



The Effect of Organizational Culture on Employee Performance at PT Indofood Sukses Makmur Tbk

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Abstract: The researcher chose PT Indofood Sukses Makmur Tbk Branch as the subject of this review. Because human resources are one of the most crucial components of any organization and cannot be replaced. The researchers aimed to see if work happiness, as an intervening variable, could affect employee performance via organizational culture and career development in this study. This type of research is quantitative in nature. In the process of gathering data, primary and secondary data are employed, and the slovin formula is used to choose samples using probability sampling. The sample size should then be limited to 138 people. Microsoft Office Excel 2019 and Lisrel Software version 8.80 are used in the data analysis procedure. The results show that Organizational Culture has an impact on employee performance, Career Development has an impact on employee performance, and Job Satisfaction affects Employee Performance, Organizational Culture does not affect Employee Performance mediated by Job Satisfaction, Career Development influences Employee Performance mediated by Job Satisfaction.

Keywords: Organizational culture, Work satisfaction, Employee performance

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INTRODUCTION

Human resources. The growth of the company is largely determined by its human resources. Companies are very concerned about hiring a lot of flexible workers so they can experiment with the workers they already have. In addition, the human resources (SDM) must be able to do various actions that enable it to its goals. The revolution of the era moves rapidly with the technological developments that are increasingly frictional today.

In the world of work, employees must have experienced a toxic culture in the company. The word toxic implications are very strong and hard. (Kompas.com, 2022). In every job any career development employee entering the retirement age wants to experience advancement or improvement in good condition when in a career (Radarsemarang.jawapos.com, 2022). Many people who are less motivated and experience burnout are an indication of how job insecurity affects employee performance. (Parapuan.co, 2022).

The performance of employees itself is influenced by the presence of the Kawiana organization culture in the journal (H. Franky Ari Andriprianto and Herry Maridjo, 2022) Organizational culture is a comparison of organizations with other organizations. This condition is seen from the way of work



and activities held by members of a Kusdi organization in the journal (H. Franky Ari Andriprianto and Herry Maridjo, 2022)

Along with factors related to organizational culture, one factor that can affect employee performance is career development. Ronia and Suryaningtas in the journal (Ni Kadek Ferdiana Sukmaningsih, I Wayan Sujana, 2022). In the world of organizations, career development can significantly increase the employee's work passion, thus bringing relief to Nugroho and Kunartinah in the journal. (Ni Kadek Ferdiana Sukmaningsih, I Wayan Sujana, 2022).

Job satisfaction is important for and employees, as a result of the opportunity to observe employee performance outcomes. Being satisfied or not with the boss is a reflection of his increasing performance. The pleasure and the diligence of working will generate a sense of satisfaction with their work, because the satisfaction is within the individual. Otherwise, the feeling of dissatisfaction with the organization will create a sense of unhappiness, and work will have no sense of enthusiasm. So an increase or decrease in employee performance will be associated with satisfaction and pleasure. Job satisfaction is influenced by the actions, attitudes, and perspectives related to the work of the employee, therefore the satisfaction of the work is a personal issue, then from which the job satisfaction with the employees will be contrary because it will influence the work done by the employees. (Bhastary Dwipayani, 2020).

The Vacancy

Theory Of Organizational Culture

According to Robbins in (Burhanudin Mukhamad Faturahman, 2018) organizational culture is understood as a method of observation for creating character habits, organizational structure and method of qualias and beliefs of elements that are responsively intertwined with other elements.

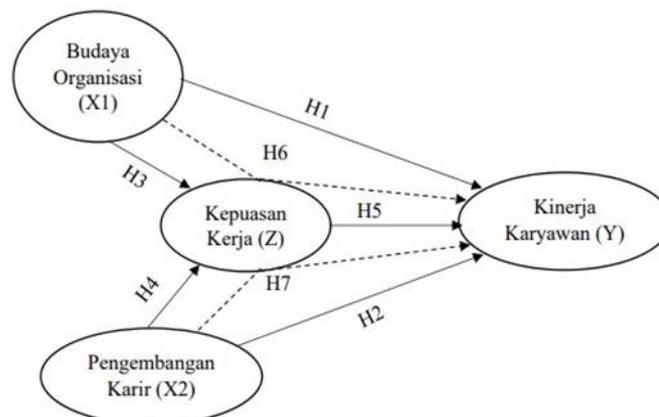
Theory Of Career Development

According to the Internal Section (Suryawan & Suwandana, 2019) is defined as a personal transformation in achieving a career program run by a person.

Theory Of Job Satisfaction

According to Luthans in (Darmawan & Princess, 2017) job satisfaction is a question that is considered important when given from the results of employees' responses about as well as the work they have done.

Theory Of Employee Performance



According to Suwanto and Donni in (Noor, 2019) defines appearance or displays work outcomes as part of performance. Performance referred to here can be defined as having a work performance or applying work or income in work.

The Research Hypothesis

According to Robbins in (Bakri, 2022) which demonstrates that the organization culture will strive to improve the performance of employees, most importantly when of the seven factors that build the organizational culture (breakthrough and courage to take risks, attention to detail, lead on the team, have competitiveness and steadfastness) are accepted as values that must be trusted, established and realized with a sense of full heart, then from it will be able to give birth to the organisation culture that will affect the improvement of employee performance.

H1: Organizational culture is believed to have a positive impact on the performance of PT employees. Alfaria Trijaya Branch of Bandung.

According to Kasmir in (Dewi & Rahmawati, 2020) stated that the development of employee careers can increase, so the resulting performance continues to increase. Supported also by the Mangkunegara theory in (Dewi & Rahmawati, 2020) Career development is all activities carried out by employees or employees that can help to create careers for their future company, so that employees or workers concerned can develop maximally and that responsibility or obligations will inspire employees to give a brave effort.

H2: It is assumed that career development has a positive impact on the performance of PT employees. Alfaria Trijaya Branch of Bandung.

According to Tobari in (Dipayana & Heryanda, 2020) proving that culture can create a sense of ambition and expectation of every member of the organization, therefore created culture can give a feeling of satisfaction and is a strong source of motivation. This is supported by previous research, koesmono in (Dipayana & Heryanda, 2020) which stated that organizational culture positively influences and focuses on job satisfaction.

H3: Organizational culture is believed to have a positive impact on job satisfaction. Alfaria Trijaya Branch of Bandung.

According to Dianta and Purnama in (Sari & Rahyuda, 2022) proved that job satisfaction mediates the impact of career development on employee performance. That means career development can affect employee performance in a variety of ways, including through promotion and job satisfaction. It shows that job satisfaction can have a positive impact on employee performance and career development.

H7: Career development is believed to have a positive impact on employee performance through job satisfaction. Alfaria Trijaya Branch of Bandung.

METHOD

The Research Approach

This research uses quantitative methods in its approach. According to Sugiyono in (Sabilla & Wijayangka, 2019) is an exploration strategy that studies a particular population and sample and requires a certain way of thinking. It collects data with research instruments and tests the hypotheses that have been previously determined through the investigation of quantitative or statistical data. The

technique used is probability sampling using one of its ways is simple random sample. The data is obtained based on the result of the spread of the questionnaire (angket) given to the employees of PT. Source Alfaria Trijaya Branch Bandung using Structural Equation Modelling (SEM) technique that uses Lisrel software as an analysis tool. To know the relationship of organizational culture to the performance of employees, organization culture to job satisfaction, career development to employee performance, work satisfaction to employees performance, organization culture to employees' performance in employee satisfaction mediation, employee's performance to staff's satisfaction.

Location Of Research

This study was conducted in PT. Source Alfaria Trijaya Branch Bandung Complex Aspek Industrial Area Jababeka No, Jl. Chapter 15a, Wangunharja, Kec. North of Benghazi, West of Java, 17530

Population And Samples

According to Sugiyono in (Ginting et al., 2019) populations are generalizations that include things or people with superiority and some characteristics that researchers choose to observe and from which they can draw conclusions. According to Sugiyono in (Ginting et al., 2019) the sample is a component of the outcome and characteristics of the population. The Alfaria Trijaya Branch of Bandung will be used as a sample for this research.

Research Procedure

1. Observation: Data collection by seeing, hearing, and analyzing the object to be studied and used to adjust the data obtained.
2. Questionnaire: Contains a number of questions in writing related to the problem under study that are posed to consumers.

RESULTS AND DISCUSSION

The 138 people who followed this study were all employees of the company. Based on the Standardized Coefficient, Figure 3 describes how coefficients or parameters that indicate a cause-and-effect relationship or how a latent variable affects another latent Variable are evaluated.

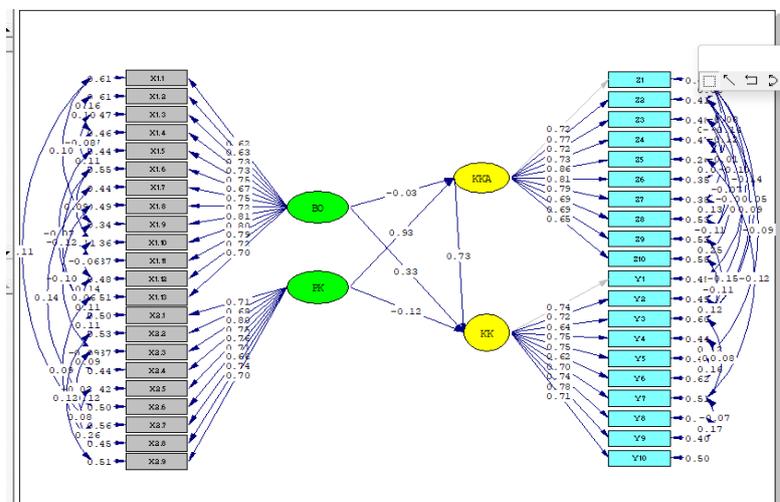


Figure 3 Standardized Coefficient

Can be calculated from the organization culture variable (X1) total slf on indicators a total of 9.42 and total error (e) 6.13 and from the career development variables (X2) total SLF on the indicators an aggregate of 6.51 and the total error(e) 4.28 of the employment satisfaction variabel (Z) total Slf on indicators a number of 7.43 and total mistake (E) 4.47 of employee performance variables(Y) total slf on indicator a number 7.15 and total errors (e).

A variable can be referred to as what reliability if the CR value is greater than 0.07 by means of SLF^2 IN THE NUMBER OF SLF^2 DI+TOTAL ERROR (e) and AVE value is larger than 0.50 by way of $TOTALSLF^2$ IN THE $TOTAL SLF=2$ Di+TOTAL ERROR (e)

Hypotesis Test

Table 3 Hypotesis Test Result

<i>HYPOT HESIS</i>	<i>VARIAB LE</i>	<i>TOTAL and Indirects Effects</i>	<i>PROBABIL ITY</i>	<i>INFORMATION</i>
<i>H1</i>	X1 – Y	12,3	>1.99	Influential
<i>H2</i>	X2 – Y	60,6	>1.99	Influential
<i>H3</i>	X1 – Z	0.15	>1.99	No effect
<i>H4</i>	X2 – Z	0.39	>1.99	No effect
<i>H5</i>	Z – Y	17,8	>1.99	Influential
<i>H6</i>	X1 – Z – Y	-1.64	>1.99	No effect
<i>H7</i>	X2 – Z – Y	32,8	>1.99	Influential

H1 Organizational culture has an impact on employee performance because of the total effects on Organizational Culture on Employee performance. H2 Career Development has an impact on Employee Performance because of the total effects on Careers Development on Employer Performance. H3 Organizational culture has no influence on job satisfaction because of the total effects on organizational culture on basic work satisfaction. H4 Career development has no impact on job satisfaction because the total effects on Career Development on Job satisfaction are 0.39. H5 Job satisfaction has an impact on employee performance because of the total effects on employment satisfaction on the employee's performance 17.8. H6 Organizational culture has no influence on the performance of employees who are mediated by Job Satisfaction because of the total effects on Organizational Culture on employee performance that is medied by Employee satisfaction -1,64. H7 Career Development has an impact on the Performance of Employees Mediated by Job Satisfaction because of the total effects on Careers Development on Employee Performance mediated by Employment Satisface Sebasar 32,8. Which is the standard of probability of 1,975905331 (1,99). Can be known the standard in t tables can be counted by the formula in Excel =TINV (0,05 Number of Samples minus Number of Variables) which is obtained the standard t table of 1.99.

CONCLUSIONS

In the processing of simple linear regression analysis, a simple linear regression equation can be formulated $Y = 5.806 + 0.423X$. Because the value of the regression coefficient is positive (+), it can be said that E-Service Quality (X) has a positive effect on Repurchase Interest (Y). In addition, it is also supported by the significance value of the E-Service Quality variable of 0.000 smaller than < 0.05 , so it can be concluded that H_0 is rejected and H_1 is accepted. Which means that there is an influence between E-Service Quality (X) and Repurchase Interest (Y). In calculating the coefficient of determination, it can be seen that R Square has a value of 0.380. That is, the E-Service Quality variable has an influence on Repurchase Interest by 38% and the remaining 62% is influenced by other factors that are not studied. The results of the e-service quality analysis of repurchase interest show that the e-service quality variable has a positive and significant effect on repurchase interest.

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