

**THE EFFECT OF ORGANIZATIONAL CULTURE AND JOB ENVIRONMENT ON EMPLOYEE IN PT. ASTRA INTERNATIONAL TBK. AUTO 2000 BRANCH OF AMPLAS MEDAN**

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**ABSTRACT**

*This study aims to determine the effect of organizational culture and work environment on employee performance. PT. Astra International Tbk. Auto 2000 is a Toyota car dealer. The population of this study is 61 employees with a sample according to the slovin formula of 30 employees. The data used is quantitative data derived from primary sources. The data collection technique uses a Likert scale with a regressive line analysis method to provide information to respondents (questionnaire). Based on the statistical results obtained  $t_{count} 10.886 > t_{table} 1.697$  it can be concluded that there is a positive influence between organizational variables and work environment variables on employee performance at PT. Astra International Tbk Auto 2000 Sandpaper Branch. Based on the results of the coefficient of determination, the R-Square in the regression is 0.911 (91.1%). In this case, the most significant benefit provided by the organization and the workplace is 91.1%, with the remaining 8.9% coming from other variables that were not considered in the study. PT. Astra Internasional Tbk Auto 2000 Amplas Branch must increase and expand the number of courses aligned with job specifications in order to improve organizational health and workforce productivity.*

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

**I. INTRODUCTION**

Organizational culture has a significant contribution to the attitude and communication of members of the organization in terms of a clear and clear understanding of a problem solved. This makes the organization more confident and effective. The strategy in anticipating changes in an organization needs to take into account cultural aspects that have existed over the years, whether in line with existing values or contrary to the performance of the organization.

A comfortable working environment will encourage the creation of working spirit and efficiency, while uncomfortable work environments, such as high enough heat, less qualified lighting and noise levels that often interfere with the tranquility of work are barriers that can reduce the productivity of the company. Comfort is largely determined by the balance between the factors within the human being and the environmental factors that influence it.

Human resources are focused on the measures taken by management. Competition in the world of work, enables companies to improve quality and competent performance in their fields. Based on the findings, the author wishes to conduct research under the title "The Impact of

Organizational Culture and the job Environment on the Performance of Employees In PT. Astra International Tbk AUTO 2000 Branch Of Amplas Medan.

## **II. LITERATURE REVIEW**

### **Organizational culture**

Robbins and Judge in Sunyoto (2016:225), an organization culture that distinguishes an organization as a system of common meanings adopted by the members of an organization that differentiates the organization from other organizations.

#### **Characteristics of Organizational Culture**

Robbins in Nawawi (2013:8), has seven primary characteristics of organizational culture:

1. Innovation and courage take risks. To what extent employees are encouraged to be innovative and to take risks.
2. Attention to detail/details. The extent to which employees are expected to perform agility or precision, analysis and attention to details.
3. The result orientation. To what extent management focuses more on the outcome than on the techniques or processes used to those outcomes.
4. Orientation of people. The extent to which management decisions consider the impact of such results on the people within the organization.
5. The team orientation. The extent to which the activities in the organization work on teams on individuals.
6. aggression. How aggressive and competitive people are rather than relaxed.
7. and stability. The extent to which organizational activities emphasize the preservation of the status quo as the opposite of growth.

#### **Functions of Organizational Culture**

Yuki in Sunyoto (2016:227), the function of organizational culture has two main functions, namely:

1. As an internal integration process, where the members of the organization can unite, so they will understand how to interact with each other. These internal integration functions will give a person and other colleagues a collective identity and provide guidance on how one can collaborate effectively.
2. As an external adaptation process, where organization culture will determine how the organization meets its various goals and relates to external parties. These functions will provide the level of adaptation of the organization in responding to changing times, competition, innovation, and consumer service.

#### **Elements of Building Organizational Culture**

Deal and Kennedy in Tika (2010:16), there are several elements that influence the formation of organizational culture, namely:

1. The business environment, which determines what a company must do to succeed, includes products produced, competitors, customers, technology, suppliers, government policies, etc.

2. Values, guidelines adopted by an organization, are slogans or motto that serve as self, consumer expectations, heroes, rituals, cultural networks.

### **The process of organizational culture**

Nawawi (2013:20), identified various challenges facing organizations in developing organizational culture, including:

1. External (environmental) challenges, which are external forces that affect the company's activities, both directly and indirectly, include: rapid change, diversity of the workforce, globalization, government regulation, the development of employment and family roles, and a shortage of skilled workforce.
2. Internal challenges, such as problems within the organization regarding SDM that can hinder its existence as a competitive organization, include: competitive position of the organization, flexibility, reduction of the workforce, challenges of restructuring, organizational culture, technology, trade unions.
3. Individual challenges (professionalism), which are the conditions of SDM especially in the executive environment of an organization, include: compatibility between employees and their organization, ethical and social responsibilities, productivity, depletion of power or authority, dissemination of minds, other developmental challenges.

### **Types of Organizational Culture (Organization Culture)**

Kreiner and Kinicki in Sunyoto (2016:228), there are 3 types of organizational culture, namely:

1. Constructive culture, the culture of employees in interacting with other individuals, working on their tasks and projects by helping them meet their needs to grow and thus support normative beliefs related to the achievement of the goals of self-actualization, appreciation, and unity.
2. A culture of passive-defence, empowering beliefs that enable employees to interact with other employees in a way that does not threaten their own safety at work, thereby encouraging normative beliefs related to consent, conventional, dependence, and avoidance.
3. A culture of aggressive-defence, encouraging employees to work hard to protect their work safety and status. This type of culture is characterized by normative beliefs that reflect opposition, power, competitiveness, and perfectionism.

### **The job environment.**

Suparyadi (2015: 30), the working environment is everything that is around an employee that can influence the employee in carrying out his work, both physical and psychological so that the employees can be more productive.

### **Analysis of the internal environment**

SWOT analysis: Traditional approaches to internal and external analysis. SWOT (2014: 110) is an acronym for Strengths and Weaknesses of an organization and Opportunities and Threats of its external environment. This analysis is based on the assumption that an effective strategy derives from a good "correspondence" between the company's internal resources (strengths and weaknesses) and its external situation. (peluang dan ancaman).

SWOT analysis has several major weaknesses, namely:

1. SWOT analysis can overemphasize internal strengths and underestimate external threats.
2. SWOT analysis can be static and risk ignoring changing conditions.

3. SWOT analysis can put too much emphasis on a strength or element of strategy.

### **Analysis of the external environment**

Since 2014: 114-115, the external environment has two parts: the working environment and the social environment. The working environment (industry) consists of elements/groups that are directly influenced/influenced by the main operations of the organization, such as shareholders, governments, suppliers, local communities, competitors, customers, creditors, labor unions, special interest groups and trade associations. The social environment consists of general forces that are not directly related to the short-term activities of the organization but can and often influence long-term decisions.

### **Primary external powers**

External power consists of several categories, namely:

1. The Economic Power
2. Social, cultural, demographic and environmental strengths
3. Political Power, Governance, and Law
4. The power of technology

### **Employee performance**

Amstrong and Baron in Fahmi (2016:176), Performance is the result obtained by an organization both profit oriented and non-profit oriented generated over a period of time. Performance as an employee result is a policy that has a strong link to the organization's strategic goals, consumer satisfaction and economic contribution.

### **Measurement of Employees**

Sedarmayati (2014:164), The basis for evaluating the success and failure of the implementation of activities, according to the goals and goals that are determined in order to realize the vision and mission of the organization. Results of systematic assessments, based on performance indicators, include Activity Performance Measurements (PKK) and Target Performance Measures (PPS). The benefits of measuring performance are:

1. Showing achieved performance and planned improvements
2. Become a basis for decision making.
3. Tools of communication
4. Identification of consumer satisfaction

### **Measurement of performance, which is:**

1. Compare actual performance with planned performance
2. Compare the actual performance with the expected results.
3. Compare this year's performance to the previous year.
4. Comparing Real Performance with Standards

### **Evaluation of performance**

Sedarmayanti (2014:165), Performance Evaluation performed on Results of Measurement of Activity Performance (PKK) and Measuring of Target Achievement (PPS). Things that affect the success and or failure of achieving the goal. Aim to know the level of achievement of realisation, progress and obstacles found. Efficiency analysis (input-output comparison), for the realisation plan of performance differences, their causes and solutions

### **Factors affecting performance.**

Keith Davis in Human Performance: Ability x Motivation (2017: 13)

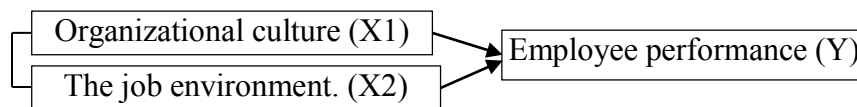
In general, the performance indicator has a function, namely:

1. Explain what, when and when activities are carried out
2. Create consensus built by various stakeholders to avoid misinterpretations during the implementation of the policy in evaluating its performance
3. Build a foundation for measurement, analysis, and evaluation of the performance of the organization/work unit

Indicators of performance, which are:

1. Specific and clear, so that it can be understood and minimizes errors of interpretation
2. Measured objectively (kuantitatif atau kualitatif)
3. Relevant, must be through relevant objective aspects
4. Useful to show the success of input, process, output
5. Flexible and sensitive to changes/adaptations, implementation and outcomes of activities
6. Efficient, data/information can be processed and analyzed at the available cost

### **The framework of Mind**



### **Hypothesis**

Sugiyono (2016: 284), The hypothesis is a temporary answer to the formulation of the research problem proposed.

H<sub>1</sub>: Organizational culture influences employee performance

H<sub>2</sub>: Working environment influences employee performance

## **III. RESEARCH AND METHODOLOGY**

### **Time and place of research.**

This study was conducted in PT. Astra International Tbk. A car with 2000 runs on JL. 9.8 km from No. 204 Amplas.

### **Population and Samples**

Sugiyono (2016:80), Population is not just the number that exists on the object/subject studied, but covers all the characteristics/attributes that the subject possesses. The research population is 61 employees of PT. Astra International Tbk Auto 2000

Sugiyono (2016:81), Samples are a portion of the number and characteristics that the population possesses. The sample of this research sample was taken from as many as 30 employees performing at PT. Astra International Tbk Auto 2000 Branch Amplas city of Medan using solvin formula is:

$$n = \frac{N}{1 + Ne^2} \quad n = \frac{61}{1 + 61(0,13)^2} = 30$$

### Type and Source of Data

Sugiyono (2016:7), the type of data this research uses is quantitative data. The primary data source is data skunder.

### Techniques of Data Collection

Sugiyono (2016:142), The data collection technique used is to give a written statement to the respondents to be answered (questionary) using a likert scale (very agree, agree, disagree, very disagreed) with a score of 1, 2, 3, 4,5.

#### Definition of operational variables

Variabel	Definition of operational	Indicator	Scale
Organizational culture (X1)	The organizational culture that distinguishes the organization as a system of common meaning adopted by the members of the organization. (Sunyoto,2016:225).	1. mission 2. consistency 3. adaptability 4. involvement	<i>Likert</i>
Job Environment (X2)	Everything around the worker that can influence him/her in carrying out the assigned tasks. Nitisemito in Nurhasanah (2010:1351)	1. Illustrated 2. Circulation of air 3. The noise 4. Safety 5. Relationship of employees	<i>Likert</i>
Employee Performance (Y)	Results of policies that have a strong relationship with the organization's strategic goals (Amstron and Baron,1998:15 at the human resources management book:176)	1. Job Qualified 2. feast 3. initiative 4. ability 5. Communicaion	<i>Likert</i>

### Techniques of Data Analysis

Sugiyono (2016:188), This method of data analysis is a double linear regression analysis demonstrated to determine a linear relationship between several free variables (X1,X2) with a bound variable (Y) is :  $Y = a + b_1X_1 + b_2X_2 + e$

Y = Employee performance

A = constant

b1, b2 = coefficient of regression

X1, X2 = Organizational Culture and Work Environment

### Validity Test Variables of Organizational Culture (X1)

Statement	r <sub>hitung</sub>	r <sub>tabel</sub>	Identifying
Statement 1	0,738	0,3610	Valid
Statement 2	0,718	0,3610	Valid
Statement 3	0,653	0,3610	Valid
Statement 4	0,630	0,3610	Valid
Statement 5	0,653	0,3610	Valid
Statement 6	0,676	0,3610	Valid
Statement 7	0,580	0,3610	Valid
Statement 8	0,491	0,3610	Valid

Source : Data Processed (2020)

Based on the above table, it is explained that the value of validity of the organization's cultural variable statement is declared valid because  $r_{hitung} > r_{tabel}$  ( $n-2 = 30-2=28=0,3610$ ) at a significant rate of 5%.

### Working Environment Validity Test (X<sub>2</sub>)

Statement	r <sub>hitung</sub>	r <sub>tabel</sub>	Identifying
Statement 9	0,471	0,3610	Valid
Statement 10	0,824	0,3610	Valid
Statement 11	0,481	0,3610	Valid
Statement 12	0,763	0,3610	Valid

<b>Statement 13</b>	0,600	0,3610	Valid
<b>Statement 14</b>	0,700	0,3610	Valid
<b>Statement 15</b>	0,738	0,3610	Valid
<b>Statement 16</b>	0,721	0,3610	Valid

Source : Data Processed (2020)

Based on the table above, it is explained that the validity value of the work environment variable statement is declared valid because  $r_{hitung} > r_{tabel}$  ( $n-2 = 30-2=28=0,3610$ ) at a significant rate of 5%.

#### Working Environment Validity Test (Y)

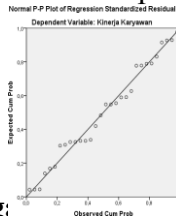
Statement	$r_{hitung}$	$r_{tabel}$	Identifying
<b>Statement 17</b>	0,606	0,3610	Valid
<b>Statement 18</b>	0,811	0,3610	Valid
<b>Statement 19</b>	0,425	0,3610	Valid
<b>Statement 20</b>	0,788	0,3610	Valid
<b>Statement 21</b>	0,680	0,3610	Valid
<b>Statement 22</b>	0,683	0,3610	Valid
<b>Statement 23</b>	0,754	0,3610	Valid
<b>Statement 24</b>	0,716	0,3610	Valid

Source : Data Processed (2020)

Based on the table above, explain that the validity value of the employee performance variable statement is declared valid because  $r_{hitung} > r_{tabel}$  ( $n-2 = 30-2=28=0,3610$ ) at a significant rate of 5%.

#### Normalization of data

The purpose of the normality test is to test the regression model of the distribution of a data following or approaching the normal distribution, i.e. the data distribution in the shape of a bell. If this assumption is violated, the statistical test becomes invalid.

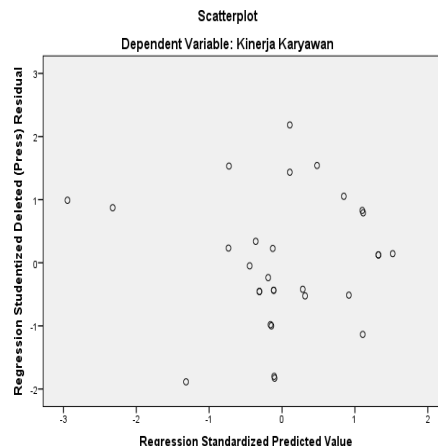


#### Histogram Normality

Based on the image on the side, the histogram chart shows that the distribution of data in the shape of a bell does not blend to the left and right. Therefore, the data is said to be distributed normally.

Source: Data is processed (2020)

#### Screenshot of Normality Test





From Figure 4.3 it can be seen that the distributed variable shows a normal result, this can be indicated by the data that does not circle to the left or right, while in the image can also be seen the point that follows the data along the diagonal line, this means that the data is distributed normally.

**Multicollinearity test coefficient<sup>a</sup>**

Model	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
Budaya					
Organisasi	,720	,089	,027	,459	2,179
Lingkungan Kerja	,954	,902	,626	,459	2,179

Source: Data processing (2020)

a. Dependent Variable: Employee Performance

Based on the above table, showing VIF and tolerance values for all variables in this study did not experience multicollinearity because both variable VIF values < 10 and toleration values > 0,1.

**The Heterokedastist Test**

The heterocedasty test is performed to test whether there is a regular pattern, then there has been heterocadasty. If there are no clear patterns and points of irregular spread then there is no heterocadasthesis.

**Multiple linear regression**

The simple linear regression model is meant to know how large the level of influence between Variable X1 (Organization Culture), X2 (Work Environment) and Y is. (Kinerja Karyawan). For this purpose, the researchers presented the results of a simple linear regression test based on the following table:

**Table Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-,275	1,996		-,138	,892
Organizational culture	,031	,067	,040	,466	,645
The working environment.	,971	,089	,925	10,886	,000

Dependent Variable: Employee Performance

Source: Data processing (2020)

Multiple linear regression

Based on Table 4.10, the Multiple Linear Regression Equation model on this output presents a coefficient of the regression equation. In this case, the simple linear regression equation used is:

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

Y = Employee performance

X1 = Organizational culture

X2 = working environment

The regression equation model:  $Y = 0,275 + 0,031X_1 + 0,971X_2$

1. a (konstanta) = 0,27 This means that if the cultural variables of the organization (X1) and the working environment (X2) are constant, then the performance of the employee (Y) is 0.275 units.
2.  $b_1 = 0,031$  This means that if the cultural variable of the organization (X1) increases by 1 unit, then the performance of employees (Y) will increase by 0.275 units.
3.  $b_2 = 0,971$  This means that if the working environment variable (X2) increases by 1 unit, then employee performance (Y) will increase by 0.275 units.

**Tabel Uji t Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-,275	1,996		-,138	,892
Organizational culture	,031	,067	,040	,466	,645
The working environment.	,971	,089	,925	10,886	,000

a. Dependent Variable: Employee Performance

Based on the table above, the results are obtained: the significance value for the organizational culture variable (X1) and the working environment (X2) of 0,000 means a significant impact on employee performance (Y) because  $0,000 < 0,05$ .  $H_0$  was rejected and  $H_1$  was accepted. With a thitung of 10,886 while a table of 1,697. So partially that the variable culture of the organization and the working environment have a significant influence on the performance of employees in PT. Astra International Tbk Auto 2000

**Tabel Koefisien Determinasi Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,954 <sup>a</sup>	,911	,904	1,60714

a. Predictors: (Constant), Lingkungan Kerja, Budaya Organisasi

Sumber : Data diolah (2020)

### Table of Determination Coefficients

Based on the above table known R square value of 0.911 (91.1%), this shows that by using the regression model obtained where independent variables, i.e., organizational culture and work environment have an impact on employee performance of 91.1%, it demonstrates that the impact of organization culture and working environment on employees performance corresponds to the coefficient interval.

### Test F (Uji Simultan)

The F test is used to determine the impact of organizational cultural variables and the working environment on the performance of employees simultaneously. (bersama-sama). The F test is performed by comparing the calculated value with the Ftable. If the calculation is  $137,467 > F_{table}, 2,92$  then it is said that the impact is significant, and if it is  $137,467 < F_{table}, 2,92$ , then the effect is said to be insignificant. From the above table obtained  $F_{calung} 137,467$  greater than  $F_{Table}, 2,92$  or  $137,467 > 2,92$  Thus, the variable culture of the organization (X1) and the working environment (X2) have a positive and significant impact on the performance of employees (Y) simultaneously.

Simultaneous ANOVAa Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	710,128	2	355,064	137,467	,000 <sup>b</sup>
Residual	69,738	27	2,583		
Total	779,867	29			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Organizational Culture

Source: Data processing (2020)

#### IV. RESULT AND DISCUSSION

##### **The Effect of Organizational Culture on Employee Performance**

Based on the results of the calculation of the double linear regression analysis with partial testing, it is known that the organizational culture variable (X1) obtained a coefficient of 0.954 thitung 10,886 and a significance value of 0,000 which means that if the organization's cultural variable increases 1 unit then it will improve employee performance in PT. Astra International Tbk Auto 2000 Branch Amplas of 0.954 units. In other words, the performance of employees will increase in line with the improvement of organizational culture in PT. Astra International Tbk Auto 2000

##### **The Effect of the working environment on employee performance**

Based on the results of the calculation of the double linear regression analysis with partial testing, it is known that the working environment variable (X2) obtained a coefficient of 0.954 thitung 10,886 and a significance value of 0,000 which means that if the work environment variables 1 units then will improve employee performance in PT. Astra International Tbk Auto 2000 Branch Amplas of 0.954 units. In other words, the performance of employees will increase in line with the improvement of the working environment in PT. Astra International Tbk Auto 2000

##### **The effect of Organizational Culture and Working Environment on Employee Performance**

Based on the results of the calculation of the double linear regression analysis with simultaneous testing, it is known that the variable culture of the organization (X1) and the working environment (X2) obtained a calculation value of 137,467 and a significance value of 0,000 which means that the cultural variables of the organisation and the work environment influence the performance of employees at the company PT. Astra International Tbk Auto 2000

#### V. CONCLUSION

1. Based on the results of the statistical test, the thitung value  $10,886 >$  tables  $1,697$  then it can be concluded that there is a positive response between the cultural variables of the organization and the working environment to the performance of employees in PT. Astra International Tbk Auto 2000
2. Based on the results of the determination coefficient test, the obtained size of R-Square in regression is 0.911 (91.1%), then in this case the size of the influence given by the organization culture and work environment on the performance of employees was 91.1% and the remaining 8.9% was affected by other variables not studied in this study.

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