



The Influence of Organizational Culture on Employee Performance in PT. Gas Sembilan Semangat

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ABSTRACT

The aim of this research is to analyze the impact of organizational culture on employee performance. Knowing & analyzing whether organizational culture has an effect on employee performance. The research method used is a qualitative research method. The population in this study were all employees of PT. Gas Sembilan Semangat employs a total of 20 employees. The number of samples used in this study amounted to 4 employees using intentional capture techniques, namely capture techniques using certain criteria. The data used in this study is the main data, namely by conducting interviews using informants. The data analysis technique used in this research is a qualitative data analysis technique using the discourse analysis method. The results show that employees have several reasons. For example, employees who are not contract employees have reasons because of inadequate working hours, while employees who are contract employees think that it is a form of their rights to become contract employees. Therefore, employees must have a greater commitment to carrying out their work responsibilities.

Keywords: *Employee Performance, Organizational Culture.*

INTRODUCTION

In the era of globalization, the rapid development of organizations has intensified competition among individuals within companies. A company that fosters well-rounded individuals can effectively compete with other companies. The quality of human resources is pivotal in determining the future of a company, as it directly influences various aspects such as trade, technological advancements, and overall company quality. Therefore, human resources serve as the cornerstone for building a company's reputation and success.

A company, as an organization, aims to achieve profit, and its operations rely heavily on the activities and performance of its employees. Improved employee performance directly enhances overall company performance, leading to increased profitability. Performance, in this context, refers to the success of an individual in executing tasks, aligning with their authority and responsibility within the organization. Performance is often measured by the quality, quantity, and timeliness of task execution (Sutrisno, 2016).

PT. Gas Sembilan Semangat, a company in the liquefied petroleum gas (LPG) sector, faces the challenge of maintaining high-quality service as a reliable fuel provider for the community while ensuring excellent operational management to meet customer expectations. Various factors, including organizational culture, significantly impact employee performance. Like many companies, PT. Gas Sembilan Semangat requires diligent, skilled, hardworking, and disciplined human resources, coupled with a strong work culture, to thrive in today's competitive environment.

The company has implemented several initiatives to foster an optimal organizational culture, such as providing work motivation, rewarding achievements, and terminating employees who fail to adhere to regulations. However, these efforts have not fully succeeded in enhancing employee performance. Based on the author's observations, a prevalent issue within the company is the lack of employee commitment, particularly in attendance, which is exacerbated by the absence of a formal leave system. This has led to frequent unauthorized absences during work hours, reducing overall productivity and extending the time required to complete tasks. Consequently, this has been identified as a key factor contributing to the decline in employee performance.

Organizational culture comprises the norms and values that are collectively upheld within an organization, serving as the foundation for behavior within the company. Every individual within the organization brings a unique background, necessitating a shared understanding of the organizational culture. Organizational culture is shaped by the collective efforts of individuals to address the challenges facing the company's future. It encompasses assumptions, habits, regulations, and values developed to guide individuals in addressing both internal and external challenges.

Employee performance is a critical metric for evaluating an organization's effectiveness. It involves the completion of tasks and responsibilities within a specific time frame and is influenced by various factors. Performance is often assessed based on tangible, measurable outcomes that demonstrate the results of an employee's work. According to Sedarmayanti (2011), performance can be seen as the output of work achieved over a defined period, which serves as a benchmark for evaluating the effectiveness of the tasks performed.

The relationship between organizational culture and employee performance can be understood through organizational behavior. Organizational culture provides a framework that instinctively guides individuals in their roles, influencing their behavior both directly and indirectly. A well-managed organizational culture can drive employees to exhibit positive and productive behaviors, reinforcing the importance of aligning organizational values with performance outcomes. As Sutrisno (2010) states, an effectively managed organizational culture acts as a catalyst for fostering positive behaviors and improving work effectiveness.

In conclusion, the introduction highlights the significant influence of organizational culture on employee performance, particularly within PT. Gas Sembilan Semangat. Despite efforts to enhance employee performance through various strategies, challenges remain, primarily due to issues related to attendance and commitment. This research aims to examine the extent to which organizational culture affects employee performance at PT. Gas Sembilan Semangat, identifying key factors that contribute to or hinder optimal performance and providing recommendations for improvement.

METHOD

The purpose according to this study is to determine the influence of organizational culture on employee performance. So, the type of research used is ethnographic research with a qualitative approach, data collection is carried out by observation and interviews. The population in this study is all employees of PT. Gas Sembilan Semangat has 20 employees. The number of samples used in the study amounted to 4 employees using the purposive sampling technique. This study uses two methods of data collection, namely:

Observation

Observation is a data collection technique; the researcher makes direct observations of the object of the activity carried out. This research observation was carried out at the location in order to obtain data on the influence of organizational culture on the performance of employees of PT. Gas Nine Spirits in Surabaya.

Interview

The interview is to ask questions with selected informants to provide the data the author needs. Knowing the most detailed information possible, related to the influence of organizational culture on employee performance in PT. Gas Nine Spirits.

Research Informant

The author uses a purposive sampling technique to determine the informants in this study. The purposive sampling technique is a sampling technique by setting criteria (Sugiyono, 2008). Employees who are selected as informants who are categorized have an inappropriate organizational culture and choose informants from various different positions.

- a. Ms, as a warehouse employee
- b. As, as an admin employee
- c. Ma, as an employee of the driver
- d. Ae, as a wholesale employee

RESULT AND DISCUSSION

Based on the results of observations and interviews that have been collected, the author can illustrate that organizational culture affects the performance of employees of PT. Gas Nine Spirits. In this study, the author obtained results on the causes of employees having an organizational culture that affects the performance of various employees.

Ms, as a warehouse employee, said that the reason why employees often give permission during working hours. Ms chose to do if the working hours or overtime hours used did not get appreciation, they would come late for working hours. The following is the interview results.

"In my opinion, this is indeed not good to do. However, I as an employee if the working hours are not appropriate and if I do not work overtime. In fact, it will be the cause of disappointment for employees. Maybe that's one of the factors."

In the results of the interview above, the author saw that Ms. did this on the basis of unappreciated working hours from the company so that employees protested in the form of work delays In addition to Ms, other informants as admin employees, also had the same opinion. As, as an admin employee, said that the form of non-adjustment of working hours can also affect employee performance, the same as Ms. Below is the full story.

"I have a task or job that I have to do so much that if an employee gives permission, I think it is a form of cause of working hours that exceed their portion."

The above statement has confirmed the answer according to the first informant, the author sees that there is employee negligence that is deliberately done the tendency of employees to do this because they have a logical reason expressed by the two author informants, namely employees will be willing to work overtime if given a form of appreciation by the company so that it can affect employee performance. It is different with other writer informants, who are driver employees. They have opinions that are not in line with the two informants above. According to Ma, the reason why employees often take permits or leave during working hours is due to the form of their work system that is calculated wholesale so that employees tend to go to work when they want.

"Because in my opinion as a wholesale employee, I often go to work because of the desire to work because it is calculated based on what I produce"

The response conveyed by Ma above was also corroborated by Ae, who is also a wholesale employee, according to wholesale employees, the reason why employees do work permits is because they are concerned about the results, they get compared to the working hours they want.

"I as a wholesale employee do prefer to work with flexible hours because we as wholesale employees are paid when we produce a specified job"

The author sees from various types of reasons for the causes of organizational culture that are quite influential on employee performance. From this cause, the employee gave a work permit because it was a lack of commitment from the employee himself, and based on the response from the second and first informants, the employee did this because of a form of protest against the non-conformity of working hours that should be given more appreciation by the company. The author groups research data from observations and interviews that have been conducted by the author. The following is a table of categorization of research results.

In the table above, the author can describe the variety of types of causes of work permits carried out by employees to employee performance. Therefore, the results of the research that have been carried out show that employees have various reasons for doing work permits. Employees who are non-wholesalers choose to do permits due to inappropriate working hours. Meanwhile, wholesale employees carry out permits because their wages are determined based on the results of the performance carried out. So that this can affect employee performance that is not optimal due to the lack of commitment made by employees based on the responsibilities they have taken, if employees continue to carry out the organizational culture as before, it can result in a decline in the performance of human resources from the company.

Table 1. Research Results

No	Background of the Informant	Causes of organizational culture that affect performance
1.	Non-wholesale employees	Inappropriate working hours
2.	Wholesale employees	Lack of employee commitment to work

CONCLUSIONS

The results of the research that have been carried out show that employees who become informants have different reasons for the causes. Employees who are not part of the Borongan have reasons for doing work permits due to inappropriate working hours. Meanwhile, employees who have the status of wholesale employees think that work permits are a form of their right to be a wholesale employee who is paid based on the performance they do. Based on the conclusion above, the author can give the following suggestions: employees must be more committed when carrying out work responsibilities, the company should also be more proactive in paying attention to organizational culture in the working relationship with employees and the time spent by employees at work. Because a comfortable, good and conducive organizational culture can make it easier for employees to carry out their work and can improve employee performance.

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