

THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN THE DEPARTMENT OF MANPOWER, COOPERATIVES AND SMALL AND MEDIUM ENTERPRISES OF WEST NIAS REGENCY

By

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ABSTRACT

This research was conducted at the Department of Manpower, Cooperatives and Small and Medium Enterprises of West Nias Regency with the aim of determining the influence of organizational culture on employee performance and how much influence it has in the government agency. This research used a quantitative method by distributing questionnaires to 32 employees at the Department of Manpower, Cooperatives and Small and Medium Enterprises of West Nias Regency. The results of this study indicate that there is an influence of the promotion variable (X) on the employee performance variable (Y) as indicated by the results of the t-test with a significance value (Sig.) of 0.005, which is smaller than the significance level of 0.05. In addition, the t-count value of 3.069 is greater than the t-table value of 1.697. These results indicate that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, which means there is a positive and significant influence between organizational culture on employee performance at the Department of Manpower, Cooperatives and Small and Medium Enterprises of West Nias Regency. Meanwhile, based on the results of the determination coefficient test (R Square), it was obtained that the organizational culture variable influenced the employee performance variable by 23.9%.

Keywords: Organizational Culture, Employee Performance.

PENGARUH BUDAYA ORGANISASI TERHADAP KINERJA PEGAWAI DI DINAS KETENAGAKERJAAN, KOPERASI DAN USAHAKECIL DAN MENENGAH KABUPATEN NIAS BARAT

ABSTRAK

Penelitian ini dilaksanakan pada Di Dinas Ketenagakerjaan, Koperasi Dan Usaha Kecil Dan Menengah Kabupaten Nias Barat dengan tujuan untuk mengetahui pengaruh budaya organisasi terhadap kinerja pegawai dan seberapa besar pengaruhnya di instansi pemerintahan tersebut. Penelitian ini menggunakan metode kuantitatif dengan menyebarkan kuesioner kepada 32 orang pegawai di Dinas Ketenagakerjaan, Koperasi Dan Usaha Kecil Dan Menengah Kabupaten Nias Barat. Hasil penelitian ini menunjukkan bahwa adanya pengaruh variabel promosi (X) terhadap variabel kinerja pegawai (Y) yang ditunjukkan berdasarkan hasil uji t dengan nilai signifikansi (Sig.) sebesar 0.005, yang lebih kecil dari tingkat signifikansi 0.05. Selain itu, nilai t-hitung sebesar 3.069 lebih besar dari nilai t-tabel sebesar 1.697. Hasil ini menunjukkan bahwa hipotesis nol (Ho) ditolak dan hipotesis alternatif (Ha) diterima, yang berarti terdapat pengaruh yang positif dan signifikan antara budaya organisasi terhadap kinerja pegawai di Dinas Ketenagakerjaan, Koperasi Dan Usaha Kecil Dan Menengah Kabupaten Nias Barat. Sementara itu, berdasarkan hasil uji koefisien determinasi (R Square) diperoleh bahwa variabel budaya organisasi mempengaruhi variabel kinerja pegawai sebesar 23,9%.

Kata Kunci : Budaya Organisasi, Kinerja Pegawai.

INTRODUCTION

Employee performance is a key factor in determining organizational success, particularly in government agencies directly responsible for public services. Optimal performance reflects the ability of human resources to carry out their duties and responsibilities effectively and efficiently to achieve organizational goals. Therefore, human resource management is a strategic aspect that cannot be ignored in efforts to improve the quality of service and accountability of public institutions. In practice, various organizations still face issues related to employee performance, such as low work productivity, high absenteeism, and weak work discipline. These problems are often influenced by the work environment and internal organizational systems that are not functioning optimally. One internal factor that plays a crucial role in shaping employee behavior and performance is organizational culture. Organizational culture reflects the values, norms, habits, and behavioral patterns shared by members of the organization and serves as a guide for actions and interactions in the workplace.

A strong and positive organizational culture can encourage increased work motivation, strengthen employee commitment, and create a conducive work environment. Conversely, a weak or negative organizational culture can potentially lower morale, increase disciplinary infractions, and lead to low employee performance. Moeljono states that organizational culture is a set of provisions and values that serve as guidelines for human resources in carrying out their obligations and responsibilities within the organization (in Sumartik et al., 2022). Several previous studies have shown a significant relationship between organizational culture and employee performance. Febriani et al.'s (2023) research demonstrated that organizational culture positively impacts employee performance, while Rosdiana's (2023) research found that organizational culture significantly impacts employee performance in government. These findings emphasize that organizational culture is a crucial factor that needs to be considered in efforts to improve civil service performance.

In the context of regional government, the West Nias Regency Department of Manpower, Cooperatives, and Small and Medium Enterprises plays a strategic role in administering employment, cooperatives, and MSMEs. However, based on initial observations, employee performance at the agency is considered suboptimal. Phenomena such as high absenteeism, late

arrivals, and low work discipline indicate problems in the implementation of organizational culture. This situation has the potential to hamper the effectiveness of public services and undermine public trust in the performance of government agencies. Based on the above description, this study aims to analyze the influence of organizational culture on employee performance at the Department of Manpower, Cooperatives, and Small and Medium Enterprises of West Nias Regency. This research is expected to provide empirical contributions to the development of public sector human resource management studies and serve as a basis for recommendations for relevant agencies in strengthening organizational culture to improve employee performance and the quality of public services.

LITERATURE REVIEW

Organizational culture

Organizational culture is a set of values, norms, beliefs, and habits that are developed and shared by members of an organization as a guideline for action and behavior. Organizational culture serves as an organizational identity that distinguishes it from other organizations and serves as a foundation for shaping the attitudes and behavior of human resources. Kamaroellah (2014) defines organizational culture as a system of values, beliefs, and assumptions that have been agreed upon and implemented by organizational members to guide behavior and solve organizational problems. A similar view is expressed by David in Harahap (2011) who states that organizational culture is a pattern of values and beliefs that are understood, internalized, and practiced by all members of the organization.

Organizational culture plays a strategic role in enhancing organizational effectiveness. Soelistya (2022) explains that organizational culture serves to enhance a sense of ownership, control member behavior, strengthen organizational integration, and encourage improved employee performance. A strong and positive culture creates a conducive work environment, increases employee loyalty, and strengthens commitment to organizational goals. Robbins suggests that organizational culture has key characteristics, including member identity, emphasis on group work, focus on people, integration between units, control, risk tolerance, reward systems, conflict tolerance, results orientation, and an open-system focus. These characteristics reflect the extent to which organizational culture influences employee work behavior in carrying out their duties. In this study, the organizational culture indicators refer to Victor's in Jayen et al. (2023), which

include individual initiative, risk tolerance, supervision, management support, and communication patterns. These indicators are used to assess the extent to which organizational culture is implemented and perceived by employees in the work environment.

Employee Performance

Employee performance is the work results achieved by individuals or groups within an organization in accordance with assigned duties, responsibilities, and authority. Performance reflects the level of effective and efficient achievement of organizational goals. Sedarmayanti states that performance is the result of employee work, both in terms of quality and quantity, in accordance with assigned responsibilities (in Soelistya, 2021). Meanwhile, Prawirosentono in Kamaroellah (2014) explains that performance is work results achieved legally, ethically, and in accordance with organizational regulations.

Employee performance is influenced by various factors, including work effectiveness and efficiency, clarity of authority and responsibility, discipline, and work initiative. These factors determine the extent to which employees are able to optimally contribute to achieving organizational goals. Good performance is demonstrated not only by the final results of work, but also by work processes, discipline, and the ability to work collaboratively within a team. To measure employee performance, Bernardin and Russel, as cited in Huseno (2016), proposed several key indicators: work quality, work quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal impact. These indicators are used as measuring tools to assess the level of employee success in carrying out their duties.

The Relationship Between Organizational Culture and Employee Performance

Organizational culture is closely linked to employee performance. A strong and positive culture can create work values that encourage employee discipline, responsibility, and commitment to the organization. Conversely, a weak organizational culture can lead to less productive work behavior, low discipline, and decreased service quality. Previous research has shown that organizational culture significantly influences employee performance. Febriani et al. (2023) found that organizational culture has a positive influence on employee performance. Similar results were demonstrated by Rosdiana (2023), who stated that organizational culture significantly influences employee performance in government agencies. These findings reinforce the view that organizational culture is a crucial factor in improving employee performance.

Based on previous theory and research, it can be concluded that organizational culture plays a

role as an internal factor influencing employee performance. Therefore, strengthening a positive organizational culture is a crucial strategy for improving employee performance, particularly in government agencies such as the Department of Manpower, Cooperatives, and Small and Medium Enterprises of West Nias Regency.

RESEARCH METHODS

This study uses a quantitative approach with a survey method, aiming to examine the influence of organizational culture on employee performance. A quantitative approach was chosen because this study focuses on objectively and analytically measuring relationships between variables using numerical data. According to Rasyid (2022), quantitative research aims to explain relationships between variables and test hypotheses based on measurable data. The research was conducted at the Department of Manpower, Cooperatives, and Small and Medium Enterprises of West Nias Regency. The population in this study was all 32 employees at the agency. Given the relatively small population, the sampling technique used was saturated sampling, where the entire population was used as the research sample, resulting in a sample size of 32 respondents (Sugiyono, 2019).

The independent variable in this study is organizational culture (X), while the dependent variable is employee performance (Y). Organizational culture is measured using indicators of individual initiative, risk tolerance, supervision, management support, and communication patterns, as stated by Victor in Jayen et al. (2023). Meanwhile, employee performance is measured using indicators of work quality, work quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact based on Bernardin and Russel in Huseno (2016). Data collection was conducted using a questionnaire with a five-level Likert scale, distributed directly to respondents. Prior to data analysis, the research instruments were tested for validity and reliability to ensure the accuracy and consistency of the measurement tools. According to Sugiyono (2019), validity and reliability tests aim to ensure that the research instruments are able to accurately and consistently measure the variables being studied.

Data analysis was conducted using simple linear regression analysis with the help of the IBM SPSS version 26 program. Hypothesis testing was conducted through a t-test to determine the significance of the influence of organizational culture on employee performance. In addition, the coefficient of determination (R^2) was used to determine the magnitude of the contribution of

organizational culture variables to employee performance. Decision making was based on a significance value (Sig.) < 0.05 , which indicates a significant influence between the research variables.

RESULTS AND DISCUSSION

Research Result

Prior to hypothesis testing, the research data were first examined through validity and reliability tests to ensure the instrument's suitability. The validity test results showed that all items in the organizational culture and employee performance variables had correlation values greater than the r -table value, thus all items were declared valid. Furthermore, the reliability test results showed that the Cronbach's Alpha value for each variable was above 0.60, indicating that the research instrument was reliable and suitable for use. Simple linear regression analysis was used to determine the effect of organizational culture on employee performance. The results of the analysis indicate that organizational culture has a positive influence on employee performance. This is evidenced by the results of the t -test, where the significance value (Sig.) is 0.005, smaller than the significance level of 0.05. In addition, the calculated t -value of 3.069 is greater than the t -table value of 1.697, so the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. Thus, it can be concluded that organizational culture has a positive and significant influence on employee performance at the Department of Manpower, Cooperatives, and Small and Medium Enterprises of West Nias Regency.

Furthermore, the coefficient of determination (R Square) test results showed a value of 0.239, indicating that organizational culture contributed 23.9% to employee performance. Meanwhile, the remaining 76.1% was influenced by factors outside the variables examined in this study, such as work motivation, leadership, work discipline, and the work environment.

Discussion

The results of this study indicate that organizational culture plays a significant role in improving employee performance. The positive influence of organizational culture on employee performance indicates that the values, norms, and work habits implemented within the organization can shape employee work behavior to be more disciplined, responsible, and oriented toward achieving optimal work results. This finding aligns with the theory proposed by Kamaroellah (2014), which states that organizational culture serves as a behavioral guideline for

organizational members in carrying out their duties and responsibilities. A strong organizational culture can create shared perceptions and work commitments, thereby driving improved individual and overall organizational performance.

The results of this study also support previous research conducted by Febriani et al. (2023) and Rosdiana (2023), which concluded that organizational culture significantly influences employee performance. These similar results indicate that organizational culture is an internal factor that consistently influences employee performance, both in the private and government sectors. In the context of the West Nias Regency Manpower, Cooperatives, and Small and Medium Enterprises Office, the results of this study confirm the findings of initial observations that employee performance issues are related to the suboptimal implementation of organizational culture, such as low work discipline and weak supervision. Therefore, strengthening organizational culture through increased management support, enforcement of work rules, and effective organizational communication needs to be a primary focus to improve employee performance and the quality of public services.

Thus, the results of this study confirm that organizational culture is a strategic factor that needs to be managed seriously by government agencies to encourage continuous improvement in employee performance.

CONCLUSION

Based on the research results and discussions, it can be concluded that organizational culture has a positive and significant effect on employee performance at the Manpower, Cooperatives, and Small and Medium Enterprises Office of West Nias Regency. This is evidenced by the t-test results, which show a significance value of 0.005 (<0.05) and a calculated t-value greater than the t-table, thus accepting the research hypothesis. The results of the coefficient of determination test indicate that organizational culture contributes 23.9% to employee performance. This finding indicates that although organizational culture plays a significant role in improving employee performance, other factors beyond the research variables also influence employee performance. Therefore, strengthening organizational culture is a relevant strategy for improving employee performance within government agencies. The results of this study provide implications for the leadership and management of the West Nias Regency Manpower, Cooperatives, and Small and Medium Enterprises Office to pay greater attention to and strengthen the implementation of a

positive organizational culture. This effort can be achieved through improving work discipline, strengthening supervision, providing consistent management support, and developing open and effective communication patterns. With a strong organizational culture, it is hoped that employee performance will improve, impacting the quality of public services.

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