

THE INFLUENCE OF ORGANIZATIONAL CULTURE IN PRODUCTION AREA TO IMPROVE EMPLOYEE PERFORMANCE IN KING STONE COMPANY

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ABSTRACT

Aim of the study: The main aim of research study is to measure and find the impact of organization culture in production line to improve employee performance in King Stone Company. Research Methodology: Literature review is placed as methodology to assess culture characteristics and culture types of an organization impact upon employee's performance. Findings: Certain working culture characteristics and types of organization culture have been identified by interviewed the key informants from King Stone Company and has been measured by Organizational Culture Assessment Instrument (OCAI) for assessing current and preferred organization culture. The OCAI current culture type is Hierarchy culture with the average highest score of 47.5 and the preferred culture type is adhocracy culture with the highest average score of 38.89. Recommendation: The strong culture of an organization is at best when managers and leaders managed to build a solid open communication among all members of the company. Employees should also increasingly emphasized as involved in team unit to optimize in decision making. As human resources that shift the company, it is necessary to unite as one to embody a good performance.

Keywords: Organizational Culture, Employee Performance, Human Resources, OCAI (Organizational Culture Assessment Instrument)

INTRODUCTION

Organizational culture plays a significant role in the company daily activities both through employee's performance and human resources. Stone Company has been in briquette manufacturing business since 2011. After four years of operation, the production quality result has not yet stable due to frequent production problems caused by negligence of employees when performing daily activities during working time. One of the most stand out issue happened when machine maintenance was not carried out by the employees in accordance to the company machine maintenance procedures. Eventually the issue led to fire in production area for several times and machine damaged for so many times.

Table 1. Company Machine Maintenance Procedure vs Employee's personal Machine Maintenance Procedure

Production Areas	Total Employees in charged	Production hours	Schedule and Total Maintenance Time (Company Procedure)	Total Maintenance Time (Employee's Personal Procedure)	The Impact that Happened
Loader Equipment Machine	2	8 hours x 6 days (08.00 - 16.00)	15 minutes every day after working hour finished	Once every several days	Loader equipment machine becomes very dusty. In the long run could damage the internal loader machine.
Printing Area Machines	8	8 hours x 6 days (08.00 - 16.00)	30 minutes every two weeks at 7.30 am in the morning	Once every month and lots of machine part have never been for maintenance before in the past 2 years.	Easily caught fires in the past in the printing area machines. Also the machine component is not durable, and continue to be replaced all the time.
Furnaces Area	8	24 hours x 7 days	1 hour every time when a furnace production end	Less than an hour	A furnace exploded because it was used again immediately when the furnace was not ready

Source: King Stone Company 2015

Therefore, companies must be able to facilitate organization culture growth and understand the importance of available resources throughout set of values, beliefs, employee behaviors and attitude so it could be managed in order to manage the performance that empower company and all its employees. According to Shahzad (2014), company is able to doing well if the management is able to create and maintain a culture with high level of involvement of its employees. Strong culture have an open communication and employees are able to participate effectively and efficiently in the decision making to explore their ideas and skills.

Problem Statement

Based on this issue stated, the problem in this research is how the organizational culture in production line may influence and help on improving the employee performance in King Stone Company?

LITERATURE REVIEW

Human Resources Management

According to Lu et al., (2015), the concept and practice of human resource management (HRM) has been greatly impacted by cultural and management backgrounds today. Human resources is an important factor inside a company. The involvement of human resources in the company is formed as labor, staff, or employees. Employees as human resources in a company is an important factor for increasing productivity or progress of the company. As good as a company would be, a company cannot survive and grow without supported by employees. To achieve that, management must ensure a pleasant relations among team members because it is considered vital to positive management.

Employee Performance

Employee performance means employees ability to reach personal or company's goal using the resources as effective and efficient as possible (Shahzad 2014). Similarly, Mensah (2014) showed that employee's performance referred to how wise an individual take action and give contribution with the behavior that correspondingly with the company's goal.

Company influence is huge especially the management ability to give orders to employees, give motivation and know how should work behavior to be expected from employees (Sokro 2012). Motivation determines employee performance. According to Raza, et al. (2014), the assured approach of employees in the direction of the company motivates the employees to accomplish company purposes and goals and stay motivates them the feeling of confidence, self-motivation, obligation and trust in the direction of the company system and procedures. Ultimately, it brings to the accomplishment of productivity and focuses to gain the optimal goal of company profit growth.

Organization Culture

Every company has its particular culture that describes it and its employees. It helps build difference from other company within the industry (Sokro 2012). According to Raza, et al. (2014), culture principally incorporates of such values and behaviors that are understood to be a pathway concerning success and significant accomplishment of company goals, and consequently should be committed in every new participants of the company and should be planned to all long time and present participant as well.

From a famous quote by a musician 'life is what happens while you are busy creating other plans' (John Lennon 1940-1980). As from a company point of view, according to Sharifirad and Ataei (2012) observation, organizational culture is what happened when owner or director of the company busy making and implementing the company's strategic plans.

'A strong organizational culture and good developed interpersonal skills of the employees help turn all situations into a win-win situation and ensure the achievement of organizational goals and objectives.' (Raza, et al., 2014 pp.386)

There are some explanations why employees enjoy their life in a company and show loyalty to the company. According to Raza (2014), one of the reasons are working collaboratively in team in particular projects that develop sense of obligation rather than just concern and desirability.

Organizational Culture Characteristics

According to Sokro (2012), research recommended seven characteristics of organizational culture. The seven characteristics are as follow:

- **Innovation and risk taking:**
 - Employees are encouraged to be innovated and take risks in accomplishing their responsibilities in work.
- **Attention to detail:**

- Employees are anticipated to display a correctness (accuracy) exploration, and care to detail.
- **Outcome orientation:**
 - The management is able to focus on results rather than on the techniques and processes used to achieve results.
- **People orientation**
 - Management decisions take into account the influence of the results on the people in the company.
- **Team orientation**
 - Work activities are organized based on the team, rather than individual basis.
- **Aggressiveness**
 - People take it easy rather than they are competitive and aggressive. Directly related to the aggressiveness of the employee.
- **Stability** is to the extent to which activities of the company stressed that the retention of the status quo that has a good working culture rather than focus on growth.

Each of these characteristics consist of various elements, which describe directly how members perspective against a couple of things in the company. Every company have different elements, depends on the demand and what is believed to be right for them.

Organizational Culture types

Publication and research findings have suggested diverse types of culture depending on their perspective of culture. Culture types have been comprehensively considered and studied because they are recognized to be a valuable tool in distinguishing company based on culture (Sokro 2012). Pinho (2013) stated 4 culture types as follow:

- (1) Clan culture highlights teamwork, participation and cohesiveness
- (2) Adhocracy culture highlights values of creativity, adaptability, and entrepreneurship
- (3) Hierarchy culture highlights regulations, rules and order.
- (4) Market culture emphasizes goal achievement and competitiveness

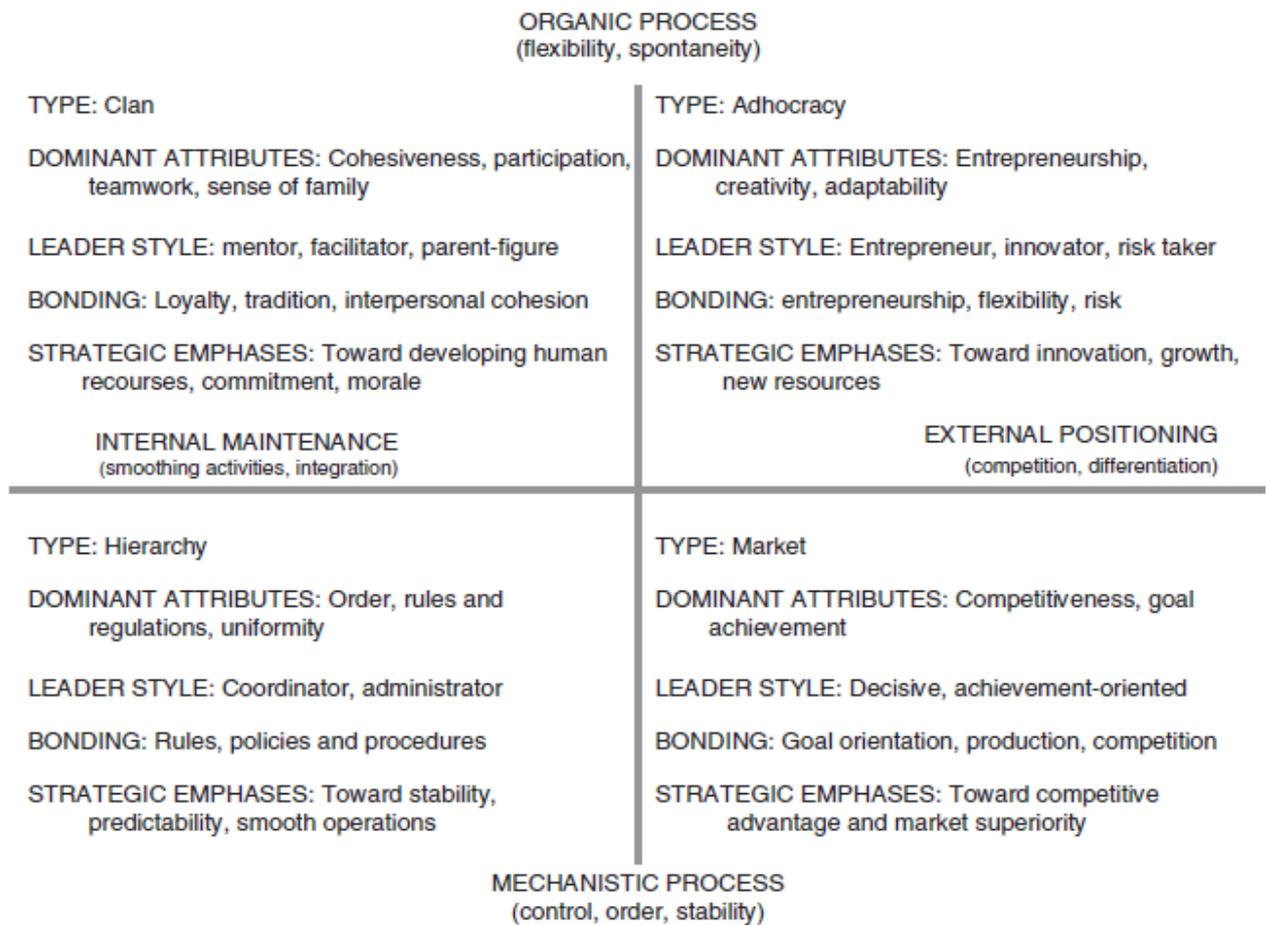


Figure 1. A Model of Organizational Culture Types

Source: Pinho (2013)

RESEARCH METHODS

The research method in this paper is qualitative descriptive research on case study. The method author used in particular for organizational culture research, caused by the necessity of the needs to recognize more on the basic assumptions of a company. With direct interaction within the object of research, it will generate sufficient data to understand the characteristics of organizational culture in production line that is happening now in UD. King Stone.

The research is designed to examine the influence of organization culture on employee’s performance in King Stone Company. For this purpose, culture is supposed as an independent variable, while employee’s performance is taken as a dependent variable. Several parameters are used to collect data that is required for research purposes are through interviews and filling questionnaires, the original record of company data, as well as official documents that are supporting the research.

Resource from collecting data through interview and questionnaires would be three informant selected by the author from the members inside the King Stone Company. The selected three informant are senior human resource management executive, manager of printing are production line, and manager of oven area production line from King Stone Company.

The purpose of interview is to determine the existing characteristics of organizational culture of the King Stone Company via informant’s answers. The list of questions of interview is linked to seven characteristics of organizational culture theory by Sokro (2012)

Questionnaire survey is engaged using OCAI (Organizational Culture Assessment Instrument) assessment to determine current organizational culture and preferred organizational culture types from the model competing values, established by professors Robert Quinn and Kim Cameron (<http://www.ocai-online.com/>). To achieve that, six OCAI organizational culture dimensions would be used on the survey.

Table 2. Dimension and Organizational Culture Types according to Cameron & Quinn

Dimension	Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture
Dominant Characteristics	Family oriented	Dynamic and Entrepreneurship	Result Oriented	Structured, Under control
Leadership Style	Mentor, Facilitator	Innovative and risk taker	Logic sample and aggressive	Coordinator
Employees Management	Teamwork	Give freedom	Competitive	Stability
Company Relation Adhesiveness	Loyalty, and beliefs	Commitment for innovation	Aggressive	Formal
Strategic Emphasis	Development, Participation	Discovering new things	Achieve target	Stability
Result Oriented	Member commitment, concern	New product, new service	Market leader	Efficiency

Source: Umartias (2014)

FINDINGS

Interview Analysis and discussion

After analyzing the organizational culture based on the Sokro (2012) seven characteristics of organizational culture on the production area to improve employee performance in King Stone Company, the company should perform managerial implication based on the results of interviews.

Innovation and Risk taking

Table 3. Innovation and Risk taking

Before	After
Owner of the company restrict any opportunity and creativity for employees to make decision and solving production problems.	Owner of the company should provide an opportunity and confidence that let the employees mix their creativity in their jobs. When more people do the thinking is always better than just one person who thinks for the future of the company
There is no open communication between owner as the leader and members of the company which lead to restricted opportunity for employees to make risking decision. What would happen, when leader is not available when problem happens during work time??	Leader should spend more time to interact directly with employees. Leader should also provide opportunities for employees that have high potential to drive the company towards the better by giving them chances to make risk decision, even the decision has a high risk. Eventually employees performance will improve.

Attention to detail

Table 4. Attention to detail

Before	After
Employees performance will decrease if manager did not make direct supervision to them while working	The role of an employee with high position (Manager) is very important to continue to develop superior knowledge, superior skills, and experience in managing the workforce and to promote individual achievement.
Failure to pay attention to detail (human error) lead to a higher chances to face production problems in the company	Employees should understand the job mistake they made beforehand. Because generally work error occurred because people are careless and reckless.

Outcome orientation

Table 5. Outcome Orientation

Before	After
The company success and individual wellbeing have a positive impact or negative impact depending on the characteristics of the jobs that form the employees motivation	Make sure employees get enough rest times. Accumulated work can make employees feel exhausted, hence their productivity level would decrease. A few minutes of rest simply relax the back muscles can make them back to fit again.

People orientation

Table 6. Outcome Orientation

Before	After
Salary is the main factor that motivated employees to work. If the salary is not accordance with the employees willingness to work, high possibility that potential employees will move to other company.	Ensure that company is able to give compensation fair and equal to all employees. By accepting incentives, especially fair amount, employees would be motivated to work even better, though they might expect to receive greater incentives.

Team orientation

Table 7. Team Orientation

Before	After
Teamwork will not work smoothly without good and open communication and support along members of the company	Though it is challenging, leader in the company must build a solid team. An ideal leader should have the ability to accommodate all the ideas of his team, able to delegate the task to put the right people in the filed under their control, could motivate members to meet the set target, and to find a solution to the conflict among team members.

Aggressiveness

Table 8. Team Orientation

Before	After
There is perception of bad behavior employees in the workplace because work is too relaxed when the owner of the company is not around	Owner of the company should provide motivation to its employees every day. If they have reached the target that owner asked, provide them a little praise, so they will feel more appreciated by the owners of the company and the more better they will do their tasks.

Stability

Table 9. Team Orientation

Before	After
The stability of the activities and success of the company is determined by the human resources that involved in the company itself.	Existing culture is the social adhesive that can help unite all members in the company with providing the positive and correct basic assumption so employees know what to say and what to do in everyday activities in the company

OCAI Result

OCAI overall chart result after done survey and calculation as follow:

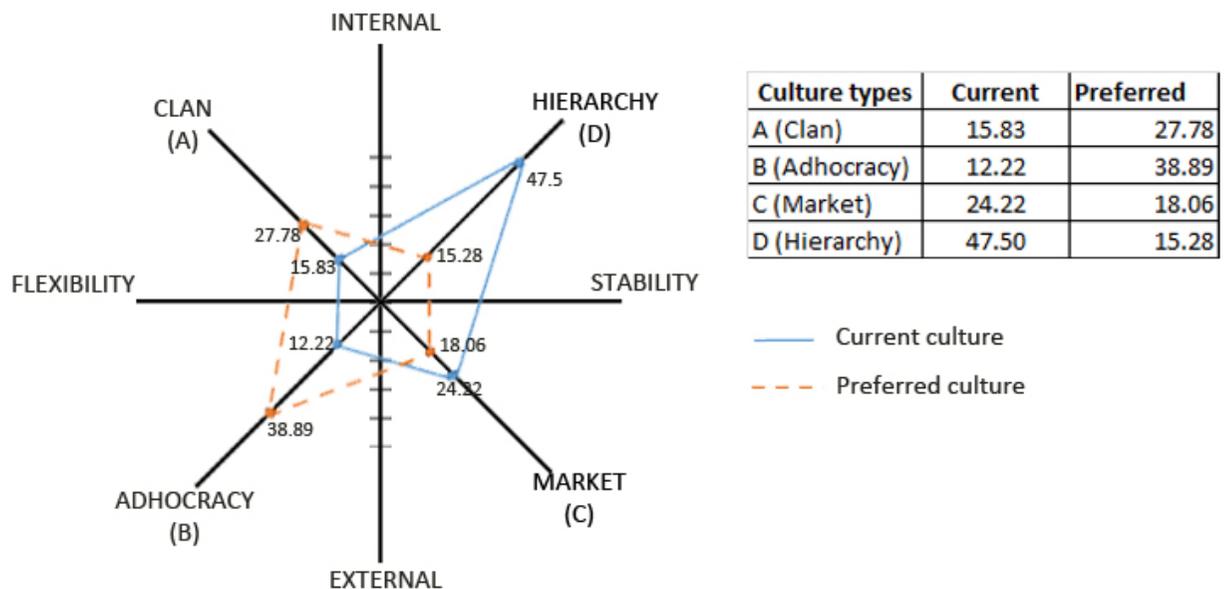


Figure 2. OCAI Graph Mapping Result

Culture profile in King Stone Company on Figure 2. Shows that blue line is the current culture type in King Stone Company. As for red line shows preferred culture on 3 to 5 years to come.

Table 10. OCAI Score Result of Current Culture vs Preferred Culture

Culture Types	Current Score	Average Score (Current)	Preferred Score	Average Score (Preferred)	Average Different Score
Clan	285	15.83	500	27.78	11.95

Adhocracy	220	12.22	700	38.89	26.67
Market	440	24.22	325	18.06	-6.16
Hierarchy	855	47.50	510	15.28	-32.22

According to Table 10, the result of the organizational culture analysis shows the gap between the current culture and preferred culture. From the OCAI average score different point of view, the employees believe the current culture they have is hierarchy culture in the company and what employees preferred in the next 3 years of working is adhocracy culture. The reason for employees preferred adhocracy culture is because employees want to feel freedom, and try new things when they committed to work.

CONCLUSION

In analyzing the influence of organizational culture in production area to increase employee's performance in King Stone Company in Indonesia, the performance of employees would be improved by establishment of strong culture in the company. The study should also analyses all the existing organizational culture aspects from company and employees point of view to determine which aspects have negative and positive impacts to company production area. To determine organizational culture aspects, hence, the analyses could be done by collecting data from interview and questionnaire survey.

Certain working culture characteristics and types of organization culture have been identified by interviewed the key informants from King Stone Company and has been measured by Organizational Culture Assessment Instrument (OCAI) for assessing current and preferred organization culture. The OCAI current culture type is Hierarchy culture with the average highest score of 47.5 and the preferred culture type is adhocracy culture with the highest average score of 38.89.

The finding showed that employees engaged their job very strict according to the leader order and decision making. Hence, it locked the chances for employees to make their own decision and creativity when they have the opportunities. The interview result is matched with the OCAI survey that the company is currently engaging a hierarchy culture where employees must totally follow management and leader order, rules, and regulation in daily working activities. The preferred adhocracy culture hence showed the opposite direction of what employees preferred to have in the company culture in the next 3 years. Freedom and chances to make their own decision making.

However, the study is confident that

- There might be other issues other than organizational culture that encourage and make employees perform fine on work.
- It is not part of the environment of the company to regularly motivating its employees but when there is a determination in that regard it has a matching increase in organization's effectiveness and efficiency.

In sight of the findings of the research, it is suggested that:

- The strong culture of an organization is at best when managers and leaders managed to build a solid open communication among all members of the company. Employees should also increasingly emphasized as involved in team unit to optimize in decision making.
- To increase employee's performance, management should little by little begin to direct and shift the company perception to the employee's perception and preferred of organizational culture. To increase employee performance oriented, eventually, it is better for company not to depend on its current hierarchy culture but shift to adhocracy culture as preferred by employees.

- Company should regularly inspire its employees since it contributes matching increase in organization's effectiveness and efficiency. Therefore if company improve the culture of rewarding and admitting employees' effort, it could make employees motivated and perform fine. The method could be done by giving employees chances to take risk decision and put creative effort when facing problem during work time.

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