

# The Influence of Work Culture on Increasing Knowledge and Its Impact on Personnel Performance and Organizational Performance at Pt Pln (Persero) Aceh Regional Main Unit

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**Abstract:** This study aims to examine the work culture effect on increasing knowledge and its impact on personnel performance and organizational performance. The population was all personnel/employees of PT PLN (Persero) Aceh Regional Main Unit (or mentioned as PLN Aceh), specifically located in the city of Banda Aceh. The total population was 900 personnel, and the samples taken were 230 respondents according to the requirements for using the SEM-AMOS analysis method used in this study. The result shows that at PLN Aceh Work Culture influences Knowledge, Work Culture influences Personnel performance, Knowledge affects Personnel performance, Work Culture influences the PLN Aceh Performance, Knowledge influences the PLN Aceh performance, Knowledge partially mediates the Work Culture influence on Personnel performance, Knowledge fully mediates the Work Culture influence on PLN Aceh Performance. These findings explain that the performance improvement model at PLN Aceh is a function of adjusting the work culture, increasing knowledge, and improving the performance of its personnel. These findings also validate the causality model according to existing theory and can contribute to further research that needs to develop a performance model. This model can be combined with other research variables such as managerial abilities and unique personnel competencies.

**Keywords:** Work Culture, Knowledge, Personnel performance, Organizational Performance

## I. Introduction

PT PLN (Persero), often mentioned as PLN, as the main electricity supply company in Indonesia has a vision to become the leading electricity company in Southeast Asia, as well as the customer's choice for energy solutions. To realize this Vision, PLN divides existing business units throughout Indonesia into Generation Units, Transmission Units, Distribution/Region Units, and Customer Service Units. The Generation Unit will carry out its function as an electrical energy generating unit. The transmission unit functions as a unit that receives electrical energy in the transmission network and then distributes it to the distribution network managed by the Distribution/Area Unit. At the end of the cycle, there is a service unit that will ensure electricity can be enjoyed by customers as end users. PT. PLN (Persero) Aceh Regional Main Unit (hereinafter referred to as PLN Aceh), as one of the PLN Distribution Units which has 889 employees, manages as many as 1.5 million customers throughout Aceh province, and is obliged to carry out the performance targets charged by PLN corporately through the Sumatra and Kalimantan Regional Business Director. Some of the main performances that must be achieved by PLN Aceh include the sale of electricity, SAIDI (Long time outages), SAIFI (during blackouts), response time for handling customer complaints, recovery time for handling complaints, and others.

In the process of formulating organizational strategy, many things influence and encourage increased organizational performance, one of which is acquiring knowledge. Knowledge is a source of internal strength that is difficult for competitors to adapt so that it can be used as an organizational competitive advantage. In addition, knowledge is different from other resources, which decreases when used, knowledge will increase when used and will be increasingly valuable to the organization. The performance target consists of the main target (KPI) as well as other supporting performance targets. Each performance item has a weighted number for each target category that was

successfully achieved. To align the company's performance targets with the performance targets of each personnel/employee, unit/organizational performance targets are cascaded into individual performance targets which are derived and monitored through the Employee Performance Information System (SIMKP) application. Personnel performance Assessment is conducted semiannually and annually in line with unit performance assessments. Referring to the achievement of the performance of PLN Aceh, in recent years it has still shown results that have not been maximized. The data also shows in recent years has shown inconsistent figures. For the 2017-2021 period, it experienced fluctuations whereas in 2021 performance decreased by -3.42 percent from 2020. Performance in 2019 was better than in 2020. Thus the performance before the organizational transformation was better than after the organizational transformation.

Organizational performance is influenced by personnel performance. Humans always play an active role in every organizational activity (Hasibuan, 2016); (Simamora, 2015). If individuals in a company, namely its human resources, can run effectively, the company will continue to run effectively (Ghoniya & Masurip, 2011). Pre-survey of this study reveals that personnel performance is perceived by respondents as still relatively low because a mean value of 3.40 is obtained where the average value is in the unfavorable category ( $3.40 < 3.41$ ), which indicates that personnel performance is not as optimal as expected. The performance of personnel with the lowest score is shown by the cost indicator where personnel have not carried out cost efficiency in each work completion.

The factor that influences organizational performance and personnel performance is knowledge. Knowledge is a person's ability to influence the actions taken (Albunsiyari, Muninghar, & Riswati, 2020). Knowledge is an important factor for organizations to develop the ability and performance of personnel. Knowledge can be divided into 3 types, namely analytical knowledge, conceptual knowledge, and work-related knowledge. Analytical ability is the ability to understand the situation problem by breaking it down into small parts to see a simple relationship to identify cause and effect relationships. Conceptual knowledge is the ability to conceptually understand a problem situation using the basic rules of logic. Combining ideas and information to create a bigger picture to be able to identify problems that arise either in the form of future issues or a key complex problem. Knowledge about work is the ability to do work professionally, technically, and managerially) and also knowledge in motivation to be able to utilize, expand, and distribute knowledge about the job to others. These three pieces of knowledge must be possessed by every personnel. Knowledge is very important because by knowing, personnel can carry out their work by established procedures and rules to achieve optimal results. Thus knowledge is needed to achieve effective performance in carrying out work tasks. To achieve the target, knowledge affects personnel performance because with knowledge personnel can understand the targets given by the company so that personnel can fulfill good performance. The results of (Basuki, 2019) show that the Knowledge variable affects Personnel performance. Pre-survey found the knowledge perceived by respondents is still relatively low because a mean value of 3.40 is obtained, which indicates that personnel knowledge is not as optimal as expected.

The next factor is work culture. There is a relationship between corporate culture and organizational performance which can be explained in the Tiernay work culture diagnosis model that the better the quality of the factors contained in the work culture, the better the performance of the organization (Moeljono, 2003). To support this transformation, PLN has launched a National Culture Program, namely the PLN 123 Program where PLN 1 focuses on Governance Risk and Compliance Culture, PLN 2 emphasizes Collaboration and Performance Culture, and PLN 3 aims to strengthen Service Culture. He considered that to be able to bring PLN to a better future, it is necessary to encourage everyone in the company to have one common goal, to make PLN successful. However, the implementation of PLN's work culture has not run optimally. Pre-survey reveals the knowledge perceived by respondents is still relatively low because a mean value of 3.40 is obtained, which indicates that personnel knowledge is not as optimal as expected.

An organization is a group of people working together with specific roles and tasks to get something done. The way people work together in an organization shows its organizational criteria. In this organization, people work together in a way that is more like a team or group, rather than like a family. Organizational performance benchmarks are measures of how successful an organization can be. The important units of measurement used are how well we handle money and how much our employees know (Admin\_prokomsetda, 2019). Personnel who have a good work culture tend to have the enthusiasm to increase their knowledge. Several previous studies regarding factors that affect personnel performance and organizational performance have been carried out, such as research by (Fachreza, Musnadi, & Shabri, 2018), (Merentek, Adolfini, & Trang, 2018), (Handoyo, 2015), (Zarvedi, Yusuf, & Ibrahim, 2016), (Sari & Ardana, 2016), (Paaisal, Tabroni, & Maksun, 2018), and (Kawahe, Mananeke, & Jorie, 2017). The research difference lies in the use of the knowledge variable as a mediator which has never been done by previous research.

## II. Literature

### Organizational Performance

Organizational performance refers to how well an organization is doing and is a measure of its success. It is determined by the actions and behaviors of its members. For a group, performance is when members work together to achieve the group's goals. According to (Thoyibatun, 2012), organizational performance indicators are numbers and descriptions that show how well goals and objectives are achieved. These indicators consider certain important elements.: 1) Input indicator, 2) output indicator, 3) Yield indicator, 4) Benefit indicator, 5) impact Indicator.

### Personnel performance

Performance refers to how well a person does their job compared to what is expected. It is measured by comparing their work to predetermined standards and goals(Rivai & Sagala, 2014). Rivai also said that how well you do in your job is not just about how you perform, but also about how happy you are with your job and how much you get paid. This is all affected by your skills, abilities, and personal qualities.(Robbins, Coulter, & Cenzo, 2019)revealsperformance indicators are a tool for measuring the extent to which personnel performance is achieved, namely: 1) Quantity, 2) Quality, 3) Time, 4) Cost, 5) Service Orientation, 6) Integrity, 7) Commitment, 8) Discipline, 9) Cooperation, and 10) Leadership.

### Knowledge

Knowledge is very important in making someone behave openly (Donsu, 2017). Understanding comes from being interested in things and using our senses, like our eyes and ears, to explore and learn about them. Knowledge is what humans learn or understand about something by using their senses. It can also come from hearing about something from another person.According to (Sutoto, 2014), knowledge clusters includethe competence of analytical thinking (AT), conceptual thinking (CT), and technical/professional/managerial expertise (EXP).

### Work Culture

The work culture is considered good if personnel can work well, stay healthy, be safe, and feel comfortable. The way people work together in a company has a big influence on how personnel act and behave. According to (Ndraha, 2018), work culture means the basic ideas or ways of thinking that a group of people use to work better together and be more efficient. It is about how they work together and cooperate to get things done effectively. Supriyadi and (Triguno, 1997) define work culture as a philosophy that is based on the values that people in a community or organization have. These values become their way of thinking, habits, and motivations in life. It influences their attitudes, behaviors, and beliefs.The indicators of work culture according to (Ndraha, 2018) can be categorized into three namely: 1) Obedience, 2) Openness, 3) Mutual respect, 4) Coworker relationship, 5) independence.

### Hypothesis

This study formulates the hypothesis as follows.

H1 : Work Culture influences Knowledge,

H2 : Work Culture influences Personnel performance,

H3 : Knowledge influencesPersonnel performance,

H4 : Work Culture influences the PLN Aceh Performance,

H5 : Knowledge influences the PLN Aceh performance,

H7 : Knowledge partially mediates the Work Culture influence on Personnel performance,

H8 : Knowledge fully mediates the Work Culture influence on PLN Aceh Performance.

## III. Method

The population was all personnel of PLN Aceh, specifically located in the city of Banda Aceh. The total population was 900 personnel, and the samples taken were 230 respondents according to the requirements for using the SEM-AMOS, which is a formula of 10 times the total number of indicators in the model tested, i.e. 10 x 23 indicators(Ferdinand, 2014).

## IV. Result

Data test was carried out throughmeasurement model test and structural model test. After passing the measurement model, the structural test provides the table below.

**Table 1. Regression**

	Influence	Estimates	SE	CR	P
Knowledge	<---	Culture_Work	0.820	0.084	10,561 0.000
Performance_Organization	<---	Culture_Work	0.305	.0076	3,506 0.000
Performance_Personnel	<---	Culture_Work	0.403	0.076	4,345 0.000
Performance_Personnel	<---	Knowledge	0.483	0.075	4,928 0.000
Performance_Organization	<---	Knowledge	0.543	0.082	5,348 0.000

Source: Primary Data Processed, (2023)

**H1 : Work Cultureon Knowledge**

The work culture effect test on knowledge provides a CR value of 10.561 with significance 0.000, proving work culture affects the increase in knowledge. The Work Culture effect magnitude on Knowledge is 0.820, which means that the addition of conformity of 1 unit of culture contributes to an increase of 0.820 units of knowledge. This also explains the influence that has a unidirectional impact, where a better Work Culture will lead to better Knowledge.

**H2 : Work Cultureon Personnel Performance**

The work culture effect test on personnel performance obtained a CR value of 4.345 withsignificance 0.000, which explains work culture influences personnel performance. The work culture effect magnitude on personnel performance is 0.403, explained that the addition of conformity of 1 unit culture would increase 0.403 personnel performance. These results reveal a unidirectional effect, where a better work culture will lead to higher personnel performance.

**H3 : Knowledge of Personnel performance**

The knowledgееffect test on Personnel performance provides the CR 4.928 with significance 0.000, revealing work culture influences personnel performance. The Work Culture effect magnitude on Personnel performance is 0.483, which means an increase of 1 unit of knowledge will increase 0.483 units of personnel performance. This finding explains the influence with a unidirectional impact, where an increase in Knowledge will lead to an increase in Personnel performance.

**H4 : Work Cultureon Organizational Performance**

The work Cultureeffect test on organizational performance provides the CR 3.506 with significance 0.000, describes work culture influences organizational performance. The work culture effect magnitude on organizational performance is 0.305, which explains that every increase of 1 unit culture will have an impact of increasing 0.305 organizational performance. These results reveal that there is an influence with a unidirectional impact, where the more appropriate Work Culture will further increase the Organizational Performance.

**H5 : Knowledgeon Organizational Performance**

The knowledge effect test on Organizational Performance provides CR 5.815 with significance 0.000,explaining knowledge affects organizational performance. The Knowledge effect magnitude on Organizational Performance is 0.543, which means an increase in 1 unit of knowledge will cause an increase in 0.543 organizational performance. This finding explains the influence with a unidirectional impact, where an increase in Knowledge leads to an increase in Organizational Performance.

**H6 : Work Cultureon EmployeePerformance Through Knowledge**

Sobel test produces the result is 5.373 with p 0.000. This describes Knowledge in the model acts as a mediator on the Work Culture effect onPersonnel performance. So, because knowledge has a role as a mediator, work culture directly can affectpersonnel performance, so the knowledge role in the work culture effect onpersonnel performance is as a partial mediator. Partial describes the Work Culture can affectPersonnel performanceboth direct or indirect/through knowledge.

**Table 2. Work Culture On Personnel Performance Through Knowledge**

	Input:		Test statistic:	Std. Error:	p-value:
a	0.820	Sobel test:	5.37560779	0.07367725	8e-8
b	0.483	Aroian test:	5.35606268	0.07394611	9e-8
s <sub>a</sub>	0.084	Goodman test:	5.39536845	0.07340741	7e-8
s <sub>b</sub>	0.075	Reset all	Calculate		

**H7 : Work Culture on Organizational Performance through Knowledge**

Sobel test provides the result is 5.864 and with p 0.000. This result means Knowledge in the model acts as a mediator on the Work Culture effect on Organizational Performance. So, because Knowledge has a role as a mediator, Work Culture can directly affect Organizational Performance, then the Knowledge role in Work Culture effect on Organizational Performance as a partial mediator. Partial reveals the Work Culture can affect Organizational Performance both direct or indirect/through knowledge.

**Table 3. Work Culture on Organizational Performance Through Knowledge**

	Input:		Test statistic:	Std. Error:	p-value:
a	0.820	Sobel test:	5.86436518	0.07592638	0
b	0.543	Aroian test:	5.84522151	0.07617504	1e-8
s <sub>a</sub>	0.082	Goodman test:	5.88369819	0.07567689	0
s <sub>b</sub>	0.075	Reset all	Calculate		

**V. Conclusion**

The result shows that at PLN Aceh Work Culture influences Knowledge, Work Culture influences Personnel performance, Knowledge affects Personnel performance, Work Culture influences the PLN Aceh Performance, Knowledge influences the PLN Aceh performance, Knowledge partially mediates the Work Culture influence on Personnel performance, Knowledge fully mediates the Work Culture influence on PLN Aceh Performance. These findings explain that the performance improvement model at PLN Aceh is a function of adjusting the work culture, increasing knowledge, and improving the performance of its personnel. These findings also validate the causality model according to existing theory and can contribute to further research that needs to develop a performance model. This model can be combined with other research variables such as managerial abilities and unique personnel competencies. The model that has been tested is also useful for practitioners, especially leaders at PLN Aceh, to develop follow-up strategies that support the improvement of their company's performance.

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