

# Analysis Influence Organization Culture Against Employee Performance (Case Study at Bina Sarana Informatika University)

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## Abstract

A high organizational culture can lead to conduciveness at work, related to employee comfort and order. Organizational culture plays an important role in improving education in Indonesia by influencing the attitudes and activities of educators and education personnel in the educational environment. The purpose of this study was to determine the effect of organizational culture (X) on employee performance (Y). The research paradigm is one of the researchers' references in formulating the research hypothesis. The results of *organizational culture* research at Bina Sarana Informatika University are in a very high category as measured by 5 dimensions, namely *observed behavior reliability, norm, dominant value, philosophy rule, organization climate*. The results of the study indicate that these five dimensions show that Bina Sarana Informatika University has a more dominant culture. *Employee performance* at Bina Sarana Informatika University is also in a very high category as measured by three dimensions according to the quality of work, quantity, timeliness, effectiveness and independence. In addition, the results also show that there is a positive and significant influence between the *organizational culture* variable and the *employee performance* variable. The magnitude of the contribution of *organizational culture* to the *employee performance* of Bina Sarana Informatika University employees is 67.3%, while the remaining 37.8% contributes to other factors.

**Keywords:** Organizational Culture, Employee Performance

## Introduction

The success of an organization is closely related to the quality of the performance of its members, so the organization is required to always develop and improve the performance of its members (Dunggio, 2020). Improving the performance of members is also closely related to how the organization develops the existing organizational culture. Organizational culture refers to the unique relationship of norms, values, beliefs and ways of behaving that characterize how groups and individuals solve problems. Organizational culture is defined as social knowledge shared within the organization about rules, norms, and values that shape employee attitudes and behaviors (Colquitt, LePine, & Wesson, 2019). Organizational culture can help employee performance, because it creates a large level of motivation for employees

to give their best ability to take advantage of the opportunities provided by their organization. A high organizational culture can lead to conduciveness at work, related to employee comfort and order (Tamimi, Budi Eko Soetjipto, Sopiah, & Kurniawan, 2022).

There is a study that states that organizational culture has a positive and significant effect on employee performance at a bank (Aboramadan, Albashiti, Alharazin, & Zaidoune, 2020). Another study also states that organizational culture has a substantial influence on job performance (Kosmajadi, 2021). A good organizational culture can also improve cooperation and collaboration between employees, reduce interpersonal conflicts, and create an inclusive work environment. Through a strong organizational culture, companies can inspire employees to adopt high performance standards, innovation, and customer orientation, which in turn can increase the company's competitive advantage. However, there is also a study that states that organizational culture has no significant effect on employee performance (Sabuhari, Sudiro, Irawanto, & Rahayu, 2020). This happens because competence has more influence on employee performance than organizational culture. Organizational culture plays an important role in improving education in Indonesia by influencing the attitudes and activities of educators and education personnel in the educational environment. The purpose of this study was to determine the effect of organizational culture (X) on employee performance (Y). The research paradigm is one of the researchers' references in formulating the research hypothesis.

## **Methods**

This study uses quantitative descriptive research with data collection methods with observation, questionnaires and literature review. The population in the study were all employees of Bina Sarana Informatika University, with a simple random sampling technique, the number of questionnaires that were successfully obtained was 100 questionnaires. Data analysis using SPSS version 27 software.

## Results and Discussion

### Respondent Identity

The results of distributing questionnaires to 100 employees of Bina Sarana Informatika University obtained data based on gender and education level. Most of the respondents who filled out this questionnaire were male with a total of 80 people with a percentage of 80%, while for female respondents there were 20 people with a percentage of 20%. The results of this study indicate that based on gender, male employees are more debanging than female employees. Meanwhile, based on the level of education, the results showed that 9 people with an education level with a total percentage of 9%, while the diploma education level was 4 people with a total percentage of 4%, then the Bachelor education level was 78 people with a percentage of 78% and the S2 education level was 9 people with a total percentage of 69%. The results showed that the undergraduate education level dominated compared to other education levels. The variety of education levels is influenced by the types of jobs available at Bina Sarana Informatika University.

### Simple Regression Analysis

Simple regression analysis in this study is to determine the positive or negative direction of the relationship between organizational culture variables and employee performance.

**Table 1. Regression Analysis**

Unstandardized Coefficients		Standardized Coefficients		t	Sig.
Model	B	Std. Error	Beta		
1	(Constant)	14.527	5.122	2.836	.006
	Organizational Culture	.876	.061	.822	.000

Source: 2023 data

Based on table 1, it can be seen that the constant value ( $\alpha$ ) is 14, 527 while the regression coefficient value ( $b$ ) is 0, 876. Therefore, the regression equation obtained in this study is

$Y = 17.527 + 0.876X$ . The a and b values in the regression equation above can be interpreted as follows:

- a. The constant 14.527 means that if organizational culture is worth ( $X = 0$ ) then the employee performance achieved is only 14.527.
- b. Organizational culture has a regression coefficient value of 0, 876 which means that every addition of one organizational culture number with a positive coefficient, employee performance will increase by 0.876. thus, the more organizational culture increases or increases, the value of employee performance will increase.

### Correlation analysis

Correlation analysis is used to determine the relationship between the two variables, namely organizational culture and employee performance at Bina Sarana Informatika University.

Table 2 Correlation Analysis

Organizational Culture	Pearson Correlation	1	.822**
	Sig. (2-tailed)		.000
	N	100	100
Employee Performance	Pearson Correlation	.000	
	N	100	100

Correlation is significant at the 0.01 level (2-tailed). Source : data 2023

Based on table 2, it can be seen that the correlation value between the organizational culture variable and employee performance is 0.822 so that it can be said that the relationship between the organizational culture variable and employee performance lies in the interval 0.80 - 1.00 so that it can be said that the relationship between the two variables has a very strong relationship. Pearson's correlation value shows a positive and unidirectional value between organizational

culture and employee performance. The higher the organizational culture, the more employee performance increases.

### Coefficient of Determination

Testing the coefficient of determination in this study is to determine how much the contribution of the independent variable, namely *organizational culture*, to the dependent variable, namely *employee performance*.

**Table 3 Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 <sup>a</sup>	.676	.673	12.050

Source: data 3023

Based on table 3, it can be seen that the coefficient of determination (R square) is 0, 676.

This shows that the coefficient of determination between organizational culture and employee performance is 0, 676 or 67.3%. While the remaining 32.7% contributes to other factors that are not explained in this study.

### The influence of organizational culture on employee performance

Based on the results of research by distributing questionnaires to 100 respondents of Bina Sarana Informatika University employees, there is a relationship between organizational culture and employee performance which can be seen in the correlation analysis of 0.822 and lies in the interval 0.80 to 1.00 so that it can be said that there is a significant positive relationship. Furthermore, the results of the organizational culture regression analysis test have a positive influence on employee performance. There are constant results ( $\alpha$ ) of

14.527 and (b) of 0.876 resulting in the equation  $Y = 14.527 + 0.876X$  which means that every time there is an addition of one number of organizational culture with a positive regression coefficient, employee performance will increase by 0.876. Meanwhile, if

organizational culture is equal to zero, the employee performance value is 14, 527. In addition, the results of the coefficient of determination show that organizational culture contributes to employee performance by 67.3% while the remaining 32.7% contributes to other factors not explained in this study. The conclusion is that  $H_0$  is accepted.

The results of the above research are in accordance with research conducted by (Dewi & Wibowo, 2020) which states that organizational culture has a significant effect on employee performance with a contribution of 37.8%. This condition shows a smaller percentage than this study because there are differences in the variables studied besides organizational culture, namely leadership style and motivation variables. The dimensions between organizational culture and employee performance used are also different from this study.

## Conclusion

The conclusion that can be drawn from this research is that the organizational culture at Bina Sarana Informatika University is in a very high category as measured by 5 dimensions (F. Luthans, Luthans, & Luthans, 2021), namely observed behavior reliability, norm, dominant value, philosophy rule, organization climate. The results of the study indicate that these five dimensions show that Bina Sarana Informatika University has a more dominant culture. Employee performance at Bina Sarana Informatika University is also in a very high category as measured based on three dimensions according to (Robbins & Judge, 2019), namely work quality, quantity, timeliness, effectiveness and independence. In addition, the results also show that there is a positive and significant influence between the organizational culture variable and the employee performance variable. The magnitude of the contribution of organizational culture to the employee performance of Bina Sarana Informatika University employees is 67.3%, while the remaining 32.7% contributes to other factors not explained in this study.

Based on the conclusions that have been presented, the following suggestions and recommendations for Bina Sarana Informatika University:

1. Bina Sarana Informatika University already has a high or good clan culture, it is very

good to maintain and improve the organizational culture that exists at Bina Sarana Informatika University.

2. Bina Sarana Informatika University must always motivate employees to be enthusiastic about their work, and give rewards to employees who excel and give punishment to employees who do not comply with the rules.

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