

**THE INFLUENCE OF ORGANIZATIONAL CULTURE
ON EMPLOYEE PERFORMANCE
Study At PT. Indo Bismar**

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ABSTRACT

The purpose of this study was to determine the relationship or relationship between organizational culture and the performance of employees of PT. Indo Bismar Surabaya. To find out the organizational culture and employee performance at PT. Indo Bismar Surabaya. To analyze and measure how much influence organizational culture has on employee performance at PT. Indo Bismar Surabaya. This study uses a quantitative approach, namely research that presents a further stage of observation. After having a set of classification schemes, the researcher then measures the size or distribution of these traits among members of a particular group. Based on the results of the research and discussion that has been stated, it can be concluded that between culture and employee performance at PT. Indo Bisma has a significant positive relationship. The existence of this positive relationship is known from the results of proving the hypothesis which shows a correlation of 0.480 with a probability of 0.000 ($p < 0.05$), which means that the proposed hypothesis can be accepted. The existence of this positive relationship is also supported by the coefficient of determination of 0.230, it can be said that organizational culture provides an effective contribution of 23% to the performance of employees at PT. Indo Bismar Surabaya.

Keywords: *Influence, Organizational Culture, Employee Performance.*

A. PRELIMINARY

Human Resources (HR) is the driving force of development, in this case it is focused on building an organization or company. A positive organizational culture will certainly have a positive influence on business actors or employees so that they are able to develop the company into a bigger direction. Organizational culture is different from regulations, rules are made to bind and force and impose sanctions for every violator. Achmad Sobirin (2007) states that culture is carried out to implement an agreement without coercion. In view of the condition of the company at PT. Indo Bismar Surabaya is known, several things were found to be used as a symptom of the problem including, namely, employee work attitudes in completing tasks that are not yet optimal, individual employee work behaviors towards work completion standards that need to be improved, lack of tolerance and respect for opinions in decision making, not optimal team orientation and cooperation in completing work in participating in advancing the company.

According to Robbins (2016), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with

their respective authority and responsibility to achieve the goals of the organization concerned legally, does not violate the law, and is in accordance with morals and ethics. In connection with efforts to improve performance, one of the efforts to encourage performance is to pay attention to the culture inherent in the organization. The culture in question is in accordance with the inherent values and is used as a characteristic that differentiates the organization from other organizations.

According to Tika (2008), organizational culture has a positive influence on employee performance. A well-developed organizational culture within the organization will affect employee behavior which in turn will lead to employee work performance. Robbins (2016) further explains that in organizations, the implementation of culture is in the form of behavior, meaning that individual behavior in the organization will be colored by the culture of the organization concerned. Employee behavior in accordance with the organizational culture will have an effect on improving employee performance, because the company culture is established by management in order to realize the company's vision and mission, one of which is to create high-performing employee competencies.

In connection with the above concept, PT. Indo Bismar is still not maximal, this can be seen from the employee's indiscipline in working, especially in complying with work hours and several other regulations. Often encountered employees who are not disciplined in carrying out their duties, for example when opening a shop, employees are required to greet by standing ready, but there are still employees who chat at the time of greeting, do not greet and serve customers wholeheartedly, play cellphones and receive calls at the time. was working even though there were regulations prohibiting employees from using cellphones in the sales area (floor). It seems that employees' awareness is still lacking in disciplining themselves to carry out their work as well as possible with or without supervision from their superiors. In fact, from several types of violations of the regulations mentioned above, there have been sanctions imposed on employees. For example, if an employee is late entering the sales area when working hours have started, the name of the late employee will be recorded by security and if it is three times a month late, a call from the Human Resources Department (HRD) will be issued and a warning letter will be imposed. If you have received a warning letter three times and it cannot be tolerated any longer, the employee who continues to commit the violation will be expelled from the company.

Apart from SOPs which are an important part of the organizational culture of PT. Indo Bismar, the company's vision and mission are also an important part of the organizational culture that cannot be separated from the daily life of the company. According to Peter (in Sobirin, 2007: 243) the similarity in vision, mission, values and beliefs among organizational members shows a strong corporate culture (*strong culture*).

A strong culture is characterized by the core values of the organization that are strongly held, well governed, and widely felt. The more members who accept the core values and are more attached to the organization, the stronger the culture will be so that it will have a positive effect on the effectiveness of an organizational performance so that it must be emphasized and taught to

employees. As stated by Robbin (2010), the performance of human resources is determined by the internal and external environmental conditions of the organization, including the organizational culture. Therefore, the ability to create an organization with a culture capable of driving performance is a necessity. In accordance with the relationship between organizational culture and employee performance, researchers are interested in conducting research on the influence of organizational culture on employee performance. For this reason the authors are interested in conducting research with the title "The Influence of Organizational Culture on Employee Performance (Study at PT. Indo Bismar)

The objectives of this study are:

1. To determine whether there is a link or relationship between organizational culture and the performance of employees of PT. Indo Bismar Surabaya.
2. To find out the organizational culture and employee performance at PT. Indo Bismar Surabaya.
3. To analyze and measure how much influence organizational culture has on employee performance at PT. Indo Bismar Surabaya.

B. LITERATURE REVIEW

a. Definition of Organizational Culture

Hofstede in Koesmono (2005) states that culture is a variety of interactions of habitual traits that affect groups of people in their environment. Culture is a pattern of human activity that is systematically passed down from generation to generation through various learning processes to create certain ways of life that are most suitable to their environment. As for its application in the organization to become organizational culture (Wibowo, 2011).

Robbins and Judge (2008) define organizational culture as a shared meaning system adopted by members that differentiates the organization from other organizations. According to Robbins and Judge (2008) organizational culture represents a common perception of organizational members. Therefore, it is expected that individuals who have different backgrounds or are at different levels in the organization can understand organizational culture in a similar sense. In order for organizational culture to function optimally, organizational culture must be created, maintained, and strengthened and introduced to employees through a socialization process (Nurtjahjani and Masreviastuti, 2007). Through this socialization, employees are introduced to the goals, strategies, values and standards of organizational behavior and information related to work.

b. Definition of Performance

Stoner (Tika, 2008: 121) states that performance is a function of motivation, skills, and role perception. Bernardin & Russel (Tika, 2008: 84) define performance as recording the results obtained from certain job functions or activities over a certain period of time. Bangun (2012) states that performance is an organizational process of evaluating or assessing employee performance, while Rivai (2009) suggests that performance is a work result 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.

Siagian (2002) explains that performance is feedback about various things such as abilities, fatigue, shortcomings and potential which in turn is useful for determining goals, pathways, career development plans for the person himself, especially the organization. It is further explained that performance is the level of task execution that can be achieved by a person, unit, or division, by using existing capabilities and limits to achieve company goals.

Kaplan & Norton (in Suharyanto, 2011) explain that in measuring employee performance, a list of questions can be used which contains several dimensions of criteria regarding work results using the Balanced - Scorecard method, which is a card to record scores or measure the performance of individuals or groups of work results. According to Rivai (2009) Balanced - Scorecard is a performance measurement based on a balance of financial and non-financial aspects as well as internal and external aspects of the company, through an aspect approach; financial perspective, consumer, internal business processes and learning and developing processes.

Bernardin and Russel (in Soedjono, 2005), Mangkunegara (2009), and Wirawan, (2009) suggest several aspects of employee performance measurement as follows.

1. Quality, is the result of hard work from employees in accordance with the goals previously set by the company. This is a level that shows the work process or the results achieved for a job approaching or away from perfection.
2. Quantity, is the result of hard work from employees who can reach the maximum scale set by the company, with the results set by the company, the performance of the employees is good. Quantity is the number of targets produced and expressed in currency value, the number of product units or the number of activity cycles that the employee has completed.
3. Timeliness, is the ability of employees to work based on work time standards set by the company, by working in accordance with predetermined time standards, the employee's performance is good. Timeliness is a level that shows that a job can be completed faster than the specified time, so the employee's performance is good.
4. Cost effectiveness, is the efficient and affective use of employee resources so that it can affect the cost savings incurred by the company and generate maximum profits. Cost effectiveness shows a maximum level of use of the company's resources to get maximum profit.
5. Need for Supervision, is the ability of employees to work properly without any supervision from the company. Even without intensive supervision from the management, employees can work well so that the performance of employees will increase. Need of supervision is an activity of employees being able to carry out a job function without having to ask for guidance or intervention from a supervisor to improve employee performance itself.
6. Interpersonal impact, namely employees who have a high sense of self-respect for their work so that employees try to achieve the best results in doing the job. Interpersonal impact is a level for employees to create a comfortable atmosphere at work, confidence, and cooperation between colleagues so as to create conditions that improve performance.

c. The Relationship Between Organizational Culture and Employee Performance

According to Dalimunthe (2009), the definition of organizational culture is a group of basic thoughts or mental programs that can be used to improve work efficiency and human cooperation owned by a group of people. Work culture is distinguished by attitudes towards work and behavior at work.

Kotter and Heskett (Mangkunegara, 2009) suggest four things regarding the relationship between organizational culture and performance. First, corporate culture can have a significant impact on long-term economic performance. According to Dessler (2008), companies with a culture that prioritizes every major managerial component (customers, shareholders, and employees) and managerial leadership at all levels outperform companies that do not have these cultural characteristics with very large differences.

Second, corporate culture will probably be an even more important factor in determining the success or failure of a company in the decades to come. A culture that puts performance first has negative financial impacts for a variety of reasons. The main reason is the tendency to prevent companies from accepting the required tactic and strategic changes. Cultures that are not adaptive will increasingly have negative financial impacts in the coming decades.

Third, corporate cultures that hinder long-term financial performance quite a lot, these cultures are easy to develop even in companies full of smart and sensible people. Cultures that encourage inappropriate behavior and discourage change towards more appropriate strategies tend to emerge slowly and unnoticed over years, usually when companies perform well. Once they emerge, these cultures are very difficult to change because they are often invisible to the people involved, because they help the existing power structures in the company or for various other reasons.

Fourth, although difficult to change, company culture can be made to be more performance enhancing. Such changes are indeed complicated, take time and require a slightly different leadership even when compared to superior management. Leadership must be guided by a realistic vision of which types of culture enhance performance.

Kotter and Heskett (in Tika, 2008: 141) also put forward three theories that support the relationship between organizational culture and performance. First, a strong culture is related to superior performance. In a strong company, nearly all managers share a relatively consistent set of values and methods of doing business. New employees are adopting these values very quickly. An executive can only be corrected by his subordinates, as well as by his boss, if he violates organizational norms. The styles and values of a culture tend not to change much and their roots are deep, despite the change of managers.

d. Hypothesis

The hypothesis is a temporary answer to the problem under study and provides a path to be able to prove the problem under study. Proof of this hypothesis requires a theory that is supported by clear data and facts. Based on the problems studied, the authors make the following hypothesis:

H1: It can be said that the hypothesis proposed is acceptable, which means that there is a positive relationship between organizational culture and employee performance.

H0: It can be said that the hypothesis proposed is rejected, which means that there is no positive relationship between organizational culture and employee performance.

C. METHODS

This study uses a quantitative approach, namely research that presents a further stage of observation. After having a set of classification schemes, the researcher then measures the size or distribution of these traits among members of a particular group. In this case, the role of statistical techniques such as frequency distribution and dispersion appears (Suryabrata, 2012).

a. Data Collection Techniques

Data collection that will be carried out by researchers is as follows:

1. The method of observation is a method that is done by directly observing and observing the research location.
2. The interview method (interview) is the process of obtaining information or data for research purposes through questions and answers from respondents and related parties. According to Nasir (2008), the interview method is used whenever possible to find more in-depth information if needed to complement the research data.
3. The questionnaire method or questionnaire is a method for obtaining data by sharing several lists of questions that have been compiled by the researcher in accordance with the research objectives. In this study, a Likert scale model questionnaire was used, namely the type of closed question using 5 (five) answer choices.
4. The literature study method is the process of obtaining data used to support primary data by recording information related to the problems under study. The literature method in this study is to seek information from previous research, research journals, or from online articles.

b. Data Analysis Techniques

Before conducting data analysis, it is necessary to carry out the following stages of data processing techniques:

1. Editing, is a process of checking and adjusting obtained from research data to facilitate the process of coding and data processing with statistical techniques.
2. Coding, is the activity of marking numbers in the answers to the questionnaire and then grouping them into the same category. The goal is to simplify answers.
3. Scoring, which is changing qualitative data into quantitative form. In determining this score, a Likert scale is used with five assessment categories, namely:

Table 1
Scoring of respondents' answers

Answer	Score
Perfectly Fit (SS)	5
Conforms (S)	4
Sufficiently Appropriate (CS)	3
Less Appropriate (KS)	2
Not Appropriate (TS)	1

4. Tabulating, which is presenting the data obtained in a table, so that readers are expected to see the results of the research clearly. After the tabulating process is complete, it is processed using the SPSS computer program.

c. Research Location

This research was conducted at PT. Indo Bismar Surabaya which is located at Jl. Bendul Merisi Blok R No. 9 Surabaya 60239. In this study, all employees of PT. Indo Bismar Surabaya, which is assigned to the sales area (floor) which includes sales staff, cashier floor, and customer service, totaling 75 people.

d. Validity and Reliability Testing

Before the data from the collected questionnaires are processed and analyzed, validity and reliability tests are needed to determine whether the questionnaire is valid and reliable with the Statistical Program for Social Science or SPSS 16.0.

1. The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Nasir, 2008). In this case, a number of questions are used that can accurately reveal the measured variables.

To measure the level of validity, it can be done by correlating the score of the questions with the total score of the construct or variable. The validity test is carried out by comparing the calculated r value with the r table for the 5 percent significance level of the degree of freedom ($df = n-2$), in this case n is the number of samples. If $r \text{ count} > r \text{ table}$ then the question or indicator is declared valid, and vice versa if $r \text{ count} < r \text{ table}$ then the question or indicator is declared invalid (in Priyatno, 2008).

2. Reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time (Nasir, 2008). Reliability measurement is done by one shot or just one measurement using the SPSS statistical test tool Cronbach Alpha (α). A construct or variable is said to be reliable if it provides a Cronbach Alpha value > 0.60 (in Priyatno, 2008).

e. Testing Assumptions

In this study, the classical assumption test was carried out as a prerequisite for testing parametric statistical analysis. According to Hadi (2009), the analysis requirements test is needed to determine whether data analysis for hypothesis testing can be continued or not. This assumption test is carried out using the normality test and linearity test as follows.

1. Normality test is a test that is carried out with the aim of assessing the distribution of data in a group of data or variables, whether the data distribution is normally distributed or not. According to Hadi (2009), the normality test is useful for determining the data that has been collected is normally distributed or taken from the normal population.

In this study, the normality test used the Kolmogorov Smirnov test technique, which, according to Santosa (2010), is a widely used normality test, especially after many statistical programs in circulation. The advantage of this test is that it is simple and does not cause a difference in perception between one observer and another, which often occurs in normality tests using graphs.

According to Santosa (2010), the basic concept of the Kolmogorov Smirnov normality test is to compare the data distribution (which will be tested for normality) with the standard normal distribution. Standard normal distribution is data that has been transformed into a Z-Score and is assumed to be normal. So actually the Kolmogorov Smirnov test is a test of difference between the normality tested data and the standard normal data. As in the usual difference test, if the significance is below 0.05 it means that there is a significant difference, and if the significance is above 0.05 then there is no significant difference. The application of the Kolmogorov Smirnov test is that if the significance is below 0.05, it means that the data to be tested has a significant difference with standard normal data, it means that the data is not normal.

2. Linearity test aims to determine whether two variables have a linear or not significant relationship. This test is usually used as a prerequisite for correlation or linear regression analysis. According to Hadi (2009), this test is usually used as a prerequisite in correlation analysis or linear regression. Tests on SPSS using the Test for Linearity with a significance level of 0.05. Two variables are said to have a linear relationship if the significance (Linearity) is less than 0.05.

f. Hypothesis Testing

The purpose of hypothesis testing is to establish a basis so that it can collect evidence in the form of data in determining the decision whether to reject or accept the truth of the statements or assumptions that have been made. According to Santosa (2010), hypothesis testing can also provide confidence in objective decision making. In this study, hypothesis testing used Pearson's product moment correlation technique.

According to Hadi (2009), Pearson correlation is one of the correlation measures used to measure the strength and direction of the linear relationship of two variables. Two variables are said to be correlated when changes in one variable are accompanied by changes in other variables, either in the same direction or in the opposite direction.

D. RESULTS AND DISCUSSION

a. Validity and Reliability Test Results

Testing the research instrument, namely the validity test using Pearson's product moment on each variable is known as follows.

Table 2
The results of the validity test of the organizational culture scale

NO	Statement	r_{xy}
1	Companies strive to create conditions that encourage employees to be innovative	0,459
2	The company respects the ideas made by employees even though they are risky	0,582
3	Management views the level of accuracy of employees in completing each job	0,593
4	The company pays attention to employee work activities that have detailed accuracy	0,627
5	Management focuses more on work results than on work techniques	0,561
6	Management pays enough attention to work processes rather than results	0,679
7	The management always encourages employees to carry out their ideas	0,774
8	The company gives awards to employees who have succeeded in carrying out ideas well	0,588
9	Company management provides support to every employee who works together as a team	0,776
10	Management supports all employees who can maintain relationships with their co-workers	0,701
11	Every employee is encouraged to be healthy competitive among employees at work	0,337
12	Every employee strives to achieve optimal productivity	0,572
13	The company evaluates and rewards each employee	0,548
14	The company provides promotion opportunities and positions for potential employees.	0,434

The results of the validity test show that the value of the validity coefficient moves between 0.337 to 0.776 and all statement items have a value of more than 0.250. According to Azwar (2010) the statement items can be said to be valid (valid) by comparing the total correlation (r_{xy}) with 0.250 as the item discrimination index. Based on this statement, it can be said that all items used as research instruments are classified as valid.

Table 3
The results of the validity test of the employee performance scale

No	Statement	r_{xy}
1	Every employee tries to work hard to achieve the goals set by the company	0,603
2	Employees try their best to achieve satisfying work results	0,528
3	The employee tries to complete as much of the workload as	0,715

	possible	
4	Each employee tries to exceed the target number of jobs set	0,480
5	Every targeted job can be completed on time	0,407
6	Every employee is able to finish work before the work time ends	0,431
7	Every employee makes the most of the tools or materials used for work	0,397
8	Employees try to keep the use of working equipment properly or not damaged prematurely	0,318
9	Employees feel a comfortable atmosphere in the workplace environment	0,424
10	The atmosphere of the workplace environment is very conducive so that you feel passionate about working	0,253

The validity test results as shown in the table above show the value of the validity coefficient or r_{xy} between 0.253 to 0.715 and all statement items have a value of more than 0.250. According to Azwar (2010) the statement items can be said to be valid (valid) by comparing the total correlation (r_{xy}) with 0.250 as the item discrimination index. Based on this statement, it can be said that all items used as research instruments are classified as valid.

Furthermore, the results of the scale reliability test or the reliability of the measuring instrument can be seen as follows.

Table 4
The results of the measuring instrument reliability test.

No	Variables	Cronbach's α value
1	Organizational culture (X)	0,887
2	Employee performance (Y)	0,782

The results of the reliability test using Alpha Cronbach's analysis technique show that each instrument or research scale has a value of more than 0.700. According to Santoso (2008) the consistency (reliability) of the research scale can be measured by an alpha value of at least 0.700. In this research scale it is known that organizational culture has an alpha value of 0.887 and the employee performance scale has an alpha value of 0.782 so that the two scales used in this study are classified as reliable.

b. Classical Assumption Test Results

Testing the research assumptions as a prerequisite for parametric statistical tests was carried out by normal distribution analysis and relationship linearity test. The results of the normality test can be seen as follows.

Table 5
Distribution normality test results

No	Variables	Z Score Value	P value
1	Organizational culture (X)	1,192	0,116
2	Employee performance (Y)	1,335	0,057

The test results of the normal curve distribution show that the scale of organizational culture obtained a Z value of 1.192 with a probability of 0.116 ($p > 0.050$), while the employee performance scale obtained a Z value of 1.335 with a probability of 0.057 ($p > 0.050$). According to Santosa (2010) testing the normal distribution curve assumption can be determined with an alpha value of more than 0.50. Santosa (2010) and Priyatno (2008) further explain that the normal curve econometric assumption test can be measured through a probability value of more than 0.50 but in large samples or more than 30 subjects testing the normal curve can be ignored.

Furthermore, the linearity test of the relationship between organizational culture variables and employee performance can be seen as follows.

Table 6
The results of the relationship linearity test

Variables	F value	P value
Organizational culture (X) on employee performance (Y)	21,848	0,000

The results of the analysis of the relationship linearity test showed that the F value was 21.848 with a probability value of 0.000 ($p < 0.05$). According to Santosa (2010) and Hadi (2010), it is explained that the two variables can be said to have a linearity relationship if the probability value is less than 5%.

c. Result of Proof of Hypothesis

Hypothesis testing used Pearson product moment correlation analysis with the following results.

Table 7
Hypothesis test results

Variable	Value r_{xy}	Value p	Value r^2
X with Y	0,480	0,000	0,230

The results of the analysis of the hypothesis test show that the correlation coefficient is 0.480 with a probability of 0.000 ($p < 0.05$), which means that there is a significant positive correlation. It can be said that the hypothesis which states that there is a positive relationship between organizational culture and employee performance is acceptable. The coefficient of determination is 0.230, it can be said that organizational culture provides an effective contribution of 23% to the performance of employees at PT. Indo Bismar Surabaya.

d. Discussion

The calculation results show that the correlation coefficient between organizational culture and employee performance is significant. There is a significant relationship between organizational culture and employee performance. This shows that one of the factors that determine employee performance is organizational culture. The results of this study reinforce Robbins's opinion (in Indrasari, 2017) that organizational culture is an invisible social force that can move people in an organization to carry out work activities. The results of Indriyani and Christologus's (2012) research show that organizational culture which is actually managed as a management tool will have an effect and become an incentive for employees to behave positively, dedicatively and productively. Where a strong or positive organizational culture will affect the performance of the organization so that it supports company goals, on the other hand, weak or negative ones will have a negative impact on the achievement of an organization's goals.

There is a relationship between organizational culture and employee performance at PT. Indo Bismar can be given an overview of the existence of organizational control which is a very important part of organizational culture. Each company has its own way of controlling employee behavior, as well as the rules set by one company will be different from other companies. According to Ismail's (2008) research, there are companies that require very strict controls so that employees can do their job well, on the other hand, if supervision is not carried out, employees will not comply with existing regulations. However, there is also a company whose employees can work well if they are given the freedom and responsibility to carry out their work as well as possible without being given strict supervision.

At Indo Bismar, direct supervision of employees in the sales area is often carried out by superiors, both by the supervisor of each department, from the human resources department, and by the direct store manager. The sanctions given to employees who violate the rules are also strict so as to minimize the level of violations. Based on the research results, it can be seen that the existing regulations in the company have been effective in disciplining employees. Sanctions given to employees who violate the rules can be in the form of oral warnings and written warnings. Written warning consists of Warning Letter I, Warning Letter II, and Warning Letter III. Each of these warnings has a period of 6 months. If an employee has been given a warning letter and within 6 months the employee commits another violation, a heavier warning will be given according to the warning sequence. If a warning letter has been given, the employee has not shown any changes, he will be subject to even stricter sanctions, namely being issued.

It is also known that employees have high initiative. Employees have high initiative to act according to procedures if they find problems in carrying out work without having to wait for orders from superiors. This is done to save time in serving customers because the customer is the "king" who must be served maximally. With the principle of fast, namely serving customers immediately, employee initiative is needed at work. Besides that, employee initiative can also

be seen from the awareness of employees to serve customers as well as possible. From table 5 itself, it can be seen that employee awareness is not maximized because if there is no supervision from the superior, the majority of respondents stated that they only sometimes served customers as well as possible and the rest stated that they often served as much and stated that they always served well as much. This means that not all employees have high awareness to always perform their duties and obligations properly if they are not under supervision.

Apart from individual initiatives, organizational culture is also influenced by clear directions or goals regarding work performance. The direction or goals of the employee's work performance are clear. It can be seen from table 7 that the opportunity for employees who have achievements to develop a career in the company is quite large. Based on the results of interviews conducted by researchers, companies provide opportunities for employees to fill vacant positions by opening internal vacancies. These internal vacancies are open to every employee who is deemed to meet the criteria and have achievements, and of course they must pass several tests first.

Integration is also an important part of organizational culture. At PT. Indo Bismar Surabaya, the integration that has been established is good. This can be seen from the cooperation that goes well between employees and with good coordination between superiors and employees through the delivery of information that is always carried out every time there are programs to be implemented. The provision of this information is always carried out on an ongoing basis whenever there are changes that occur within the company, both changes in ongoing promotion programs and changes in regulations set by the company, so as to minimize errors in company operations and minimize conflicts. Every company, without exception, must have experiencing conflicts both within the company and with external parties. However, conflict does not always have a negative impact. This conflict can also have a positive impact if it is used as learning by the company to make it better.

The level of tolerance for conflict has been given well by the company. From the research results, it is known that superiors often provide opportunities for employees to express the obstacles and conflicts they face while working. Constraints or conflicts raised by the employee get good responses from superiors and then seek solutions to the problem. Besides that, support from management is part of the indicators of the organizational culture of PT. Indo Bismar. This support can be seen from the extent to which superiors provide clear communication, assistance and support to subordinates. The company provides support by providing opportunities for employees to express their aspirations for any company policies. Usually every new policy in the company is always informed to employees through a joint meeting. In the meeting, employees are given the opportunity to ask questions and express opinions. Support from management is also provided to employees who are continuing their education. Not a few of the employees are continuing their education, and they receive positive support from the company, for example the company provides an early dispensation for employees who will take exams or other important needs. With this support, it means that the company provides opportunities for its employees

to develop and be more advanced. From the interview results, superiors admit that they are happy to have employees who are continuing their education and have the desire to develop as long as this does not reduce their productivity at work.

Furthermore, from the identity indicator, it can be seen that employees feel proud to have an identity as an employee in the company. From the research results, it can be seen that employees feel proud to wear uniforms as a symbol of corporate identity and employees also feel happy to be part of the company. The feeling of being proud to be part of the company felt by employees is expected to encourage employee loyalty to the company so that it can increase the productivity of each employee. The reward system is an important part of organizational culture. From the research that has been done, it can be seen that the reward system that the company provides to employees is good. From the interview results, it is known that the rewards given by the company are in the form of certificates and some money. This award is usually given every three months and is divided into two categories, namely best seller and best employed. The best seller award is given to employees who can achieve the highest sales target, while best employed is given to employees who are considered to have high productivity in the company, such as doing a very good job, being disciplined and complying with all existing regulations, and minimal error rates being committed. at work. This reward system also plays a role in motivating employees to work even more optimally to increase sales and to provide maximum contribution to the company.

When it comes to performance, the thing you remember most often is discipline. Based on research that has been done, the discipline of employees of PT. Indo Bismar is quite good. This can be seen from the level of attendance, arriving on time and the ability to comply with all existing regulations. From the research results, it is known that employees rarely do not attend for reasons that are not clear, employees also do not find it difficult to arrive on time and comply with existing working hours in the company, and are able to comply with all existing regulations.

In terms of loyalty, based on the observations of researchers, most respondents who objected to being asked to overtime were because they were ordered to overtime very suddenly, for example the result of the absence of other employees so they needed additional personnel. Loyalty to the company or to work can arise based on the employee's love for the company or the work they are doing. If employees feel happy with their work and have great love for the company, it will result in a determination to obey and carry out every job as well as possible even without supervision or coercion.

While the quality of work can be seen that the performance of employees of PT. Indo Bismar is good. This can be seen from the level of sales each month, the level of service provided to customers, and based on the awards that employees often receive. Based on the research that has been done, it can be seen that the sales target every month is often achieved, some even exceed the predetermined target. This is a proud achievement for this employee.

The level of complaints (complaints) from customers also reflects employee performance. From the research it is known that employees rarely get complaints

from customers for the services provided to customers. This means that the service provided by employees to customers is maximal. Employees rarely receive reprimands from superiors. This means that employees rarely make fatal mistakes in their work. However, rewards in the form of rewards or mere praise are only sometimes obtained by employees.

In terms of creativity, it can be seen that the creativity of the employees of PT. Indo Bismar is still not optimal. Employees' creativity is only limited to the work they do everyday. Employees are only assigned to carry out work as well as possible but do not have a great opportunity to develop creativity, so that the work done by employees is only monotonous in their duties and obligations and the abilities and knowledge of employees to propose or create a new work program both in dealing with work challenges are not well honed.

Cooperation is also an important factor in employee performance. In the observations made by the researcher, it can be seen that there is cohesiveness among employees and the atmosphere that exists at work is very pleasant. This certainly has a positive impact on employee performance. With good teamwork, the company's goals are easier to achieve. Proficiency is also an indicator of employee performance. Employees of PT. Indo Bismar, which mostly graduated from high school / equivalent and very young, is considered very suitable for the work it is doing. For example, to become a cashier, after going through a screening, the new employee is trained until he can carry out his duties.

Employees are also able to use their time effectively, especially in terms of serving customers. As a company engaged in retail, PT. Indo Bismar always wants to maintain a good image in the eyes of the public in general and customers in particular, namely by always prioritizing customer satisfaction through the services provided. Maximum service provided by PT. Indo Bismar beside with a "friendly and enthusiastic smile" is also one of them is "serving immediately". Because employees are required to serve customers quickly and from the results of the research it is known that employees are able to use their time effectively in carrying out their duties.

Through a strong culture of cooperation, coordination, and integration that is applied in the company will result in high performance as well. With the embedded culture, the company's goals will be more easily achieved, namely to provide satisfaction to customers and increase sales. As stated in the previous chapter that at the operational level organizational culture aims to improve the performance and satisfaction of organizational members. All organizations have a culture that depends on their strengths. Culture can have a significant influence on the attitudes and behavior of organizational members (Robbins, 2010). If the cooperation, coordination and integration that exists in the company is strong, as can be seen in PT. Indo Bismar, then this will affect the attitude and behavior of employees which in turn result in high performance as well.

Based on the description above, it can be concluded that organizational culture greatly affects employee performance. The results of this study indicate that there is a significant (meaningful) relationship between organizational culture and employee performance. This means that the better the organizational culture, the better the employee's performance. Conversely, if the organizational culture is

getting less good, the employee performance will decrease. So that the two variables must be both improved in order to be good and as expected. Likewise, support from superiors, tolerance for conflict, and the existence of cultivated control within the company, all of these indicators have an effect on improving employee performance. The stronger all these things are cultured in the company, the employee performance will increase as well.

E. CONCLUSIONS

Based on the results of the research and discussion that has been stated, it can be concluded that the culture and performance of employees at PT. Indo Bisma has a significant positive relationship. The existence of this positive relationship is known from the results of proving the hypothesis which shows a correlation of 0.480 with a probability of 0.000 ($p < 0.05$), which means that the proposed hypothesis can be accepted. The existence of this positive relationship is also supported by the coefficient of determination of 0.230, it can be said that organizational culture provides an effective contribution of 23% to the performance of employees at PT. Indo Bismar Surabaya.

Based on the above conclusions, the following suggestions can be made the results showed that the organizational culture at PT. Indo Bismar Surabaya is in the good category. For this reason, it is hoped that the management will strive to improve the organizational culture even better so that it is in accordance with what is expected; Employee performance at PT. Indo Bismar Surabaya is in the good category. For this reason, it is hoped that the management will continue to strive to provide motivation, direction and monitoring to employees to work with discipline and in accordance with what is expected so that employee performance can increase from time to time; Because there is a significant relationship between organizational culture and employee performance at PT. Indo Bismar Surabaya, it is hoped that the management of the organization will pay attention to the habits carried out by employees in doing work whether the work done is good and correct so that it can improve employee performance; For further researchers, it is necessary to further expand the study of the factors that affect employee performance, both from the aspects studied, the number of respondents, and the research area, because there are still many other factors related to improving employee performance that have not been revealed in this study.

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