

The Influence of Organizational Culture On Employee Performance In Sukabumi City

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Abstract: *Organizational culture in the sub-district environment will influence the behavior of organizational members so that it has an impact on employee performance. This study aims to determine the effect of organizational culture on employee performance in Gunungpuyuh District, Sukabumi City. In this study, a quantitative approach was used with the associative/relationship research method. The population in this study was all employees in the Gunungpuyuh District Office, Sukabumi City, totaling 26 people. The results showed that 16% of employee performance in Gunungpuyuh District, Sukabumi City, was influenced by Organizational Culture. An organizational culture based on an innovative work system needs to be developed at the Gunungpuyuh District Office, Sukabumi City. Thus, this innovative organizational culture model needs to be applied in an effort to improve the performance provided by employees.*

Keywords: *organizational culture; employee; performance.*

Introduction

According to Government Regulation No. 41 of 2007, it is explained that the sub-district is the working area of the sub-district head as a district or city regional apparatus. As a result, a camat has a position and reports to the Regent or Mayor via the Regional Secretary.

In carrying out the extension of the regent or mayor accompanied by a special position sign, a sub-district head will lead his sub-district office in accordance with the leadership style that is owned and desired by the sub-district head concerned, according to existing regulations, developing situations and conditions, or even the sub-district's

tastes. itself, so that in the end it will form an organizational culture that applies to and runs in the work environment of the district.

Therefore, Organizational Culture in a district environment will be formed and influenced by cultural elements. Cultural elements consist of mindsets in the form of dogmas, doctrines and knowledge that give birth to values, and patterns of action (patterns of behavior) in the form of norms that are followed and obeyed. Values are what are valued, upheld, and respected as guidelines for thinking and behaving, while norms are a set of unwritten and written social rules to

serve as guidelines for behavior (Saleh, 2012).

So important is culture in organizations that many organizational theorists have recently recognized and realized that culture can provide its own color in the relationships between members in organizations. Culture is also seen as an independent variable that influences the behavior of members in order to improve their performance and that of their organization. If the culture has been institutionalized within the organization, then organizing and controlling its members will be easier as individuals control themselves. This also applies to employees who are included in the organization and work in an office.

Speaking of employee attitude problems, they will not be separated from employee performance. Employee performance includes, for example, obedience, or adhering to all rules and procedures that apply in their respective work organizations. Organizations that have employees with good performance will achieve their goals in a timely manner, without negligence at work. There is a saving of both time and cost, so it is indirectly expected to increase work productivity.

In the context of organizational culture and office performance, Kotter and Heskett in Pabundu Tika (2012) through their research on 207 offices in the world whose activities are in the United States, state that: 1) office culture has a significant impact on the long-term economy; 2) Office culture will probably be an even more important factor in determining success or failure in the coming decades; 3) Office culture can also hinder financial performance, even if there are smart and reasonable people; 4) Even though it is difficult to change, office culture can be

made to be more performance-enhancing. This is what prompted the researcher to be interested in conducting research entitled "The Influence of Organizational Culture on Employee Performance" in a case study at the Gunung Puyuh District Office, Sukabumi City.

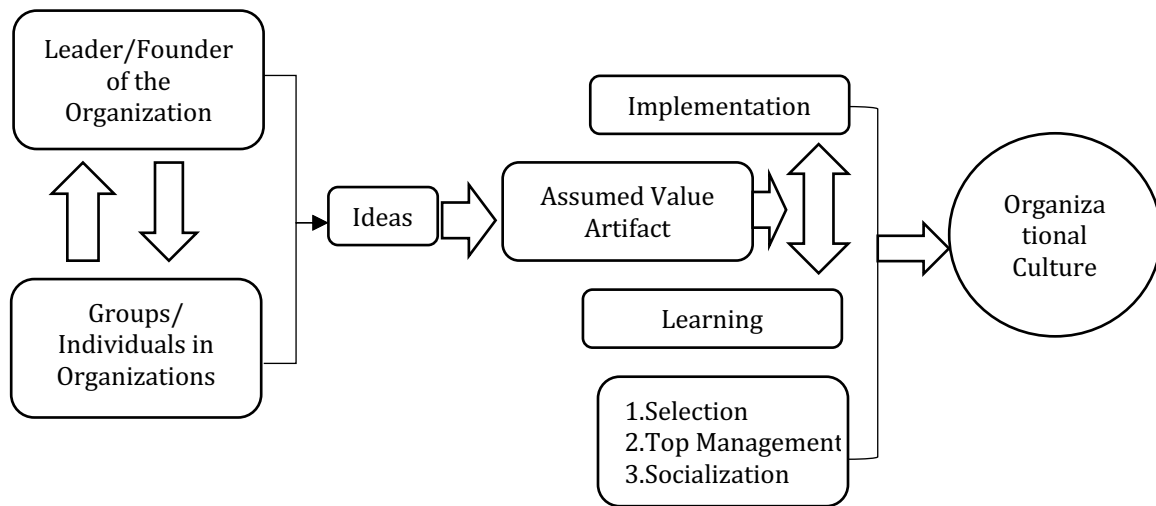
Organizational culture

Organizational culture has been defined by several experts, including the following:

1. Peter F. Druicker (1985) argues that organizational culture is the basis for solving external and internal problems whose implementation is carried out consistently by a group, which then passes on to new members as the right way to understand, think about, and feel about the related problems as above.
2. Phithi Sithi Amnuai (1989) defines organizational culture as a set of basic assumptions and beliefs shared by members of the organization, then developed and inherited to overcome problems of external adaptation and internal integration.
3. Edgar H. Schein defines organizational culture as a pattern of basic assumptions that are created, discovered, or developed by certain groups as a means of learning to overcome problems of external adaptation and internal integration that are official and well implemented and are therefore taught or inherited by new members as appropriate ways of perceiving, thinking about, and feeling in relation to those problems.

The scheme of the process of forming organizational culture is as follows:

Figure 1
Organizational Culture Formation Scheme



The definition of performance has been formulated by several management experts as follows:

1. Stoner (1978) writes in his book Management that performance is a function of motivation, skills, and role perceptions.
2. Bermardin and Russell (1993, in his book Achmad S. Ruby) define "performance" as recording the results obtained from certain job functions or activities over a certain period of time.
3. Handoko, in his book Personnel and Resource Management, defines performance as a process in which an organization evaluates or assesses employee performance.
4. Prawiro Suntoro, 1999 (in Merry Dandian Panji's book) suggests that performance is the result of work that can be achieved by a person or group of people in an organization in order to achieve organizational goals within a certain period of time.

From the four definitions of performance above, it can be seen that the

elements contained in performance consist of:

1. Job function outcomes;
2. Factors that influence employee performance such as: motivation, skills, role perceptions, and so on;
3. Achievement of organizational goals;
4. Certain period of time.

Based on the above, the authors define performance as the results of the work functions or activities of a person or group within an organization that are influenced by various factors to achieve organizational goals within a certain period of time.

Method

In this study, a quantitative approach was used with the associative/relationship research method, which aims to determine the effect of one variable on another. The population in this study were all employees in the Gunungpuyuh District Office, Sukabumi City, totaling 24 people, namely the number of employees in the Gunungpuyuh District Office, Sukabumi City. Then the

number of 26 people is the population in this study.

Results and Discussion

Hypothesis testing was carried out to determine the effect of the independent variables on the dependent variable using regression analysis techniques. At this stage, test the hypothesis with multiple analysis techniques using SPSS 22.0 software.

In regression, there are three things that are done, namely looking at the amount of R square to find out what

percentage (%) of the variance of the dependent variable is explained by the independent variables. Second, whether the independent variables have a significant effect on the dependent variable. Then, the latter looks at whether or not the regression coefficient of each independent variable is significant.

In the first step, the researcher looks at the R-square amount to find out what percentage (%) of the variance of the dependent variable is explained by the independent variables. The R-square table is presented in Table 1. below.

**Table 1
Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,408 ^a	,166	-,042	8,987

a. Predictors: (Constant), Organizational culture

Based on the data in Table 1.1, it can be seen that the R square gain is 0.16 or 16%. This means that the proportion of variance in Employee Performance explained by Organizational Culture is 16% while the remaining 84% is

influenced by other variables outside of this study.

In the second step, researchers analyzed the impact of Organizational Culture on Employee Performance. The results of the F test can be seen in Table 2 below:

**Table 2
Effect of IV on DV**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	563,128	1	563,128	8,261	,005 ^b
	Residual	6612,509	97	68,170		
	Total	7175,636	98			

Based on the data in Table 2, it is known that (p <0.05) or significant, the null hypothesis which states that there is no significant effect of Organizational

Culture on Employee Performance is rejected. This means that there is a significant influence of Organizational Culture on Employee Performance.

The last step is to look at the regression coefficients of the independent variables. In terms of determining whether the resulting regression coefficient is significant or not, $p < 0.05$

indicates that the resulting regression coefficient has a significant effect on employee performance, and vice versa.

Table 3
Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	59,059	8,277		7,136	,000
	Organizational culture	,218	,076	,280	2,874	,005

a. Dependent Variable: Employee Performance

Based on the regression coefficients in Table 3, the regression equation is produced as follows:

$$\text{Employee Performance} = 59.059 + 0.218 \text{ Organizational culture}$$

From the results above, the regression coefficient shows that Organizational Culture as an independent variable has a significant positive effect on Employee Performance.

Conclusions

Based on the results of the research and discussion put forward, the conclusions in this study are as follows: Organizational culture has an average value of 4.12 which indicates that the organizational culture at the Gunungpuyuh District Office, Sukabumi City, has gone very well. Office performance has a value of 4.13 which indicates that the performance at the Gunungpuyuh District Office, Sukabumi City, is very good. There is an influence of organizational culture on performance at

the Gunungpuyuh District Office, Sukabumi City, with an R square of 0.166 which indicates that there is a strong influence.

Based on the conclusions put forward, the suggestions that can be put forward by the application of a good organizational culture need attention from the leadership, which can be realized through recreational and religious activities. It is also necessary to provide soft skill materials in the form of training and education in an effort to improve employee performance, which in turn can improve employee performance at the Gunungpuyuh District Office, Sukabumi City. Employee performance can be further enhanced through supportive and participatory leadership. Supportive leadership is carried out with a friendly demeanor that is easy to find and an attitude of concern for employees. Meanwhile, participative leadership is carried out through opinions given by employees and paid attention to by the

leadership. For this reason, leadership is required to really be able to protect their position as leaders. Training and education within the scope of leadership need to be carried out consistently. An organizational culture based on an innovative work system needs to be developed at the Gunungpuyuh District Office, Sukabumi City. Thus, this innovative organizational culture model needs to be applied in an effort to improve the performance provided by employees.

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