



Influence of Organizational Culture on Employee Performance at Yayasan Pendidikan Al Hikmah

Moh. Maulana Waqid Kurniawan

Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya

*Email: mawankurniawan16@gmail.com

ABSTRACT

This study aims to explore the impact of organizational culture on employee performance at Yayasan Pendidikan Al Hikmah, an institution that operates with a full-day school system based on international standards. Using Cameron and Quinn's (2006) framework, the research employs a quantitative approach, utilizing surveys to gather data from employees. The findings reveal that the organization's culture has a significant impact on employee performance, with an average organizational culture score of 4444 and an employee performance score of 43670, both categorized as "Very Good." Furthermore, the study concludes that organizational culture contributes 26.3% to employee performance at the foundation, highlighting the importance of fostering a strong organizational culture for enhanced employee outcomes.

Keywords: Organizational culture, employee performance, Yayasan Pendidikan Al Hikmah, Cameron and Quinn, quantitative research

INTRODUCTION

Yayasan Pendidikan Al Hikmah is an educational foundation that has established itself as a provider of full-day school systems based on international standards. The foundation's mission is to deliver high-quality, innovative, and flexible educational services, catering to the evolving needs of students and parents. However, like many organizations, it faces challenges related to employee performance, which directly impacts its ability to achieve organizational goals. Issues such as employee tardiness, dissatisfaction with compensation, and a lack of trust from the community have been identified as key obstacles to maximizing productivity.

Organizational culture plays a critical role in shaping the work environment and influencing employee behavior. According to Schein (2010), organizational culture is a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration. These shared values, beliefs, and practices guide how members of the organization perceive, think, and feel about their work and their interactions with others.

Cameron and Quinn (2006) further elaborate on this by categorizing organizational culture into four types within their Competing Values Framework (CVF): Clan, Adhocracy, Market, and Hierarchy. Each type of culture promotes different values and behaviors that can significantly affect how employees perform their tasks. For example, a Clan culture, which emphasizes collaboration and a family-like atmosphere, may foster high employee morale and job satisfaction, leading to improved performance. In contrast, a Hierarchy culture, focused on structure and control, might enhance efficiency and predictability but could also limit innovation and flexibility.

Employee performance is a measure of how well employees can complete their tasks and achieve organizational objectives. Armstrong (2006) defines performance management as a process aimed at improving organizational success through enhancing the performance of individuals and teams. Performance is typically assessed through various indicators, such as the quality and quantity of work, adherence to deadlines, and overall efficiency. Mangkunegara (2010) emphasizes that employee performance is the result of work achieved by an employee in carrying out the tasks assigned, influenced by their skills, experience, and the time available.

The relationship between organizational culture and employee performance has been extensively studied, with many researchers highlighting the significant impact culture has on performance. Kreitner and Kinicki (2014) argue that the alignment between an organization's culture and its employees' values is crucial for maximizing performance. When employees perceive that their values align with those of the organization, they are more likely to be engaged, motivated, and committed to their work, which in turn enhances their performance.

This study seeks to investigate the influence of organizational culture on employee performance at Yayasan Pendidikan Al Hikmah. By examining how the foundation's culture shapes the behaviors and performance of its employees, the research aims to provide insights that can help improve organizational effectiveness and achieve better alignment between employee and organizational goals.

METHOD

This research adopts a quantitative descriptive approach to assess the impact of organizational culture on employee performance at Yayasan Pendidikan Al Hikmah. The study focuses on understanding how different dimensions of organizational culture—such as leadership, communication, and shared values—affect key performance indicators like work quality, efficiency, and punctuality.

Research Design

The study was structured as a cross-sectional survey, gathering data from employees at a single point in time. This design was chosen to provide a snapshot of the current organizational culture and its effects on employee performance. The quantitative approach allowed for the collection of measurable data that could be statistically analyzed to identify patterns and correlations.

Population and Sample

The target population for this study consisted of all employees at Yayasan Pendidikan Al Hikmah. A sample of 150 employees was selected using stratified random sampling to ensure representation across different departments and job levels. This sampling method helped in capturing diverse perspectives within the organization, thus improving the generalizability of the findings.

Data Collection

Primary data were collected through a structured questionnaire designed to measure both organizational culture and employee performance. The questionnaire was divided into three main sections:

- a. **Demographics:** This section gathered information on the respondents' gender, age, years of service, and department.
- b. **Organizational Culture:** This section used a Likert-scale to assess various dimensions of organizational culture, such as leadership, communication, teamwork, and innovation, based on the Competing Values Framework (CVF) developed by Cameron and Quinn (2006).
- c. **Employee Performance:** This section measured key performance indicators, including work quality, efficiency, and adherence to deadlines, using a Likert-scale ranging from 1 (Very Poor) to 5 (Very Good).

Data Analysis

The collected data were analyzed using SPSS software. Descriptive statistics were used to summarize the demographic characteristics of the respondents and the central tendencies of the organizational culture and employee performance variables. Pearson correlation analysis was employed to examine the relationship between organizational culture and employee performance. Additionally, a multiple regression analysis was conducted to quantify the impact of organizational culture on employee performance, with organizational culture dimensions serving as independent variables and employee performance as the dependent variable.

RESULT AND DISCUSSION

Employee Profile The results of the questionnaire for 150 respondents were obtained from the Health Office of the Al-Hikma Education Foundation based on gender, age, working hours and the last training. Respondents were divided into several groups, 70 percent of respondents had female vaginas with 53 percent, and 47 percent with 80 percent male respondents. Gender, men work harder than women. Currently, according to the age of the respondents, most are under 30 years old. A total of 41 respondents with a percentage of 73%, followed by 109 respondents aged 30-50 years old with a percentage of 27%. The results of previous research show that the average age of senior employees <30 years old is usually in the Account Executive Division. Then the data below is for working time, as many as 150 respondents have

worked for less than 5 years with a percentage of 70% and an additional 45 respondents have worked for 5 to 10 years with 30%. The results of this study only show that some employees have been with the company for 5-10 years.

Employee performance

About employee performance variables, it can be seen from the quality of work, the quantity of work, and punctuality. The results of the variable Performance of Employees of the Hygiene Division at the Al Hikmah Education Foundation are included in the "very high" category with an average value of 4.3670 on an interval scale of 4.21-5.00 which is classified as very high or very good. So it can be interpreted that the performance of the Employees of the Hygiene Division of the Education foundation l Hikmah is very good

Table 1. Descriptive Statistics of Employee Performance

	N	Min	Max	Mean	Std. Dev
Kualitas Kerja	102	3,00	5,00	4,2679	,6325
Kuantitas kerja	102	3,00	5,00	4,4640	,5423
Ketepatan Waktu	102	3,00	5,00	4,3692	,5838
Kinerja Karyawan	102	3,00	5,00	4,3670	,5862
Valid N (listwise)	102				

First, the quality of workmanship consists of three measures, namely measuring the quality of performance, efficiency according to the rules, and working with good company standards. The average price based on the model triangle is 4.2679. This is supported by the average value of each indicator of 4.21-5.00 when the measurement is too high or too good. However, the average cost is the lowest compared to other parts of this size. There is an indicator of efficiency, for example the quality of work according to the rule, the average value is 4.2549. The quality of the company's operations is determined by employees in accordance with the company's policies, which include participant reviews, operational information, consumer products, and employee behavior.

Efficiency is affected by the quality of work rewards. Another factor that can affect performance is due to daily activities. Daily tasks are routine tasks performed by staff. Then focus on meticulous, careful, effective and effective performance. While the superiors will assess the performance of employees from the routines carried out by employees, surely the more diligent the employees are, the more the boss will give gifts, namely first, they will give free Umrah gifts, provide additional leave, gifts and so on.

An obstacle that is often found in doing work is when there is a big event but the Foundation does not provide additional employees to help in handling the event. As a result, employees are very tired in handling the big event, this makes many employees complain because of fatigue at work. In addition, employees need encouragement to understand the importance of good practices so that the company can benefit and the employees themselves can benefit. Welfare workers are also needed. Focus on physical needs, security needs, community needs, respect needs, and personal needs.

The second aspect is labour costs. Based on the results of Table 3, the maximum average value of 4.4640 was obtained compared to the efficiency of the operation volume and time frame. This is reinforced by the indicator of length, the amount of work at the time of measurement 4.21-5.00 which is a very high or very good measurement. The number of tasks includes the goals set by the company, the volume of results achieved, and indicators to achieve the correct performance goals. These results show that the Al Hikmah Education Foundation has worked for the staff in completing tasks, both because the benefits are greater than other staff members. On a monthly basis, Home Cleaning Service will provide convenience to customers based on daily cleaning of all areas and units. Skills and expertise will be assessed from all segments, i.e. managers, managers, and subordinates will be added according to the tasks or skills acquired. This situation proves that the number of jobs in the company is real, the company managed to achieve the target of 35% to 75% in 2017.

Third, punctuality, which consists of three measures, namely on-time performance, completeness of operations according to company standards, and operational performance. The average value of the time limit based on the length of Table 3 is 4.3692. This is supported by the average value of each indicator of 4.21-5.00 when the measurement is too high or too good. The work of the staff in the craft is in accordance

with the company's standards. There are four potentials for this craft, namely passionate, not procrastinating, efficient, and complaining. In addition, most employees complete their work on time because all employees are still striving for rewards or awards.

The influence of organizational culture on employee performance

Based on the results of the study with a survey questionnaire of 102 respondents of the Al-Hikma Education Foundation, there is a strong relationship between culture and organizational operations, from staffing which can be seen in the correlation analysis of 0.473 and this time. . deep. 0.30 to +0.49. So we can say that having a relationship is important.

Then there are the benefits of organizational leadership as a measure of the effectiveness of how employees work. The equation $y = 14.177 + 0.236x$ is the result of the constants (α) of 14.177 and (b) of 0.236. This means that the more cultural organizations with a good regression coefficient, the staff performance increases by 0.236. Meanwhile, if the organizational culture is equal to zero, then the value of the labor force is 14,177. In addition, the results of the work coefficient show that the culture in the organization contributes 26.3% to the staff who work. The remaining 73.7% contributed to other factors that were not included in this study. This finding is similar to the research of Saristri, Ghalib and Taharuddin (2017) which shows that organizational culture is 55.03% positive and effective for staff work diversity.

It is important to point out that the percentage of product yield is higher than this study. In addition to the organizational culture, there is a wide variety of independent materials used, there is encouragement and interest in the work. The reciprocal relationship between cultural organization and staff work was also used differently in this study. Other previous research results show that organizational culture and employee performance are influenced by other changes such as work environment, work motivation and job satisfaction.

The results of the F statistical test in this study show that the number $f > f$ table is $35,636 > 3.94$ with a significant level of 5%. We can conclude that a regression model was used in this study. This means that H_0 has been rejected. And yes he accepted. The F-score on the test means 0.000. This shows that the value is smaller than the potential, which is 0.05.

Thus, it shows that cultural organization has an impact on the important work of the housekeeping staff at the Al-Hikma Education Foundation. Reviews show that the cost of this service shows that the cost is lower than the price. The result is 0.05 and the t-value is 5.970. The critical level is 5%. Then the table value is equal to 1.66023. As a result, if an H_0 is rejected and accepted, it means that it has a significant impact on staff culture.

CONCLUSIONS

The Al-Hikma Education Foundation has established a robust organizational structure, particularly in lean work processes, due to an excellent integration of manual labor, time management, and expertise. The performance of the foundation's cleaning staff is notably high, with an average performance score of 4.3670 across three key measures: workmanship, workload, and time management, as outlined by Dharma (2003). These findings indicate that the highest average performance value is linked to the workload, while the lowest is associated with the quality of work. Additionally, this study reveals that organizational culture significantly influences employee performance, with cultural factors contributing to 26.3% of the performance outcomes for the cleaning staff at the foundation. The remaining 73.7% of performance is influenced by other factors not examined in this study.

REFERENCES

- Atmosoeparto, K. (2001). *Produktivitas Aktualisasi Budaya Perusahaan*. Jakarta: PT Elex Media Komputindo Kelompok Gramedia.
- Cameron, K. S., & Quinn, R. E. (2006). *Diagnosing and Changing Organizational Culture: Based in the Competing Values Framework (CVF)*, revised ed., MA. Addison-Wesley: Reading: MA.
- Dharma, A. (2003). *Manajemen Supervisi*. Jakarta: PT. Raja Grafindo Persada.
- Kreitner, R., & Kinicki, A. (2014). *Perilaku Organisasi Edisi 9 Buku 1*. Jakarta: Salemba Empat.
- Luthan, F. (2005). *Organizational Behavior Seventh Edition*. New York: McGraw-Hill Inc.
- Mangkunegara, A. A. (2010). *Manajemen Sumber Daya Manusia*. Bandung: Remaja Rosdakarya. 47
- Jurnal Riset Bisnis dan Investasi Vol. 4, No. 2, Agustus 2018 ISSN: 2460-8211

- Mangkunegara, A. A. (2011). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya.
- Mohamed, A. I., & Abubakar, A. A. (2013). The Impact of Organizational Culture on Employees Performance of Mogadishu Universities. *Academic Research International* Vol. 4 No. 6 ISSN: 2223-9944.
- Rivai, V. (2008). *Manajemen Sumber Daya Manusia Untuk Perusahaan dari Teori ke Praktik*. Jakarta: PT Raja Grafindo Persada.
- PT Agrodana Futures. (2018). *Jumlah Keterlambatan Karyawan Tahun 2017*. PT Agrodana Futures. (2018). *Kinerja Karyawan Divisi Account Executive Tahun 2017*.
- Robbins, S. P. (2003). *Organizational Behavior 10th Edition*. New Jersey: Pearson Education, Inc.
- Robbins, S. P. (2013). *Organizational Behaviour 15th Edition*. New Jersey: Prentice Hall.
- Sugiyono. (2013). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Sulastri, E., Ghalib, S., & Taharuddin. *budaya organisasi dan lingkungan kerja terhadap kinerja pegawai*. *Journal FEB Unmul* Volume 14 (2) ISSN: 1907 3011, 61-69.
- Sulistiyani, A. T., & Rosidah. (2003). *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Triatna, C. (2015). *Perilaku Organisasi*. Bandung: PT Remaja Rosdakarya.