



THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

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Abstract

The purpose of this research is to find out influencedimensions of organizational culture (professionalism, integrity, service user orientation, and continuous improvement) on the performance of the employees of the Port Authority and Port Authority of Tanjung Balai Karimun. In addition, this study aims to determine the dimensions of organizational culture that have the most influence on the performance of the employees of the Port Authority and Port Authority of Tanjung Balai Karimun. This study uses a quantitative descriptive approach with multiple regression analysis as the analysis technique. The results showed that organizational culture (professionalism, integrity, service user orientation, and continuous improvement) as a whole had a positive effect on employee performance. Meanwhile, for the partial test, the integrity variable has the most significant effect on employee performance.

Keywords: organizational culture, employee performance

1. INTRODUCTION

Management is basically the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal (Hasibuan, 2016: 9). In detail, Handoko, (2011:8) defines management as a process of planning, organizing, directing, and supervising the efforts of organizational members and the use of other organizational resources in order to achieve predetermined organizational goals. Based on this, we can understand why management is important for achieving the goals of an organization. The focus of management is how to manage organizational resources effectively and efficiently. Because its function is to manage resources, management is approached and explained not only from a scientific perspective but also as an art in managing.

One of the most important resources for an organization in supporting the achievement of its goals is human resources. Human resources are now seen as assets that were previously only seen as factors of production such as land, buildings, money, and other factors of production. For this reason, human resources have become part of strategic activities and even become central in organizational activities.

The paradigm shift regarding human resources as an organizational asset, the development of science, the advancement of civilization and the competitiveness of the resulting goods and services requires academics and management practitioners to develop a field of study on human resources which is a derivation of management theory. The field of human resource studies is known as human resource management.

Mondy & Martocchio (2016:25) describes human resource management as "Utilization of individuals to achieve organizational objectives". Meanwhile Handoko (2011b: 4) defines human resource management more technically and functionally, namely the withdrawal, selection, development, maintenance, and use of human resources to achieve individual and organizational goals. in its development, human resource management is studied using three approaches Hasibuan (2006: 17), namely:

1. Mechanical approach;
2. Peternalist approach;
3. Social systems approach.

The last approach (social approach) is the most up-to-date approach in managing organizations, especially in human resources. The social systems approach is seen as a complex system that is very serious in looking at the harmonious relationship between all human aspects in the organization.

As an approach that focuses on the harmonization of relations between all human aspects, a new social systems approach will be realized when there is a value system that is recognized and shared by each member. The value system provides encouragement for each member to perform to achieve common goals. The value system in question is organizational culture. by Sutrisno (2010: 2) defines organizational culture as a set of value systems, beliefs, norms that have long been in effect, agreed upon, and followed by members of the organization as behavioral guidelines and joint solutions. Therefore, organizational culture can be an organizational social system that guides the organization to achieve its goals by paying attention to the human aspect which will ultimately encourage the performance of each of its members.

The selection of the Port Authority and Port Authority of Tanjung Balai Karimun as the object of research to see the influence of organizational culture on employee performance is based on a long history as a Port and Shipping Service Office in the Riau Islands and has become one of the Class I Port Authority and Port Authority Offices in Indonesia. Since its establishment until now, the Port Authority and Port Authority Office of Tanjung Balai Karimun has achieved many successes. The long history and achievements do not just come, organizational culture is claimed to be one of the factors. For this reason, in this study we tried to get a picture of how the influence of organizational culture on the performance of the Port Authority and Port Authority of Tanjung Balai Karimun employees performance.

2. LITERATURE REVIEW

2.1 Human Resource Management

a. Definition of Human Resource Management

Human resource management is the science and art of managing the relationship and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society (Hasibuan, 2007). 2016:10). In addition, resource management powerHumans are the use of individuals to achieve organizational goals (Mondy & Martocchio, 2016:25). Meanwhile Handoko (2011b: 4) defines human resource management more technically and functionally, namely the withdrawal, selection, development, maintenance, and use of human resources to achieve individual and organizational goals. In line with Handoko, Dessler (2017: 3) translates human resource management as a process to acquire, train, assess, and compensate employees and to manage labor relations, health and safety, and matters relating to justice.

b. HRM Approach Method

To understand human resource management, Hasibuan (2006:17) has three approaches, namely:

1. Mechanical approach. This approach seeks to replace the role of humans with machines in carrying out work. This approach is more about specialization, standardization, effectiveness, and efficiency activities so that the position of humans and machines can basically replace each other.
2. Approach paternalist. Approach it emphasizes the leader in directing his subordinates to act like a father to his child. The treatment of subordinates is very much considered so that causes subordinates become spoiled and productivity decreases.
3. Social systems approach. This approach views an organization as a complex social system. Therefore, harmonization of human relations within the organization becomes the foundation for working together. The basis of harmonious thinking is based on the reciprocal relationship between leaders and subordinates, interaction and collaboration between human beings. Harmonization of relationships in complex social systems will



only be established when a value system is shared by members of the organization. This value system is known as organizational culture.

2.2 Organizational Culture

a. Definition of Organizational Culture

The value system in the organization is an important factor in encouraging the emergence of harmonious relationships in a complex organizational social system. This social system is better known as organizational culture. Schein (Wibowo, 2010: 16) defines organizational culture as the philosophy that underlies organizational policies, rules of the game, to get along, and the feelings brought about by the physical preparation of the organization. Robbins & Judge (2013: 512) defines organizational culture as “a system of shared meaning held by members that distinguishes the organization from other organizations”. Further by Wirawan (2010: 10) are norms, values, assumptions, beliefs, philosophies, organizational habits,

From the various definitions of organizational culture above, it can be seen that this understanding is more substantial so it can be concluded that organizational culture is the basic philosophy of an organization that contains shared beliefs, norms, and values that are the core characteristics of how to do things in an organization. . These beliefs, norms, and values become the basic guideline for all members of the organization in carrying out their performance.

b. Dimensions of Content, Characteristics, and Functions of Organizational Culture

Schein (Wibowo, 2010: 12) explains organizational culture into three levels of organizational culture content, namely:

1. First Level. artifacts. This level is the outermost and most visible dimension of organizational culture which is the social and physical environment of the organization.
2. Second level. Values. This level reflects the values, conceptions of what should be and what is factual held and felt by members of the organization.
3. Level 3. Basic assumptions. This level talks about an acceptance as is by each member of the organization about some assumptions in the organization that are basically not realized.

Meanwhile, for the characteristics of organizational culture, Robbins (Wibowo, 2010: 37) notes that there are seven characteristics, namely:

1. Innovation and Risk Taking.
2. Attention to Details.
3. Outcome Orientation.
4. People Orientation.
5. Team Orientation.
6. Aggressiveness.
7. Stability.

In terms of its function, Gordon (Sutrisno, 2010: 35) sees the function of organizational culture in relation to the social system, namely as a social glue that helps unite the organization by providing appropriate standards for what employees should say and do. The dimensions of organizational culture used in this study refer to the organizational culture of Tanjung Balai Karimun KSOP. The organizational culture is the result of the adoption of several thoughts from competent figures in discussing organizational culture. Organizational Culture in question, among others; Professionalism, Integrity (principle of integrity, Miller: 1984), Service user orientation (Principle of purpose: Miller 1984) and (Social interaction, Schein: 1992), Continuous improvement (Outcome orientation, Innovation, Robbins: 2001) and (Principle of excellence, Miller: 1984) in (Sutrisno, 2010: 37). The explanation of "Organizational Culture" is:

1. Professionalism. Improving Competence and Delivering the Best Results
2. Integrity. Honest, sincere, sincere, disciplined, consistent, responsible
3. Service User Orientation. Providing the best service through synergistic partnerships
4. Continuous Repair. Always making improvements as well as being creative and innovative.

2.3 Employee Performance

a. Definition of Employee Performance

Performance is one of the concepts in human resource management, one of which is influenced by organizational culture. With the development of science and the level of competition, research and performance measurement are also crucial to pay attention to. Lawler and Porter (Sutrisno, 2010: 170) explain performance as a person's success in carrying out tasks. By Minner (Sutrisno, 2010: 170) explains performance as an expectation of a person to be able to function and behave according to the tasks assigned to him. Therefore, the success of the organization in achieving its goals is highly dependent on the performance of each of its members. Sani, Tasmsah, & Munir, (2017).

b. Performance assessment

All members of the organization are objects of performance appraisal. Performance appraisal is important in order to obtain information about actual performance conditions, work problems and challenges, as well as other information used by management to determine the career of each member. Bernadin and Russel (Sutrisno, 2010: 179) produced six primary performances as a reference in measuring performance, namely:

1. Quality;
2. Quantity;
3. Timeliness;
4. Cost effectiveness;
5. Need for supervision;
6. Interpersonal impact.

Meanwhile, for this research, the performance appraisal parameters used are derived from the modification of behavioral aspects which are a derivation of the Tanjung Balai Karimun KSOP Organizational Culture, namely:

1. Improve ability and quality
2. Committed to always be consistent between thoughts, words and actions based on conscience and belief in the principles of essential truth
3. Prioritizing the interests of Service Users
4. Always looking for opportunities and solutions to improve services and performance that exceeds the expectations of Service Users.

2.4 Relationship between Organizational Culture and Employee Performance

The basic values and beliefs initiated by the leader will give birth to practices and policies that are socialized to each member as a guide for behavior. If these basic values and beliefs can answer organizational problems, they will automatically be embedded in the consciousness of each member. The basic values and beliefs that are embedded in the consciousness of each member are known as organizational culture. The more organizational culture becomes a solution, the stronger its influence on the behavior of organizational members. The strength of organizational culture is a guide to behavior making it one of the determining factors for employee performance. Robbins & Judge (2008: 286) explains the relationship between organizational culture and performance. According to him, objective factors such as innovation, attention to detail, results orientation, people orientation, team orientation, stability, and aggressiveness are things, which are perceived by each member of the organization as an organizational culture. when the perception tends to be strong as a behavioral guide, the member's performance will increase.

3. RESEARCH METHODOLOGY

3.1 Research Approach and Method

This study uses a descriptive method with a quantitative approach. The data collected in numerical form is then analyzed to get a picture of the influence between variables so that it can produce research conclusions. Descriptive method is a method used to analyze the data that has



been collected and then describe it as it is without intending to make conclusions that apply to the public or generalizations (Sugiyono, 2016: 147).

3.2 Population and Sample

Population is the total number of all members studied. The population in this study was 107 people who were employees of the Port Authority and Port Authority of Tanjung Balai Karimun. The sample is part of the population. In this study, the sampling technique used a non-probability sampling technique, namely, a sampling technique that did not provide equal opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2016: 84). Meanwhile, the sample collection technique uses the Saturation Sampling technique, which is a sampling technique when all members of the population are used as samples (Sugiyono, 2016:85). Thus, the sample in this study amounted to 107 people.

3.3 Data Analysis Techniques

The data analysis technique used in this research is multiple regression analysis with independent variables (professionalism, integrity, service user orientation, and continuous improvement) and the dependent variable is employee performance. Multiple regression analysis was used to see the effect of several independent variables on the dependent variable. Hypothesis testing using the F test and t test. The multiple regression equation (Sugiyono, 2014: 277) is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Where :

- Y = The dependent variable, namely employee performance
- X1 = The independent variable, namely professionalism
- X2 = Independent variable, namely integrity
- X3 = Independent variable, namely service user orientation
- X4 = Independent variable, namely continuous improvement
- a = Constant
- b = regression coefficient for independent variable

4. RESEARCH RESULTS

Based on the description of the data, the attitude of the respondents towards the implementation of organizational culture (professionalism, integrity, orientation user service, and repair gone stop) on The Harbormaster Office and Tanjung Balai Karimun Port Authority generally agree on implementing the values of professionalism, integrity, service user orientation, and continuous improvement as organizational culture. In addition, the performance of the Port Authority and Port Authority of Tanjung Balai Karimun in general is also in the good category.

The results of the analysis of the influence of organizational culture (professionalism, integrity, service user orientation, and continuous improvement) on the performance of Tanjung Balai Karimun KSOP employees show that there is a strong relationship between organizational culture and employee performance ($R=0.655$). Meanwhile, the value of the coefficient of determination (R^2) also shows a considerable ability of organizational culture (professionalism, integrity, service user orientation, and continuous improvement) as the independent variable in explaining the variance of employee performance as the dependent variable, ($R^2=42.9\%$). Meanwhile for the F test, the results of data processing show that the calculated F value is greater than the F table value. ($8.075 > 2.589$) and the level of sig is less than 0.05 so that the hypothesis H_0 is rejected and H_a is accepted. Thus, there is a simultaneous significant influence of organizational culture on the performance of the Tanjung Balai Karimun KSOP Office employees. For the partial test (t test), based on the analysis results, the integrity variable ($2.501 > 2.017$) has the most dominant influence on the performance of Tanjung Balai Karimun KSOP employees than other organizational culture variables (professionalism, service user orientation, and continuous improvement) so that the hypothesis "Ho" is rejected and the hypothesis "Ha" is accepted. Thus, there is one of the organizational culture variables that have the most influence on the performance

THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

Jon Kenedi, Bambang Satriawan, Muammar Khaddafi

of the Port Authority and Harbor Authority employees, which can be accepted (fail to reject). 017) has the most dominant influence on the performance of Tanjung Balai Karimun KSOP employees than other organizational culture variables (professionalism, service user orientation, and continuous improvement) so that the "Ho" hypothesis is rejected and the "Ha" hypothesis is accepted. Thus, there is one of the organizational culture variables that have the most influence on the performance of the Port Authority and Harbor Authority employees, which can be accepted (fail to reject). 017) has the most dominant influence on the performance of Tanjung Balai Karimun KSOP employees than other organizational culture variables (professionalism, service user orientation, and continuous improvement) so that the "Ho" hypothesis is rejected and the "Ha" hypothesis is accepted. Thus, there is one of the organizational culture variables that have the most influence on the performance of the Port Authority and Harbor Authority employees, which can be accepted (fail to reject).

Table 1 Summary of Data Processing

	Regression Coefficient	Standard Error	Count	Signification
(Constant)	<u>1,301</u>	0.353	3,681	0.001
Professionalism	<u>0.117</u>	0.155	0.757	0.453
Integrity	<u>0.368</u>	0.147	2,501	0.016
Service User Orientation	<u>0.179</u>	0.140	1,279	0.208
Continuous Repair	<u>-0.108</u>	0.173	-0.622	0.537
R	≡	0.655		
R ²	≡	0.429		
F Count	≡	0.075		
Signification	≡	0.000		

5. DISCUSSION

Based on the results of data analysis, for the variables of professionalism, integrity, service user orientation, and continuous improvement, in general, respondents agree to make it an organizational culture adopted by the organization where they work. This shows that basically the organizational culture has been understood and internalized jointly by each member. When the organizational culture has been accepted and internalized, then these values will be the guidelines for each member in behaving. In this context, the organizational culture that has been formed and built over a long period of time is in a position of strong influence in directing the behavior of organizational members.

In theory, referring to Robbins' previous explanation, a strong organizational culture position will also lead to a large increase in employee performance. This is reflected in the findings of this study. The results of the analysis show that organizational culture (professionalism, integrity, service user orientation, and continuous improvement) has a significant positive effect on employee performance. In addition, specifically for the integrity variable, the results of the analysis show the most dominant influence on employee performance from other organizational culture variables. The results of this study support previous studies with similar themes. Kosasih & Sutanto's (2014) research found that organizational culture simultaneously affects employee performance. Other research by Muhammad & Mukzam (2017) who found a significant influence of organizational culture on the performance of Dumai Navigation Office employees. And lastly, the research conducted by Uddin, Luva, & Hossian (2013) which also found that the performance of telecommunication company employees in Bangladesh was significantly influenced by organizational culture.



For the partial relationship between organizational culture (professionalism, integrity, service user orientation, and continuous improvement) on employee performance, based on research findings it was found that the integrity variable is the variable that has the greatest influence on employee performance than other organizational culture variables (professionalism, user orientation). service, and continuous improvement). The results of this study are in line with previous research conducted by Wardani, Mukzam, & Mayowan (2016) which saw the strong influence of the integrity principle variable as a variable in organizational culture on employee performance. This can be seen based on the conceptualization of three types of human resource management approaches, it will be seen that there is a strong correlation with the value of integrity as one of the variables of organizational culture.

1. Mechanical approach
2. Peternalist approach
3. Social systems approach

The social systems approach is an approach that sees the organization as a complex pattern of relationships so that harmonization of relations between members is important. Harmonization of relations between members is a key point in the social systems approach because the next stage of harmonization of relations is cooperation. When cooperation is strong, it will encourage strong performance as well. Factors that influence in shaping the harmonization of relationships is interpersonal communication. Interpersonal communication always talks about the full acceptance of the personal aspects of each member. Acceptance of the new personal aspect will occur when the values of honesty, sincerity, and sincerity are manifested in the behavior of each member of the organization. so that, we can take a consensus that the integrity variable in this case contains the values of honesty, sincerity, and sincerity is the dominant factor in influencing the performance of KSOP Tanjung Balai Karimun employees. So, when connected between theories regarding the positive relationship between organizational culture and performance with the findings of data analysis, there is no contradiction. Basically what is explained in theory with what is found in research is in harmony.

6. CONCLUSION

Based on the results of the multiple regression analysis conducted, there is a positive and significant influence of organizational culture (professionalism, integrity, service user orientation, and continuous improvement) on the performance of Tanjung Balai Karimun KSOP employees. This explains that all respondents consider organizational culture important and positively and significantly affect their performance as employees. Thus, if you want to improve employee performance, it is important to pay attention to the understanding and implementation of organizational culture. In particular, the integrity variable as one of the dimensions of organizational culture applied by KSOP Tanjung Balai Karimun is the most dominant variable affecting employee performance.

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THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

Jon Kenedi, Bambang Satriawan, Muammar Khaddafi

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THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE
Jon Kenedi, Bambang Satriawan, Muammar Khaddafi
