

Analysis of Job Design and Work Culture on Employee Performance (Case Study at Bank Btpn, Bawakaraeng Makassar Branch)

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Abstract

This study aims to determine: (1) the effect of job design on employee performance, (2) the influence of work culture on employee performance. This research method used is quantitative, this research is a study that collects data or information and states variables that describe job design and work culture on employee performance. With a total sample of 80 respondents taken from the entire population. The instrument used in this study was a questionnaire sheet. Management is carried out by means of the SPSS program comparison t test. The results of this study use several tests, one of which is the t test using the t test, one of which is the t test using the t test, with the t test it is known that the value of t count > t table, this indicates that the hypothesis is accepted. The conclusions of the results of this study indicate that: (1) there is a significant positive effect between job design on employees from the results of the test, there is it count 0.5480 > t table 1.990 (2) there is no significant positive influence between work culture on performance at the Bawakaraeng Branch Bank From the test result t count -1.787 < t table 1.990.

1. INTRODUCTION

Human resources are the central factor in an organization, regardless of the form and purpose of the organization, which is made based on various visions for the benefit of humans and in practice these visions are managed by humans so that human resources now play an increasingly important role in the success of an organization. Many organizations realize that the human element in an organization can provide competitive advantage, they make strategic goals, innovate, and achieve organizational goals. Therefore, human resources are one of the most vital elements for the organization.

Employees are one of the important assets owned by a business organization because without employees who have good performance, a business organization will never run well. Employees play a very important role in all operational activities within the company, so that whether or not the goals of a business organization are achieved is largely determined by good employee performance and being able to be relied on.

According to Hasibuan (2012: 49) Performance is the result of work achieved by a person in carrying out the tasks assigned to

him based on skill, experience and sincerity as well as time. The increasingly fierce business competition has resulted in companies not only having to improve the products they produce, but also the human resources in the company. The better the performance in the company's human resources, the more a company will increase. The existing division of labor must be in accordance with the proportions or job descriptions of each field at the bank btpn Bawakaraeng branch.

Work planning or job design must be prepared to align the existing work sections at bank btpn, Bawakaraeng Makassar branch so that the activities of these sub-sections can run in the same direction and have the same goal, namely to improve employee performance. The application of a work culture of discipline and responsibility is also one of the ways bank BTPN Bawakaraeng Makassar branch forms employees into resources with a high level of discipline and responsibility. (Hasibuan 2012)

In improving the quality of employee performance, the human resources (HR) division of a company can carry out strategies such as designing jobs. Job design has been used as one of the HR strategies to develop a

new dynamic and productive life in rapidly changing business competition (Siengthai and Pila Ngram, 2016). In the sense of job design or job redesign is setting the task of work methods in such a way that work can be carried out efficiently and effectively. (Handoko 2011) stated that job design is a function of determining the work activities of individuals or groups of employees in an organizational manner. According to Irwan (2003) job design is a work structure that is arranged in such a way that the job can be done in an efficient and effective way. The choice of job design as one of the HR strategies is not without reason. The background to the choice of job design is because employees are an asset for the company which can change and can adapt to these changes. Employees are an organizational asset that can be renewed, they are the main driver of change, especially in a rapidly changing environment (Siengthai and Pila-Ngram, 2016).

Not only job design can improve employee performance in a company, but work culture can also affect the performance of employees in an organization or company. Culture provides an identity for employees in the company as well as generates a commitment to beliefs and values that are greater than themselves. Even though these ideas have become part of the culture itself it can come wherever the organization is located. Organizational culture serves to connect its members so that they know how to interact with each other. The organizational culture is then attached to the daily life of employees which is implemented in a work culture.

Work culture is a philosophy based on a view of life with values that become the nature, habits and driving forces of culture in a community or organization, then reflected from attitudes into behavior, beliefs, ideals, opinions, views and actions manifested as "work" or "work" (Triguno 1993:3). The form of work culture is productivity in the form of measurable work behavior, including: hard work, tenacity, discipline, productivity, responsibility, motivation, benefits, creative,

dynamic, consistent, consistent, responsive, independent (Triguno 1996:4).

Work culture is also closely related to employee empowerment in an organization or company. Work culture can help employee performance because it can create a great level of motivation for employees to give their best ability to take advantage of the opportunities provided by the organization. Shared values make employees feel comfortable working, have commitment and loyalty and make employees try harder to improve employee performance and job satisfaction and maintain competitive advantage. The stronger the work culture, the greater the encouragement of employees to move forward with the organization. Based on this, the introduction, creation and development of an effective and efficient work culture in accordance with the vision and mission to be achieved.

The National Pension Savings Bank (BANK BTPN) is a private-owned commercial bank that aims to provide maximum service to the economic community, especially Civil Servants and Retired Civil Servants to assist the government in poverty reduction programs, Pension Savings Bank (BANK BTPN) has several types of work, of which several types of work do not identify BANK BTPN determines the work based on customer needs and availability of skills. This causes the company does not know how the job design (job design) of the jobs that have been there so far.

Based on the description above, research on employee job design analysis at Bank BTPN Cabawang Bawakaraeng Makassar needs to be carried out because the agency has a lot of work, therefore the application of job design can support employee performance at Bank BTPN because it is able to create varied types of work that can support employees in carrying out work besides that employees also have responsibilities at work so as to improve employee performance at Bank BTPN Bawakaraeng Branch. Bank BTPN Bawakaraeng Branch still does not implement a work culture because the company still does

not give freedom to employees in providing ideas for the progress of the company, besides that the company also does not provide freedom regarding how to complete work because Bank BTPN uses a system in work operations so that employees cannot channel their ideas to the company. Both of these variables have a very important role in improving employee performance and achieving organizational goals. Therefore, the authors wish to conduct research entitled "Analysis of Job Design and Work Culture on Employee Performance at Bank Btpn, Bawakaraeng Makassar Branch".

2. RESEARCH METHODS

2.1 Data Analysis Techniques

Data analysis method is a method used to manage, organize, sort, classify research results to obtain conclusions. In this study the method used is as follows:

a. Descriptive Analysis Method

The descriptive analysis method was used to find out and analyze data regarding job design analysis and work culture on employee performance. To find out the exact percentage of answer scores, use the following formula:

$$\% = \frac{\text{Value obtained}}{\text{Total}} \times 100\%$$

Information :

N : Value obtained

% : Percentage

(Arikunto 2011)

In determining the category description, the percentage obtained from the category table is compiled with the following calculations:

- Set the maximum percentage that is $(5/5) \times 100\% = 100\%$
- Set a minimum percentage of $(1/5) \times 100\% = 20\%$
- Set the percentage range. The % range is obtained by subtracting the highest % from the lowest % to obtain: $100\% - 20\% = 80\%$
- Setting the class interval percentage interval % is obtained by dividing the % range by the criteria level so that it is

obtained: $80\% : 5 = 20\%$

- Establishing the level of criteria for all variables Job design, work culture and employee performance. The level of criteria used is as follows:

Table 3. 1 Percent Value of Research Criteria

No	Percentage	Category
1	81%-100%	Very good
2	61%-80%	Well
3	41%-60%	Pretty good
4	21%-40%	Not good
5	0%-20%	Not good

b. Research Instrument Test

1) Instrument Validity Test

An instrument is said to be valid if it is able to measure what is desired and can reveal data from the variables studied appropriately. Validity testing is testing that is shown to find out if data can be trusted to be true according to reality. Sugiyono (2016:121) states that:

"A valid instrument means that the measuring instrument used to obtain (measure) data is valid. Valid means that the instrument can be used to measure what should be measured.

A valid instrument means a measuring instrument used to obtain (measure) data. The validity test used is content validity with item analysis, which is done by calculating the correlation between the score of the instrument items and the total score. According to Sugiyono (2016: 188)

"The correlation technique to determine the validity of this item is the most widely used technique and items that have a positive correlation with the criteria (total score) and the highest correlation, indicating that the item has high validity as well."

Usually the minimum requirement to be considered eligible is if $r = 0.3$, so if the correlation between items with a total score of less than 0.3 then the items in the instrument are declared invalid.

2) Instrument Reliability Test

The reliability test was carried out to find out how far the measurement results remained consistent if the measurement was carried out twice or more for the same symptoms with the same measurement tool. The method used is the reliability coefficient method which is most often used because this coefficient uses variations of the items for either true or false formats or not, such as the format on the Liker scale. So Cronbach's alpha coefficient is the most commonly used coefficient to evaluate.

The minimum requirement that is considered eligible is if the cronback's alpha coefficient obtained is 0.6 if the coefficient obtained is less than 0.6 then the research instrument is declared unreliable. If in the trial this instrument is valid and reliable.

c. Classic assumption test

1) Normality test

The normality test aims to test whether the sample used has a normal distribution or not. In the linear regression model, this assumption is indicated by normally distributed error values. A good regression model is a regression model that has a normal distribution, so it is feasible to be tested statistically. According to Santoso (2012: 393) the basis for decision making can be based on the probability of Asymotic Significance, that is, if the probability is > 0.05 then the distribution of the regression model is normal, if the probability is < 0.05 then the distribution of the regression model is not normal.

2) Multicollinearity Test

Multicollinearity is a perfect or definite linear relationship among some or all of the independent variables of a regression model. The multicollinearity test aims to test whether there is a correlation between the independent variables in a regression model. If there is a correlation, then it is called a multicollinearity problem. A good regression model should not have a correlation between the independent

variables that are removed from the model, then the creation of the regression model is repeated (Santoso, 2012: 243). To detect whether there is multicollinearity, it can be seen in the Variance Inflation Factor (VIF) and Tolerance. The guideline for a multicollinearity-free regression model is to have a tolerance number close to 1, the VIP limit is 10, if the VIP value is below 10, then there are no symptoms of multicollinearity (Gujarati, 2012: 432)

d. Hypothesis testing

1) Multiple linear regression analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables (X_1, X_2) and the dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variable and the dependent variable whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the independent variable increases or decreases. The data used is usually a ratio or interval scale. According to Sugiyono (2016: 192) suggests that multiple linear regression analysis is a regression that has one dependent variable and two or more independent variables. The multiple regression equation can be formulated as follows:

$$y = a + b_1X_1 + b_2X_2$$

Information:

Y = Dependent Variable

a = Constant

b_1b_2 = Regression Coefficient

X_1 = First Independent Variable

X_2 = Second Independent Variable

2) T test (partial hypothesis test)

The partial test is intended to test whether each independent variable partially affects the dependent variable. The formula used according to Sugiyono (2014: 184) in testing the hypothesis (t test) is as follows:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Information :

r = Correlation

n = Number of Samples

t = significant level t_{count} which is then compared with t_{table} then determines the decision capital using statistics

The results of the hypothesis t_{count} compared to t_{count} with the following test criteria:

- If $t_{count} > t_{table} = 5\%$ then the effect of the independent variable on the dependent variable is significant.
- If $t_{count} < t_{table} = 5\%$ then the effect of the independent variable on the dependent variable is not significant.

3.1 Validity test

Validity means the extent to which the accuracy and accuracy of a measuring instrument (in this case a questionnaire) performs a measuring function. Testing the validity of this product is carried out using the product moment technique, namely the score of each item is correlated with the total score. If the value of $r_{count} > r_{table}$ means the statement item is declared valid. Meanwhile, if the value of $r_{count} < r_{table}$ means declared invalid. Following are the results of the validity test with the IBM SPSS Statistics program for each question posed by the researcher and presented in the table below:

3. RESULTS AND DISCUSSION

Table 3. 2 Validity Test

No	Variable	Items	r-count	r-table	Information
1.	Job Design (X1)	X1.1	0.409	0.2199	Valid
		X1.2	0.427	0.2199	Valid
		X1.3	0.431	0.2199	Valid
		X1.4	0.621	0.2199	Valid
		X1.5	0.560	0.2199	Valid
		X1.6	0.341	0.2199	Valid
		X1.7	0.810	0.2199	Valid
		X1.8	0.612	0.2199	Valid
		X1.9	0.810	0.2199	Valid
		X1.10	0.647	0.2199	Valid

Source: Data processed by SPSS (2020)

Table 3.2 above shows that the results of the job design variable validity test show that all statement items produce $r_{count} > r_{table}$

0.2199. This means that the indicators used in this research variable are feasible or valid for use in subsequent data management.

Table 3. 3 Validity Test

No	Variable	Items	r-count	r-table	Information
2.	Work Culture (X2)	X2.1	0.713	0.2199	Valid
		X2.2	0.696	0.2199	Valid
		X2.3	0.506	0.2199	Valid
		X2.4	0.673	0.2199	Valid
		X2.5	0.558	0.2199	Valid
		X2.6	0.318	0.2199	Valid
		X2.7	0.639	0.2199	Valid
		X2.8	0.639	0.2199	Valid

Source: Data processed by SPSS (2020)

Table 3.3 above shows that the results of the validity test of the work culture variable show that all statement items produce $r_{count} > r_{table}$ 0.2199. This means that the

indicators used in this research variable are feasible or valid for use in subsequent data management.

Table 3. 4 Validity Test

No	Variable	Items	r-count	r-table	Information
3.	Employee Performance (Y)	Y1	0.577	0.2199	Valid
		Y2	0.602	0.2199	Valid
		Y3	0.644	0.2199	Valid
		Y4	0.679	0.2199	Valid
		Y5	0.279	0.2199	Valid
		Y6	0.428	0.2199	Valid
		Y7	0.465	0.2199	Valid
		Y8	0.460	0.2199	Valid

Source: Data processed by SPSS (2020)

Table 3.4 above shows that the results of the validity test of the work culture variable show that all statement items produce r count > r table 0.2199. This means that the indicators used in this research variable are feasible or valid for use in subsequent data management.

3.2 Reliability Test

Reliability test aims to determine the extent to which a measuring device can be trusted or reliable and remains consistent if it is carried out two or more times in the same group. Testing reliability using the Cronbach Alpha statistical test, a variable is declared reliable if it gives a Cronbach Alpha value > 0.60. The results of the reliability test are briefly shown in the table:

Table 3. 5 Job Design Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.776	10

Source: Data processed by SPSS (2020)

The results of the reliability test in table 3.5 show that the variable is declared a variable because the Cronbachr Alpha value (Count) is 0.776> from r Table 0.2199 out of 10 items.

Table 3. 6 Work Culture Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.810	8

Source: Data processed by SPSS (2020)

The results of the reliability test in table 3.6 show that the variable is declared a

variable because the Alpha Cronbachr Count value is 0.810> from r Table 0.2199 from 8 items.

Table 3. 7 Employee Performance Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.614	8

Source: Data processed by SPSS (2020)

The results of the reliability test in Table 3.7 show that the variable is declared variable because Cronbach's Alpha count is 0.614 > r Table 0.2199 out of 8 items.

3.3 Classic assumption test

a. Normality test

The normality test was carried out to see whether in the regression model the dependent variable and the independent variable both have a normal distribution or not. A good regression model has a normal distribution.

Table 3. 8 Normality Test

Information	Asymp. Sig (2-tailed)	Information
Kolmogorov-Smirnov	0.365	Normal

Source: Data processed by SPSS (2020)

Based on table 3.8, a significant value is obtained of 0.365> 0.05, which means that the data is significantly normal.

b. Multicollinearity test

The multicollinearity test is used to determine whether there is perfect or definite linearity among some or all of the variables that describe the regression model. The

multicollinearity test can be seen from the Tolerance and Variance Inflation Factor (VIF). There is no multicollinearity between the independent variables if the tolerance value is greater than 0.1 and the VIF value is less than 10.

Table 3. 9 Multicollinearity Test

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Job Design	0.555	1,803
	Work Culture	0.555	1,803

Source: Data processed by SPSS (2020)

Based on table 3.9 above, the results of the multicollinearity test show that the

Table 3. 10 Multiple Linear Regression Tests

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig
		B	Std. Error	Betas		
1	(Constant)	27,200	2017		13,482	.000
	X1	.340	062	.691	5,480	.000
	X2	-.159	089	-.225	-1,787	.078

Source: Data processed by SPSS (2020)

Based on the output of SPSS table 3.10, the multiple linear regression equation can be formulated as follows:

$$Y = a + b_1 X_1 + b_2 X_2$$

$$Y = 27,200 + 0.340 X_1 + (-0.159) X_2$$

Information :

y = Employee Performance

a = Constant

b₁b₂ = Regression Coefficient

X₁ = Job Design (%)

X₂ = Work Culture (%)

- The constant is 27,200 which means that if all the X variables have a value of 0, then the Y value is 27,200
- The regression coefficient of the Job Design variable (X₁) is 0.340, meaning that if the other independent variables have a fixed value and Job Design increases by 1%, employee performance (Y) will increase by 0.340. The coefficient is positive, meaning

Variance Inflation Factor (VIF) value for the Job Design variable is 1,803, the VIF value for the Work Culture variable is 1,803. The VIF value for all these variables is <10, so it can be concluded that there is no multicollinearity disorder or in other words, this regression model is free from multicollinearity symptoms.

3.4 Hypothesis testing

Testing the hypothesis in this study using multiple linear regression. This analysis is used to determine the effect of several independent variables (X) on variable (Y). Associative testing is done with the T test and the coefficient of determination test.

a. Multiple linear regression

that there is a positive relationship between job design and employee performance.

- The regression coefficient of the Work Culture variable (X₂) is -0.159, meaning that if the other independent variables have a fixed value and work culture increases by 1%, employee performance will decrease by -0.159. The coefficient is negative, meaning that there is a negative relationship between work culture and employee performance.

Based on table 3.10 above, the results of multiple linear regression testing show that the significant value of X₁ is 0.00 < 0.05 indicating that variable X₁ has a significant effect on variable Y, while the significant value of X₂ is 0.78 > 0.05 indicating that variable X₁ has no significant effect on variable Y.

3.4.1 T test results

Table 3. 11 T test results

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig
		B	Std. Error	Betas		
1	(Constant)	27,200	2017		13,482	.000
	X1	.340	062	.691	5,480	.000
	X2	.159	089	-.225	-1,787	.078

Source: Data processed by SPSS (2020)

a) Variable Job Design

Based on table 3.11, it is known that the sig value for the influence of X1 on Y is 0.000 < 0.05 and the t count value is 0.5480 > t table 1.990 so it can be concluded that job design (X1) affects employee performance (Y). This means that H1 is accepted, meaning that the job design variable has a significant positive effect on employee performance.

b) Work Culture Variables

Based on table 3.11 above, it is known that the sig value for the influence of X2 on Y is 0.078 > 0.05 and the t-count value is -1,787 < 1.990 so it can be concluded that work culture (X2) has no effect on employee performance (Y). This means that H2 is not accepted, meaning that work culture has no significant positive effect on employee performance.

4.5 Discussion and Research Results

As described in Chapter 1, this study aims to examine job design and work culture on employee performance. Is there a significant positive effect between the dependent variable and the independent variable. The results of this study found that job design can significantly affect employee performance. These findings indicate that Bank BTPN Bawakaraeng Makassar Branch should make or design work according to the capabilities or expertise of each employee.

Based on the statistical test results, it can be seen that job design has a significant positive effect on employee performance and work culture does not have a significant positive effect on competitive advantage. This

is also in accordance with previous research. The explanation of each variable effect is explained as follows. The Influence of Job Design on Employee Performance of Bank BTPN Bawakaraeng Branch.

a. The Influence of Job Design on Employee Performance of Bank BTPN Bawakaraeng Branch

The Job Design variable (X1) has t count = 0.5480 > t table 1.990 and a significant level of 0.000 < 0.05 because t count > t table and a significant value < then the Work Culture variable (X1) affects employee performance at Bank BTPN Bawakaraeng Branch Makassar, this study shows that there is a significant positive relationship between job design and employee performance.

The magnitude of the contribution of the job design variable shows that respondents really want job design so that the value of job design tends to be included in the good category. Because employees feel the need to develop and broaden their horizons in carrying out a job with a variety of types of work that can support employees at work thereby increasing employee performance.

Job design variables play a very important role in improving employee performance. Job design within the company is a fundamental requirement for improving employee performance in carrying out company operations. In addition, job design also aims to fight feelings of stress and pressure on employees. Thus it can improve an employee's performance in the company. With the existence of job design in a company, employees can develop new abilities in

carrying out work tasks where this can result in an increase in employee performance in a company. So job design becomes increasingly important for a company in competition.

This research is in line with Nurul Fidiyah (2015) entitled *The Influence of Job Design and Work Culture on Employee Performance at PT. Mrs. Meneer Semarang*. These results indicate that Job Design and Work Culture have a significant positive effect on employee performance.

b. The Influence of Work Culture on Employee Performance at Bank BTPN Bawakaraeng Branch

The Work Culture Variable (X2) has $t_{count} = -1.787 < 1.990$ and a significant level of $0.087 > 0.5$ because $t_{count} < t_{table}$ and significant value $>$ then the work culture variable (X2) has no significant positive effect on employee performance at the bank BTPN Branch Bawakaraeng, this study shows that there is no significant positive relationship between work culture and employee performance.

This research is in line with Anatacia L entitled *The Influence of Work Culture on Employee Performance at Bank Aceh Syariah*. These results indicate that work culture has no significant effect on employee performance. The work culture variable is not significant on employee performance, this is evidenced by one of the research indicators of the work culture variable, namely adaptive culture where the adaptive culture at Bank BTPN Bawakaraeng Makassar Branch is not implemented properly so that employees within the company are not able to understand correctly how to communicate properly, In addition, employees are also unable to accept change, including continuous alignment of the organization with the environment, as well as continuous improvement of internal processes within the organization so that it cannot improve employee performance. In addition to the adaptive culture, the collaborative culture is also not implemented in the Bawakaraeng Makassar branch of the BTPN bank, so that the

form of cooperation is not perfect enough to increase engagement between senior-junior, upper and middle levels within the company, which can affect employee performance.

5 CLOSING

5.1 Conclusion

Based on the results of data analysis and discussion related to the influence of job design and work culture on employee performance, it can be concluded as follows:

1. Job Design (X1) has a significant positive effect on employee performance (Y) at Bank BTPN Bawakaraeng Makassar Branch.
2. Work Culture (X2) has a negative effect on employee performance (Y) at Bank BTPN Bawakaraeng Makassar Branch.

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