

The Influence of Work Environment, Organizational Culture and Employee Development Against the Employee Capabilities on Employees of PT Petrosea Tbk

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Abstract:- This research was designed by using quantitative methods with the population numbered 205 with the sample sized using the Slovin formula of 135 respondents, processing data analysis using multiple linear regression analysis. The results showed that three (3) variables 'X' had a significant effect on the Employees Capability at PT Petrosea Tbk which namely, the work environment, organizational culture and employee development. However, there are two (2) dimensions of each 'X' variable that need to improved by PT Petrosea Tbk management namely the non-physical work environment dimension and the Mission of the organizational culture variable. Thus its hoped that management could pay attention to these dimensions in effort to improve the employees capabilities in achieving the goals, vision and mission of the organization.

Keywords:- Work Environment, Organizational Culture, Employee Development, Employee Capability.

I. INTRODUCTION

Human resources (HR) is one of the most important factors that cannot be separated from an organization or company. The latest developments see employees not as mere resources, but rather in the form of capital or assets of the company. To maintaining the quality of human resources or to continue to perform well and be able to consistently increase maximum capability is the challenge that must be faced by the company. Therefore we need an HR development system from the company that can contribute greatly to improvement of HR capabilities that is not only the task of Human Capital but also the task of the manager or leader with the employer concerned.

There's so many ways that have been done by the company to improve the employee capability one of the example is the company should pay attention and create a conducive work environment which is a container that can be used by employees in a company to prove their abilities in carrying out and completing tasks and responsibilities as answered to those who have been charged from the company. The maximizing of the employees capabilities in company is a challenge that must be endured by the company to achieve the targets set.

Capability could be interpreted as the ability that possessed by someone. The Ability is the capacity of an individual to perform various tasks in job. In terms of maximizing the employees capabilities in a company which can not be separated from how strong the organization culture to support the development process of its employees, the stronger the company developed the employees, so that the employees in that company would possessed the capabilities that could be considered as competent to supporting daily work in accordance with the organization or the company's goals.

PT Petrosea Tbk as company who engaged in contract mining services, engineering and project management as well as oil and gas that was established in 1972. Based on data from the last 3 years report from the performance capabilities of the head office employees of PT Petrosea Tbk was increased from 2016 to 2017 from the value of employee performance classified into the category Above Expectations in 2017 as many as 45 employees compared to employee performance values in 2016 employee categories Above Expectations of only 31 employees, likewise this positive thing happened like to value the employee performance in 2018 with the Extraordinary category of 10 employees compared to the value of employee performance in 2016 which only the 4 employees. This could be happens because the business companies which engaged in the coal mining sector from the beginning of 2011 until the middle of 2016 has decreased due to global economic activity that has reduced the demand of coal so that it would affects the company's focus to make an strategic efforts for the sustainability of the company's business in order to continued to sustain the amidst of the global economic turmoil in those years. PT Petrosea Tbk has successfully overcome the global economic shocks in the coal mining sector in early 2016 so that the company's efforts and strategic steps up with focus on improving quality human resources and have a competitive advantage against business competitors in the coal mining sector by creating a comfortably work environment for all employees who could support the daily work process feels comfortable so as to foster a new organizational culture that is increasingly strong in terms of supporting employee development of achieving the maximum possible job targets who set by the company or organization to the employees.

Year	Employee	Not Fulfilling Expectations	Some of Meets the Hope	Fulfill Hope	Above Expectations	Extraordinary
2016	156	2	8	114	31	1
2017	156	0	2	105	45	4
2018	156	0	5	104	37	10
	Total	2	15	323	113	15

Table 1:- Value of Key Performance Indicators for Head Office Employees

Source: PT Petrosea Tbk.

One of the strategic acts which taken by the Company for employees who are at the Midde Level of Managers and Managers itself to conducted a 360 degree assessment of the capabilities of the Midde Level Managers and Managers who are assessed by superiors, subordinates and coworkers with the aim to see which areas is needed in terms of improving and developing employees at this level in order to be able to maximize employee capabilities through

continuous employee development and become one of the Company's organizational cultures. Secondary data related to the 360 degree assessment that the author obtained states that the area that needs to be developed is Organizational Commitment which part of organizational culture and Learning Orientation that is a sub of employee development.

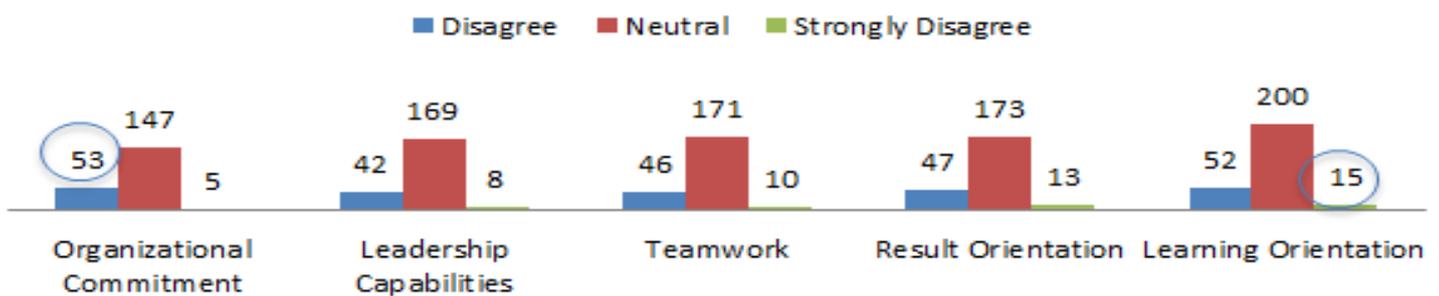


Fig 1:- The Chat of 360 Degree Assessment Results for Middle Level Managers and Managers

Source: PT Petrosea Tbk.

Other secondary supporting data obtained from this assessment results based on competency and capability assessments for Midde Level Managers and Managers shows that the assessments for competency do not have Midde Level Managers and Managers in boxes 1 and box 2, which mean that the terms of competency do not meet expectations. And based on the assessment of capabilities for Midde Level Managers and Managers, as many as 75% are at the level of medium performance.

To support this data, the authors then conducted an initial pre-survey that allegedly affected the employees capability at PT Petrosea Tbk. When the questionnaire was distributed at the head office of PT Petrosea Tbk to 30 respondents with 10 (ten) material statement of X factors that influences the Y factor then it obtained from the pre-survey results that the most dominant influence which namely the work environment as X1 (92%) and organizational culture as X2 (81%) as a factor and employee development X3 (82%) as an independent factors likewise with (Y1) the employee capability as a dependant factor.

The Comparison between primary data (pre-survey results) with secondary data from 360 degree assessment results and talent mapping (9 boxes), there is a very clear gap phenomenon which where the primary data shows all levels of Middle Managers and Managers' employees from annual performance capability assessment (KPI) shows an

increased every year (2016 to 2018) but when compared with 360 degree assessment data and talent mapping there is a non-linear inconsistency that increase in employee performance capability should be supported by Midde Level Managers and Managers who have competencies and capability to meet the expectation because of Middle Managers and Managers itself as the role models for all staff below. It is interest for the writer to raise this phenomenon to be further investigated on which factors are most influence to improve the employee performance capabilities from 2016 to 2018. Therefore, the authors took the title "The Influences of Work Environment, Organizational Culture and Employee Development Against the Employees Capability at PT Petrosea Tbk ".

II. THEORITICAL REVIEW

A. Work Environment

According to Wursanto (2011:41) states that the work environment is something that involves the psychological aspects of the work environment. While Sedarmayanti (2013: 28) states that the work environment is all conditions that occur related to work relationships, and which both relationships with superiors and relationships with fellow colleagues. Then Suwanto (2011: 24) added that the work environment is associated with factors outside of humans both physical and non-physical in an organization.

B. Organizational Culture

Organizational culture according to Edgar (1997) in Wibowo (2013:15) explains that the culture is a pattern of basic assumptions found and developed by a particular group because it studies and masters the problem of external adaptation and internal integration which has worked well enough to be considered well appropriate and therefore taught to new members as a way of being perceived, thought and felt correctly in relation to the problem. Then according to Fey and Denison (2003) in Herminingsih (2012:27) states that organizational culture which supports organizational effectiveness has an elements of adaptability, involvement, consistency and mission.

C. Employee Development

Mathis and Jackson (2006: 350) state that the development is an efforts to improve the ability of employees in the work environment to deal with various assignments. Hasibuan (2009: 69) in his book Human Resource Management says that development is an attempt to improve technical, theoretical, conceptual, and moral skills in accordance with the needs of work or position through the education and training.

D. Employee Capability

According to Mohammad Zain in Milman Yusdi (2010:10) the capability is the ability, skills, and strength of someone to be themselves. While Stephen P Robbins (2009:57) states that the work capability or ability to work is the capacity of individuals to carry out various tasks in certain jobs. Thoha (2014) states the ability is one of element in maturity related to knowledge or skills that can be obtained from education, training and experience.

➤ **Prior Research**

Al-Omari, et. al. (2017) on her research stated that the work environment significantly influences employee capability. The work environment in a company is very important for management to be consider. Although the work environment does not carry out the production process in a company, but the work environment has a direct influence on the employees who carry out the production process. Then the research from Dimitrios Belias and Athanasios Koustelios (2014) provides that organizational culture has a positive influence on employee capabilities by explaining an understanding of organizational culture and how it is created, maintained and studied will increase the ability to explain and predict organizational behavior so do to help the management to improve the ability of employees. While the research of Nick Bontis and Alexander Serenko (2008) states that employee development has a significant influence on employee capability. Employee development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees according to the needs of the job or position through education and training.

E. Thinking Framework

The Influence of Work Environment, Organizational Culture and Employee Development against Employee Capabilities on the Employees of PT. Peteosea Tbk can be described in a conceptual framework that is complemented by previous research related to factors X1, X2, X3 against Y as follows below:

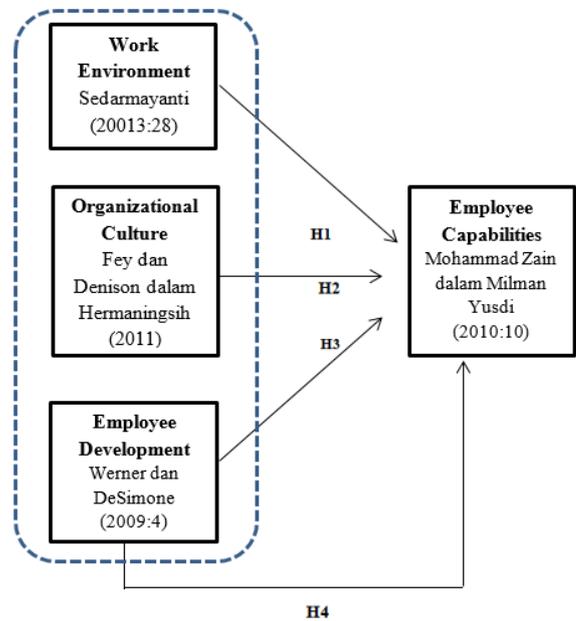


Fig 2:- Thinking Framework
Source: Theory Study

F. Hypothesis

Based on the results of previous research by the theoretical basis used and the research model above, the hypotheses in this process was determined as it follows:

- Work environment has an influences to employee capability
- Organizational Culture has an influences to Employee Capability
- Employee Development has an influences to Employee Capability
- Work Environment, Organizational Culture and Employee Development has an Influences to Employee Capability.

III. METHODOLOGY

This research method uses an descriptive method with a quantitative approach and was designed by causal. The research aims to determine the influences of work environment, organizational culture and employee development against the employee capabilities on the employees of PT Petrosea Tbk. The independent variables in this research are the Work Environment as X1, Organizational Culture as X2, Employee Development as X3 and employee capability as Y which are the dependent variable. The research instrument based on questionnaire distributed to employees of PT Petrosea Tbk. The population of this research is all employees of the Head Office of PT Petrosea Tbk which located in Bintaro, South

Tangerang with a total of 205 people and the number of samples fill the required in this research was 135 from the rounding of 135.53 respondents to the total population of 205 people or 66 % of the total population (Slovin 5% error tolerance). The Data analysis method which used in this research is multiple linear regression analysis by testing the validity, reliability, normality, multicollinearity, heteroscedasticity, t test, F test, determination test, and multiple linear correlations of the variables and indicators that been studied.

IV. RESULTS AND DISCUSSION

A. Validity and Reliability

According to Riyanto (2018) states that the results of the validity test aim to prove the validity of the all questionnaire items. A questionnaire was stated to be valid if $r_{count} > r_{table}$ with $sig. < 0.05$. The value of r_{table} is 0.1678 with a significant level of 5% ($\alpha = 0.05$). Then the results showed that the questionnaire statement of work environment variables (X1), organizational culture (X2), employee development (X3), and employee capabilities (Y) was indicated the value of $r_{count} > r_{table}$ with $sig. < 0.05$. Thus, the researcher concludes that all items of the questionnaire statement were valid as described in Table 2 below.

Num.	$r_{count} X_1$	r_{table}	Info	$r_{count} X_2$	r_{table}	Info	$r_{count} X_3$	r_{table}	Info	$r_{count} Y$	r_{table}	Info
1	.452**	0,1678	Valid	.666**	0,1678	Valid	.292**	0,1678	Valid	.335**	0,1678	Valid
2	.219**	0,1678	Valid	.593**	0,1678	Valid	.636**	0,1678	Valid	.600**	0,1678	Valid
3	.489**	0,1678	Valid	.636**	0,1678	Valid	.414**	0,1678	Valid	.581**	0,1678	Valid
4	.587**	0,1678	Valid	.385**	0,1678	Valid	.590**	0,1678	Valid	.598**	0,1678	Valid
5	.742**	0,1678	Valid	.707**	0,1678	Valid	.680**	0,1678	Valid	.557**	0,1678	Valid
6	.773**	0,1678	Valid	.588**	0,1678	Valid	.454**	0,1678	Valid	.234**	0,1678	Valid
7	.771**	0,1678	Valid	.453**	0,1678	Valid	.450**	0,1678	Valid	.726**	0,1678	Valid
8	.582**	0,1678	Valid	.315**	0,1678	Valid	.396**	0,1678	Valid	.504**	0,1678	Valid
9	.740**	0,1678	Valid	.392**	0,1678	Valid	.738**	0,1678	Valid	.476**	0,1678	Valid
10	.503**	0,1678	Valid				.743**	0,1678	Valid	.709**	0,1678	Valid

Table 2:- Validity Test
Source: SPSS Processing Results version 25.0

The reliability test of the questionnaire can be relied upon when the answers to the statement are consistent. Furthermore, the questionnaire can be relied upon if the Cronbach's Alpha value > 0.60 . So that the researcher concludes that all work environment variable (X1), organizational culture (X2), employee development (X3), and employee capability (Y) questionnaires are reliable as described in Table 3 below.

Variable	Cronbach's Alpha	Criteria	Info
Work Environment	0.772	0.6	Reliable
Organizational Culture	0.720	0.6	Reliable
Employee Development	0.748	0.6	Reliable
Employee Capability	0.738	0.6	Reliable

Table 3:- Reliability Test Results
Source: SPSS Processing Results version 25

B. Classic Assumption Test

Based on the normality test, the Kolmogorov-Smirnov value is 0.065 with a significance of 0.74. Because the Kolmogorov-Smirnov significance value is $0.065 > 0.05$, so

it could be drawn the concluded that the data are normally distributed.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		135
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.56109978
Most Extreme Differences	Absolute	.074
	Positive	.069
	Negative	-.074
Test Statistic		.074
Asymp. Sig. (2-tailed)		.065 ^c

Table 4:- Normality Test Results
Source: SPSS Processing Results version 25

Multicollinearity test results showed that the VIF value of each variable < 10 and tolerance value > 0.10 . So It could be drawn the concluded that the data tested does not occur multicollinearity like in this regression model as shown in Table 5 below.

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Environment	.429	2.329
	Organizational Culture	.180	5.569
	Employee Development	.157	6.358

Table 4:- Multicollinearity Test Results
Source: SPSS Processing Results version 25

Heteroscedasticity test results that the Scatterplot graph points do not form a certain pattern and spread randomly above and below the number 0 on the Y axis. That could be conclude that this research is free from the assumption of Heteroscedasticity. Therefore, this regression

model was worth to use to predicted the employees capabilities based on added some of factors such as Work environment, Organizational culture and work development. Thus Heteroscedasticity test results in this research could be seen in Figure 3 below.

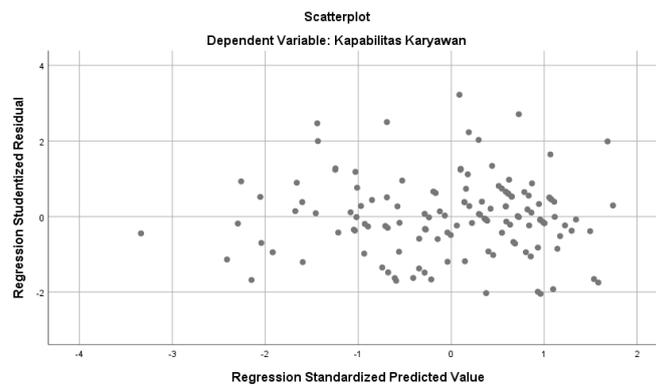


Fig 3:- Heteroscedasticity Test Results
Source: SPSS Processing Results version 25

C. Hypothesis Test

This analysis earn a structure type equation that explains in the relationship between work environment variables, organizational culture, and employee

development on employee capabilities. This test is carried out by using the coefficient of determination, the t test and the F test. The results of this test are explained in Table 5 below.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.588	1.396		2.571	.011
Work Environment	.241	.053	.270	4.556	.000
Organizational Culture	.394	.124	.291	3.168	.002
Employee Development	.391	.096	.400	4.075	.000
F				176.706	.000
Adjusted R Square	0,797				

Table 5:- Hypothesis Test Results
Source: SPSS Processing Results version 25

Partial test results on independent variable work environment, organizational culture, and employee development to the dependent variable employee capabilities can be seen from the results of the t test. The value of the table in this research was 1.97824, it was said to be significant if tcount > ttable with Sig. <0.05. The results of these analysis to the influence of work

environment variables, organizational culture, and employee development partially on employee capability variables are positive and indicated by the regression coefficient β (positive sign) and significant with tcount > ttable = 1.97824 and has a Sig. <0.05. Thus H1, H2, and H3 in this research were accepted and tested, so it could be concluded that the work environment, organizational

culture, and employee development partially had a positive and significant influences on employee capabilities. Thou the regression equation is:

$$Y = 3,588 + 0,241 X_1 + 0,349 X_2 + 0,391 X_3 + e$$

To find out the simultaneous affection which it was carried out using the F test with an alpha level of 0.05, Fable 2.67. After the F Test, the calculated F value obtained was 176,706 > Ftable with Sig. 0,000 < 0.05. The influence can be seen from the Adjusted R Square value

while the Adjusted R Square value of this research was 0.797 or 79.7%. Thus H4 is accepted and tested, so it could be concluded that the work environment, organizational culture, and employee development together have an influence on employee capabilities.

D. Correlation Between Dimensions

This analysis is specifically intended to find out which dimension from the independent variable who has the highest correlation value with the dependent variable dimension.

Variable		Y1 Intellectual	Y2 Physic
Work Environment (X1)	X1.1 Physical	.446**	.762**
	X1.2 Non Physical	.445**	.848**
Organizational Culture (X2)	X2.1 Involvement	.767**	.505**
	X2.2 Consistency	.465**	.606**
	X2.3 Adaptability	.336**	.766**
	X2.4 Mission	.161**	.380**
Employee Development (X3)	X3.1 Training	.698**	.358**
	X3.2 Organization Development	.532**	.434**
	X3.3 Career	.567**	.925**

Table 6:- Correlation Test Results
Source: SPSS Processing Results version 25

Based on the interpretation coefficient table in Table 6 above, we could conclude that:

- For the work environment variable, the dimension that is quite strong is the non-physical work environment dimension to the Physical Ability/Y2 dimension in Employee Capability, because it has a coefficient value of 0.848 (has a "strong enough" relationship). Dimensions of this non-physical Work Environment has coefficient value of 0.445 which is quite strong correlation to the dimensions of Physical Ability / Y2 on Employee Capability on the dimensions of physical ability.
- For an Organizational Culture Variables, a very strong dimension of relationship with Employee Capability is the Involvement dimension to the Intellectual Capability Y1 dimension in Employee Capability. The relationship between these two dimensions has a value of 0.767 (has a "strong" relationship") And the dimension that is very weak correlation with Employee Capability is the Mission dimension to the dimension of Intellectual Capability/Y1 in Employee Capability, because it has coefficient value = 0.161 (has a "not strong" relationship).
- For the Employee Development variable, the dimension that has a strong relationship is the Training Development dimension to the dimension of Intellectual Ability / Y1 on Employee Capability which has a value of 0.698. The relationship between these two dimensions has a "strong" relationship.

E. Discussion

The employee capability is greatly influenced by the employee's work environment. This could be seen that there is a high level of employee capability due to the non-physical work environment which includes a working relationship between superiors and subordinates and fellow colleagues which provides a psychologically positive effect on each employee's capabilities in terms of very dynamic physical abilities among each individual employee. so that it could be affect by employee capabilities and it could be concluded that this research has similiar with previous research conducted by Sofyandi (2008). The Managerial Implications related to the involvement of the Managerial by improving a non-physical work environment conditions (the relationship between superiors and subordinates) related to the application of values such as the application of brutal fact communication in process of interaction between superiors, subordinates and the Company's environment because no information is made/create or manipulate reports because the information is presented as to improve the relationship between supervisor, employee and fellow employees.

The results showed that the employees capabilities is strongly influenced by an organizational culture. Thus can be seen that there is a high level of employee capability related to the influence of the organizational culture dimension on the involvement or empowerment section where the managerial implications of the Management of PT Petrosea apply empowerment to all employees by involving employees to provide an innovation and improvement that comes from employees and makes some input for Management in terms of determining in what direction of the business and future company strategies.

Besides that, at the managerial level it involves subordinates in making decisions on a program or work in each department. This is what push the employees to feel involved and become part of Management so they must increase the capabilities of employees for the intellectual dimension so that they could contribute to the maximum. And it could be concluded that this research are in line with previous research which conducted by Dimitrios Belias and Athanasios Koustelios (2014).

The results showed that the employees capabilities was greatly influenced by employee development. This can be seen from the high level of employee capability related to the influence of employee development dimension which namely Training & Development. At PT Petrosea, the employees are a valuable asset for the company, therefore all the training and development, it is massive to be carried out for all levels of employees through programmes such as Graduate Development Program, Officer Development Program, Supervisory Development Program, and Managerial Development Program.

All the Programs who has a very large impact on employee capacity of the intellectual ability dimension. It has become a company commitment which managerial implication to focus on the company's valuable assets, which namely Human. Therefore, the management strongly supports all aspects of training & development in accordance with the needs of the organization in order to continue to develop both individually, organization and business. So it could be concluded that this research has similar with previous one which conducted by Nick Bontis and Alexander Serenko (2008).

The results showed that the work environment, organizational culture and employee development greatly influenced employee capabilities. Managerial implications regarding this aspect are related to how company management applies improvements in values regarding the relationship between superiors, subordinates and fellow workers to be more open in communicating where the value is a mandatory program that must be practiced for every person at PT Petrosea and also in terms of organizational culture where the Management has implemented a system involving all levels to contribute in providing an idea of improvement both for operational excellence or strategic effect. And the last is managerial implication related to the company's commitment to continue to support training & development for all employees to be able to make a maximum contribution to the company.

V. CONCLUSION AND SUGGESTION

A. Conclusion

The conclusion that the researcher took is based on the discussion of data analysis through proof of the hypothesis which set in this research. The Researchers was focus on Managerial implications which include top-down management of PT Petrosea Tbk's involvement based on the results of these research by looking at several aspects of Managerial implications, namely: quality, capacity,

effectiveness and efficiency. The dimensions that become "highlight" of researchers are the dimensions from the non-physical work environment, involvement, and the last dimension is training & development as discussed below:

- Based on the discussion and the results of the hypothesis test, there is an influence between work environment on employee capabilities at PT Petrosea Tbk, which means that employee capability is also supported by work environment factors (physical or non-physical) where employees will feel working safely and productively without any matters which can disrupt employees in the work process, and also the relationship between superiors, subordinates and coworkers which felt that the employees have a harmonious relationship and silo-mentality felt less so that they would feel the spirit of collaboration between each other which can be support to employee capabilities.
- Based on the discussion and results of the hypothesis test, there's an influence between organizational culture on employee capabilities at PT Petrosea Tbk. Organizational culture has fundamentals to improving the employee capability at PT Petrosea Tbk has a very strong organizational culture in terms of involvement by including every level of employees to think critically and contribute to the ideas and applies on the process in their respective jobs, which are not charged to the Managerial level only. This of course forces the employees themselves to improve their capabilities to provide an excellent work results.
- Based on the discussion and results of the hypothesis test, there's an influence between employee development on employee capabilities at PT Petrosea Tbk. Which means that the employee development has an important role to enhance employee capabilities. Thus can be occur because of employee development in the form of Training & Evaluation is always evaluated every 3 (three) and 6 (six) months after the training was conducted, this is to ensure that each employee has the capability in accordance with the competency demands at each level of employees, so that the ability intellectual and physical could be continue to improve and be maintained.
- Togetherness the work environment, organizational culture and employee development have a significant influence on employee capabilities at PT Petrosea Tbk. This could be means that the higher the value of work environment, organizational culture and employee development, the increases of employee capability at PT Petrosea Tbk aswell.

B. Suggestion

The Researchers provide an advice to the management of the company PT Petrosea Tbk based on the results of research and analysis that have been carried out as follows below, namely:

- Concrete program that researchers recommend to the Management of PT Petrosea Tbk in order to improve the dimensions of the non-physical work environment of employee capabilities with the dimensions of an intellectual abilities, which could suggest

to Management of PT Petrosea Tbk is to create a collaborative program between cross-departments in the form of project innovation or project improvement which of course involves between all departments in the company, so that the relationship between one department with other departments is getting closer because it has a spirit of collaboration with a clear purpose of Management. Beside that, other concrete programs to improve relations between superiors, subordinates, and internal departments with the aim of increasing employee capabilities through the dimension of intellectual ability are, consistently increasing internal sharing session/knowledge and feedback session programs so that superiors, subordinates, and related departments would share intellectual abilities at various levels of employees and of course to further enhance relationships with each other with a feedback session that is conducted routinely and consistently at least once a month. Those Concrete programs above is real steps that researchers recommend to be carried out by the Management of PT Petrosea Tbk because based on scientific research which provides results in non-physical work environment dimensions (relationships between superiors, subordinates, peers, and between departments) need further to improved.

- The other concrete program that researchers could suggest to the Management of PT Petrosea Tbk is related to the mission of the company's strategy must be understood and run to the lowest level (non-staff), so that together on each level they would have the same goals in accordance with the path and mission of the company through to build of a good communication channel in form of socialization by using technology systems such as video conference to reach all employees who are working in remote areas of the project, and to update the progress of the company's mission and strategy intensively at least once every 2 months via email, internal magazines or coffee meetings. This form of socialization from the Management level to all level of the employees that must be carried out in order to have the same rhythm to carry out the company's missions which make it more effective and efficient.
- The other concrete program that researchers suggest to PT Petrosea Tbk's Human Capital Department and the Management regarding those matters that need to be improved is the Organization Development dimension where the Human Capital department at PT Petrosea Tbk should required a system and tools that are very effective in terms of forming potential employees. Like the high potential that has become a talent pool in the Company and the second thing that needs to be improved is Carrer Development where career paths must be formed in every department at PT Petrosea Tbk to support Organizational Effectiveness so to further to the maximize capability of employees at PT Petrosea Tbk and encourages the motivation of employees to provide maximum performance to the company because career paths already have a clear path for each position title and other benefits are the company has a huge of

talents which is a driving force the course of the company's business and could be more effective because they are very best employees amongs the best.

- To improve the employees capability at PT Petrosea Tbk through the work environment, organizational culture and employee development which could be done by:
 - Periodic evaluation of employees in the form of assessments to monitor the capabilities of each employee every 3 (three) months and 6 (six) months.
 - Should have an effective communication channel so that every employee from the lower level (non-staff) could understand and carry out the mission of the company both the company's strategic steps going forward or the vision that is clearly known from the lower level to Managerial.
 - Improving the comfort zone of the physical work environment by means of regular evaluations for air circulation and lighting that could support the comfort feeling of each employees at work so they could contribute to the maximum in terms of increasing their capabilities.

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