

## **The Influence of Organizational Culture on Employee Performance**

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### ***ABSTRACT***

This study aims to determine 1) organizational culture at PT. Pelindo IV (Persero) Makassar Container Terminal Branch; 2) Employee performance at PT. Pelindo IV (Persero) Makassar Container Terminal Branch; and 3) The influence of organizational culture on employee performance at PT. Pelindo IV (Persero) Makassar Container Terminal Branch. This research uses a quantitative approach with associative research type. The study population was 125 people and a sample of 56 people. The Slovin formula is used to determine the number of samples. Data collection techniques used were observation, questionnaires (questionnaire), interviews and documentation. The data analysis technique used is descriptive statistical analysis and inferential statistical analysis. The results showed that the organizational culture at PT. Pelindo IV (Persero) Makassar Container Terminal Branch obtained a value of 67.59 percent or it is in the quite good category. Employee performance at PT. Pelindo IV (Persero) Makassar Container Terminal Branch obtained a value of 70.71 percent and is in the quite good category. From the inferential results obtained a correlation coefficient of  $= 0.579$ , so it can be concluded that organizational culture has a positive and significant correlation with the performance of employees of PT. Pelindo IV (Persero) Makassar Container Terminal Branch with a moderate / sufficient correlation level. From the inferential results obtained a correlation coefficient of  $= 0.579$ , so it can be concluded that organizational culture has a positive and significant correlation with the performance of employees of PT. Pelindo IV (Persero) Makassar Container Terminal Branch with a moderate / sufficient correlation level. From the inferential results obtained a correlation coefficient of  $= 0.579$ , so it can be concluded that organizational culture has a positive and significant correlation with the performance of employees of PT. Pelindo IV (Persero) Makassar Container Terminal Branch with a moderate / sufficient correlation level.

**Keywords:** Organizational Culture; Employee Performance; .

### **INTRODUCTION**

PT. Pelabuhan Indonesia IV (Persero), Makassar Container Terminal branch or commonly abbreviated (Jukes, 2019; Purnamasari et al., 2020; Syafaaruddin, 2015) as TPM is one of the state-owned companies that makes a large contribution to Indonesia's state revenue (Khasanah et al., 2021; Li & Wang, 2021; G. Singh & Ahuja, 2014; R. K. Singh et al., 2010). So it can be said that under these conditions this company automatically has a large number of employees considering that in several large areas of Indonesia Pelindo is divided based on its regional areas (Uhe et al., 2011). In this study focused specifically on the regional IV in Makassar City about how the performance of employees in this company. Organizational culture was created when PT. Pelindo IV

(Persero) Makassar Container Terminal Branch. Employee turnover at PT. Pelindo IV (Persero) Makassar Container Terminal Branch fluctuates almost every year.

The work culture embedded in PT. Pelindo IV (Persero) Makassar Container Terminal Branch is the main point of movement of the organization so that employees are expected to be able to be loyal and committed to PT. Pelindo IV (Persero) Makassar Container Terminal Branch as a state-owned company so that the community and government continue to entrust this sea transportation service. As a company engaged in the transportation sector, you should always prioritize your employees to be able to work professionally. Employees work in accordance with their respective duties, because it is feared that employees will "run away" with a fairly heavy job, due to pressure both external and internal and willingness to be placed in any area, Moreover, there are many temptations to commit acts of KKN and other deviant behavior in the organization, considering that this company has many sources of government funds and also a lot of income (Clausing, 2011; King & Fullerton, 2010; Smith & Lucena, 2016). The organizational culture that grows within Pelindo should be increase employee commitment so as to produce satisfactory performance (HAERANI et al., 2020; Setiono et al., 2018; Utami et al., 2020). However, the form of commitment that emerges is expected not only to be passive loyalty (Hendri, 2019; Lee et al., 2015; Mowday et al., 2013), but also to involve active relationships with work organizations that have the goal of giving all efforts for organizational success, because those who are more committed to their organization will be better prepared to make various efforts for organizational success.

Organizational culture in an organization is usually associated with values (Abu-Jarad et al., 2010; Tsai, 2011), norms, attitudes and work ethics that are shared by each component of the organization. These elements become the basis for monitoring employee behavior, the way they think, cooperate and interact with their environment. If the organizational culture is good, it will be able to improve employee performance and will be able to contribute success to the company.

Organizational culture is a concept that has been widely discussed in this decade as part of management science. After all, every organization must have a basic framework that acts as a container to accommodate the most vital components, namely humans who have values and norms. Implicitly, it means the recognition of the existence of human values from within a company. Based on previous research (Wahyuni 2015) entitled *The Influence of Organizational Culture on Employee Performance at the Regional Revenue Service Office of South Sulawesi Province*, it shows that the results of this study show that organizational culture has a positive and significant effect on employee performance at the regional revenue office in the southern province. This is in accordance with Tiernay's opinion which states that "the better the quality of the factors contained in organizational culture, the better the

performance of the organization". This opinion explains that if the organizational culture includes the norms and values that direct the behavior of employees in improving their performance in the organization. In reality in the field, there are still many things that can affect employee performance, such as work motivation, office layout factors, In essence, all organizations have a culture, but not all organizational cultures are equally strong in influencing the behavior and actions of employees. The higher the level of acceptance of employees to the core values of the organization and the greater their commitment to these values, the stronger the organizational culture. When employees understand the values that exist in their organization, it will affect how they perform.

Based on the results of observations there are several problems related to the organizational culture of the company, including the lack of role models from the leadership in terms of arriving and leaving work not on time so that it is a culture or a tradition among employees so that many employees come and go home not on time . An indication that shows that some employees do not have a sense of helping each other with other employees. In addition, employees do not have a respectful attitude towards fellow employees as well as a lack of organizational culture that exists within the company. There is a discriminatory attitude among employees so that discriminating attitudes are often a problem that often arises.

Based on the background above, the authors are interested in conducting research with the title "The Influence of Organizational Culture on Employee Performance at PT. Pelindo IV (PERSERO) Makassar Container Terminal Branch ”

## **METHOD**

This research design uses a quantitative method approach. This research approach is carried out by processing all the data from the research location. The quantitative approach focuses more on finding data from the reality field and refers to evidence of concepts and theories that have been used. The type in this research is descriptive research. According to Sugiyono (2016) descriptive research is research conducted to find out the value of the independent variable, either one or more (independent) variables without making comparisons or linking one variable to another. In this study consisted of 2 variables, namely variable X (Organizational Culture) and variable Y (Employee Performance). These two variables aim to determine the influence of Organizational Culture on Employee Performance. The study population was 125 employees and the sample in this study was 56 people. Data collection techniques used through observation, questionnaires (questionnaire), interviews and documentation. The data that has been obtained from the research results are processed using data analysis and using the SPSS.23 software application which consists of validity & reality tests,

descriptive analysis techniques and inferential statistical analysis.

## **RESULT AND DISCUSSION**

Description of the data in this study is to provide an overview or explanation of the research that has been carried out in the field. To get data about the subject of research, researchers used an instrument in the form of a questionnaire. Questionnaire consisting of 19 items in the form of questions with five alternative answers. With the details of the number of questions for the Organizational Culture variable (X), there are 11 items and 9 items for the Employee Performance variable (Y). The questionnaire with 19 items was recapitulated or tabulated to determine the value of the questionnaire based on the frequency of respondents' answers and the percentage of respondents' answers to each question. The research questionnaire was distributed to 56 people, namely employees at the Makassar Branch Container Terminal Office who had been selected as the research sample.

Based on the research results, it is known that the description of organizational culture can be said to be running well. This can be seen through the percentage of all X variables used, namely the rules of behavior, norms, dominant values, philosophy, regulations and organizational climate which are stated to be at a fairly good level. The recapitulation of the percentage test results is as follows:

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**Table 1**  
**Recapitulation of Organizational Culture Percentage Test Results**

<b>No.</b>	<b>Variable</b>	<b>Score (%)</b>
1	Rules of conduct	64
2	Norm	76.60
3	Dominant values	74.82

4	Philosophy	72.5
5	Rules	58.03
6	Organizational climate	60

So it can be said that the picture of the organizational culture at the Makassar Branch Container Terminal is running quite well and the drawback of this organizational culture is the low percentage value of the regulatory indicators which means abusing the authority given and feeling comfortable when in the office is at a value of 71, 4%, abusing the authority given is at a value of 37.5% and feeling comfortable when in the office is at 33.9% which is a low number and of course this will be used as repair material for the Makassar Branch Container Terminal Office in the future so that the creation of a maximum and higher quality organizational culture.

#### **Description of Employee Performance Variables**

Based on the results of the research, organizational culture (variable X) on employee performance (variable Y) with a coefficient of  $r = 0.579$  is in the interval 0.400-0.599 in the moderate / sufficient category. From these results it can be concluded that the influence of organizational culture on the performance of the Makassar Branch Container Terminal employees is sufficient, this means that there is a strong influence between organizational culture on the performance of the Makassar Branch Container Terminal employees. The indicators used in variable Y are Quality, Quantity, Use of Time, and Cooperation. The recapitulation of the percentage test results is as follows:

**Table 2**  
**Recapitulation of Employee Performance Percentage Test Results**

No.	Variable	Score (%)
1	Quality	64
2	Quantity	60.89
3	Usage time	74.28
4	Cooperation	74.46

The weakness of this variable is the lack of a percentage value of the Quantity indicator, each of which is at 60.89 percent. This of course can be used as input for the Makassar Branch Container Terminal so that employee performance levels can be improved even better.

#### **Description of the Influence of Organizational Culture on Employee Performance**

Based on the research data collected for both the dependent variable (Y) and the independent variable (X) which are then processed using a simple linear regression test, it can be said that the analysis of the regression equation calculations obtained values of  $a = 10.278$  and  $b = 0.503$  so that the regression equation is:  $Y = a + bX$ ,  $Y = 10.278 + 0.503X$ . From the results of the F test calculation, it is obtained that F counts 27.206 (in the ANOVA table) and F table 4.01 (0.05: 1: 56), then  $F \text{ count } (27.206) > F \text{ table}$ , which means that organizational culture affects employee performance. Based on the results of the coefficient of determination ( $R^2$ ) of

0.335, which means that the influence of the independent variable (organizational culture) on the dependent variable (employee performance) is 33.5 percent, while the rest is influenced by other variables not examined in this study.

Based on the results of the simple linear regression test, it shows that there is a positive and significant effect. This means that the proposed hypothesis is accepted with a "sufficient" level of influence. This study shows that organizational culture plays a very important role in the performance of employees of the Makassar Branch Container Terminal where the company must improve the organizational culture so that employee performance can be maximally achieved.

## CONCLUSION

Based on the percentage of the average value of 67.59 percent, which means that the organizational culture at the Makassar Branch Container Terminal has been running quite well in accordance with the company's operational standards because organizational culture has a fairly high average value. From these results it can be seen that the highest average percentage of organizational culture is Norms. Organizational Culture (variable X) on Employee Performance (variable Y) with a coefficient of  $r = 0.579$  in the interval 0.400-0.599 in the moderate / sufficient category. The indicator on the performance of employees who have the highest average percentage is Cooperation at 74.46 percent. Employee performance at the Makassar Branch Container Terminal is in the medium / moderate category.

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