

ORGANIZATIONAL CULTURE AND TRAINING AS DETERMINANTS OF EMPLOYEE PERFORMANCE IMPROVEMENT IN THE VUCA ERA

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Abstract: *This research is motivated by the low performance of employees. This study aims to determine and analyze the influence of organizational culture and training on employee performance in the VUCA era. The research method used in this research is descriptive method with a quantitative approach. The sample in this study were 100 employees using random sampling technique. Data collection uses a questionnaire distributed via google form. The instruments used have been tested for validity and reliability. The collected data were analyzed using the classical assumption test and multiple linear regression using excel and SPSS. The results of this study indicate that 1) organizational culture has a positive and significant effect on employee performance in the VUCA era, 2) training has a positive and significant effect on employee performance in the VUCA era, and 3) organizational culture and training has a positive and significant effect on employee performance in the VUCA era. The findings of this study indicate that if companies want to improve employee performance in the VUCA era, companies must improve good organizational culture and provide training to employees.*

Keywords: *Organizational Culture, Training, Employee Performance, VUCA Era*

1. Introduction

Employee performance can be defined as the extent to which an employee succeeds in achieving predetermined work goals, as well as the extent to which the employee meets the performance standards set by the company (Rani, IH, & Mayasari, 2015). In line with this opinion, Zulkarnaen and Suwarna (2017) explain employee performance is the ability and work results achieved by an employee in carrying out the tasks given, taking into account factors such as productivity, quality, speed, attendance, and initiative. Employee performance can also be understood as the work achieved by an employee in carrying out the tasks given, taking into account factors such as quality, quantity, and work effectiveness (Monika, 2013; Saputra, AT, Bagia, IW, Yulianthini, NN, & SE, 2016).

Employee performance really needs to be considered because it affects the success and success of a company. Good employee performance will increase company productivity, because employees will work more effectively and efficiently in carrying out their duties. Furthermore, good employee performance can help companies achieve their financial goals, such as increasing revenue and profits. Good employee performance can also help organizations to produce high quality products and services, which can increase customer satisfaction. Good employee performance can motivate employees to work harder, which can increase their sense of loyalty to the company. Finally, good employee performance can help an organization to build a good

reputation in the eyes of employees, customers and the general public (Kurniawan, D., & Yuniati, 2017; Darusman, I., & Nafi, 2020).

Employee performance is influenced by many factors, one of the factors that influence employee performance is organizational culture. Organizational culture is a set of values, norms, beliefs, and attitudes that shape perspectives, behaviors, and interactions between members of the organization in achieving common goals (Lina, 2014). Organizational culture includes core values, norms, and ways of interacting, as well as views on how the organization should operate and act. Organizational culture can influence how employees behave, communicate, and work together, as well as shape the organizational identity and public image that is formed in society (Kurniawan, 2013). A good organizational culture can increase employee motivation, engagement, and performance, as well as create a healthy and harmonious work environment. Therefore, organizational culture is an important aspect in managing the organization and achieving the set strategic goals (Muis, Jufrizen, & Fahmi, 2018).

Organizational culture has a very important role in the success of an organization, because it can affect employee performance, customer satisfaction, and the organization's reputation in society (Arifudin, 2020). Organizational culture can shape the identity of the organization and provide characteristics that distinguish the organization from the others. A strong identity can help organizations to strengthen brand image and create customer loyalty (Hadijaya, 2020). In addition, a positive organizational culture can increase employee motivation and involvement, because employees feel that they are part of a team that has the same goals and values (Arianty, 2015). Organizational culture that supports employee performance can increase their productivity and performance, because they feel motivated and supported by the organization (Wardani, Mukzam, & Mayowan, 2016).

In addition to organizational culture, Another factor believed to affect employee performance is employee performance is training. Training is the process of improving a person's skills, knowledge or attitudes in order to improve work performance. Training is usually carried out in a structured environment and involves experienced educators or trainers (Marjaya, I., & Pasaribu, 2019). Training can take many forms, such as classes, seminars, workshops or on-the-job training. The purpose of training is to improve individual or group competency and performance, so that organizational goals can be achieved more effectively and efficiently (Safitri, 2019).

Training can range from basic training required to enter a job to advanced training required to upgrade skills and knowledge to a higher level. Training can also assist employees in facing new challenges and correcting weaknesses in their performance (Chaerudin, 2018). Training is very important for employees because it can provide various benefits such as 1) Increasing skills and knowledge, 2) Improving performance, 3) Reducing mistakes, 4) Increasing motivation, 5) Assisting in career development, 6) Providing opportunities to learn and 7) Improving organizational reputation (Jaworski, C., Ravichandran, S., Karpinski, AC, & Singh, 2018).

The VUCA era is a term used to describe the current business era which is characterized by rapid and unstable changes. VUCA stands for volatility, uncertainty, complexity and ambiguity (Lawrence, 2013). The term was first used by the United States military to describe an unstable and changing warfare environment. In a business context, the VUCA era describes a situation where changes occur rapidly, the business environment is unstable, competition is intense, and the ability to predict the future is increasingly difficult. Organizations that are able to adapt to these changes and develop responsive and innovative strategies will be better able to survive and thrive in the VUCA era (Millar, CC, Groth, O., & Mahon, 2018).

To face the VUCA era, organizations need to develop the ability to adapt quickly to changes, develop responsive and innovative strategies, and manage risk and uncertainty. This can be done by improving employee skills and abilities, developing a culture of innovation, strengthening risk management, and developing responsive and adaptive leadership skills (Aribowo, H., & Wirapraja, 2018).

Research on Organizational Culture and Training as Determinants of Employee Performance Improvement in the VUCA Era has been done by many previous researchers (Arianty, 2015; Wardani, RK, Mukzam, MD, & Mayowan, 2016; Amanda, EA, Budiwibowo, S., & Amah, 2017; Rosvita, V., Setyowati, E., & Fanani, 2023; Zahriyah, UW, Utami, HN, & Ruhana, I. 2015; Safitri, 2019; Ningrum, W., Sunuharyo, BS, & Hakam, 2013; Kumara, IWSE, & Utama, 2016; Aditya, R., Utami, HN, & Ruhana, 2015; Munawar, A., & Purba, 2006; Kosdianti, L., & Sunardi, 2021; Prayogi, MA, Farisi, S., & Salwa, 2021; Girsang, 2020; Fathurahman, FM, & Ahman, 2020; Malini, 2017; Furi, PIT, & Winarno, 2020; Hairani, 2023).

Based on the background and research described by the author above, the author is interested in studying it Organizational Culture and Training as Determinants of Employee Performance Improvement in the VUCA Era. The purpose of this study was to identify and analyze the impact of organizational culture and training on employee performance during VUCA. The results of this study should help businesses understand employee performance improvements.

2. Research Method

The research method used in this research is descriptive method with a quantitative approach. The sample in this study were 100 employees using random sampling technique. Data is collected via surveys distributed via Google Forms. Measuring organizational culture variables using indicators, namely norms, dominant values, rules and organizational climate (Umi et al, 2015). Measurement of training variables uses indicators, namely training objectives, materials, methods used, participant qualifications, and trainer qualifications (Mangkunegara, 2013). Measuring of employee performance variables using indicators, namely Quality of Work, Quantity, Timeliness, Effectiveness, and Independence (Robbins, 2016). The instruments used was tested for validity and reliability. Collected data were analyzed using assumption test and multiple linear regression using Excel and SPSS.

3. Results and Discussion

3.1. Results

Overview of Research Respondents

The number of samples in this study were 100 employees. Descriptively the results of data collection and processing are presented in the following description:

a) Respondents Based on Gender

Based on gender, the distribution of respondents can be seen in Table 1 below:

Table 1.

Distribution of Respondents by Gender

Gender	Frequency	%
Male	40	40
Female	60	60
Total	100	100

Source: Data Processing, 2023

Based on Table 1 above, it is known that the respondents in this study were more male, namely 40%, while only 60% were female.

b) Respondents Based on Age

Based on age, the distribution of respondents can be seen in Table 2 below:

Table 2.
 Distribution of Respondents by Age

Age	Frequency	%
< 25 years	30	30
25 – 40 Years	50	50
> 40 Years	20	20
Total	100	100

Source: Data Processing, 2023

Based on Table 2 above, it is known that the respondents in this study were more respondents aged 25-40 years, namely 50%, while the respondents who were at least > 40 years old, namely 20%.

Classic Assumption Test

a) Normality test

Table 3.
 Kolmogorov-Smirnov One Sample Normality Test Results

Significance	Information
.265 ^{c,d}	Normal Distribution

Source: Data Processing, 2023

A model is said to be normally distributed if the difference value and significance value (Sig). >0.05. Based on the table above, it can be seen that this model is normally distributed, this is evidenced by a significance value > 0.05, which is 0.265.

b) Heteroscedasticity Test

To see whether there is heteroscedasticity or not, it is necessary to look at the scatter plot graph, that is by looking at the points on the graph.

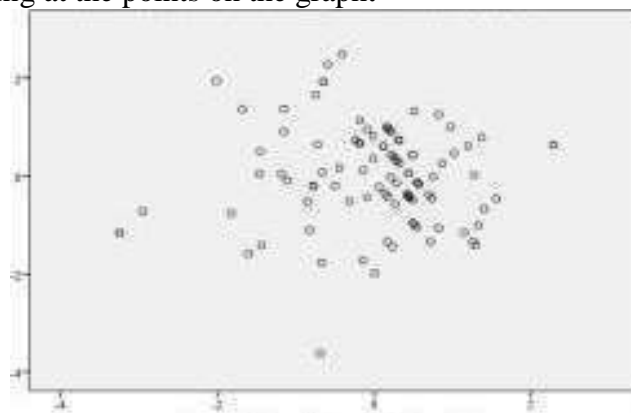


Figure 1.

Heteroscedasticity Test Results

Source: Data Processing Results, 2023

Figure 1 shows that small circles are seen randomly scattered throughout the area either above or below the number 0. This means that heteroscedasticity in the regression model of this study did not occur.

c) Multicollinearity Test

Table 4.
Multicollinearity Test Results

Variable	Collinearity Statistics		Information
	tolerance	VIF	
Organizational Culture (X1)	0.352	3.600	Multicollinearity Free
Training (X2)	0.350	4.210	Multicollinearity Free
Employee Performance (Y)	0.360	3.300	Multicollinearity Free

Source: Data Processing, 2023

Based on Table 4 above, the writer can conclude that all variables are Multicollinearity Free.

Multiple Linear Regression Analysis

Table 5.
Multiple Regression Test Results

Model	Unstandardized Coefficients		standardized Coefficients	t	Sig
	B	std. Error	Betas		
	Constant	6.510	6.500		
Organizational Culture	.206	.085	.190	3.200	.000
Training	.524	.066	.550	5.200	.000

Source: Data Processing, 2023

F test

Table 6.
F test results

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	1652.500	2	880.250	36.070	.000b
residual	2222.250	98	23.750		
Total	3950.830	98			

Source: Data Processing, 2023

Based on Table 6 above, the writer can draw conclusions if all independent variables affect the dependent variable with an F value of 36.070 and sig 0.000.

Determination Coefficient Test (R2)

Table 7.
Determination Test Results (R2)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.644a	.475	.525	4.520

Source: Data Processing, 2023

Table 7 above explains that employee performance is influenced by organizational culture and training by 52.50%, this can be seen from the Adjusted R2 value and the remaining 47.50% is influenced by other factors.

Hypothesis Testing (t Test)

Table 8.
t test results

Model	t	Sig.
Organizational Culture	3.200	.000
Training	5.200	.000

Source: Data Processing, 2023

3.2. Discussion

a. The Influence of Organizational Culture on Employee Performance in the VUCA Era

The results of this study indicate that Organizational Culture influences Employee Performance in the VUCA Era. This means that the better the company's organizational culture, the better the employee's performance, and conversely, the worse the company's organizational culture, the worse the employee's performance. This implies that if a company wants to improve employee performance, the company should build a good organizational culture as well.

Organizational culture can shape values, norms, and behavior in an organization. This can influence employee motivation, behavior and performance. A positive and supportive organizational culture motivates employees to work harder and contribute more. Employees will feel involved and motivated to achieve organizational goals. A positive and strong organizational culture can help build better and more effective leadership. Good leadership can provide clear direction and motivate employees to achieve organizational goals. Good organizational culture can also affect communication among employees. Employees feel more comfortable talking about their thoughts and the issues they face. This improves collaboration and teamwork.

The results of this study are consistent with and strengthen the results of previous studies (Arianty, 2015; Wardani, RK, Mukzam, MD, & Mayowan, 2016; Amanda, EA, Budiwibowo, S., & Amah, 2017; Rosvita, V., Setyowati, E., & Fanani, 2023; Zahriyah, UW, Utami, HN, & Ruhana, I. 2015) which states that Organizational Culture influences Employee Performance in the VUCA Era.

b. Effect of Training on Employee Performance in the VUCA Era

The results of this study indicate that Training affects Employee Performance in the VUCA Era. This means that the more frequent the training of a company, the better the performance of its employees, conversely the less frequent the training of a company, the worse the performance of its employees. This indicates that if the company wants to improve employee performance, the company should conduct frequent training for employees.

Training can have a significant positive impact on employee performance. Training can help employees develop the skills and knowledge needed to complete their tasks more effectively. This can improve employee performance and the quality of work produced. Training can give employees a motivational boost, as they feel that the organization cares about developing their skills and knowledge. This can make employees feel valued and more motivated to achieve organizational goals. Training can help employees feel more involved in their jobs and the organization as a whole. By feeling more involved, employees tend to exhibit more positive behavior and contribute more actively to organizational goals.

The results of this study are consistent with and strengthen the results of previous studies (Safitri, 2019; Ningrum, W., Sunuharyo, BS, & Hakam, 2013; Kumara, IWSE, & Utama,

2016; Aditya, R., Utami, HN, & Ruhana, 2015; Munawar, A., & Purba, 2006; Kosdianti, L., & Sunardi, 2021) It states that training impacts employee performance in the VUCA era.

c. The Influence of Organizational Culture and Training on Employee Performance in the VUCA Era

The results of this study indicate that organizational culture and training affect employee performance in the VUCA Era. This means that the better the organizational culture and training, the better the employee performance, conversely, the worse the organizational culture and training, the worse the employee performance. This suggests that if a company wants to improve employee performance, the company should build an organizational culture and conduct training for employees.

The results of this study are consistent with and strengthen the results of previous studies (Prayogi, MA, Farisi, S., & Salwa, 2021; Girsang, 2020; Fathurahman, FM, & Ahman, 2020; Malini, 2017; Furi, PIT, & Winarno, 2020 ; Hairani, 2023) Who found organizational culture and training impacted employee performance in the VUCA era.

4. Conclusion

Based on research and data processing results on organizational culture and training as determinants of employee performance improvement in the VUCA era, the authors can draw conclusions: 1) Organizational culture has a positive and significant effect on employee performance in the VUCA era, 2) Training has a positive and significant effect on employee performance in the VUCA era, and 3) Organizational culture and training has a positive and significant effect on employee performance in the VUCA era. Based on the conclusions about Organizational Culture and Training as Determinants of Employee Performance Improvement in the VUCA Era, the authors recommend: 1) Companies should build a comfortable organizational culture and support each other and conduct regular training so that employee performance can increase productively, and 2) Share employees, should adapt to a comfortable and productive work environment and strive to grow further by attending training courses offered both by the company and externally to reinforce your strong knowledge and skills..

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