



THE ROLE OF ORGANIZATIONAL CULTURE FOR EMPLOYEE PERFORMANCE (Study on Surabaya City DKP Employees)

Dedy Susanto¹

¹Sekolah Tinggi Ilmu Ekonomi Fatahilah Surabaya
Email:dedystiefa96@gmail.com

ABSTRACT

With the formulation of the problem as follows: "Does organizational culture have a significant role in the performance of Surabaya City DKP employees?". To answer the problem formulation mentioned above, the data collection methods are: 1) literature study, and 2) field study; distributing questionnaires and using quantitative data analysis methods, where the researchers used SPSS version 16 with the following research results: The results of distributing questionnaires to 50 respondents from Surabaya City DKP employees which were then processed to obtain the t-count value of the results of data processing with SPSS 16 became identical to 5,670 with a big degree of 0.000 0.05 (smaller than 0.05 = used in the calculation); it can be said that the initial speculation (H_0) is rejected and the opportunity speculation (H_a) is universal. So it may be concluded, that "there is a extensive dating among organizational way of life at the performance of DKP Surabaya town employees".

Keywords: Performance, Employees, Organizational Culture

INTRODUCTION

The human element is an important element, because humans always play an active and dominant role in every organization. (Samsuni, 2017) states that, Humans are planners, actors as well as determinants of the realization of organizational goals. Thus, every employee is needed to have the capability to perform their tasks and responsibilities to participate in company activities, progress and development effectively and efficiently. Recognizing the importance of the role of these employees, corporate organizations and agencies have carried out many activities to empower their employees so that they have the ability to perform optimally in an effort to achieve organizational goals. The Surabaya City Sanitation and Gardening Service (DKP Surabaya City) in its main task according with Surabaya Mayor Regulation No. 42 of 2011 concerning the Details of Duties and Functions of the Surabaya City Service, Article 73 reads: "The Sanitation and Parks Service has the task of sporting out regional government affairs based totally at the principle of autonomy and help inside the discipline of cleanliness and landscaping". Then in carrying out the tasks as referred to Article 73, which is clearly stated in Article 74, it states that the Office of Hygiene and Parks has the subsequent features: a) formulating technical regulation in the area of cleanliness and landscaping; b) administering hygiene and landscaping affairs; c) guidance and implementation of tasks as referred to in Article 73; d) administrative management of the Service; and e) the implementation of other responsibilities assigned by using the regional Head in accordance with his obligations and capabilities. Judging of the main tasks of DKP above, it is clear that there is a need for coordination and communication in the job description (division of

tasks) for each section so that there is no overlapping or role conflict (conflict) from fellow employees so that employee work results are optimal. Therefore, it is necessary to understand the inherent culture in the organization, both theoretically and practically on the daily performance of employees so that organizational goals can be realized optimally. Discussing the hassle of lifestyle itself is vital for a corporate organisation (corporations), as it will always relate to the existence that exists within the agency. Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms which are shared and binding in a particular community. Faizal (2019) explains, sluggish growth is caused by a failure of organizational morale and is a reflection of how managers and workers view their organizations. Responsible organizations openly and honestly lead them to quality and productivity. Cultural analysis does not emphasize what should happen from a management perspective but what actually happens. According to Munandar (2020), a strong organizational culture will help companies (agencies) provide certainty for all individuals who exist within the organization to develop with the organization and jointly improve business activities in the face of competition, although the growth rate of each individual varies greatly. But the fact is that there are still some employees or members of the organization who do not know or do not understand the existing organizational culture, so it often occurs and encountered in the office there are misunderstandings, misunderstandings or even conflicts that occur between the members (employees) so that the results of the work become ineffective. (repeat) and inefficient (not finished on time). From the description of the background problems regarding organizational culture above, it is necessary to have a deeper study of the role of organizational culture for employee performance. Thus, researchers are also interested in studying more deeply about the role of organizational culture on employee performance at DKP Surabaya.

LITERATURE REVIEW

Zacharias (2019), based on research conducted, concluded that culture greatly affects the long-term performance of the organization (company), which results in a much greater increase in revenue and net income (68.2% versus 16.6% and 75.6% versus 1 %). The stronger the culture, the greater the influence. The strength of organizational culture can be seen from the following three factors: 1) stability. A strong organizational culture is able to make the organization not swayed by circumstances, both internally and externally, because a strong culture is able to give identity to (people within) the organization; 2) depth. A strong organizational culture is able to transform into values that are embraced by individuals in the organization. This value unconsciously regulates their work behavior; 3) coverage. A strong organizational culture is able to reach as many individuals and aspects of the job as possible. The more individuals adhere to the culture in question and the more aspects of the job that refer to it, the stronger the culture. organizational culture can backfire because if the culture is not right then the organization will be taken in the wrong direction and ultimately plunge the organization. This is because a strong organizational culture creates culture rigidity. So stiff, the wrong direction earlier can no longer be changed. To avoid this rigidity, Zacharias suggests that organizations develop a culture that focuses not only on traditional values and norms but also on the dynamics of stakeholder demands – especially customers, shareholders and employees – so that organizational culture becomes adaptive and flexible. and not rigid in following the situation. Chusminah (2019) there are six methods of evaluating employee performance: 1) written essay, this method assesses performance by writing a narrative that describes the strengths, weaknesses, past achievements, potentials and suggestions about an employee for improvement. This method does not require a routine format,

however the consequences often reflect the capabilities of the researcher; 2) critical state, this method focuses the attention of the rater on the behavior which is the key to distinguishing between an effective job or an ineffective one. The rater wrote an anecdote describing what the workers did that was effective or ineffective. The key is specific behavior. A critical state list contains a series of examples, by which workers can see expected behaviors and behaviors that require development; 3) rating scale chart, is the oldest and most popular method in performance appraisal. In this method performance factors consisting of first-class and quantity of work, level of expertise, cooperation, loyalty, attendance, honesty and initiative are recorded, and then the rater checks the list assessing each factor according to an improvement scale based on five points. This method is very popular because it does not provide in-depth information when compared to the essay method or the critical state method, and requires less time to develop and process. This method also provides quantitative analysis and match analysis.; 4) behavioral improvement scale, this method is the latest method and has been considered a great thinker in recent years, where this method combines the critical state method and the research scale graph method. The rater rates workers on the premise of items in a continuum, but the factors are examples of real behavior at the job, now not mere descriptions or general characteristics; 5) multipersonal comparison, this method evaluates individual performance by comparing individuals - one with another individual. this method is relative not as an absolute measuring tool. Three very general comparisons are organization order rankings, individual rankings, and pairwise comparisons. Organization order ranking needs the rater to place workers into a special classification, such as the top of five people or the second of five people. The man or woman rating method ranks workers from the best to the worst. If a manager is asked to rate 30 subordinates, this approach assumes the distinction between the first and second workers is equal to the difference between the twenty-first and twenty-second workers. The effects is clearly an ordering of the workforce, from best to worst. The pairwise comparison approach compares each worker with each other and assesses which workers are better or worse off against each other.

RESEARCH METHODS

This kind of research is quantitative studies. The type of quantitative studies is a research with a quantitative statistical approach that uses a simple correlation analysis technique with SPSS (Statistics Program for Social Science), where this statistical model goals to determine the role of organizational culture on the performance of Surabaya City DKP employees. Meanwhile, to decide the effect of the impartial variable partly on the dependent variable, through the usage of the t test. The population on this look at had been all personnel of DKP Surabaya. To take the sample, the researchers distributed a questionnaire to as many as 50 respondents from Surabaya City DKP employees. The nature of the sampling in this study is to determine the performance of Surabaya City DKP employees, as an evaluation material of employee performance that has been carried out so far. The data analysis technique used in this study is Quantitative Analysis, namely data analysis that uses statistical formulas to prove the relationship between variables, researchers used correlation analysis with the SPSS method. To decide the influence of organizational tradition on worker performance, namely the correlation method, by calculating the value of r (correlation coefficient) based on the level of the relationship. And to decide the extent of the role of organizational tradition on the performance of Surabaya City DKP workers, the t-test was used to determine the extent to which organizational culture provided an effective role for employee performance.

RESULTS AND DISCUSSION

This study took a questionnaire of respondents from several DKP Surabaya employees based on a random sampling method, totaling 50 respondents (not all DKP Surabaya employees). From the consequences of the correlation evaluation showed that the correlation price between organizational lifestyle (X) and worker overall performance (Y) was 0.454; this means that there may be a fantastic courting (0.454) between organizational culture on worker overall performance, and the nature of the relationship between the two is moderate. The coefficient of determination is known that the organizational lifestyle variable on worker overall performance obtained R square of 0.206; This means that organizational lifestyle has an influence on worker overall performance by 21% (0.206 rounded up to 21%), while the remaining 79% is influenced by other factors not explained in this study. SPSS version 16 calculation results obtained t count of 5.670 with a significant level of 0.000. And to test the hypothesis, citing the opinion of Sugiyono (2019), it is carried out with the formula: significance value (p value) 0.05, then Ho is rejected and Ha is accepted. significance value (p value) > 0.05, then Ho is accepted and Ha is rejected. So because the value of t arithmetic processing results obtained by SPSS is 5.670 which is obtained with a significant level of 0.000 0.05 (0.05 = which is used in the calculation); it can be said that the preliminary hypothesis (Ho) is rejected and the alternative speculation (Ha) is widely wide-spread. So it can be concluded that "there is a great courting between organizational way of life and the performance of Surabaya town DKP employees".

CONCLUSION

based on information evaluation and data of hypothesis testing, the conclusions in this study, among others, are as follows: the formulation of the research problem is "Does organizational culture have a significant role in the performance of Surabaya City DKP employees?". As data collection for discussion to prove the hypothesis, the researcher used data collection techniques. Questionnaire questionnaire to 50 respondents from Surabaya City DKP employees. To analyze and process data, researchers used quantitative methods with SPSS version 16 media, to correlation analysis, analysis of the coefficient of determination and T-test count. With the results obtained, it is real and can be proven true based on the calculation results of SPSS version 16 so that the problems that exist in this study are answered. So the conclusion that can be drawn from the results of this thesis research is, "there is a real substantial courting among work subculture and employee overall performance at DKP Surabaya metropolis"

REFERENCE

- Creswell,D., & Creswell,W.J. (2018). *Research Design : Qualitative, Quantitative & Mixed Methods Approaches (5th ed)*. Great Britain : Sage Publications, Inc.
- Chusminah SM, Haryati S.A. *Analisis Penilaian Kinerja Pegawai Pada Bagian Kepegawaian dan Umum Direktorat Jenderal P2P Kementerian Kesehatan*. Widya Cipta Jurnal Sekretari dan Manajemen. Vol.3 (1)
- Faizal A.D., Syapsan dan Widayatsari, A.2019. *Pengaruh Pertumbuhan Kredit Perbankan Dan Pertumbuhan Jumlah Orang Bekerja Terhadap Pertumbuhan Ekonomi Provinsi Riau*. Pekbis Jurnal. Vol.12 (3)
- Munandar, W.A., Samsudin, A., dan Komariah, K.2020. *Penerapan Budaya Organisasi terhadap Peningkatan Kinerja Karyawan (Studi pada CV. Desain & Bangunan Sukabumi)*. Ekuitas Jurnal Pendidikan Ekonomi. Vol.8 (1)
- Samsuni.2017. *Manajemen Sumber Daya Manusia*. Al Falah Vol. XVII No.31

Sugiyono.2019. *Statistika untuk Penelitian*. Bandung : CV Alfabeta.

Zacharias T. 2019.*Pengaruh Budaya dan Iklim Organisasi Terhadap Kinerja Melalui Komitmen Organisasional Dan Motivasi Kerja Pegawai Pada Dinas Pekerjaan Umum Provinsi Maluku*.Jurnal Analisis Kebijakan dan Pelayanan Publik. Vol.5 (1)