,638	,113	,366	2,731
a. Dependent Variable: Employee Performance								

Source: Results of Primary Data Processing (2022)

- 1) The $t_{\text{statistic}}$ results for the Human Capital Management variable are 2,239 with a significance level of 0,045 and the t_{table} value at $\alpha = 5\%$, with t_{table} 1,703, it can be concluded that the $t_{\text{statistic}}$ value is $(2,239) > t_{\text{table}} (1,703)$ with a significance value of $0,045 < 0,05$. Based on these results, it can be concluded that the Human Capital Management variable has a positive and significant influence on the Employee Performance of PT. Bank SUMUT Syariah Medan, Katamso Branch, so it can be concluded that H_0 is rejected and H_{a1} is accepted, meaning that if the Human Capital Management conditions are improved for the better, then employee performance will also increase.
- 2) The $t_{\text{statistic}}$ results for the Organizational Culture Characteristics variable are 1,638 with a significance level of 0,113 and the t_{table} value at $\alpha = 5$ percent, with t_{table} 1,703, it can be concluded that the $t_{\text{statistic}}$ value $(1,638) < t_{\text{table}} (1,703)$ with a significance value of $0,113 > 0,05$. Based on these results, it can be concluded that the Organizational Culture Characteristics variable has a negative and significant influence on Employee Performance at PT. Bank SUMUT Syariah Medan, Katamso Branch, so it can be concluded that H_0 is accepted and H_{a2} is rejected, meaning that if the Organizational Culture Characteristics is increased, employee performance will decrease.

F Test (Simultaneous Test)

Table 2. F-Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1407,395	2	703,698	18,483	,000 ^b
	Residual	1027,972	27	38,073		
	Total	2435,367	29			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Characteristics of Organizational Culture, Human Capital Management						

Source: Results of Primary Data Processing (2022)

Based on the table, it can be seen that the results of the F test simultaneously obtained a value of $F_{\text{statistic}} = 18,483$ with a significance level of 0,000. While the value of $F_{\text{table}} = 3,34$. Value of $F_{\text{statistic}} > F_{\text{table}}$ ($18,483 > 3,34$) and significance level ($0,00 < 0,05$) so that it can be concluded that the independent variables namely Human Capital Management (X1), Characteristics of Organizational Culture (X2), together have a positive and significant effect on the variable Employee Performance (Y) at PT. Bank SUMUT Syariah Medan Branch Katamso obtained H_{a3} accepted.

R2 Test (Coefficient of Determination)

Table 3. Determination Coefficient Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,760 ^a	,578	,547	6,17033
a. Predictors: (Constant), Characteristics of Organizational Culture, Human Capital Management				
b. Dependent Variable: Employee Performance				

Source: Results of Primary Data Processing (2022)

Based on the table above, it can be seen that the Adjusted R Square value of 0,547 means 54,7%, where the correlation coefficient value shows a strong (high) relationship between the Human Capital Management variable and Organizational Culture Characteristics on Employee Performance at PT. Bank SUMUT Syariah Medan, Katamso Branch, while the remaining 45,3% is contributed by variables or other factors not included in this study.

Discussion

The Effect of Human Capital Management on Employee Performance

The t -statistic results for the Human Capital Management variable are 2,239 with a significance level of 0,045 and the t -table value at $\alpha = 5\%$, with t table 1,703, it can be concluded that the t -statistic value is $(2,239) > t_{\text{table}} (1,703)$ with a significance value of $0,045 < 0,05$. Based on these results, it can be concluded that the Human Capital Management variable has a positive and significant influence on the Employee Performance of PT. Bank SUMUT Syariah Medan, Katamso Branch, so it can be concluded that H_0 is rejected and H_{a1} is accepted, meaning that if the Human Capital Management conditions are improved for the better, then employee performance will also increase.

The results of this study are in line with research (Anggapraja, 2016; Prasetya et al., 2016; Ramanda & Muchtar, 2015; Ritonga, 2019) who concluded that human capital has a positive and significant influence on employee performance, an organization needs to manage human capital so that the organization is able to compete and achieve competitive advantage. As stated by Fitz-Enz (2000) that the value of intellectual capital contribution is increasingly significant, it is necessary to manage growth (organizational, economic). Efforts made to manage human capital include prioritizing in increasing the productivity of knowledge and service work for the advancement of the organization (Wibowo, 2012). Creating value through increasing employee knowledge and skills (Baron & Armstrong, 2007). In an effort to create value, management of human resource management is a catalyst that activates intangible capital, inert of tangible capital-material equipment in order to improve operational effectiveness (Fitz-enz, 2009). Developing value by building systems to achieve competitive advantage Hall (2008). To be more useful for organizational competitive advantage, according to Hall (2008), an improvement strategy through the view that humans are the only resource that has a competitive advantage (Kasmawati, 2017).

Influence of Organizational Culture Characteristics on Employee Performance

The t -statistic results for the Organizational Culture Characteristics variable are 1,638 with a significance level of 0,113 and the t -table value at $\alpha = 5$ percent, with t table 1,703, it can be concluded that the t -statistic value $(1,638) < t_{\text{table}} (1,703)$ with a significance value of $0,113 > 0,05$. On the basis of these findings, it is possible to draw the conclusion that the Organizational Culture Characteristics variable exerts a negative and significant influence on Employee Performance at the Katamso Branch of the PT. Bank SUMUT Syariah in Medan.

Therefore, it is possible to draw the conclusion that H_0 is accepted and H_{a2} is rejected, which indicates that if the Organizational Culture Characteristics are increased, employee performance will decrease.

According to Ogbonna & Harris (2000) that stated in the 1990s, researchers assessed the relationship between culture and performance more carefully. Study by Kotter John (1992) shows that culture has a strong impact and the greater the work performance of the organization. Corporate culture can have a significant impact on a company's long-term economic performance. In the coming decade, corporate culture may play an even greater role in deciding a company's success or failure. It is not rare for corporate cultures to impede long-term excellent financial performance; even the wisest and most knowledgeable firms can build a culture with relative ease. Even if it is tough to alter corporate culture, it is possible to create a more productive environment. In addition, this study's findings are consistent with those of another study (Muis et al., 2018; Radianto & Sunuharyo, 2017; Setiono, 2018).

Effect of Human Capital Management and Organizational Culture Characteristics on Employee Performance

Based on research on Employee Performance variables which consist of 24 statements representing Employee Performance, all of these statements are the elaboration of 9 (nine) indicators raised by researchers in this study. These indicators include the quantity of work, quality of work, efficiency in carrying out tasks, work discipline, initiative, thoroughness, leadership, honesty and creativity.

On the basis of the results of the simultaneous significance test (F-Test), which tries to assess how much influence the independent variables have on the dependent variable when considered together. The results of this study show that Human Capital Management and Organizational Culture Characteristics have an effect on Employee Performance. Where the value of $F_{\text{statistic}} = 18,483$ with a significance level of 0,000. While the value of $F_{\text{table}} = 3,34$. $F_{\text{statistic}} > F_{\text{table}}$ ($18,483 > 3,34$) and significance level ($0,00 < 0,05$) so it can be concluded that the independent variables, namely Human Capital Management (X_1), Organizational Culture Characteristics (X_2), together have a positive effect and significant to the variable Employee Performance (Y) at PT. Bank SUMUT Syariah Medan Branch Katamso obtained H_{a3} accepted.

From the multiple linear regression analysis test, it can be seen that the Human Capital Management variable is the variable that has the greatest influence on Employee

Performance, namely 0,941, which means that for every increase in Human Capital Management (X1) by one unit, Employee Performance (Y) will increase by 0,941 . In this case, it shows that if there is a change in the independent variable Human Capital Management, there will be a change in Employee Performance. This is shown in the results of the Adjusted R Square value of 0,547 which means 54.7%, where the correlation coefficient value shows a strong (high) relationship between the Human Capital Management variable and Organizational Culture Characteristics on Employee Performance at PT. Bank SUMUT Syariah Medan Katamso Branch while the remaining 45.3% is the contribution of variables or other factors not included in this study.

CONCLUSION

According to the findings of studies and discussions conducted on the topic of the Effects of Human Resource Management and the Traits Characteristic of Organizational Culture on Employee Performance:

- 1) The Human Capital Management variable (X1) has a positive and significant influence on employee performance. This proves that Human Capital Management affects the performance of employees at PT. Bank SUMUT Syariah Medan, Katamso Branch.
- 2) Organizational Culture Characteristics Variable (X2) does not have a positive and significant influence on Employee Performance. So the Organizational Culture Characteristics variable has no significant effect on the performance of employees of PT. Bank SUMUT Syariah Medan, Katamso Branch.
- 3) The independent variable namely Human Capital Management (X1) and Organizational Culture Characteristics (X2) together (simultaneously) has a positive and significant influence on Employee Performance Employees of PT. Bank SUMUT Syariah Medan, Katamso Branch.

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