



## THE INFLUENCE OF HUMAN CAPITAL AND ORGANIZATIONAL CULTURE ON STAFF PERFORMANCE

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**Abstract:** The quality of human resources or employees can be known from their performance. Achieve high employee performance, it can be started from the employee's desire to be part of the company. the better the human capital and organizational culture, the better the employee's performance for the company. This study aims to determine how the condition of Human Capital, Organizational Culture, and Staff Performance at the Yogya Kepatihan Department Store. In addition, this study also aims to determine the magnitude of the influence of Human Capital, Organizational Culture on Staff Performance. A survey was conducted at the Yogya Kepatihan Department Store. The research method used is descriptive and verification with a quantitative approach. The data analysis method used is path analysis and hypothesis testing using the t-test and F-test which are processed using the SPSS Version 25 program. staff. Meanwhile, simultaneously Human Capital and Organizational Culture have a positive and significant effect on Staff Performance at the Yogya Kepatihan Department Store.

**Keywords:** Human Capital; Organizational culture; Staff Performance

### INTRODUCTION

Retail business in Indonesia is increasingly felt to be growing and business competition is showing a fairly rapid development caused by industrial globalization, advances in various information, developments in the world of technology, and very tight competition, but this does not become an obstacle for retail entrepreneurs to increase the number of branches in various places. the region, especially after the increase in the number of new supermarkets/minimarkets from various retail companies that carry out certain programs.

The development of the retail business in 2021 is predicted to grow and will be better than the previous year, even though it is currently in the Covid-19 pandemic situation, this industry has a good future. Retail development can increase employment opportunities for potential workers, which can reduce the unemployment rate. The modern retail industry can shift from the traditional retail industry to meet the needs of people's households.

Indonesia's Retail Sales Growth in May 2021 was reported at 12.9%. This record decreased compared to the previous month which was 15.6%. Indonesia's Retail Sales Growth data is updated monthly, with an average of 8.5% from January 2011 to May 2021, with 125 observations. This data reached a high of 28.2% in December 2013 and a record low of -20.6% in May 2020. Indonesian Retail Sales Growth Data remains active at CEIC and is reported by CEIC Data.



**Figure 1. Indonesia's Retail Growth Chart**  
 Source: CEIC Data (2021)

Currently, many companies are emerging that run businesses in the retail sector, ranging from small to large scale so the level of competition in the retail business is getting tougher. In winning the competition, retail companies must have high competitiveness by having a competitive advantage. These competitive advantages can be in the form of modern facilities and infrastructure as well as product completeness and strategic locations. Human resources are one aspect that must be considered to increase competitiveness in the retail business. Human resources or employees play a very important role in achieving company goals. Employees play a role as a driving force for company activities so their quality must be improved.

The quality of human resources or employees can be known from their performance. The higher the performance of human resources or employees, it will be known that the quality of human resources is also high. High employee performance is highly desired by the company, where this will increase work results and provide benefits for the company.

Performance according to Bangun (2012) is defined as the result of work achieved by a person based on job requirements. A job has certain requirements to be carried out in achieving company goals, which can be said to be a job standard. Employees are said to have high performance if they can obtain work results that are higher than the work standards that have been set.

Achieve high employee performance, it can be started from the employee's desire to be part of the company. This condition will shape the quality of employee engagement with the company. Schaufeli et al, (2006), define employee engagement as an employee's positive attitude towards the organization and its values. Human resources who are bound will act with full enthusiasm and can feel a good relationship with the organization in their company.



PT. Primary Accuracy. Or better known as Toserba Yogya, is a very modern retail company originally from Indonesia, which was founded on October 28, 1982, with its first branch located on Jl. Sunda 60. Another well-known branch, Grand Yogya Kepatihan, is located on Jl. Kepatihan No.18 Bandung City.

Good performance is very much needed to maximize carrying out each responsibility of each division of tasks for each employee. At the Yogya Department Store, 5 indicators become the assessment of staff. Consists of Employee Discipline Level, Employee Productivity Level, Employee Understanding of Company Regulations, Understanding of the System Used, and Achievement of the Company's Business Objectives. From this assessment, it can be interpreted that it is important to measure the performance of employees. It needs to maximize its performance and make a series of changes, to continue to grow and be able to compete. These changes will be implemented continuously so that the company's performance is getting better and can continue to excel in the competition, or at least still survive.

Based on the data received by the researcher, the results of the six indicators will be totaled and then a conclusion will be given to the assessment in the description, category, and predicate. The results of the data from the staff performance assessment in the operational section can be seen in Table 1.

**Table 1. Recapitulation of Staff Performance Assessment Operational Section at Yogya Kepatihan Department Store**

No	Key Performance Indicator	KPI Weight	Target	Year-End Realization 2020	Score	Final Score
1	Staff Discipline Level	15	80%	76%	95,00	14,25
2	Staff Productivity Tingkat	25	85	82	96,47	24,12
3	Staff Understanding of Company Regulations	15	80	78	97,50	14,63
4	Staff Understanding of the System Used	20	80	72	90,00	18,00
5	Company Objectives Bussines Achievement	25	12%	7,2%	60,00	15,00
		100				85,99

Source: Secondary data from the Human Resort division (2021)

From Table 1. Yogya Kepatihan Department Store Operations section, it can be seen that in 2020 it can be seen that the realization of the staff discipline level has a realization difference of 76% against the expected target of 80%. For the points of the staff productivity level, the difference is only 3 points from the expected target of 85 points, some of the backgrounds is the limitation of its workers caused by the covid-19 pandemic, the effect of all that productivity is disrupted due to shorter working time and the new normal policy changes the way work more efficiently, as well as seen in the understanding of the staff on the system used in the company that has not yet reached the set target. The problems that the author encountered can be seen from the elements of staff performance which decreased throughout 2020, including: (1) The level of discipline of the Yogya Kepatihan department store staff has a level of realization that is still less than the expected target. This is because some staff still arrive late or do not come to work without clear information; (2) The level of productivity has also not met the target expected by the company. This is due to the decreased morale caused by the current pandemic; (3) The staff's understanding of the company's regulations is also

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considered to still not meet the target. This is based on the ignorance of some of the staff regarding the current company regulations; (4) The staff's understanding of the system used by the company is also still considered not to meet the target. This is because the changes made by Yogya's management are still not understood by some of the staff, the system currently used is almost 60% using technology, and work with manual systems has been reduced because the company's future target is Yogya to achieve superior service and superior technology; (5) The achievement of the company's business objectives is also still not meeting the target. This is because all staff is still unable to achieve sales growth followed by profit, not to mention the losses and shrinkage which are still quite high so that the achievement of the target is not considered optimal.

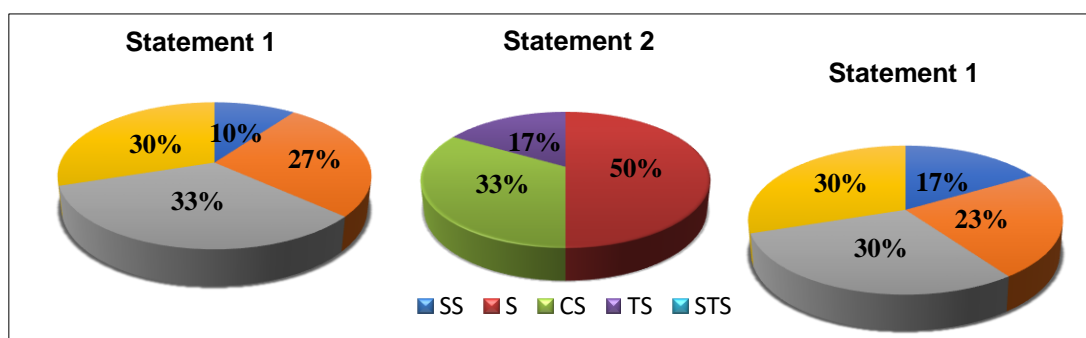
To strengthen the conditions that occurred for the decline in the results of staff performance in the operational section, the researchers conducted a pre-survey of 30 staff at the Yogya Kepatihan Department Store which can be seen in Table 2.

**Table 2. Pre-Survey Questionnaire Results Regarding Staff Performance**

No	Statement
1	I am able to work in accordance with the work standards that apply to the company.
2	I have the ability to do work from other divisions when needed.
3	I do not delay the work that has been given.

Source: Data that has been processed by the author (2021)

From the pre-survey statements contained in table 2, the results of the respondents' responses are as follows:



**Figure 2. Pre-Survey Results Regarding Staff Performance**

Source: Research Results (2021)

Based on Figure 2 obtained data that 10% of staff are able to work in accordance with work standards applicable to the company, then 27% of staff agreed and 33% stated that they quite agreed to work according to work standards applicable to the company and 30% said they did not agree to work according to the company's standards. applicable work standards. Then 50% of the staff have the ability to do work from other divisions, but 33% of the staff quite agree and another 17% choose not to agree with the ability to do work from other divisions. Then 17% of staff strongly agree not to postpone postponing work, 23% of other staff agree and 30% of staff choose to quite agree not to delay postponing work and there are 30% of staff who say they do not agree. Based on



the results of the pre-survey above, there is still some staff who have not performed well enough to improve staff performance.

As research conducted by Maryudanto (2020) explains that "Human Capital has a significant effect on the performance of LPNPPI employees. Based research that has been done shows that good human capital will affect the performance of its staff. Based on research conducted by Rafiie (2018) shows that "There is an influence of organizational culture on employee performance". Based on this research, it is confirmed that the better the organizational culture in the company, the better the performance of the staff at the company. Based on research conducted by Prasetya et al. (2016) shows that "there is an influence of human capital, informational capital and organizational capital on employee performance". So that it can be seen that the better human capital and organizational culture, the better the employee's performance for the company.

Therefore, based on the findings of the previous literature, which shows the relationship between human capital and organizational culture on staff performance. Then the hypothesis of this research is as follows:

- H1: The human capital at the Yogya Kepatihan Department Store is quite good
- H2: The organizational culture at the Yogya Kepatihan department store is quite good
- H3: Staff performance at the Yogya Kepatihan department store is quite good.
- H4: There is an influence of human capital on staff performance at the Yogya Kepatihan Department Store.
- H5: There is an influence of Organizational Culture on staff performance at the Yogya Kepatihan Department Store.
- H6: There is an influence of Human Capital and Organizational Culture on staff performance at the Yogya Kepatihan Department Store.

This study aims to identify and analyze: (1) Human capital affects the performance of staff at the Yogya Kepatihan Department Store (2) organizational culture affects the staff performance at the Yogya Kepatihan department store (3) human capital and organizational culture affect the staff performance at the Yogya Kepatihan Department Store.

## METHODS

In this research, the method used is a descriptive and verification method with a quantitative approach. The data in this study were obtained through primary sources which included the results of distributing questionnaires and interviews as well as sources consisting of various library materials including books, journals, and other documents related to the research conducted. The questionnaire still uses a Likert scale so that it is still ordinal, then for research purposes, the data is first transformed using the Successive Interval (MSI) method with the help of stat 97 software in Microsoft Excel 2016. The population in this study is the staff at the Yogya Kepatihan Toserba, the sample can be used if the population is too large, then in this study, the sample was taken using a non-probability sampling technique, namely a technique of providing samples that do not provide equal opportunities for each member of the population with incidental sampling, which is sampling based on chance. Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, and performing calculations to test hypotheses that have been proposed. Then the next step is to analyze the data. In this study, data analysis was carried out using descriptive data analysis techniques and verification data analysis techniques. In the verification analysis, path analysis is performed.



## RESULT AND DISCUSSION

In this study, descriptive analysis is used to describe or define the independent variable and the dependent variable by classifying the total number of respondents' scores. So that the data from each research variable can be described, a frequency distribution table is arranged so that it can be seen whether the level of value or score of the research variables is classified as very good, good, good enough, not good, or very bad. The analysis stage is carried out by giving a score, where the score is the sum of the results of multiplying each weight value with the frequency of answers. Then the average score is then calculated by dividing the total score by the number of respondents. Next, the researcher will analyze the answers from the questionnaires that have been given to 95 respondents who are the research sample, namely the Yoga Kepatihan Department Store Staff

The overall responses of respondents regarding statements from the human capital variable are collected in a recapitulation table of the results of respondents' responses as follows:

**Table 3. Recapitulation of Respondents' Answers, Human Capital**

Statement	Choice Answer					Amount Value	Maximum Value	Total Respondents	Average value	Category
	SS	S	CS	TS	STS					
1	7	69	19	0	0	368	500	95	3.87	Good
2	11	34	47	3	0	338	500	95	3.56	Good
3	10	29	45	11	0	323	500	95	3.40	Quite good
4	3	20	50	22	0	289	500	95	3.04	Quite good
5	2	19	62	12	0	296	500	95	3.12	Quite good
6	10	21	45	19	0	307	500	95	3.23	Quite good
7	0	19	69	7	0	297	500	95	3.13	Quite good
8	10	19	55	11	0	313	500	95	3.29	Quite good
9	2	39	41	12	1	314	500	95	3.31	Quite good
10	4	30	43	18	0	305	500	95	3.21	Quite good
11	2	22	57	14	0	297	500	95	3.13	Quite good
12	5	20	58	12	0	303	500	95	3.19	Quite good
13	5	21	53	16	0	300	500	95	3.16	Quite good
14	4	54	30	7	0	340	500	95	3.58	Good
15	4	22	58	11	0	304	500	95	3.20	Quite good
16	2	38	44	11	0	316	500	95	3.33	Quite good
17	7	19	58	10	1	306	500	95	3.22	Quite good
18	8	49	29	9	0	341	500	95	3.59	Good
19	3	26	56	10	0	307	500	95	3.23	Quite good
20	3	44	39	9	0	326	500	95	3.43	Good
21	6	17	57	13	2	297	500	95	3.13	Quite good
22	3	15	56	21	0	285	500	95	3.00	Quite good
23	4	42	47	2	0	333	500	95	3.51	Good
24	6	37	48	4	0	330	500	95	3.47	Good

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25	9	43	42	1	0	345	500	95	3.63	Good
26	5	24	65	1	0	318	500	95	3.35	Quite good
<b>Total</b>						<b>8.198</b>	<b>13.000</b>			

Source: Data that has been processed by the author (2021)

After the average score is known, the results can be interpreted in a continuum line with the tendency of respondents' answers to be categorized in the following ranges:

$$\text{Interval Range} = \frac{\text{Highest Score} - \text{Lowest Score}}{\text{Number of Question Criteria}}$$

Where :

Highest Score = 5 x 26 x 95  
 = 12.350

Lowest Value = 1 x 26 x 95  
 = 2.470

Number of Question Criteria = 26

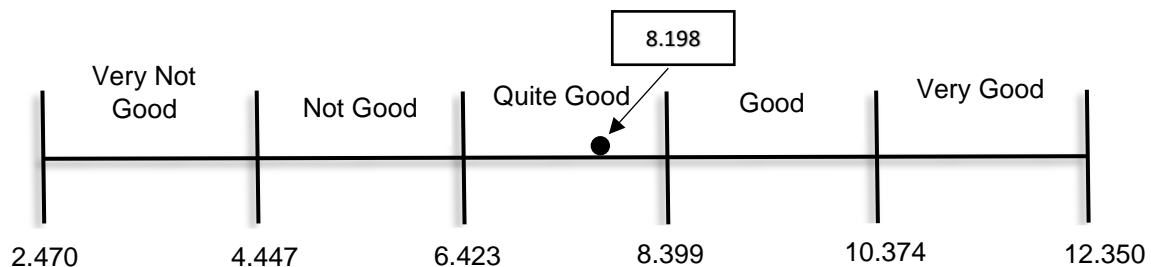
Interval Range = (12.350-2.470)/5  
 = **1976**

**Table 4. Classification of Respondents' Response Scores**

Score Range	Category
2.470 – 4.446	Very Bad
4.447 – 6.442	Not Good
6.443 – 8.398	Quite Good
8.399 – 10.374	Good
10.375 – 12.350	Very Good

Source: Data that has been processed by the author (2021)

Based on Table 4. and the continuum line, it can be seen that the final value obtained is 8,198 which is included in the quite good category, this shows that the human capital at the Yogya Kepatihan Department Store can be said to be quite good. Based on the explanation above, it is evident that hypothesis 1 regarding human capital previously proposed is acceptable.



**Figure 3. Continuum Line of Human Capital Variables**  
 Source: Data that has been processed by the author (2021)



The results of the respondent's responses to the Human Capital variable have a total score of 8198 which means it is included in the Quite Good category because it is in the range of 6.443 – 8.398.

The organizational culture variable consists of 24 indicators which are described in 24 statements submitted to 95 respondents. The overall responses of respondents regarding statements from the human capital variable are collected in a recapitulation table of the results of respondents' responses as follows:

**Table 5. Recapitulation of Respondents' Answers, Human Capital**

Statement	Choice Answer					Amount	Maximum Value	Total Respondents	Average value	Category
	SS	S	CS	TS	STS					
1.A	4	12	47	30	2	271	500	95	2.85	Quite Good
1.B	8	11	47	23	6	277	500	95	2.92	Quite Good
1.C	5	7	46	36	1	264	500	95	2.78	Quite Good
1.D	0	10	49	33	3	256	500	95	2.69	Quite Good
1.E	0	27	38	23	7	275	500	95	2.89	Quite Good
1.F	1	21	50	10	13	272	500	95	2.86	Quite Good
2.A	0	0	35	60	0	225	500	95	2.37	Not Good
2.B	4	25	32	34	0	284	500	95	2.99	Quite Good
2.C	5	21	28	29	12	263	500	95	2.77	Quite Good
2.D	0	1	43	51	0	235	500	95	2.47	Not Good
2.E	0	2	48	45	0	242	500	95	2.55	Not Good
2.F	0	2	43	50	0	237	500	95	2.49	Not Good
3.A	23	48	24	0	0	379	500	95	3.99	Good
3.B	19	49	25	0	2	368	500	95	3.87	Good
3.C	33	37	25	0	0	388	500	95	4.08	Good
3.D	49	44	2	0	0	427	500	95	4.49	Good
3.E	62	32	1	0	0	441	500	95	4.64	Good
3.F	66	26	3	0	0	443	500	95	4.66	Good
4.A	1	12	36	33	13	240	500	95	2.53	Not Good
4.B	0	3	38	43	11	223	500	95	2.35	Not Good
4.C	0	2	44	38	11	227	500	95	2.39	Not Good
4.D	0	7	32	33	23	213	500	95	2.24	Not Good
4.E	0	0	29	44	22	197	500	95	2.07	Not Good
4.F	0	5	37	28	25	212	500	95	2.23	Not Good
<b>Total</b>						<b>6859</b>	<b>12000</b>			

Source: Data that has been processed by the author (2021)

Based on table 5. and the results of the study, it can be seen that the total score obtained from the organizational culture variable is 6.859. The total score is then interpreted into a continuum line, using the following measurements:

where :

$$\begin{aligned}
 \text{Highest Score} &= 5 \times 24 \times 95 \\
 &= 11,400 \\
 \text{Lowest Value} &= 1 \times 24 \times 95 \\
 &= 2,280 \\
 \text{Number of Question Criteria} &= 24 \\
 \text{Interval Range} &= (11,400-2,280)/5 \\
 &= \mathbf{1824}
 \end{aligned}$$



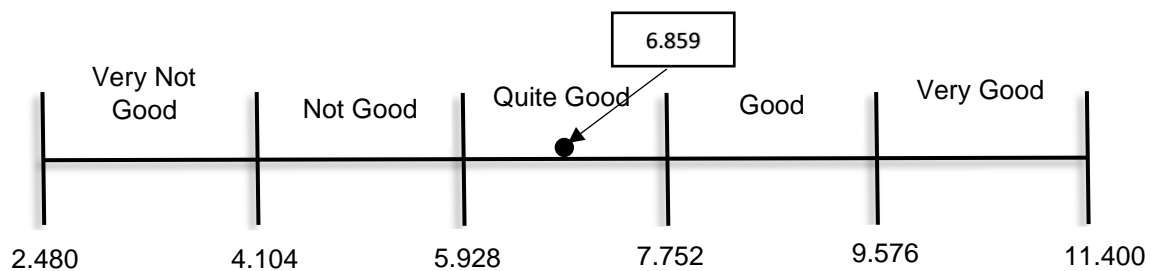
Thus obtained the following scale categories:

**Table 6. Classification of Respondents' Response Scores for Organizational Culture Variable**

Scale	Category
2.280 – 4.104	Very Bad
4.105 – 5.928	Not Good
5.929 – 7.752	Quite Good
7.753 – 9.576	Good
9.577 – 11.400	Very Good

Source: Data that has been processed by the author (2021)

Based on Table 6 and the continuum line above, it can be seen that the final score obtained is 6.859 which is included in the quite good category, this shows the organizational culture at the Yogya Kepatihan Department Store can be said to be quite good. Based on the explanation above, it is evident that hypothesis 2 regarding organizational culture that was previously proposed is acceptable. The results of the respondent's responses to the Staff Performance variable have a total score of 6.859 which means it is included in the Quite Good category because it is in the range of 7.430 – 9.177, it can be seen in the image below:



**Figure 4. Continuum Line of Organizational Culture Variables**

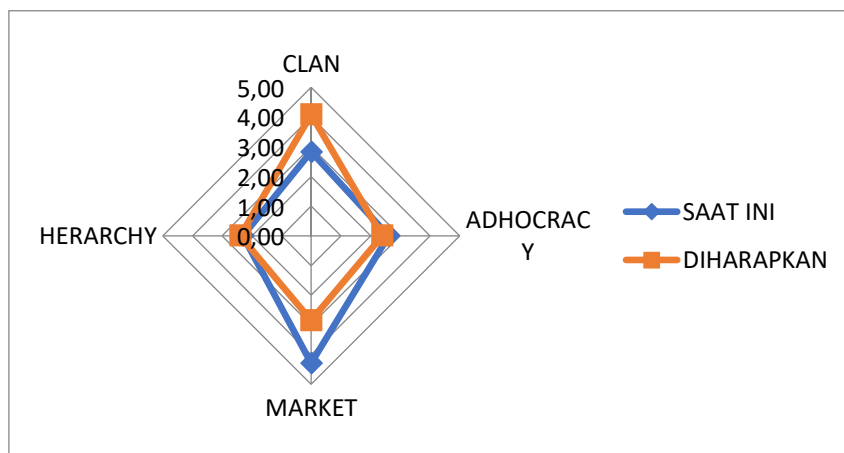
Source: Data that has been processed by the author (2021)

Analysis of the organizational culture of the Yogya Kepatihan Department Store Data from the complete recapitulation of the OCAI questionnaire can be seen in the appendix. The following is the result of the analysis taken from the complete recapitulation of the OCAI questionnaire.

**Table 7. Results of OCAI Recapitulation**

	CURRENTLY	EXPECTED	GAP
CLAN	2.83	4.08	1.25
ADHOCRACY	2.61	2.39	-0.22
MARKET	4.29	2.85	-1.44
HIERARCHY	2.30	2.39	0.09
TOTAL	12.03	11.71	

Source: Data that has been processed by the author (2021)



**Figure 5. Organizational Culture Chart**  
 Source: Processed using MsExcel (2021)

From Figure 5. it is found that the strongest organizational culture currently is Market Culture with a total of 4.29 points and the second strongest is the Crocodile Clan with 2.83 points. It means that overall, the dominant culture is market and clan, emphasizing the culture that prioritizes strict and high competence. Meanwhile, the weakest culture is in adhocracy and hierarchy with a score of 2.61 and 2.30, respectively. Yogya Kepatihan department store has a dominant culture in the market culture and the strength of organizational culture is strong. This can be seen from the fairly large gap in the graph above, this is beneficial in company performance where the strength of a strong organizational culture is to increase the effectiveness of company performance. This is understandable considering that the Yogya Kepatihan Toserba is an old company. The tendency to be more dominant in one organizational culture indicates a weakness to change organizational culture due to strong cultural characteristics.

The performance variable consists of 13 indicators which are described in 23 statements submitted to 95 respondents. Based on the table and research results, it can be seen that the total score obtained from the Staff performance variable is 7,416. The total score is then interpreted into a continuum line, using the following measurements:

$$\begin{aligned} \text{Highest Score} &= 5 \times 23 \times 95 \\ &= 10,925 \\ \text{Lowest Value} &= 1 \times 23 \times 95 \\ &= 2.185 \\ \text{Number of Question Criteria} &= 23 \\ \text{Interval Range} &= (10.925-2.185)/5 \\ &= \mathbf{1748} \end{aligned}$$

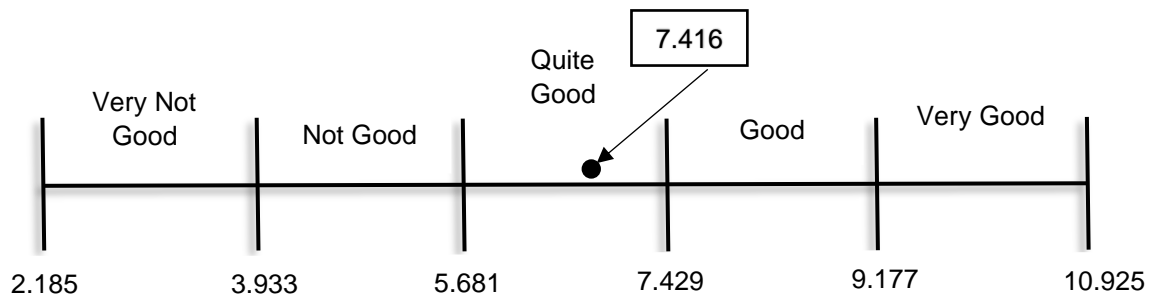
Thus obtained the following scale categories:

**Table 8. Classification of Respondents' Response Scores for Staff Performance Variables**

Scale	Category
2.185 – 3.933	Very Bad
3.934 – 5.681	Not Good
5.682 – 7.429	Quite Good
7.430 – 9.177	Good
9.178 – 10.925	Very Good

Source: Data that has been processed by the author (2021)

The results of the respondent's responses to the Staff Performance variable have a total score of 7.416 which means it is included in the Quite category because it is in the range of 5.682 – 7.429, it can be seen in the picture below:



**Figure 6. Continuum Line of Staff Performance Variables**

Source: Data that has been processed by the author (2021)

Based on Table 8 and the continuum line above, it can be seen that the final score obtained is 7.416% which is included in the quite good category, this shows the performance of the staff at the Yogya Kepatihan Department Store can be said to be quite good. Based on the explanation above, it is evident that the third hypothesis regarding the performance of the previously proposed staff is acceptable.

### Verification Analysis Results

The verificative analysis aims to determine the relationship between two or more variables, namely looking for the influence of human capital on staff performance at the Yogya Kepatihan Toserba, using the path analysis method. The first step is to calculate the correlation coefficient between the independent variable and the dependent variable. To facilitate the interpretation of the correlation coefficient, it can be seen in the following table:

**Table 9. Correlation of Human Capital (X<sub>1</sub>) and Organizational Culture (X<sub>2</sub>)**

		Correlations	
		Human Capital	Organizational culture
Human Capital	Pearson Correlation	1	.626**
	Sig. (2-tailed)		.003
	N	95	95
Organizational culture	Pearson Correlation	.626**	1
	Sig. (2-tailed)	.003	
	N	95	95

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Data that has been processed by the author (2021)

Based on the table above, the magnitude of the correlation (r) between human capital (X<sub>1</sub>) and organizational culture (X<sub>2</sub>) is 0.626, this indicates a strong and positive relationship between variables. Next, the sig test will be carried out. as follows: Value of sig. = 0.003 which means the value of sig. 0.05 then, H<sub>0</sub> is rejected, meaning that the



relationship between variables is significant. This means that there is a positive and significant relationship between the variables of human capital ( $X_1$ ) and organizational culture ( $X_2$ ).

The following is a recapitulation of the calculation of the magnitude of direct and indirect effects:

**Table 10. Recapitulation of Direct and Indirect Effects**

Variable	Path Coefficient	Direct Effect (%)	Indirect Influence (through) in %		Indirect Effect (%)	Total Influence (%)
			$X_1$	$X_2$		
$X_1$	0,38	14,65	-	11,56	11,56	26,21
$X_2$	0,48	23,23	11,56	-	11,56	34,79
<b>Total Influence</b>						<b>61,00</b>

Source: Data that has been processed by the author (2021)

Based on the table above, partially, human capital ( $X_1$ ) has an influence on staff performance ( $Y$ ) by 26.56%. This value is obtained from a direct effect of 15% and an indirect effect of 11.56%. Partially, organizational culture ( $X_2$ ) has an influence on staff performance ( $Y$ ) by 34.56%. This value consists of a direct effect of 23% and an indirect effect of 11.56%.

The t-test is used to show how far the influence between the independent variables is individually in explaining the dependent variable.

**Table 11. T-Test Results (Partial)**

Model		Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error			
1	(Constant)	14.993	7.859		6.725	.000
	Human Capital	.351	.086	.383	3.928	.004
	Organizational culture	.450	.080	.482	4.107	.003

a. Dependent Variable: Staff Performance

Source: Data that has been processed by the author (2021)

Based on table 11, the output of SPSS 25 obtained the t-value for the human capital variable on staff performance of 3.928 and the p-value (Sig) of 0.004. Because the value of  $t_{count}$  is greater than the value of  $t_{table}$  (3.928 1.986) and a significance value of 0.004 < 0.05, then  $H_0$  is rejected and  $H_1$  is accepted, meaning that partially human capital has a significant effect on staff performance at the Yogya Kepatihan Department Store.

The simultaneous F test is used to determine whether there is an influence between the independent variables (Human Capital and Organizational Culture) on the dependent variable (Staff Performance). Calculations were carried out using SPSS Version 25 software and the following results were obtained:



**Table 12. F Test Results (Simultaneous)**

Model		ANOVA <sup>a</sup>				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5110.827	2	7655.413	133.128	.000 <sup>b</sup>
	Residual	588.331	92	6.221		
	Total	5499.158	94			

a. Dependent Variable: Staff Performance  
 b. Predictors: (Constant), Organizational Culture, Human Capital

Source: Data that has been processed by the author (2021)

Based on table 12, it is known that the  $F_{count}$  value is 13,128 with a p-value (Sig) of 0.000. With  $\alpha = 0.05$ ,  $df_1 = 2$  and  $df_2 = (n-k-1) = (95-2-1) = 92$ , then we get  $F_{table} = 6.221$ . Because  $F_{count}$  is greater than  $F_{table}$  (133.128 > 6.221) and the significance value is 0.000 < 0.05, then  $H_0$  is rejected and  $H_1$  is accepted, meaning that simultaneously human capital and organizational culture have a significant effect on staff at the Yogya Kepatihan Department Store.

### The Effect of Human Capital on Staff Performance

Based on the results of the research conducted, show that there is a relationship between human capital and staff performance at the Yogya Kepatihan Department Store. This can be seen from the obtaining of a strong correlation value. In addition, a positive correlation value indicates that the relationship that exists is unidirectional, meaning that the higher the human capital owned by the staff, the better the resulting performance.

Meanwhile, it is known that the influence of human capital on staff performance is obtained from the results of research using the path analysis method which is included in a quite strong category. Then, based on the partial hypothesis regarding the effect of human capital on staff performance at the Yogya Kepatihan Department Store, the  $t_{count}$  value is greater than the  $t_{table}$  value and the significance value obtained is smaller than the significance value limit, meaning that partially human capital has a significant effect on staff performance at Yogya Kepatihan Department Store.

Based on the hypothesis test above, which shows that human capital has a significant effect on staff performance at the Yogya Kepatihan Department Store, the results of this study are strengthened by research conducted by Saragih (2015), which explains that Human capital has an effect on employee performance at PT. Sources of Palm in Batu Bara District.

### The Influence of Organizational Culture on Staff Performance

Based on the results of the research that has been done, show that there is a relationship between organizational culture and staff performance at the Yogya Kepatihan Department Store. This can be seen from the obtaining of a strong correlation value based on the interpretation of the correlation coefficient. In addition, a positive correlation value indicates that the relationship that exists is unidirectional, meaning that the higher the organizational culture that exists in the company, the better the performance that will be generated.

In addition, it is known that the influence of organizational culture on staff performance is obtained from the results of research using the path analysis method which is quite strong. Then, based on the calculation of the partial hypothesis regarding the influence of organizational culture on staff performance at the Yogya Kepatihan Department Store, it was obtained that the  $t_{count}$  value was greater than the  $t_{table}$  value



and the significance value was obtained with a value smaller than the limit of the significant value that should have been, meaning that partially organizational culture had a significant effect on staff performance at the Yogya Kepatihan Department Store.

Based on the hypothesis test above, shows that organizational culture has a significant effect on staff performance at the Yogya Kepatihan Department Store, thus the fifth hypothesis proposed previously can be accepted. The results of the research above are reinforced by research conducted by Rafiie (2018) showing that "Organizational culture has a positive and significant effect on staff performance". This is following what was stated by Denison in Mulyadi (2016), "Organizational culture affects the effectiveness of the company mainly because in organizational culture there is involvement, consistency, adaptation, and clarity of mission".

### **The Influence of Human Capital and Organizational Culture on Staff Performance**

Based on the results of the research that has been done, show that there is a relationship between human capital and organizational culture on staff performance at the Yogya Kepatihan Department Store. This can be seen from the obtaining of a strong correlation value based on the interpretation of the correlation coefficient. In addition, a positive correlation value indicates that the relationship that exists is unidirectional, meaning that the higher the human capital owned by the staff, the higher the organizational culture applied.

Meanwhile, based on the calculation of the simultaneous hypothesis regarding the influence of human capital and organizational culture on staff performance at the Yogya Kepatihan Toserba, the results obtained are  $F_{count}$  greater than  $F_{table}$  and the significance value is smaller and the limit of significance value, meaning that simultaneously human capital and organizational culture have a significant effect. on the performance of the staff at the Yogya Kepatihan Department Store. Based on the hypothesis test, shows that human capital and organizational culture have a significant effect on staff performance at the Yogya Kepatihan Toserba, thus the sixth hypothesis proposed previously can be accepted.

Then, the value of the coefficient of determination of the human capital variable that gives a fairly small contribution to staff performance is obtained, which consists of direct influence and indirect influence through organizational culture. In addition, organizational culture makes a significant contribution, which is divided into direct influence and indirect influence through human capital. So that the total influence of human capital and organizational culture on staff performance at the Yogya Kepatihan Department Store is 61.00%. The results of the research above are strengthened by research conducted by Prasetya et al. (2016) showing that "There is an influence of human capital and organizational capital simultaneously on employee performance".

### **CONCLUSION**

The human capital at the Yogya Kepatihan Department Store as a whole is quite good. This can be seen in the indicator of being able to receive and study input from other parties, which means that human capital always wants to learn so that it can provide the best performance for the company. Organizational Culture at the Yogya Kepatihan Department Store as a whole can be said to be quite strong, as can be seen from the value obtained on the market culture dimension which has a fairly high response from respondents. The performance of the staff at the Yogya Kepatihan Department Store can be said to be quite good, in other words, it is not maximal enough so that it requires attention from many parties in the company.



Human capital has a significant effect on staff performance at Toserba Yoga Kepatihah, meaning that human capital also has an important role in improving staff performance. Organizational culture has a significant effect on staff performance at Toserba Yoga Kepatihah, meaning that organizational culture has an important role in staff performance. Human capital and organizational culture together have a significant influence on staff performance at the Yoga Kepatihah Department Store.

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