

THE INFLUENCE OF CULTURE ORGANIZATION TO EMPLOYEE PERFORMANCE of PT X

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ABSTRACT

The main purpose of this research is to determine the effect artifact, nt apocryphal work, a narrative of cultural values and culture on employee performance. The population in employee PT X. This study uses a test the validity test and realibility test before to test the validity and reliability of any statement filled. Hypothesis testing is performance using F test, t test, correlation greatly enhanced by of treatment and partial greatly enhanced by treatment. Tjis research used classical nt apocryphal work test, which is consist of multikolineritas test, normality test, heterokedastisity test, autocorrelation test, and linearity test.

The result property of this research shown that financeroll.com were significant effect between cultural values (X2) and nt apocryphal work of the culture (X3) on employee performance. And not significant effect between artifact (X1) on employee performance.

Keywords: artifact, cultural values and basic assumptions of organizational culture

INTRODUCTION

Electronic trading is a form that were targeted to help trade website to increase the number of visitors and introducing products or services through the internet, and give the facility in the procurement a work. *E-commerce* be the general term for the process of purchasing and sales that are to support by internet . *E-Commerce* is now expanding to a phenomenon that trade most commonly used in the whole world (Chaffey in Adriana 2014).

This is the case with PT X that move in line with education system *E-commerce*, trying to provide a redundancy customers, this is very important because necessity and demand from consumer that is increasing and the booming the development of technology and internet in Indonesia at present.

The success a corporate was influenced by employees performance (job performance) or results of the work that was achieved by an employee in do the job in accordance with the responsibility that was given to him. Are non-renewable resources Employee important for

company, because it has a talent, power, and creativity that is needed by the organization to achieve its goals.

As is well known that the performance (*performance*) is the work that can be reached by a person or group of people in an organization, in accordance with the authority and responsibility each of them, in order to achieve the aim at once legally, does not violate the law and in accordance with moral and ethical (Riyadi 1998 in Ardini 2014).

To have a skilled, have ability work and loyal to companies, is not an easy thing. Culture of the organization directing acting to improve commitment or employee loyalties to companies so that it was able to improve the performance of the company in empowerment of human resources context, in order to produce a professional employee and integrity.

At its core each company must have *organization culture* which is adjusted to the type of vision, mission from the company. Culture of the organization to form a performance employee, because create a motivation for karayawan, to give his best ability take advantage of the opportunities in given by the company. The values that is adhered with make employees feel work, has a commitment and loyalty and employee put more effort, improving performance and job satisfaction and maintaining competitive (Pratiwi, 2012).

Schein in Ariwibowo (2013) paints culture of the organization in 3 level, artifacts, the culture of the organization and basic assumptions culture. In every culture of the organization to each other high levels. In the making artifacts are required for the culture of the organization as our standard, as in the making the culture of the organization basic assumptions needed culture of the organization. See the impact culture of the organization that great performance of employees, so it needs to be examined more about culture of the organization, So that I was interested in doing research with the title of " **the influence of culture organization of employees performance in PT X.**

LITERATURE REVIEW

1. Understanding culture of the Organization

According to Kreitner and Kinicki in Winanty (2013), culture of the organization is a form the notion that implicitly owned, received by the group and determine how these groups feel, think and react to their surroundings, which are varied

Culture of the organization dideifinisikan as good values, a series confidence, and behavior patterns that make up their identity organizations as well as on its members. Culture of the organization based on other definitions, can be placed in the values (values) and norms on (Deshpande & Farley in Pantouw 2013).

2. Type of culture of the Organization

According to Kreitner and Kinicki in Gultom (2014), in general there are three kinds of culture of the organization based on character of a person, they are:

1) Constructive culture

Constructive culture is a culture where the employees are encouraged to interact with others and on the tasks and the projects in a way that help them in fulfilling their needs to grow and develop. Type this culture supports confidence normative related to accomplishing such a goal, an award self actualization humane and unity.

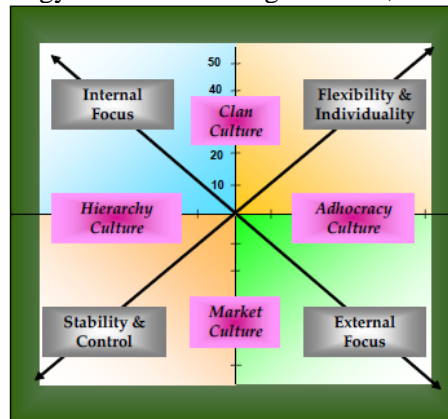
2) *Passive-Culture called defensive*

Passive - Culture called defensive characterised confidence that is possible that PT interact with other employee in a way that didn't threaten themselves. Bduaya promote confidence normative related to the agreement. Conventional wisdom, dependence and livelihoods.

3) *Aggressive Culture-called defensive*

Aggressive Culture - called *defensive* encourage employees to do their jobs with hard work to protect security work and their status. Type this culture which characterised normative confidence that reflects the opposition, power, and competitive perfeksonis.

While according to Brown and Quinn Cameron in Wibowo (2012), identify 4 kinds of culture based on the emphasis on strategy culture of the organization, which are:



1) Clan Culture

A Model or type of culture of the organization that characterised by a pleasant place of work, such as a big family. An effective leader was a leader who was to play such a role mentor, even as "the parents" for his subordinates. Glue in the organization is loyalty and traditions.

2) Adhocracy Culture

A Model or type of culture of the organization is characterised by a workplace that dynamic, and entrepreneurial. The effective are those who have the vision far ahead, innovative, and have the courage to take the risk. That glue in this organization is our commitment to opportunity to do some experiment and innovation to continue and landslides. The success seen from leadership products and innovator

3) Market culture

A Model or type of culture of the organization is characterised by place of work results-orientated. Effective leaders are those who are hardened, like worked hard, and mobile. Glue in this organization is the desire to win the competition. The criteria success is usually seen market share and position to compete.

4) Hierarchy Culture

A Model or type of culture of the organization is characterised by a workplace that formal and tersruktur. In addition, culture of the organization is also a structure is emphasized the importance of good, tidy in the organization. All work process set up raw materials and systematic. An effective leader is the coordinator. Maintain continuity in the company is extremely important. The rules and the policy is glue organization. A Model or guidelines management that has long been a favorite in the control is usually used and a strict controls.

3. The dimensions culture of the Organization

Gibson (2012) in culture presents 4 elements:

1) The avoidance of uncertainty

The avoidance of uncertainty is level where members of the community did not feel comfortable with uncertainty and ambiguity. This feeling directed them to believe certainty and promised and to maintain agencies that protect adjustment. People who have evasion

uncertainty continues to maintain a strong belief and behavior that tight and not tolerant toward people and ideas that flirt with.

2) Masculine vs Feminim

High masculinity is a tendency in the community will achievements, heroic, firmness and success material, while feminalitas reflect a tendency for relationship, the simplicity, attention to the weak and quality of life. Main issues in the dimension is way for people to allocate social role for gender differences.

3) Individualism vs togetherness

Individualism is a tendency in social frameworks which the individual is suggested to keep themselves and their families. Collectivity reflect a trend where individuals can hope for relatives, tribe or other groups to protect them in return for absolute loyalty that they give.

4) The distance power

Power is the measure The distance where a community members to accept that power in the institution or organization are not distributed equally. This was affected on members who came to power and authority. Main issue dimension is how a community dealing with differences between the people when this happens.

Horisson and winanty Stokes in 2012, distinguish one culture to 4 dimension that is oriented culture,namely :

1) The Power Orientation

In a company oriented to power, the leadership based on power, justice, and the policy. Its leaders felt responsible for to his subordinate. Orientation power was extremely according to the situation when leaders have the vision, highly regarded, and wanting to manage udaha and directly supervised such his subordinates.

2) The Role

Orientation on the role place a system of the structure and procedures to replace the power leaders. The structure and system providing protection against subordinate and stability organization. It is obligatory and rewards for the members or subordinates is defined in detail, usually in writing and held the contract explicitly between organizations and individuals.

3) The Achievement Orientation

Organizations that are oriented to the achievement disebit also organization in a row. Because this type using mission to make interesting and personal energy issue of its members to pursue common purpose. The members to give the their goals with free as a response to their commitment to the point that was divided into, they willingly give more to the organization.

4) The Support

Climate Change in an organization that is based on mutual trust among the members as individuals with this organization itself. In this condition officials are convinced that they considered as a human being, not only as a machine. There is a warmth that encourage the organization.

4.Levels culture of the Organization

According to Schein in Ariwibowo (2013) paints culture of the organization in 3 different levels which are:

1) Artifacts.

This level is a dimension most can be seen from culture of the organization, is a physical environment, rules, norms and social organizations. Members of the organization often do not realize the artifacts culture of the organization for them, but those outside the organization can rest watch them with clear.

2) The values.

All learning organization reflects the values, the feelings members of the organization them about what should be different from what is. If a member organizations facing a problem or new tasks, the solution is the values.

3) Basic assumptions.

If a solution that was put forward by corporate leader repeatedly can be successful, the solution is considered to have basic assumptions as they should. is a solution that most believed it was the same with the theory of knowledge that is being applied to a problem facing the organization.

According to Lundberg in Mohyi (2013) made levels culture of the organization as main topics classify culture of the organization in four classes, namely:

1) Artifacts

Artifacts are aspects culture that can be seen. Artifacts verbal, behavior, and physical in the manifestation of culture of the organization.

2) Perspective

The rules perspective, and norms that can be applied in certain contexts, for example to solve problems which face by members of the organization, how to define situation-situasi that emerged. It is usually members realize this perspective.

3) Value

This value more abstract than perspective, though often revealed in philosophy organization in carrying out its mission

4) Assumption

This assumption is often are not aware of artifacts, perspectives and values

5. Understanding Employees Performance

According to Cash and Fisher Brahmasari *et al.*,(2012), proposed that the performance often called the *performance* or *result property* that is defined by what has been produced by the individual employees. Performance was influenced by organization performance himself is on organizational development ,the plan compensation, communication system, managerial style, organizational structure policies and procedures.

According to Smith in Margareth (2012) definition performance was the result of a process, people or other. Performance employees is a most important characteristic to determine the success an organization.

Performance is a term that comes from the word *Job Performance* or *Actual performance* (work achievement or achievement is to be achieved) Performance (work achievement) is the work in quality and quantity that is achieved an officer in carrying out their duties in accordance with the responsibility that was given to him (Mangkunegara in Murti 2012).

6. Factors - factors that influence the performance employees

According to Notoatmodjo Riyadi in 2013, there are 3 main factors that influence to performance, namely

1) Individual (ability to work)

2) Business (a desire to work)

3)Support organisasional (opportunity to work).

According to Dharma in Ruhana *et al.* (2013), explained that almost all ways performance measurements from the point of view management consider quantity, raise the quality and timeliness.

1) Quantity safety

Quantity safety is the number of textbook activities, which is to be completed by the employees. Not all kinds of work can be measured in quantity work. The measurement quantity work involves calculating exodus from process or implementation. This was related to the number of exodus that are produced.

2) Work quality

Work quality related to a quality products that are produced by companies, including whether people like the product, if the product has been in line with minimum standard that has been set or still needs improvement in the form or another. quality can be interpreted as a certain level where process or implementation result in has approached to stay or has approached aim. Quality is good quality that was produced by (whether or not. Measurements reflect the level quality satisfaction, which is how well the solution.

3) Accuracy working time

Accuracy working time is a way that is used to know, the low performance employees. Timeliness can be seen from whether or not in accordance with the time that has been planned. Working Time is very important as a consideration in measuring either good or bad and rose an employee performance or revelation. When employees able to complete his work with good and right on time, it can be said that the performance employee was very good.

RESEARCH METHODS

Research Approach

This approach or used is an approach quantitative research by using a questioner that aims to examining the relationship between the free the culture of the organization and motivation variables are tied to the performance employee.

The place and time or

The research at the office of PT Indochart Ardimulyo on Malang, East Java. This research will be done in 2 different place because employees of PT Indochart in for a 2 parts. The research was conducted May 2015, because the division a questioner will be done on the work and in the clock spare employees.

Sampling methods

Sampling method is used saturated sampling techniques that determination samples if all the members used as a model. This is often done when population is relatively small, less than 100 people.

Collection Data

This research uses the data kuantitatif. Quantitative data that is used in this research data about the number of employees is, gender, employees' status, age employee.

VARIABLE RESEARCH

Culture of the Organization

- 1) Artifacts is a level where the first/activities or organization looks like a organizational structure and process, physical environment organization, indicators to variable artifacts are:
 - i) Vision and Mission that imagible
 - ii) Vision and Mission, which focused
 - iii) Vision and Mission that Flexible
 - iv) Social relationships among the employees who practice
 - v) Controlled himself and to control his temper in work
 - vi) On positive work in the workplace

- 2) The value is the principles of the social, goal and standards applied within the company and is considered important and define what is seen by each member of organization. The variable indicators are:
 - i) Profits in the targeted *owner*
 - ii) On schedule, which is targeted market position *owner*
 - iii) Employees who synergized
 - iv) Employee salaries according
 - v) Quality products
 - vi) A *friendly*
 - vii) Security cooperation with distributor
 - viii) Time payments to suppliers who quickly

- 3) Assumption is a belief that is considered to have had to be in themselves and each member of an organization that covers aspects and pegged confidence, thought to have strong feelings organization. Variable indicators assumptions:
 - I) Believe to be the best
 - Ii) Believe in the service and quality
 - Iii) Believe about the importance perfecting
 - IV) Believe that our customers sovereign

Employees performance

Performance employees are what has been produced by the individual employees. According to Ruhana *et al.*, (2013), performance indicator employees are:

- 1 Neatness
- 2 Attention
- 3 Many results
- 4 Work to target
- 5 Time

ANALYSIS DATA METHODS

After receiving a complete data or on the next step is to evaluate data that had been received by to solve the problems and at the same time to examine the hypothesis that has been put forward. The method of analysis is used in this research. Analysis methods in linear simple, mingled with the computer and using a program SPSS v. 16.00 .

The formula of Simple Linear Regression is as follows:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \epsilon$$

Note:

Y = the value of the relationship variables are free to variables are bound

B1 = koefesien partial regression artifacts

B2 = koefesien partial regression values

B3 = koefesien partial regression assumption culture of the organization

X1 = variables artifacts

X2 = variable values

X3 = variables assumsi

Bo = Constant

E = *standard Jusamn explained*

RESULTS of RESEARCH

$$Y = 6.669 - 0,096X1 + 0,96X2 + 0,095X3$$

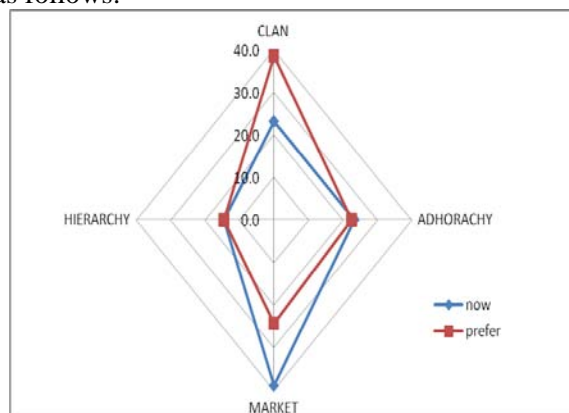
Note: Y : Employees performance

- X1 : Artifacts
- X2 : The culture of the organization
- X3 : Basic assumptions

Regression equation can be described as follows:

1. Variable influence Artifacts (X1) terhadap employees performance (Y) based on the result calculating partially had a profound influence negative and not significant. The negative impact of -0.096, means that Artifacts is inversely proportional significantly affect and not to employees performance, so the more than Artifacts will not significantly affect on the work of employees.
2. Variable influence The culture of the Organization (X2) terhadap employees performance (Y) based on the result calculating partially have a positive influence and significantly affect. The coefficient regression analysis of 0.96 , means that The culture of the Organization is significantly affect on the performance and employees. If X2 up one unit of the Y will be up to 1,075 on the assumption that other variables to be more than The culture of the Organization, the higher employees performance nor
3. Variable influence on The assumption Culture Organization (X3) terhadap employees performance (Y) based on the result calculating partially have a positive influence and significantly affect. The coefficient regression analysis of 0,095 , means that basic assumptions culture of the Organization is significantly affect on the performance and employees. If X3 up one unit of the Y will be up to 0,064 on the assumption that other variables, so basic assumptions more than culture of the Organization, the higher performance nor employees.

OCAI result of the overall employees of PT X, provides an overview chart of organizational culture as follows:



The cultural profile of PT X is based on the graph shows that colored blue is organsiasi current culture profile (now) and red is the expected cultural profile of employees (Prefer).

Based on the calculation highest score is the market, as many as 169 of perception. Market type of organizational culture characterized by orientation on goal, won the competition, becoming the leader of a competitive market and high demand in the achievement of its employees. It happened at PT X is engaged in ecommerce, with the proliferation of companies engaged in the field of ecommerce, PT X is required to compete more closely. In the world of ecommerce, the ecommerce company should seek to demonstrate the credibility of the company as possible when he first entered the world of ecommerce, as the system ecommerce buying and selling via the Internet, where the Internet is a virtual world, where products are sold traded can not be seen in practice. So that the ecommerce company can lead in a competitive e-commerce market.

Cultural profile that tends expected next 3 years is a culture of clan, a condition where the company like a big family, there is a strong togetherness among all elements of the company. Employees at PT X wanted the type of clan culture due in achieving an organization's goals takes teamwork.

Based Model victor changes in Subayo tan (2012), it is done by PT X today with a grace period of 3 years is the change are:

1. Conducting interviews on the employees of PT X is carried out in the first year
2. Evaluate the behavior of employees, from the aspect of the activities and behavior of daily work tailored to the cultural characteristics that are expected over the next 3 years, the Clan. The evaluation was conducted in the first year and second year.
3. At the end of the second year, implementing organizational culture characteristic gradually and be monitored regularly.
4. In the third year, making some events that support the cohesiveness of teamwork. This is done to strengthen the cultural characteristics Clan family-oriented.

ADVICE

A Questioner or artifacts is less dynamic, so respondents only focused on a single answer only

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