



The Influence of Organizational Culture on Employee Work Performance at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency

Lin Shui Sinurat¹, Herta Manurung²

^{1,2}Fakultas Ekonomi Universitas Sisingamangaraja XII Tapanuli

Email: sinuratlinshui@gmail.com, hertamanurung1980@gmail.com

ARTICLE INFO

Article history:

Received: 10/01/2021

Revised: 20/01/2021

Accepted: 30/01/2021

Keywords

organizational culture, employee performance

ABSTRACT

This study aims to analyze how the influence of organizational culture on employee work performance at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency. The data analysis method used is simple correlation analysis method, simple linear regression analysis and t test. The sample in this study were all employees of the Doloksanggul Sub-district Office, Humbang Hasundutan Regency as many as 30 people. Data obtained from the questionnaire distributed to a sample of 30 people obtained a correlation with the result that $r_{count} (0.756) > r_{table} (0.374)$ concluded that there was a significant relationship between culture. Organization (X) with Employee Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency. Based on table 3.2 Guidelines for Interpretation of Correlation Coefficients, the coefficient found is 0,756 was in the strong category. So there is a strong relationship between Organizational Culture (X) and Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency. R Square is 0.571 or 57.10%. This shows that the influence of Organizational Culture (X) with Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency is 57.10% and the remaining 42.90% is influenced by other factors not discussed in this study. The regression equation is $Y = 4.539 + 0.502X$. The regression equation above can be explained that if Organizational Culture or $X = 0$ then the value of Employee Work Performance or Y will increase by 4.539. The significance of variable correlation is 6.110. Then the value is compared with t table with an error rate of 5% $df = n-2 = 28$. The t table value is 2.048. In accordance with the requirements of testing the hypothesis that $t_{count} (6.110) > t_{table} (2.048)$ it can be concluded that Organizational Culture (X) has a positive and significant influence on Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency, the research hypothesis is accepted.

Copyright © 2021 Jurnal Mantik.

All rights reserved.

1. Introduction

A form of business without humans, cannot exist and cannot be imagined. However simple or complex a business form is, people are at the core. All forms of effort, in the end, can be concluded as a movement from humans, by humans and for humans. Straub and Attner (Gaol; 2014) stated that "humans are the most important resource of an organization". Schermerhorn (Gaol: 2014) states "Human Resources (HR) are people, individuals, and groups that help organizations produce goods or services." According to (Gaol: 2014), organizations are "associations between two or more people who work the same and have the commitment to achieve a common goal".

Robbins (2003) states that "organizations have personalities exactly like individuals who can be rigid or flexible, unfriendly or even supportive, innovative or conservative". The behavior of organizational members is essentially the same as that of organizational culture. Organizational culture also has a meaning system that is shared by its members.

In government organizations in Indonesia, the performance of government organizations is very important in order to realize good governance and clean governance, as well as support government tasks to provide the best service to the community in accordance with the characteristics. specifically as a government organization that is oriented to public services (service public oriented), not to seek profit (profit oriented) (Azizy, 2007).

Based on the view of the public in general, one of the major challenges of government organizations



today is implementing performance effectively and efficiently because so far government agencies have been identified as slow, complicated, convoluted and full of corruption, collusion and nepotism (Moeljono: 2003).

In order to improve the work performance of qualified and professional employees, one of the factors that is suitable for application in the work environment is organizational culture. Organizational culture can help employee work performance, because it creates an extraordinary level of motivation for employees to give their best ability to take advantage of the opportunities provided by the organization. To implement a suitable organizational culture in an organization, it requires the support and participation of all members within the scope of the organization.

The Doloksanggul Sub-District Office, Humbang Hasundutan District, also does not want to be left behind in building an effective organizational culture in order to create better employee performance. Government is required to have a clear, strategic vision and mission and each component in it is also required to be able to realize the vision and mission of government. This vision and mission then creates values that are believed by members and reflect the organizational culture. Based on the results of observations made by researchers, several problems were found based on the results of observations made by researchers, namely (1) some employees are still not responsible for the duties and responsibilities entrusted to them where employees like to neglect their work. (2) some employees are still seen coming to work late and leaving the office during working hours. This shows that there are still employees who are more concerned with personal matters outside of office matters. For example, leaving the office with the excuse of attending family events that may not be that important. (3) employee performance is still not in accordance with the expectations of the agency. For example, employees have not been able to meet the target of completing tasks on time and it takes a long time when people who want to process the files concerned with the Doloksanggul Sub-District Office, Humbang Hasundutan Regency. (3) employee performance is still not in accordance with the expectations of the agency. For example, employees have not been able to meet the target of completing tasks on time and it takes a long time when people who want to process the files concerned with the Doloksanggul Sub-District Office, Humbang Hasundutan Regency. (3) employee performance is still not in accordance with the expectations of the agency. For example, employees have not been able to meet the target of completing tasks on time and it takes a long time when people who want to process the files concerned with the Doloksanggul Sub-District Office, Humbang Hasundutan Regency.

2. Literature review

2.1 Organizational culture

Organizational culture according to Daft (2010) can be defined as "a set of key values, beliefs, understandings, and norms that are shared by members of an organization and are taught to new members as a way of thinking, feeling, and behaving correctly". Waridin and Masrukhin (Kusumawati: 2008) said that "organizational culture is often defined as values, symbols that are understood and obeyed together, which are owned by an organization so that members of the organization feel one family and create a condition that members of the organization feel different from other organizations."

Robbins (1996: 289) defines "organizational culture is a system of shared meanings held by members that differentiates the organization from other organizations". Another definition according to Kreitner and Kinicki (2005: 79) "organizational culture is a form of assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks, and reacts to its various environments".

Schein (2010: 18) defines organizational culture as "the culture of a group can now be defined as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." (Organizational culture is a shared assumption pattern as learning to overcome external problems and internal integration, taught to new members. as the correct way to understand, think, and feel the problem).

Another definition by Peterson (Soetopo; 2010: 122) states that "organizational culture includes beliefs, ideologies, language, rituals, and myths". Organizational culture according to Brown (Willcoxson & Millett; 2000: 93) is "a set of norms, beliefs, principles, and ways of behaving that together provide distinctive characteristics in each organization".

Based on some of the definitions above, it can be concluded that organizational culture is a system in the form of attitudes, values, behavior norms, language, beliefs, rituals that are formed, developed and passed on to members of the organization as an organizational personality that differentiates it from other organizations in feeling, thinking and reacting to the environment. and serve to address internal and external adaptation problems.

2.2 Work performance

According to Siswanto (2005: 195) "Job performance is the result of work that has been achieved by a worker in carrying out the duties and work assigned to him". Meanwhile, according to Mangkunegara (2000: 67) "Job performance is the result of quality work achieved by a person in carrying out his duties in accordance with the responsibilities given to him".

Based on the above definitions, it can be concluded that work performance is the result of the overall quality of work that has been done by an employee in achieving what is the goal of an institution or agency.

3. Research methods

The population in this study were 30 employees of the Doloksanggul sub-district office, Humbang Hasundutan Regency.

The sampling technique used in this study is a saturated sampling technique, namely the sampling technique when all members of the population are used as samples. So the sample in this study was 30 people.

Data collection techniques are by: questionnaire and observation. Types and sources of data are primary data and secondary data.

Data analysis or processing techniques use the following methods:

a. Simple Correlation Analysis.

This analysis is used to determine the correlation between X and Y variables, using the formula for calculating the correlation coefficient (r) with the following formula:

$$r = \frac{n \sum XY - (\sum X)(\sum Y)}{\sqrt{\{n(\sum X^2) - (\sum X)^2\} \{n(\sum Y^2) - (\sum Y)^2\}}}$$

b. Simple Linear Regression Analysis

In predicting how much influence the variable X has on the variable Y, a Simple Linear Regression test is used with the Carl Pearson formula, namely:

$$Y = a + b X$$

$$a = \frac{(\sum y)(\sum x^2) - (\sum x)(\sum xy)}{n(\sum x^2) - (\sum x)^2}$$

$$b = \frac{n(\sum xy) - (\sum x)(\sum y)}{n(\sum x^2) - (\sum x)^2}$$

c. Correlation Coefficient Significance Test (t test)

In order to determine / conclude the research results, it is necessary to first test whether the r (correlation coefficient) that has been determined above is significant or not. To determine the meaning of the correlation coefficient, the t test is used with the formula:

$$t \text{ count} = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

4. Results and Discussion

Correlation analysis calculations can be done by paying attention to the results of the questionnaire for each variable. The output of correlation partially or separately using the help of the SPSS version 20.0 program can be explained in the following table form:

Table 1
Correlation Coefficient of Organizational Culture (X) on Employee Performance (Y)

Correlations		Prestasi_Kerja_Pegawai	Organizational culture
Pearson	Prestasi_Kerja_Pegawai	1,000	.756
Correlation	Organizational culture	.756	1,000
Sig. (1-tailed)	Prestasi_Kerja_Pegawai	.	.000
	Organizational culture	.000	.
N	Prestasi_Kerja_Pegawai	30	30
	Organizational culture	30	30

Source: Processed Data



Based on the table above, we can compare r count with r table for decision making where the r table is 0.756. The criteria for decision making are taken by comparing the value of r count with r table, if $r_{count} > r_{table}$ then there is a significant relationship between variable X and variable Y, on the other hand, if $r_{count} < r_{table}$, there is no significant relationship between variable X and variable Y. Based on the data above, $r_{hitung} (0.756) > r_{tabel} (0.374)$ concluded that there was a significant relationship between Organizational Culture (X) and Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency.

Based on table 3.2 Interpretation Guidelines for Correlation Coefficients, the coefficient found is 0.756, including the strong category. So there is a strong relationship between Organizational Culture (X) and Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency.

Furthermore, to find out how much the contribution of the variable Organizational Culture (X) to Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency, the coefficient of determination test was used using the help of the SPSS version 20.0 program as follows:

Table 2

R Square Organizational Culture (X) with Employee Work Performance (Y)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.756a	.571	.556	1,673	.571	37,336	1	28	.000

a. Predictors: (Constant), Organizational_Cultures

From the data above, the R Square value is 0.571 or 57.10%. This shows that the influence of Organizational Culture (X) with Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency is 57.10% and the remaining 42.90% is influenced by other factors not discussed in this study.

Table 3

Linear Regression of Organizational Culture (X) and Employee Performance (Y)

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	4,539	2,906		1,562	.130	-1,415	10,492			
	Organizational culture	.502	.082	.756	6,110	.000	.334	.671	.756	.756	.756

Based on the table above, a simple linear regression equation is obtained as follows:

$$Y = a + bX$$

$$= 4,539 + 0,502X$$

The regression equation above can be explained that if Organizational Culture or $X = 0$ then the value of Employee Work Performance or Y will increase by 4.539.

To test the hypothesis, the t test is used to determine the significance of the influence of the variable. To calculate the significance of the influence of the variables, a formula is used with the help of the SPSS version 20.0 program.

Based on the table above, the significance of the variable correlation is 6.110. Then the value is compared with t table with an error level of 5% $df = n-2 = 28$. The value of t table is 2.048. In accordance with the requirements of testing the hypothesis that $t (6,110) > t_{table} (2,048)$ it can be concluded that Organizational Culture (X) has a positive and significant influence on Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency, the research hypothesis is accepted.

5. Conclusion

Based on the results of research on the Influence of Organizational Culture on Employee Performance at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency, the following conclusions can be drawn:

- a. Data obtained from questionnaires distributed to a sample of 30 people obtained a correlation with the results that $r_{count} (0.756) > r_{table} (0.374)$ concluded that there was a significant relationship between



Organizational Culture (X) and Employee Work Performance (Y) at the Doloksanggul District Head Office. Inclusion.

- b. Based on table 3.2 Interpretation Guidelines for Correlation Coefficients, the coefficient found is 0.756, including the strong category. So there is a strong relationship between Organizational Culture (X) and Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency.
- c. R Square is 0.571 or 57.10%. This shows that the influence of Organizational Culture (X) with Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency is 57.10% and the remaining 42.90% is influenced by other factors not discussed in this study.
- d. The regression equation is $Y = 4.539 + 0.502X$. The regression equation above can be explained that if Organizational Culture or $X = 0$ then the value of Employee Work Performance or Y will increase by 4.539.
- e. The significance of variable correlation is 6.110. Then the value is compared with t table with an error level of 5% $df = n-2 = 28$. The value of t table is 2.048. In accordance with the requirements of testing the hypothesis that $t(6,110) > t$ table (2,048) it can be concluded that Organizational Culture (X) has a positive and significant influence on Employee Work Performance (Y) at the Doloksanggul Sub-District Office, Humbang Hasundutan Regency, the research hypothesis is accepted.

6. Reference

- [1] Arikunto, Suharsini, 2006, *Prosedur Penelitian Bisnis*, Jakarta : Rineka Cipta..
- [2] Azizy, . A. Qodry, A, 2003, *Pendidikan (Agama) Untuk Membangun Etika Sosial*, Semarang : Aneka Ilmu, Cetakane
- [3] Daft, Richard, 2010, *Era Baru Manajemen*, Edisi 9, Buku 2 Jakarta : Salemba Empat
- [4] Gaol, CHR. Jimmy L, 2014, *A to Z Human Capital (Manajemen Sumber Daya Manusia) Konsep, Teori, dan Pengembangan dalam Konteks Organisasi Publik dan Bisnis*, Jakarta : Gramedia Widiasarana
- [5] Heidjracman, Ranupandojo dan Suad Husnan, 2000, *Manajemen Personalialia*, Edisi Keempat, Yogyakarta : BPFE UGM
- [6] Kinicki, Angelo and Robert, 2005, *Perilaku Organisasi (Organizational Behavior)* Jakarta : Salemba Empat
- [7] Kreitner, Robert, *Perilaku Organisasi, (Organization Behavior)*, Jakarta : Salemba Empat
- [8] Kusumawati, Ratna, 2008, Analisis Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Terhadap Kepuasan Kerja Untuk Meningkatkan Kinerja Karyawan (Studi Kasus Pada RS Roemani Semarang), *Jurnal Ekonomi dan Bisnis* Vol. 3 No. 148 6, November 2008
- [9] Mangkunegara, Anwar, Prabu, 2000, *Manajemen Sumber Daya Manusia*, Bandung : Remaja Rosdakarya
- [10] Muchlas, Makmur, 2008, *Perilaku Organisasi*, Yogyakarta : Gadjah Mada Universit.
- [11] Moeljono, Djokosantoso, 2003, *Budaya Korporat dan Keunggulan Korporasi*, Jakarta : Elex Media Komputindo.
- [12] Munandar, M, 2000, *Budgeting : Perencanaan Kerja, Pengkoordinasian Kerja, Pengawasan Kerja*, Cetakan Ketigabelas, Yogyakarta
- [13] Ojo, Olu, 2010, *Organizational Culture and Corporate Performance : Empirical Evidence From Nigeria*, *Journal of Business Systems, Governance and Etics*, Vol. 5 No. 2

