

ANALYSIS OF ORGANIZATIONAL CULTURE TO IMPROVE EMPLOYEE PERFORMANCE DISTRIBUTOR OPERATIONAL DIVISION PT. TIRTA COLOR PLAN

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ABSTRACT

The purpose of this research is the implementation of organizational culture in supporting the process of achieving the goals that have been set. In particular, this research has a target to (1) analyze how the process of implementing organizational culture in improving performance, (2) analyzing the supporting and inhibiting factors in the implementation of organizational culture in improving the performance of the operational division employees at the distributor of PT. Tirtakencana Tata Warna. This type of research is qualitative descriptive using a case study approach. Data collection techniques used by means of observation, interviews, documentation. The data obtained were validated through: a) Persistence of observation, b) Triangulation of Data Sources, c) Adequacy of Reference. The research data is processed through the following techniques: a) Data Reduction, b) Data Presentation, c) Conclusion Drawing, which aims to obtain data to support the final results of the study. The results show that the The cooperation dimension explains that a conducive work environment must be formed by leaders by creating a culture of cooperation and professionalism, so that employees will apply themselves to be professional and be able to work in teams well. The self-ability dimension describes a work environment that is not conducive because many conflicting organizational cultures can lead to a lack of work discipline, less harmonious relations between employees, teamwork does not work. The self-development dimension explains that the employee self-development program at the distributor of PT. Tirtakencana Tatawarna operational division must be supported by a strong organizational culture, so that employee performance can improve.,

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1. INTRODUCTION

Organizations have personalities, just like individuals. This personality is the culture of the organization. Organizational culture is a system of spreading beliefs and values that develops within an organization and directs the behavior of its members. Organizational culture can be a major instrument of competitive advantage, namely if organizational culture supports organizational strategy, and if organizational culture can answer or overcome environmental challenges. quickly and precisely. Culture develops into values or norms that are not only owned by a group of humans in an environment but are also owned by a group of people organization. Development In today's business world in Indonesia, which is getting faster and faster, it also results in a change in organizational culture. So that the organization is required to have an organizational culture that distinguishes it from other similar organizations (Abdusammad, 2015; Suryana & Arifin, 2022). According to Imron (2019), in the research title The Influence of Leadership Style, Teamwork, and Organizational Culture on Work Performance and Its Impact

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on Employee Performance, organizational culture regarding teamwork has a major influence on employee performance.

According to Erna Fatmawati (2020) and Maulida & Nugrahenti (2020), in the research title the Correlation of Work Organizational Culture and Team Work on the Performance of SMA Negeri Pinang District Teachers Raya Bengkulu Utara, there is a positive relationship between organizational culture and teamwork in an organization.

According to Vina Juniyar Sri Triyanti (2021) and Freddy et al (2022), in the title of Research on the Effect of Organizational Culture, Employee Commitment and Career Development on Employee Performance at the Tirta Kanjuruhan Regional Public Company, Malang Regency, it is found that career development that occurs in the Tirta Kanjuruhan Regional Public Company, Malang Regency is very helpful in the development The company because of the good employee organizational culture, high commitment and loyalty. According to Didit Darmawan (2021) and Achmad & Yulianah (2022), in the research title The Role of Organizational Culture and Self-Efficacy To Determine Employee Job Satisfaction, it is found that a high level of self-efficacy from opportunities provides opportunities for sustainable development in the future for employees. Self-efficacy is an important effectiveness for the organization. Based on the previous research, the researcher tried to examine the Analysis of Organizational Culture on Employee Performance in the Operational Division of PT. Tirtakencana Tatawarna.

Organizational culture is a very meaningful support in achieving the success of an organization because organizational culture realistically affects employee performance. for organizational progress. better goals, and in turn will motivate all members to improve performance (Robbins & Timothy, 2012; Poluakan et al., 2019). In line with the above understanding, the company's success is more determined by the awareness of company members to bring out their full potential in the form of aspirational and ethical insight, sense of competence, work motivation, enthusiasm for innovative learning and the spirit of working together. Besides that, human potential is enriched with competencies that are formed from knowledge of substance, contextual knowledge skills, abilities, experience, and cooperation.

One of the companies PT. Tirtakencana Tatawarna which is part of the Avian Group is a company engaged in the sale and distribution of building materials and furniture. Based on initial observations obtained data that the performance of employees in the division operational at distributor PT. Tirtakencana Tatawarna in carrying out its duties and responsibilities has not been as expected, then the less harmonious cooperation between employees, the relationship between leaders who are concerned with their respective divisions, causing gaps and lack of communication between employees with one another. This happens because of conflicting organizational cultures and various parties defending each other's opinions, so they are not focused on improving organizational performance, and there are employees who lack discipline, who postpone work to the end of the month so that they will not get optimal results.

2. METHODS

2.1 Types of research

In this research, the method used is descriptive qualitative research method. This research method was chosen because it presents data in a systematic, factual, and accurate manner regarding the facts in the field, regarding the problems of Organizational Culture in improving employee performance in the operational division of the distributor of PT. Tirtakencana Tatawarna.

2.2 Research Time and Place

Research time during practical work carried out from January 2020 to February 2020. The place of this research was carried out at PT. Tirtakencana Tatawarna. The targets in this research are the employees of PT. Tirtakencana Tatawarna part of the Operations Division.

2.3 Instruments and Analysis Techniques

Data analysis techniques in this study used:

1. Data reduction

Sugiyono, (2019: 323) states that the longer the researcher is in the field, the more the amount of data will be, complex and complicated. For this reason, it is necessary to immediately conduct data analysis through data reduction. Reducing data means summarizing, choosing the main things, focusing on the

important things, looking for themes and patterns. Thus, the data that has been reduced will provide a clearer picture, and make it easier for researchers to collect further data, and search for it when needed.

2. Data presentation

Miles & Huberman in Sugiyono, (2019:325), stated that the next step in qualitative data analysis has reduced data is displaying data or presenting data. In qualitative research, data presentation can be done in the form of brief descriptions, charts, relationships between categories, flowcharts and the like. In this case, Miles & Huberman in Sugiyono, (2019:326) stated that the most frequently used to present data in qualitative research is narrative text. By presenting the data, it will be easier to understand what happened, plan further work based on what has been understood.

3 Drawing conclusions

The third step in qualitative data analysis according to the Miles & Huberman model in Sugiyono, (2019: 329) is drawing conclusions and verification. Verification is carried out because the initial conclusions put forward are still temporary, and will change if no strong evidence is found to support the next stage of data collection. Testing the validity of the data in this study using:

1. Perseverance of observation

According to Sugiyono, (2019: 367) to increase accuracy or persistence on an ongoing basis, the certainty of data and the chronological sequence of events can be recorded or recorded properly, systematically. Increasing accuracy is one way to control/check work whether the data that has been collected, created, and presented is correct or not.

2. To increase the persistence of researchers, it can be done by reading various references, books, previous research results, and related documents by comparing the research results that have been obtained. In this way, researchers will be more careful in making reports which in the end the reports made will be of higher quality.

3. Data source triangulation

To test the credibility of the data, it is done by checking the data that has been obtained through several sources. The data obtained were analyzed by researchers so as to produce a further conclusion requested agreement (*member check*) with three data sources (Sugiyono, 2019:369).

4. Reference adequacy

Reference is a support to prove the data that has been found by the researcher. In a research report, it is better if the data presented needs to be accompanied by photos or authentic documents, so that they become more reliable (Sugiyono, 2019:370).

3. RESEARCH RESULTS AND DISCUSSION

3.1 Research Results and Discussion

Data validity test

The data generated from data collection techniques, then tested the validity through the stages, as follows.

1. Persistence of observation

The researcher conducted an interview with one of the employees that: Leaders do not supervise their employees directly to see how employees carry out their duties, so leaders are not able to create a conducive working environment. Employees become less than optimal in creating a good working atmosphere where in these institutions there is less harmonious cooperation between employees, the relationship between leaders who are concerned with their respective divisions, causing gaps and lack of communication between employees with one another. This happens because of conflicting organizational cultures and various parties defend their opinions, so that they are not focused on improving organizational performance, as well as the ability of employees who are less disciplined, employees who postpone work to the end of the month will not get optimal results. This conflicting organizational culture can also hinder the self-development of each employee, because leaders cannot carry out good coordination with inter-divisions, so they are not focused on employee self-development programs. The results of this study confirm the opinion of Bass and Avolio and Schein in Abdussamad (2015) and Prawira et al (2012) stating that a leader shapes culture and in turn is shaped by the resulting culture. Schein said that organizational culture and leadership are interrelated. He illustrates this interconnection by looking at the relationship

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between leadership and culture in the context of the organizational life cycle, then organizational culture will also affect the attitudes and behavior of all members of the organization.

2. Triangulation of sources

Researchers from journals and books about organizational culture in improving employee performance. Culture should be able to improve employee performance, because the created organizational culture can be a reference or encouragement to every employee to do work in accordance with organizational goals. However, on the results of research on organizational culture created by PT. Tirtakencana Tatawarna Operational division has not been going well, because there are many conflicts between employees, which makes employees indifferent, relationships are not harmonious, teamwork is not good, does not focus on self-development, is not disciplined so that the resulting performance is not optimal. The results of this study are supported by Abdussamad (2015) which states that a strong culture in an organization can provide coercion or encouragement to its members to act or behave as expected by the organization. With the observance of the rules and company policies, it is expected to optimize the performance and productivity of employees to achieve organizational goals. In the end, performance appraisal has an important role in increasing motivation at work. This performance appraisal is basically a key factor in developing an organization effectively and efficiently (Abdussamad, 2015; Nulhaqim & Sulastri, 2019; Achmad, 2021).

3. Reference adequacy

Researchers in using reference materials were carried out after the interviews were carried out, obtained data that had been updated and was equipped with photos with Distributor Employees of PT. Tirtakencana Tatawarna Operational Division. imensions of organizational culture according to Greenberg & Baron and Robbins in Abdusammad (2015):

3.2 Teamwork Dimension

The degree to which work activities are organized on a team basis, rather than on an individual basis. A non-conductive work environment creates less harmonious cooperation between employees, the relationship between leaders who are concerned with their divisions each, causing gaps and lack of communication between employees with one another.

In this case a leader must create a culture of cooperation and professionalism. A culture of cooperation and professionalism can be built because transformational leaders will facilitate their employees to dialogue, discuss, and plan work together. The cooperation formed from this activity will make it easier for them to remind each other in carrying out their duties and work. In addition, transformational leadership can affect organizational culture. Organizational culture is often the result of the creation of its founders. In particular, the leadership exercised by the organization's founders and successors helps to establish a culture of shared values and assumptions that is guided by the personal beliefs of the founders and leaders of the organization.

The results of this study are reinforced by the opinion of Hafidhuddin et. al, in Abdussamad (2015) states that the creator of culture is a leader. Every leader must have a certain vision and mission which is then disseminated to his subordinates and then becomes habits and in the end this becomes a culture. If every company leader does the same, the results will be better, because if the work atmosphere has been formed with a positive atmosphere. If it is conducive, employees will enjoy their work more, then their creativity will emerge.

3.3 Dimensions of Self-Ability

The level of self-achievement that each employee has in carrying out their duties and responsibilities. The organizational culture that has been created in the distributor of PT. Tirtakencana Tatawarna Operational Division has many conflicts between employees and various parties maintain their opinion. This can illustrate that the ability of employees of distributors of PT. Tirtakencana Tatawarna Operational Division is still not optimal because they still think for their own interests, lack of discipline, disharmonious relationships between divisions, teamwork that does not work, delaying work. This can hamper employee performance and not achieve organizational goals.

3.4 Dimensions of Self Development

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The extent to which employees upgrade their abilities is much higher. Self-development requires the ability of employees to try to improve their abilities to be even higher. Researchers conducted interviews with company HRD that: "PT. Tirtakencana Tatawarna has a training program for every employee who excels at work". Organizational culture created by organizational leaders must support each employee's self-development process. However, this organizational culture that has not been going well, hinders every employee from being able to develop themselves. This requires coordination between leaders and all organizational divisions and thorough supervision so that there is no conflicting organizational culture.

4. CONCLUSION

The conclusion in this study is that every dimension of organizational culture has not been running well. The cooperation dimension explains that a conducive work environment must be formed by leaders by creating a culture of cooperation and professionalism, so that employees will apply themselves to be professional and be able to work in teams well. The self-ability dimension describes a work environment that is not conducive because many conflicting organizational cultures can lead to a lack of work discipline, less harmonious relations between employees, teamwork does not work, so that the resulting performance is not optimal. The self-development dimension explains that the employee self-development program at the distributor of PT. Tirtakencana Tatawarna operational division must be supported by a strong organizational culture, so that employee performance can improve. To improve employee performance, leaders must create an organizational culture that can be agreed upon by all employees, a leadership role is needed to motivate employees so that it has the same goal and can improve employee performance.

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