

EFFORTS TO IMPROVE PERFORMANCE IN MANAGING REGIONAL FINANCE THROUGH HUMAN RESOURCES, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT

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Abstract

The purpose of this study was to examine the effect of human resource quality, organizational commitment, and organizational culture on regional financial management performance. Research method. The population of this study were employees of the Regional Revenue Office (Dispenda) of Mataram City, totaling 85 people. The data collection technique used a questionnaire. Data analysis using multiple linear regression. The results showed that the quality of human resources, organizational commitment, and organizational culture had a significant positive effect on employee performance at the Mataram City Expenditure Department. In general, efforts are still needed to optimize the components of employee quality, organizational commitment, and organizational culture in order to have a domino effect on employee performance at the Mataram City Dispenda.

Keywords: *Organizational Commitment, Organizational Culture, Regional Financial Performance.*

INTRODUCTION

Facing this era of globalization, organizations need to improve their performance in order to compete in various contexts, so the ability to 'change' in an organization becomes very important. Organizations that need to change are those that embed learning in their workplace. Basically, the thing that is most useful in obtaining the biggest goals starts with the thing that is most helpful to those goals, namely human resources (HR). Therefore, there must be what is called management or development, which intends to realize productive human beings. Through good human resource development or organization, employees can easily face and complete current and future task requirements. Over time, if an employee only relies on what he has without a reporting or development process, it will be difficult for him to gain achievements and skills. Therefore, human resource procurement has a great impact on the effectiveness and efficiency of the organization.

Policy is the explanation of goals and objectives by an organization to obtain overall organizational goals. Policy is a very important factor of planning activities throughout the organization. As an effort to achieve organizational goals. Human resources are the only resources that have heart, desire, skills, understanding, drive, power, and work (proportion, taste, and karsa). All of this human resource potential affects the institution's efforts to achieve its goals. No matter how sophisticated the technology, how good the information, how abundant the funds and materials, it is very difficult for an organization to achieve its goals without human resources.

The introduction describes the background of the problem being solved, issues related to the problem being solved, studies on research and or community service activities that have been carried out before by other servants or the servants themselves that are relevant to the theme of the service activities being carried out. In the introduction there must be a quote from the results of other research/services that reinforce the importance of PKM.

METHOD

This study uses quantitative methods relevant to testing the effect of human resource quality, organizational commitment, and organizational culture on financial management performance. The research respondents were employees of the Mataram City Regional Office totaling 85 people who were SPM Signing Officers, Commitment Formulation Officers, Assistant Expenditure Treasurers and Satker Advance Holders.

Data collection was carried out through questionnaires sent to all respondents in the study or up to 85 employees who filled out the research instrument questionnaire based on the variables studied. All research tools were used to obtain data from these four variables

Human Resource Quality, Organizational Commitment, Organizational Culture and Financial Management Performance were adopted from research, using a closed questionnaire in the form of a Likert scale, where the alternative answers were 5 points for strongly agree (SS), 4 points for agree (S), 3 points for unsure (RR), 2 points for disagree (TS) and 1 point for strongly disagree (STS). The score is based on a good response to questions about the quality of human resources (X1), organizational commitment (X2), organizational culture (X3) and the performance of financial management staff (Y).

RESULTS AND DISCUSSION

Table 1. Respondent Characteristics

Kategori	Responden	Persentase
Jenis kelamin		
• <u>Laki-laki</u>	54	63,5%
• <u>Perempuan</u>	31	36,5%
Jumlah	85	100%
Usia		
• ≤ 30 tahun	27	31,8%
• 31 – 40 tahun	33	38,8%
• 41 – 50 tahun	13	15,3%
• ≥ 51 tahun	12	14,1%
Jumlah	85	100%
Masa Kerja		
• < 5 tahun	25	29,4%
• 5 – 10 tahun	35	41,2%
• > 10 tahun	25	29,4%
Jumlah	85	100%
Pendidikan		
• SMA	9	10,6%
• D-III	19	22,4%
• S-1	46	54%
• S-2	11	13%
Jumlah	85	100%
Komitmen Organisasi (X2)	2,66	Sedang
Budaya Organisasi (X3)	3,26	Sedang
Kinerja Pengelola Keuangan (Y)	3,02	Sedang

From the table above describes the respondents in the study were 63.5% male, 70% of employees were under 40 years old with a length of work of 41%, namely 5-10 years. Also seen from the level of education most of them have undergraduate degrees 54% While in terms of the quality of human resources, organizational commitment, organizational culture, and performance of financial management employees of the Mataram City Dispenda are categorized as moderate.

From the results of the data description in Table 1 of this study, it can be seen that based on gender, in general there are differences in the number of Mataram signatory officials, commitment officials, financial assistants, and SPM advances in charge of budget preparation at the City

Dispenda, and male gender organs are dominant in the status of these positions. Furthermore, in terms of age, 84% of respondents are of working age and have knowledge and experience in budget and program/event management at the Mataram City Office, as evidenced by the work experience of 41% of staff. More than 5 years, more than 29% more than 10 years. The educational background of most of the informants is undergraduate and postgraduate, at this level of education, employees are more aware of their responsibilities and functions, as well as learning and understanding the requirements in carrying out financial management work in the Mataram City Regional Office.

Based on the opinions and responses of staff in Table 1, it can be seen that the Financial Management Agency of Mataram City Police is classified as qualified or moderate. Judging from its organizational commitment, the agency engaged in the finance of the Mataram City Police considers itself fully committed in carrying out its mandate and duties. The organizational culture variable of financial management institutions in Mataram City has a mature culture. In addition, the variable of financial management performance on local revenue in Mataram City is classified as mediocre.

The Effect of Human Resources Quality on Financial Management Performance

The quality of human resources carries out all work plans entrusted by top management, so human resource managers must constantly consult with their subordinates when implementing these plans. Human resource planning is the process of determining the internal and external manpower needs of a company in order to obtain and provide manpower in accordance with the qualifications and abilities so that the company or organization that has been determined can achieve its goals.

Human resource development improves the technical, theoretical, conceptual and moral abilities of employees through education and training according to job or position needs. The performance appraisal stated by the two experts can be seen that performance appraisal is an activity to evaluate employee performance in accordance with work standards within a certain period of time. While payroll is an interrelated procedure based on recording attendance, recording working hours, making payroll, allocating wage costs to pay wages. clear and conduct cost and data analysis. In addition, the work organization is expected to develop the skills and intelligence of employees, assisting them in solving decision-making problems related to the management of the local tax office. In addition, all employees must have the education, aptitude, potential, personality and motivation appropriate to the field of work related to Regional Office Management. Budget teams require discipline, compliance, accuracy, cooperation and coordination, as well as changes in attitudes and behaviors across the team to be willing to meet standards and implement plans efficiently and effectively. Therefore, the quality of human resources determines the performance of Dispenda Financial Management in terms of the quality and qualifications to be achieved in budget activities. The higher the quality of human resources or budget officers of a unit, the more effective the organization's financial management will be. The results of this study are in line with the finding that the quality of human resources has a significant positive impact on performance.

Effect of Organizational Commitment on Financial Performance

Human resource (HR) policies have a significant impact on organizations and their employees. Here are some of the key impacts of HR policies:

- 1) Increased Productivity: Good HR policies can increase employee productivity. Through careful and selective recruitment, proper placement, and effective skills development and training, employees will have the appropriate competencies to perform their duties effectively. Policies that support employee welfare can also increase their motivation and engagement at work, which in turn can help increase productivity.

- 2) Good employee retention: Good HR policies can also affect employee retention. By providing a conducive work environment, career advancement opportunities and attractive benefits, companies can retain high-quality employees for a long time.
- 3) Increase employee satisfaction: Good HR policies can increase employee satisfaction. When employees feel valued, supported and given opportunities to grow and develop, they will be more satisfied with their jobs. Employee satisfaction has a positive impact on their morale, motivation, and participation in the organization.
- 4) Improving company reputation: Good HR policies also help build a good corporate reputation in the eyes of potential employees and the public. When a company has a reputation for being a great place to work, fair policies, opportunities for development and concern for employee welfare, it attracts the best talent and gains the trust of the wider community.
- 5) Enhance the company's reputation: Good HR policies also help build a good corporate reputation in the eyes of potential employees and the public. When a company has a reputation for being a great place to work, fair policies, opportunities for development and concern for employee welfare, it attracts top talent and gains the trust of the wider community. Overall, good HR policies can have a positive impact on organizational performance, employee productivity, retention, satisfaction, corporate reputation and organizational efficiency.

The impact of organizational culture on financial performance

Corporate culture is defined as "the combination of beliefs, values, ways of behaving, and tools for living that exist within a society." Each organization may have subcultures with similar or different business practices. Obstacles occur when resistance to change when looking to develop organizational culture. It is difficult to improve the company's reputation. Culture is the shared behavior and work of organizational members that has developed over time. As a result, it takes time to transform culture. Many businesses, despite international competitiveness and technological advances, have no other option to evolve. Although slowed down by research, the train is likely to resume its journey when the economy recovers. What exactly does "re-engineering", "downsizing", or "postponement" mean? The goal is the same: remove the responsibility for actually making the product or serving the customer. In an ideal world, businesses that reorganize should be more flexible, entrepreneurial, and efficient. However, until they find new ways to motivate employees, many managers are unlikely to reap the benefits that come from dramatic change.

A culture can also help businesses become more competitive or adjust to changing weather patterns. In the case of Levi Strauss & Co, religion has been a stumbling block due to the competitive nature of the apparel and fashion industry. Over the years, Levi has focused on the middle class, while the jeans business is more profitable, thus more affordable, and the fashion class has shifted to selling jeans at a higher price. Levi sells a lot of clothing through discount stores like Sears and JC Penney. Levi is slowly moving into high-end denim. "For too long, Levi's history and culture have prevented it from becoming the lean marketing and design organization needed to compete," according to the Business Week article. Levi Strauss is an example of a critical business strategy in developing a business strategy. For example, improving the economy in order to successfully implement a growth strategy is critical.

Regardless of the method used for change, organizational change to improve strategy is more likely to be successful if factors that are detrimental to the economy can be identified and addressed. Rosabeth Moss Kanter explains how to change leaders and business owners in order to thrive in high growth industries. Three organizational tools are necessary for organizations to adapt: information, security, and day-to-day management.

CONCLUSION

Every organization has a unique set of values that form the hallmark of a particular organization or what is commonly called its culture. Because a healthy organization can provide a sense of calm that in turn encourages increased capability among its personnel, culture is an important component of that organization. Likewise, an inappropriate organizational culture or one that is not sufficiently aligned with each participant's own goals will cause each participant's work to suffer.

Many businesses today are shifting their culture to better support the development of their respective businesses. This begins to show that culture within an institution can fundamentally impact other organizations. Even in the process of an organization, organizational culture is more or less involved. For example, nepotism in any organization or business will almost certainly bring that organization or business to the brink of ruin. However, by focusing on one race or one family in a company without focusing on performance, credibility, capability, or overall culture, the company's reputation will be affected and diminish the quality of an institution that will one day be eliminated by other institutions that are more likely to recruit employees with good quality not paying attention to race, beliefs or skin color.

However, in terms of building and developing an organizational culture, it is not enough to focus only on the welfare of its members. There are many other factors that must be considered. It is necessary to conduct in-depth research to formulate and implement policies that will benefit the business.

Facing this era of globalization, organizations need to improve their performance in order to compete in various contexts, so the ability to 'change' in an organization becomes very important. Organizations that need to change are those that embed learning in their workplace. Basically, the thing that is most useful in obtaining the biggest goals starts with the thing that is most helpful to those goals, namely human resources (HR). Therefore, there must be what is called management or development, which intends to realize productive human beings. Through good human resource development or organization, employees can easily face and complete current and future task requirements. Over time, if an employee only relies on what he has without a reporting or development process, it will be difficult for him to gain achievements and skills. Therefore, human resource procurement has a great impact on the effectiveness and efficiency of the organization.

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