THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT POS (PERSERO) POST OFFICE BEKASI 17000

Isyana Emita[1], Syamsudin[2], Irwin Sukrisno Sugeng[3]
[1,2,3]Universitas Bina Sarana Informatika
Jakarta

isyana.iea@bsi.ac.id[1] , syamsudin.sym@bsi.ac.id[2]. irwin.ins@bsi.ac.id[3]

Abstract : *This research is about the influence of organizational culture and works environment on employee performance at PT POS (Persero) Bekasi City 17000 to review the influence of organizational culture on the performance of employees of PT POS (Persero) Bekasi City 17000 and the influence of work environment on the performance of PT POS employees (Persero) Kota Bekasi 17000. This research is categorized in survey research, by taking data using a questionnaire (questionnaire). This study is a population study with 77 respondents. Test the validity of the instrument using Pearson Product Moment, reliability test using Cronbach Alpha with the help of SPSS Version 24 Software. The analysis technique used is multiple linear regression with a significance level of 5%. The results show that: (1) Organizational culture has a significant positive effect on employee performance. (2) The work environment has no significant positive effect on employee performance. (3) Organizational culture and work environment simultaneously have a significant positive effect on employee performance.*

Keywords : ***Organizational Culture, Work Environment, Employee Performance***

I.   INTRODUCTION

Human resources are the important meaning of a reality that each individual human being is the most important element because it always exists in an organization. The most important resource of a company or organization is human resources, namely people who have given their manpower, talents, creativity, and efforts to the organization. Therefore, the progress of a company can be determined by human resources who are able to show the best performance of each individual. PT Pos Indonesia (Persero) is a state-owned company (BUMN) that is engaged in mailing services and shipping goods.

PT. Pos Indonesia (Persero) is a non-commercial business entity and its function is more directed at providing public services. Organizational culture is an invisible social force that can move people in an organization to carry out work activities. Unconsciously everyone in an organization learns the prevailing culture in the organization.

Moreover, as a new person, so that he can be accepted by the environment where he works he learns what is prohibited and what is required, what is good and what is bad, what is right and what is wrong, and what to do and what not to do in the working organization. Likewise, PT Pos tries to apply organizational culture to its employees as a whole. Efforts to implement organizational culture at PT.Pos (Persero) Bekasi Post Office 17000 with fast service to customers, improve employee performance, instill commitment by being present on time to work hours, showing a sense of care for others to realize integration, being polite and kind, and respect fellow employees. With an organizational culture and a conducive work environment, the ultimate goal of improving employee performance will be achieved.

The effectiveness of the company depends on several factors, one of which is the human aspect. The success and setbacks of a company cannot be separated from the human aspect so that it becomes the main concern of the management control system. The use of the term organizational culture refers to the culture prevailing within the company because generally, the company is a form of organization, namely cooperation between several people who form separate groups or work units. Organizational culture is often defined as values, symbols that understand and are shared with, which is owned by an organization so that members of the organization feel one family and create a different condition from other organizations.

As time goes by, culture must be formed in the organization and its benefits can also be felt in contributing to the overall effectiveness of the organization. SH Lawu, MR Shinta, A Frimayasa (2019) Organizational culture is known as organizational culture, which is then often known as culture. Discussing culture, clearly cannot be separated from the understanding of the organization. Organization comes from the Greek term, namely "organon" and in other terms organum which means tool, part of a limb or body.

Organizational culture is an important part that must be owned in developing the capabilities of its human resources.

According to Rivai and Mulyadi (2012), organizational culture is a framework that guides daily behavior and makes decisions for employees, and directs their actions to achieve organizational goals. Organizational culture is a pattern of organizational beliefs and values that are understood, imbued, and practiced by the organization so that this pattern gives its meaning and becomes the basis for the rules of behavior in the organization. Therefore, organizational culture is used as a controller and direction in shaping human attitudes and behavior in the organization. Organizational culture is expected to have a positive influence on the individual members of the organization and the organization in terms of achieving the vision and mission and goals of the organization.

According to Sedarmayanti (2014), defining organizational culture is a belief, attitude, and values that are generally owned, which arise in organizations, put forward more simply, culture, is the way we do things here. Robins (2016) According to Robbins, the definition of organizational culture is a shared meaning system adopted by members that differentiate the organization from others.

According to Tosi, Rizzo, Carrol as quoted by Munandar (2001: 264), organizational culture is influenced by several factors, namely:

1. Broad outside general influence. Includes factors that are not controlled or only slightly controlled by the organization.
2. The influence of the values that exist in society. The dominant beliefs and values of the outside community such as modesty and cleanliness.
3. Specific factors from the organization's external and internal organizations will get successful solutions. The success in overcoming these various problems is the basis for the growth of organizational culture. Characteristics of Organizational Culture

According to Robbin (2016), there are 7 characteristics of organizational culture

1. Innovation and taking risks. The extent to which employees are supported to be innovative and take risks.
2. Attention to detail. The extent to which employees are expected to demonstrate rigorous analysis and attention to detailResult orientation.
3. The extent to which management focuses on results rather than on the techniques and processes used to achieve these results
4. Orientation of people. The extent to which management decisions take into account the effect on people in the organization.
5. Team orientation. The degree to which work activities are organized around teams of their size Aggressiveness. Relating to employee aggressiveness
6. Stability. The organization emphasizes maintaining a good organizational culture.

Thus an organization based on these seven characteristics will obtain multiple pictures of the organizational culture. This image forms the basis for the basic understanding that members have of the organization, how matters are handled within it, and the way members behave (Robbins 2016). The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. The work environment is an atmosphere in which employees perform activities every day.

A conducive work environment provides a sense of security and allows employees to work optimally. If an employee enjoys the work environment where he/she works, then the employee will feel at home in his workplace, carry out his activities so that work time is used effectively. The work environment is something that is around the workers and which affects them in carrying out their assigned tasks (Nitisemito, 2015). Furthermore, according to Sedarmayati (2014), the work environment is the entire tooling tool and material faced, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as groups.

The condition of the work environment is said to be good or appropriate if humans can carry out activities in an optimal, healthy, safe and comfortable manner. The suitability of the work environment can be seen as a result in the long term, furthermore, unfavorable work environments can demand more labor and time and do not support the design of an efficient work system (Sedarmayanti, 2014).

According to Bambang (2005), the work environment is one of the factors that affect the performance of an employee. An employee who works in a work environment that supports him to work optimally will produce a good performance, conversely, if an employee works in a work In a company, many things must be

considered, as a company must pay much attention to the performance of its employees so that the performance of its employees continues to run well and get maximum results by the responsibilities given to it.

Performance is an achievement or level of success achieved by an individual or an organization in carrying out work in a certain period. Performance can also be interpreted as an achievement achieved in providing services to the community in a period. Performance improvement cannot be realized if there is no good management or management, which can encourage institutional efforts to improve performance. Every performance management effort is intended to be used to encourage performance in reaching the highest level in each organization (SH Lawu, MR Shinta, A Frimayasa, 2019).

Performance achieved by a person. The definition of performance is the quality and quantity of work performance that is served by an employee in carrying out his duties by the responsibilities assigned to him. Performance can be seen in terms of the skills, skills, knowledge, and seriousness of the employees concerned. Performance done with hard work will produce the expected organizational goals. Also, performance can be self-motivated for employees whose abilities will lead to competitive competition for conducting assessments, resulting in good performance achievements.

Performance is the result of quality and quantity achieved by an employee in carrying out his duties by the responsibilities assigned to him. (Mangkunegara, 2017). According to Simamora, employee performance refers to a person's achievement as measured by the standards and criteria set by the organization. Management to achieve high human resource performance is intended to improve the overall organization ". (Simamora, 2004). According to Mudjiati, the term performance is often identified with the term achievement. The term performance or achievement is a diversion from English performance. Performance or performance is organizational behavior that is directly related to work activities, task achievement, where the term task comes from the thought of activities needed by workers (Irfiani, 2015).

According to (Handoko, 2014), employee performance is very important in an organization to achieve its goals, so that various policies must be carried out by the organization to improve the performance of its employees. One of them is through performance appraisal. Defining work performance appraisal (performance appraisal) is a process through which organizations evaluate or assess employee performance. The benefits of performance appraisal according to Toha in (A Frimayasa, A Kurniawan, MR Shinta, 2018) are:

1. Manage organizational operations effectively and efficiently through maximum employee motivation
2. Assist in making decisions related to employees such as; promotions, transfers, and dismissals
3. Identify employee training and development needs and to provide selection criteria and evaluation of employee training programs
4. Provide feedback to employees on how their superiors assess their performance
5. Provide a basis for award distribution.

II. RESEARCH METHOD

This research was conducted at PT POS (Persero) Bekasi City 17000 which is located at Jl. Wipe. Serbaguna No.7, RT.002 / RW.009, Margahayu, Kec. Bekasi Tim., City of Bks, West Java 17113. The choice of research location is related to the time and energy the researcher has The research was conducted in April 2020. The population in this study were all employees who work at PT. POS (Persero) Bekasi City 17000, totaling 77 employees. Meanwhile, for the number of samples equal to the population, it was obtained using the purposive sampling technique. Purposive sampling is a purposive sampling technique where the sample is taken with certain criteria. The criteria used in selecting this sample are employees who work at PT. POS (Persero) Bekasi City 17000.

Data analysis technique
The data processing method used is multiple regression with the help of SPSS 24 software. The multiple regression method is a statistical method to test the effect of several independent variables on one dependent variable. The models formed in this study are as follows:

$$Y = a + (b_1X_1) + (b_2X_2) + e$$

Information:
Y   = Employee performance
a   = Constant
$b_1, b_2,$ = Regression Coefficient
X_1 = Organizational culture
X_2 = Work Environment
e   = Error Term.

III. RESULT AND DISCUSSION

Validity And Reliability Test
Validity test The validity test of this study used the Product Moment correlation technique assisted by SPSS Version 24 Software. Using a significance level of 5%, a statement item is said to be valid if the significant value is ≤ 0.05 (Ghozali, 2011).

Organizational Culture Validity Test

Table 1. Organizational Culture Validity Test

Question	R Count	R table (5%)	Sig –(s tailed	n	Information
1	0,711	0,224	0,000	77	VALID
2	0,649	0,224	0,000	77	VALID
3	0,603	0,224	0,000	77	VALID
4	0,736	0,224	0,000	77	VALID
5	0,652	0,224	0,000	77	VALID
6	0,717	0,224	0,000	77	VALID
7	0,690	0,224	0,000	77	VALID
8	0,677	0,224	0,000	77	VALID
9	0,636	0,224	0,000	77	VALID
10	0,745	0,224	0,000	77	VALID
11	0,692	0,224	0,000	77	VALID

source: processed data SPSS 24.0

Work Environment Validity Test

Table 2. Work Environment Validity Test

Question	R Count	R table (5%)	Sig –(s tailed	n	Information
1	0,530	0,224	0,000	77	VALID
2	0,677	0,224	0,000	77	VALID
3	0,692	0,224	0,000	77	VALID
4	0,642	0,224	0,000	77	VALID
5	0,657	0,224	0,000	77	VALID
6	0,610	0,224	0,000	77	VALID
7	0,597	0,224	0,000	77	VALID
8	0,688	0,224	0,000	77	VALID

Source: processed data SPSS 24.0

Reliability Test
         The reliability test used in this study used SPSS Version 24 software with the Cronbach Alpha statistical test. The variable is said to be reliable if the Alpha value exceeds 0.6 (Ghozali, 2011).

Table 3. Reliability Test

Variable	Cronbach's Alpha	Critical value	Information
Organizational culture	0,866	0,6	Reliable
Work environment	0,827	0,6	Reliable
Employee performance	0,790	0,6	Reliable

source: processed data SPSS 24.0

Classic assumption test

Table 4. Classic assumption test

Normality test		Significance value (Asymp.Sig.(2-tailed)	Critical value (a)
		0,2	0,05
Uji Heteroskedastisitas	**Coefficient**	**Significance**	**Critical value**
	Organizational culture	0,662	0,05
	Work environment	0,201	0,05
Uji Multicollinearity Test	**Koefisien**	**Tolerance**	**VIF**
	Organizational culture	0,466	2,145
	Work environment	0,466	2,145

The normality test used in this study used the One-Sample Kolmogorov-Smirnov Test (KS) statistical test, where the regression model is said to be normal if the significance value is $\geq$ 0.05. In the table above it can be seen that from the results of the One-Sample Kolmogorov-Smirnov Test (KS), the data value of Asymptotic Significance is greater than 0.05, which is 0.2. So, it can be concluded that the regression model of this study is normally distributed.

The heteroscedasticity test used in this study was the Glejser statistical test. According to Ghozali (2011), a good regression model is homoscedasticity or heteroscedasticity does not occur, where the regression model is said to not occur heteroscedasticity if the significance value is $\geq$ 0.05. In the table above, it can be seen that from the results of the Glejser statistical test, the significance value is greater than 0.05, namely 0.662 for organizational culture variables and 0.201 for work environment variables. So it can be concluded that the regression model in this study does not occur heteroscedasticity.

The multicollinearity test used in this study uses the Variance Inflation Factor (VIF) statistical test and tolerance values. According to Ghozali (2011), a good regression model is that there is no correlation between the independent variables, where if the tolerance value is $\geq$ 0.1 and VIF $\leq$ 10, multicollinearity does not occur. In the table above, it can be seen that all independent variables have a tolerance value greater than 0.1 and a VIF value less than 10. So it can be concluded that among the independent variables there is no multicollinearity, in other words, there is no correlation between independent variables.

Hypothesis Test

Table 5. Hypothesis Test

Jenis Pengujian	Model	df	Mean Square	F	Sig
Uji F	Regression	2	880,479	59.854	0.000
	Residual	74	14.710		
	Total	76			
	Variabel	**Unstandardized B**	**Standardized B**	**t**	**Sig**
Uji t	(Constant)	6,851		3,348	0,001
	Budaya Organisasi (X1)	0,470	0,684	6,501	0,000
	Lingkungan Kerja (X2)	0,131	0,132	1,258	0,212
	R Square		**Adjusted R Square**		
Koefisien Determinasi	0,618		0,608		

Regression analysis in this study was used to test whether Organizational Culture (X1) and Work Environment (X2) affect employee performance (Y) for employees of PT POS (Persero) Bekasi City 17000. Based on the table above, it can be concluded that the resulting regression equation is:

$$Y = 6.851 + 0.470X_1 + 0.131X_2$$

In the table above the constant value of 6.851 illustrates that the value of the dependent variable (employee performance) which is not influenced by the independent variable (organizational culture and work environment) assumes that the independent variable (organizational culture and work environment) is 0, then the value of the dependent variable (employee performance) of 6,851. This illustrates that other factors can affect the performance of permanent employees of PT POS (Persero) Bekasi City 17000, apart from organizational culture and work environment. While the training regression coefficient (X1) of 0.470 illustrates that there is a positive influence of organizational culture (X1) on the dependent variable (employee performance) with the assumption that if the organizational culture value increases by one unit, then the performance value of permanent employees of PT POS (Persero) Bekasi City 17000 will increase by 0.470 provided that the work environment (X2) is 0 or constant. Likewise, the work environment regression coefficient (X2) of 0.131 illustrates that there is a positive influence of work environment variables (X2) on the dependent variable (employee performance) with the assumption that if the value of work motivation has increased by one unit, then the performance value of permanent employees of PT POS (Persero)) Bekasi City 17000 will increase by 0.131 with a note that organizational culture (X1) is 0 or constant.

The t-test was processed through SPSS Version 24 Software, where if the significance value of t ≤ 0.05 then there is a significant positive effect between the independent variables on the dependent variable. In the table above, it can be seen that the significance value of the organizational culture variable (X1) is 0.000, which is less than 0.05. So it can be concluded that the organizational culture variable (X1) has a significant positive effect on the permanent employee performance variable of PT POS (Persero) Bekasi City 17000. While the significance value of the work environment variable (X2) is 0.212, which is greater than 0.05. So it can be concluded that the work environment variable (X2) has a positive and insignificant effect on the performance variable (Y) of the permanent employees of PT POS (Persero) Bekasi City 17000.

The F test is processed through the SPSS Version 24 Software program, where if the significance value of F ≤ 0.05, the independent variables together are said to have a significant positive effect on the dependent variable. In the table above, it can be seen that the significance value is F 0.000, which is less than 0.05. So it can be concluded that the variable organizational culture (X1) and work environment (X2) together have a significant positive effect on the performance variable (Y) of the permanent employees of PT POS (Persero) Bekasi City 17000. The coefficient of determination is processed through the SPSS Version 24 Software program, where if the value of r2 approaches 1 then the influence of the ability of the independent variable is very strong in explaining the dependent variable, and vice versa, if the value of r² approaches the number 0, the effect of the ability of the independent variable is very weak in explaining the dependent variable. In table 4.8 it can be seen that the coefficient of determination or r square is 0.618 (61.8%). So it can be concluded that the variable organizational culture (X1) and work environment (X2) can explain the performance variable (Y) of 61.8% while the remaining 38.2% is explained by other factors not examined in this study.

IV.CONCLUSION

Organizational culture has a significant positive effect on the employee performance of PT POS (Persero) Bekasi City 17000. Thus, organizational culture can facilitate employees to compete and improve self-competence in both work, skills, behavior, and knowledge, then it will encourage the creation of an increase in employee performance. PT POS (Persero) Bekasi City 17000. which will later be able to improve company performance so that the company's goals can be achieved. 2. The environment has a positive and insignificant effect on the performance of employees of PT POS (Persero) Bekasi City 17000. This shows that the work environment has a relationship with employee performance at PT POS (Persero) Bekasi City 17000. However, this relationship is not significant or has a significant effect. small on improving employee performance. 3. Organizational culture and work environment together have a significant positive effect on employee performance at PT POS (Persero) Bekasi City 17000., where if the two independent variables are applied simultaneously, they will mutually support each other to support employee performance. Thus, a higher organizational culture with a high work environment can create maximum performance, on the other hand, if the organizational culture and work environment decline, employee performance will decline.

REFERENCES

[1] A.A. Anwar Prabu Mangkunegara. 2017. Manajemen Sumber Daya Manusia Perusahaan, Bandung : Remaja Rosdakarya.

[2] A Frimayasa, A Kurniawan, MR Shinta. 2018. Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan pada PT. Pos Indonesia: Aktiva-Jurnal Penelitian Ekonomi dan Bisnis.

[3] Alex, Nitisemito. 2015, Manajemen Sumber Daya Manusia, Pustaka setia, Bandung.

[4] Bambang, Kusriyanto. 2005. Meningkatkan Produktvitas Karyawan. Pustaka Binaman Pressindo: Jakarta

[5] Ghozali, I. 2011. Aplikasi Analisis Multivariate Dengan Program SPSS. Semarang: Badan Penerbitan Universitas Diponegoro.

[6] Handoko, T. Hani. 2014. Manajemen Personalia dan Sumber Daya Manusia. BPFE, Yogyakarta.

[7] Irfiani (2015) Pengaruh Penggunaan Sistem Informasi Terhadap Kinerja Karyawan (Studi Kasus: PT. Indosat Jakarta) Jurnal Paradigma Vol XVII.

[8] Munandar, Ashar S. 2014. Psikologi Industri dan Organisasi. Penerbit Universitas Indonesia (UI-Press). Jakarta

[9] Rivai, Veithzal dan Deddy Mulyadi. 2012. Kepemimpinan dan Perilaku Organisasi Edisi Ketiga. Jakarta: PT. Rajagrafindo Persada.

[10] Sedarmayanti. 2014. Manajemen Sumber Daya Manusia. Bandung: Refika Aditama.

[11] Simamora, H. 2004. Manajemen Sumber Daya Manusia. Edisi Ketiga. Yogyakarta: Sekolah Tinggi Ilmu Ekonomi YKPN

[12] SH Lawu, MR Shinta, A Frimayasa. 2019 Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Pada Kantor Kelurahan Cipinang Cempedak Jakarta Timur, Aktiva-Jurnal Penelitian Ekonomi dan Bisnis.

[13] Robbins, Stephen P. and Mary Coulter. 2016. Manajemen, Jilid 1 Edisi 13, Alih Bahasa: Bob Sabran Dan Devri Bardani P, Erlangga, Jakarta.