THE ROLE OF SKILL IN MEDIATING THE INFLUENCE OF ORGANIZATIONAL CULTURE TO EMPLOYEES’ PERFORMANCE IN GENERAL AFFAIRS AND HUMAN RESOURCES DEVELOPMENT OF KLUNGKUNG REGENCY PUBLIC HOSPITAL

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ABSTRACT
This study aims to determine the mediation role of skill on the influence of organization culture toward employee performance in General Affairs and Human Resources Development of Klungkung Regency Public Hospital. Primary data collected from 61 respondents. Data analysis using Structural Equation Modelling—Partial Least Square (SEM-PLS). The results of this study indicate skill mediates partially the influence of organizational culture on employee performance. The findings shows that Organizational Culture and Skill influence significant positively to employee performance, and skill roles to mediates partially the influence of organizational culture to employee performance in General Affairs and Human Resources Development of Klungkung Regency Public Hospital.

Keywords: mediation role, organization culture, skill, and employee performance

I. INTRODUCTION
An Organization is a complex unity that efforts to allocate Human Resources Development totally in order to achieve the organization's goal. If an organization is able to achieve the goal which has been stated previously so it can be said that it is an effective organization. One of the organization's goal is to improve the performance of workers or employees. In accordance with the importance of employee performance, it is needed to pay attention with some variables which influence it.

According to Wahyudi (2002:33), skill is a proficiency or expertise to do work which is obtained through practice. According to Pranata (2002), work expertise (professional) is the overview of the basic foundation in employee performance, where expertise is a part of skill itself.

Head of General Affairs and Human Resources Development of Klungkung Regency Public Hospital stated that the skill of each employee has not been applied optimally yet in each work unit. It makes some operational activity of this public hospital could not run effectively (Verawati, 2019)

The Main Problems
Based on the description above, it can be formulated the main problems as follow:

1) How is the influence of organizational culture to the employees’ performance in General Affairs and Human Resources Development of Klungkung Regency Public Hospital?

2) How is the influence of organizational culture to the skill of employees in General Affairs and Human Resources Development of Klungkung Regency Public Hospital?
3) How is the influence of the skill to employees’ performance in General Affairs and Human Resources Development of Klungkung Regency Public Hospital?

4) How is the role of skill mediates the influence of organizational culture to employees’ performance in General Affairs and Human Resources Development of Klungkung Regency Public Hospital?

The Objective of The Research

Based on the main problems of the research, this research has some objectives, they are:

1) To know the influence of organizational culture to the employees’ performance in General Affairs and Human Resources Development of Klungkung Regency Public Hospital

2) To know the influence of organizational culture to the skill of employees in General Affairs and Human Resources Development of Klungkung Regency Public Hospital

3) To know the influence of the skill to employees’ performance in General Affairs and Human Resources Development of Klungkung Regency Public Hospital

4) To know the role of skill mediates the influence of organizational culture to employees’ performance in General Affairs and Human Resources Development of Klungkung Regency Public Hospital

II. LITERATURE REVIEW

The Skill

The work experience is all lessons that can be obtained by a person from some events which pass into their life story (Siagian, 2008:60). Meanwhile, according to Nitisemito (2000:86), work experience is something or ability which is owned by employees in doing their duty.

Based on the explanation above, it can be concluded that, the meaning of work experience is the level of knowledge mastery and someone’s skill in his/her work, it can be measured from the work period and level of knowledge, as well his/her skill.

According to Gibson which is quoted by Rois et al (2017:327), a skill is a competency which is related to duty, such as skill in operating computer, or communicate clearly in special purpose and group mission.

The Employee Performance

Sinamora (2001:327) said that performance is level of employee in achieving the work requirements. Performance is a work or a certain activity during the period in certain of time. Another definition, based on Mangkunegera (2001:13), performance is the output of work qualitatively and quantitatively that has been achieved by an employee in doing his/her duty responsibly.

According to Martini (2015), states that performance is the output of work which is achieved by a person or a group of people in an organization, in accordance with the authority an responsibility in order to achieve the organization’s goal legally, it does not break up the law and based on moral and ethics. Besides that, performance can be defined as the output of work qualitatively and quantitatively which is achieved by an employee in doing his/her duty responsibly.

Robbins (2006: 260) states that there are six indicators to measure the employee performance individually; they are:

1) Quality. Quality of work is measured based on employee’s perception to quality of work as an output and duty perfection to the skill dan the capability of the employee.

2) Quantity. It is the number of unit, the number of cycles of activities that are able to finish.

3) Affectivity. It is the level of using organizational resources such as power, money, technology, raw material which are maximized to increase the use of resources in each unit.

4) Commitment of Work. It is a level where employee has commitment of work and responsibility to the institution.

Among theories about performance stated by the experts, it can be concluded that performance is the output of individual or group in an organization to achieve organization’s goal.
in a certain period which can be a basic of assessment for the achievement of target in the organization.

Organizational Culture

According to Graham (Siswadi, 2012:71), organizational culture is a norm, belief, attitude, philosophy of organization. Culture is a a system of value, belief, and unique norms which are applied by the member of organization. Culture itself can be an important source for the effectiveness of organization.

The company’s culture is a complex thing. Therefore, in assessment of company’s culture or organization, it is needed some indicators as the basic characteristic of organizational culture to realize the existence of the organization itself. The following are organization’s culture indicators stated by Robbins and Coulter in Ardana (2009:167) :

1. Innovation and risk taking mean the rate how far an employee can be innovative and dare to take risk.
2. Attention to the detail thing, means how far an employee is able to perform an accuracy, analysis attention to the detail.
3. Result oriented, means how far the leader focuses on the output or result, not to the method to achieve it.
4. Person oriented, means the rate how far management decision influences the people in the organization.
5. Team oriented, means how far the duty or work is arranged based on team, not individually.
6. Aggressiveness, means the rate how far an employee is aggressive and competitive, nor individualistic than working together.
7. Constancy/Stability, means the rate how far the decision and action of organization emphasize an effort to save the quo status.

Based on the theory of the study, the hypothesis of the research are :

1. H1 : Organizational culture influences significant positively to employee performance of General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital.
2. H2 : Organizational culture influences significant positively to the skill of employees in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital.
3. H3 : The skill influences significant positively to the employee performance in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital.
4. H4 : The skill mediates the influence of organizational structure to the employee performance in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital.

III. RESEARCH METHOD

There are some definitions of each variable can be explained in this research, they are as follow:

1. Skill (S) means proficiency or mastery, it must be owned by employees in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital which is measured by strategy, procedure, result, volume, quality and result prediction.
2. Cultural Organization (CO) means set of assumption or belief system, values and norm that are embraced by employees in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital. It is measured by individual initiative, tolerance with action at risk, briefing, integration, management support, control, identity, reward system, tolerance with the conflict, and communication pattern.
3. Employee performance (EP) means the achievement of employees in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital which is measured through initiative, work achievement, responsibility, timeliness, honesty, teamwork, and work speed.

Population in this research is all employees in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital ployees, they are 156 people.
Sample taking was counted based on the formula that was developed by Slovin. After formulating, the researcher got 60.94 samples (n) or simplified into 61 samples of employees in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital. In this research, the researcher took samples by simple random sampling method, it is used by taking sample from the population randomly without paying attention with the degree of samples in the population. Data Analysis in this research used technique named Structural Equation Modeling based on variant, it is Partial Least Square (PLS)

IV. RESEARCH RESULT

Outer Model Evaluation
The stage of outer model evaluation is used to know validity and reliability of each latent variable indicator through convergent validity, discriminant validity, composite validity and Cronbach’s alpha.
1) Convergent validity
   The result of data analysis shows there is no indicator that has loading factor under 0.50 so it fulfills convergent validity
2) Discriminant Validity
   Discriminant Validity can be done by seeing cross loading that shows indicator OC1 till OC10 gather into block Organizational Culture (OC), indicator S1 till S6 gather into block Skill (S), and indicator EP1 till EP8 gather to block Employee performance (EP).
3) Composite Validity
   The result of formulating composite validity shows score under 0.70, it means the variables of organizational culture, skill, and employee performance are reliable or it fulfill reliability test.
4) Cronbach’s Validity
   The result of formulating Cronbach’s alpha shows more than 0.70, it means that the variables of organizational culture, skill, and employee performance are reliable or it fulfill reliability test.

Inner Model Evaluation
Structural model evaluation (Inner Model) is the measurement which is done to evaluate the level of model accuracy in the research with some variables through some approaches, one of them is by model proper test through R-Square (R2)

The result of formulating R2 in Employee performance has score 0.899, it means Employee performance (EP) can be explained by variability of organizational culture (OC) and skill (S) about 89.89 %. According to Hair et al. (2011), R2 score is categorized as a powerful model.

The result of formulating R2 skill (S) has score 0.875 which means the variability of skill (S) can be explained by variability of organizational culture (OC) about 87.50 %. R2 score is categorized as a powerful model.

Picture 1
Result of Factor Loading, Track Coefficient, and R-Square in Full Model
Hypothesis Test

Hair et al. (2011) and Chin (1998) stated that it is acceptable or unacceptable the hypothesis can be seen in significance (two tailed) 5 % with t-value about 1.96.

Table 1

<table>
<thead>
<tr>
<th>Number</th>
<th>The relationship among variables</th>
<th>Mediation Rule</th>
<th>Full Model</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Original Sample</td>
<td>T- Stat</td>
</tr>
<tr>
<td>1.</td>
<td>Culture organization - &gt; Employee</td>
<td>0.927</td>
<td>57,708</td>
</tr>
<tr>
<td></td>
<td>performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Culture organization - &gt; Skill</td>
<td>0.936</td>
<td>87,864</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Skill - &gt; Employee performance</td>
<td>0.940</td>
<td>47,786</td>
</tr>
</tbody>
</table>

Source : Processed Data (2019)

Based on Table 1, it can be explained that the result of hypothesis test as follows:

1) The influence of organizational culture to employee performance
   The result of full model shows that the coefficient of organizational culture track to employee performance about 0.384 with t-statistics score 2.879 > t-table 1.96. This hypothesis result proves that hypothesis 1 (H1) which is proposed in this research in which states that the organizational culture influences significant positively to employee performance is acceptable.

2) The influence of organizational culture to skill
   The result of full model shows that the coefficient of culture organization track to skill about 0.935 with t-statistics score 72.103 > t-table 1.96. This hypothesis result proves that hypothesis 2 (H2) which is proposed in this research in which states that the organizational culture influences significant positively to the skill of employee is acceptable.

3) The influence of skill to employee performance
   The result of full model shows that the coefficient of skill track to employee performance about 0.579 with t-statistics score 4.181 > t-table 1.96. This hypothesis result proves that hypothesis 3 (H3) which is proposed in this research in which states that the skill influences significant positively to the employee performance is acceptable.

4) The influence of skill mediates the influence of culture organization to employee performance
   The mediation test should fulfill the rule of Baron and Kenny (1986), it is the organizational culture to employee performance must be significant and it is showed with track coefficient 0.927 and t-statistics score 57.708 > t-table. The culture organization to the skill must be
significant and it is showed with track coefficient 0.936 and t-statistics score 87.864> t-table 1.96. The skill to the employee performance must be significant with track coefficient 0.940 and t-statistics score 47.784> t-table 1.96.

After the researcher inputs the skill into full model as mediation variable, it shows that the result of the coefficient of organizational culture track to the employee performance has gone down from 0.927 to 0.384 and t-statistics score which was significant previously (57,708>t-table 1.96) is still significant (2.879>table 1.96). This shows that the skill mediates partially the influence of organizational culture to the employee performance.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions
According to the findings and discussion above, it can be concluded that:
1) Organizational culture influences significant positively to performance of General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital.
2) Organizational culture influences significant positively to the skill of employees in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital.
3) The skill influences significant positively to the performance of employees in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital.

The skill roles to mediate partially the influence of organizational culture to the employee performance in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital.

Recommendations
According to the conclusion above, it can be proposed some suggestions as follows:
1. Good organizational culture will effects good performance and good skill to the member of organization. The development of Human Resources Development is purposed to to improve the employee performance in General Affairs and Human Resources Development in Klungkung Regency Public Hospital by improving the skill. The orientation and workshop can be used in improving the skill.
2. The next research is proposed to involve other variable based on condition which influences the skill and employee performance in General Affairs and Human Resources Development Development in Klungkung Regency Public Hospital.

REFERENCES


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