

“INFLUENCE OF ORGANIZATIONAL CULTURE ON
EFFECTIVENESS PERFORMANCE OF EMPLOYEES AT THE GRADUATE OF
HASANUDDIN UNIVERSITY

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ABSTRACT

The Influence of Organizational Culture on the Effectiveness of Employee Performance at Hasanuddin University, this study aims to determine whether there is an influence between organizational culture on the effectiveness of employee performance, as well as to determine the role of cultural influences on the effectiveness of the performance of postgraduate employees at Hasanuddin University. This study used a qualitative research method with a descriptive approach, while the data collection techniques used were observation, interviews, and questionnaires. The data were analyzed by simple regression with the help of SPSS 22.0 software for windows. The sample used is a saturated sample that uses all members of the population as a sample of 33 people.

Keywords: Organizational Culture, Effectiveness, and Employee Performance.

PRELIMINARY

A. Background

Human Resources have an important role in the running of an activity in the organization. The success and performance of a person in a field of work is largely determined by the level of competence, professionalism and commitment to the field of work he is engaged in. An organization is required to be able to improve the quality of existing human resources. According to Shaliha Mar'atu (2017) that the organization itself is a place where people gather, work together rationally and systematically, in utilizing organizational resources efficiently and effectively to achieve predetermined goals. The directed collaboration is carried out by following the pattern of interaction between each individual or group in interacting inside and outside the organization. The interaction pattern is harmonized with various rules, norms, beliefs, certain values as determined by the organization. The pattern of interaction within a certain time will form a common habit or form an organizational culture.

Organizational culture is one of the important instruments in the running of an organization so that organizational goals can be achieved effectively in accordance with expectations. With a broad culture there is a strong influence on the structure and function of the organization. Every organization/company has a different organizational culture even though they perform the same function. Meanwhile, each individual in the organization cannot be separated from the essence of the cultural values he adheres to, which will ultimately synergize with the organizational tools, technology, systems, strategies and lifestyles of the organization so that human

resources in the organization must be balanced and harmonized so that the organization can continue to exist.

Robbins (2002: 247) suggests that organizational culture is a shared perception held by its members or a system of shared meaning. Littlejohn & Foss (2005: 258) states that organizational culture is something that results from everyday interactions in organizations. When people interact for some time, they form a culture. Every culture develops rules and norms that affect the members of that culture. But people are not only influenced by the culture; they create culture (Mulyana 2005: 91). It can be understood that there are complex processes in the interactions of organizational members that make up organizational culture. According to Wheelen and Hunger (Nimran, 2009: 236) organizational culture is a set of beliefs,

Instilling organizational cultural values starts from the moment someone has just joined the organization. In achieving its goal of instilling organizational cultural values within its members, the company in this case makes efforts to communicate the company's values to members in its environment. One of the goals of socialization is to introduce total organizational cultural values so that members are expected to behave in accordance with the organizational culture. The socialization program is expected to be able to provide members with an accurate description of the work environment and in addition to organizational culture, training is also one way to develop the capabilities of an organization's human resources. According to Sofyandi (2008: 113),

A training program is a series of programs designed to improve employee knowledge and skills in relation to work. Thus, training is a vehicle for building human resources towards an era of globalization which is full of challenges, to acquire and improve skills outside the prevailing education system in a relatively short time with methods that prioritize practice over theory, so as to improve current and future performance. performance in the future organizational culture where they work. *JobGood* performance or work by an employee in carrying out tasks in accordance with the responsibilities given to him will affect the success of an organization. An employee must have skills, knowledge and abilities and have experience, motivation, self-discipline, and high morale. Because according to Handoko (2008: 78) the most important resource of an organization is human resources, namely people who provide their energy, talent, creativity, and effort to the company.

The success of the socialization of organizational culture and the training provided is certainly expected to improve the performance of its members/employees. According to Kusriyanto (Pasolong, 2007: 175), employee performance is the result of individual work in an organization. Meanwhile, according to Nurhayati (2008: 7), employee performance is the level at which employees achieve job requirements. Nawawi (2006: 63), performance is said to be high if a work target can be completed at the right time or does not exceed the time limit provided. Performance becomes low if completed beyond the allotted time limit or not completed at all.

An analysis of the factors that affect employee performance is needed by taking into account the needs of employees. Because each employee comes from a different background and has a mindset of beliefs, the habits that are carried out need to be uniformed according to organizational goals in order to create an optimal performance through a container called organizational culture. According to Kuraesin Dewi (2017) said that a company was established to achieve predetermined goals. The achievement of these goals shows the results of work or work performance, in other words shows a

performance. Wibowo stated that performance can be viewed as both a process and a result of work. Performance is a process of how work takes place to achieve work results. However,

Performance comes from job performance or actual performance (work achievement or actual achievement achieved by someone). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he gives. The term performance cannot be separated from work because performance is the result of the work process. In this context, performance is the result of work in achieving a predetermined goal. Performance can be interpreted as an expression of one's potential in the form of a person's behavior or way of carrying out a task, so as to produce a product (work result) which is a manifestation of all the duties and responsibilities given to him (Kuraesin Dewi: 2017).

Performance in a company is carried out by all human resources, both by the leadership and employees, which is a challenge to produce professional employees. Every company wants high-performing employees. Because it will encourage the development of the company. High-performing employees will show good work results. Meanwhile, employees with low performance will show poor performance results. Thus, the better the employee's performance, the more successful the company, and vice versa. In this regard, an assessment of employee performance is necessary.

Performance is needed properly, namely by evaluating the performance of employees. If the performance is not managed properly it will have a bad impact on the company. This will result in not achieving the company's goals to achieve results that are not optimal.

There is a relationship between corporate culture and organizational performance which can be explained in Tiernay's organizational culture diagnosis model that the better the quality of the factors contained in the organizational culture, the better the organizational performance. Employees who already understand the overall values of the organization will make these values a personality of the organization. These values and beliefs will be manifested into their daily behavior at work. So it will be an individual performance. Supported by existing human resources, systems and technology, corporate strategy and logistics, each individual's good performance will lead to good organizational performance as well.

The results of research from Shaliha Mar'atu (2017) Organizational culture and training together have a significant effect on employee performance, but only by 18%. This is because the promotion of sombere' service culture is still relatively new and training has not been able to increase the work innovation of Makassar City Government Secretariat employees, especially the General & Personnel Section, Protocol Section and Public Relations Section. The results of the initial observations of researchers at the Hasanuddin University market, namely researchers observing employees in the administration section where many of the employees are still less disciplined, this can be seen from the tendency of employee delays every day.

B. Problem Formulation

In connection with this background, the formulated problems are:

1. Is there an influence between organizational culture on the work effectiveness of Hasanuddin University postgraduate employees?
2. What is the role of organizational culture on the performance effectiveness of Hasanuddin University postgraduate employees?

C. Research Objectives

In connection with the formulation of the problem, the objectives of this study are:

1. To find out whether there is an influence between organizational culture on the effectiveness of the performance of postgraduate employees at Hasanuddin University
2. To determine the role of cultural influences on the effectiveness of the performance of postgraduate employees at Hasanuddin University.

LITERATURE REVIEW

A. Understanding the Influence of Organizational Culture

According to the Big Indonesian Dictionary, influence is a power that exists or arises from something (people, things) that help shape a person's character, beliefs, or actions. Influence is an abstract thing that cannot be seen but its existence and usefulness can be felt in human life and activities as social beings. Culture comes from the Latin word *colere* which means to cultivate, work on, fertilize, and develop, especially processing or farming. Or it can also be interpreted as all power and activities to process and change nature. followed and respected. Culture has been an important concept in understanding societies and human groups for a long time.

According to Edward Taylor in Sobirin, Achmad (2007: 52), culture is a comprehensive complexity consisting of knowledge, belief, art, morals, law, customs and various other capabilities and habits acquired by a human being as part of a society. Meanwhile, according to Stoner in Moeljono (2003: 16), culture is a complex combination of assumptions, behavior, stories, myths, metaphors, and various other ideas that become one to determine what it means to be a member of a particular society.

The word organization comes from the Greek *organon* which means tool or instrument. The meaning of this word implies that organizations are human aids. When a person establishes an organization, the end goal is not the organization itself but so that he and all the people involved in it can achieve other goals more easily and more effectively. That is why an organization is often defined as a group of people who work together in order to achieve a common goal.

According to Robbins in Sobirin, Achmad (2007: 5), the organization is a social unit that is deliberately established for a relatively long period of time, consisting of two or more people who work together and in a coordinated manner, has a certain structured work pattern, and was established to achieve a common goal or a predetermined set of goals. Meanwhile, according to J. Bernard in Tika (2006: 3) organization is the cooperation of two or more people, a system of consciously coordinated individual activities or strengths.

Culture company (corporate culture) and culture Organizational culture are two terms that we often find used interchangeably. According to Jacques (Nimran, 2009: 120), corporate culture or organizational culture is: a traditional way of thinking and

doing something, which is shared by all members of the organization and new

members must learn or at least partially accept it so that they are accepted as part of the organization/company. (Saliha Mar'atu: 2017).

Organizational culture is defined as a set of behaviors, feelings, and psychological frameworks that are deeply terminated and shared by members of the organization (Asang, 2012: 103). In general, a company or organization consists of a number of people who have various backgrounds, personalities, emotions, and egos. The results of the sum and interaction of these various people form an organizational culture. In simple terms, organizational culture can be defined as a unity of people (beliefs), and the same values. Organizational culture is a set of values, beliefs, and main attitudes that are enforced among members of the organization.

Thus it can be concluded that organizational culture is a pattern of beliefs and organizational values that are believed and inspired by all its members in doing work as the right way to understand, think, and feel about related problems, so that it will become a value or rule in the community. within the organization, and become a differentiator with other organizations.

B. Functions of Organizational Culture

Organizational culture as a guide to control the behavior of organizational members, certainly has useful functions and benefits for an organization. Organizational culture is useful for rebuilding the organization's management control system, namely as a tool to create commitment so that managers and employees want to carry out strategic planning, programming, budgeting, controlling, monitoring, evaluation, and others (Mondy and Noeddalam Saliha Mar'atu, 2017).

Assessment of organizational culture cannot be separated from the context of organizational behavior as a whole. Organizational behavior can be interpreted as attitudes and actions shown by individuals in an organization. Therefore, the study of organizational culture as one aspect of organizational behavior, scientifically has an important meaning because it can help build construction.

C. Factors affecting employee performance

Mangkunegara (2007: 13) says the factors that affect a person's performance are as follows: The ability factor, in general, is divided into 2, namely potential ability (IQ) and reality ability (knowledge and skills). This means that leaders and employees who have a data average IQ (IQ 110-120) let alone superior, very superior, gifted and genius with adequate education for their position and skilled in doing daily work, it will be easier to achieve maximum performance.

The motivational factor is that motivation is formed from the attitude of employees in dealing with work situations in their organizational environment. Those who are positive (pro) towards their work situation will show high work motivation and vice versa if they are negative (contra) to their work situation will show low work motivation. The situations in question include work relations, work facilities, work climate. Leadership policies, work leadership patterns and working conditions. According to Ruky (2006: 8) the factors that affect employee performance are:

- a. Motivating employees or employees, in terms of motivating employees

Aims to improve the performance of all to be enthusiastic in achieving the expected results. With the motivation of employees have the drive to work closely because of good attention to their needs and desires which in an organization depends on the high and low level of realization of individual goals in carrying out readiness.

b. Facilities and infrastructure

The work environment of employees has a very large influence on the organization's operations, thus something that is around employees can affect themselves in carrying out the tasks assigned to them. Furthermore, cleanliness, safety and work errors are things that must be considered by an organization. .

c. HR Capability

High HR capabilities can encourage the desired performance.

d. Quantity of raw materials and auxiliary materials

The procedure for procuring raw materials will also affect the level of efficiency and productivity. These symptoms are seen when there are obstacles in doing work.

e. Work process or work method

the intended work process or work method is the way a team will conduct research on the work used and the process carried out. An understanding of the factors that affect productivity is very important, because it can then make personnel able to choose factors that increase productivity performance according to certain situations.

RESEARCH METHODS

Types of research

This study uses a quantitative approach. A quantitative approach in which information or data is analyzed using statistics, starting from data collection, validation and so on. This type of research is research with survey method. Because in this study the information collected took samples and populations and used a questionnaire as the main data collection tool. The research design used is descriptive analysis method, a method that seeks to find a comprehensive picture of data, facts, actual events regarding the object of research.

The subjects in this study are a group of people who can provide information, they are postgraduate employees at hasanuddin university.

This research was carried out from April 2020 to August 2020. The location of the research was carried out at the Hasanuddin University Graduate School which is located at Jl. Pioneer of independence Km. 10, Makassar City Population comes from English, namely "population" which means the number of residents. In the research method, population is used to mention a cognate / group of objects that are the target of research, the research population is the whole (universum) of research objects which can be humans. , animals, plants, air, symptoms, the value of life attitude events and so on. So that these objects can be a source of research. The sample is taken from all objects under study and is considered to represent the entire population. The sampling technique in this research is total sampling. Total sampling is a sampling technique where the number of samples is the same as the population. The reason for taking total sampling is because according to Sugiyono, the population is less than 100, the entire population is sampled. The sample taken from this research is a graduate employee of Hasanuddin University.

The data collection techniques used as references in the study are:

Data collection techniques and materials from the library are literature books that are in accordance with the problems to be discussed. Data collection techniques on issues related to research. In conducting field observations the author uses several techniques, namely: Interview is the process of obtaining information/data for research purposes by way of question and answer, while face to face between the interviewer and the respondent using a tool called an interview guide. Questionnaire is a data collection technique that is done by giving a set of questions or author statements to respondents to answer.

The analysis technique in quantitative research was done manually. That is, the data that has been collected is calculated using a statistical formula. Along with the times, data analysis techniques in quantitative research can be carried out using special software for data analysis called statistical product and service solutions (SPSS). Descriptive statistical analysis used in this study is to determine the minimum, maximum, average (mean), and standard deviation of respondents' answers for each variable.

In this study using Simple Regression Analysis. The analysis is based on a causal relationship between one independent variable (X) and one dependent variable (Y). The simple linear regression equation is as follows:

$$Y = a + bX$$

Information:

Y : subject in the predicted dependent variable. A : the price of Y when the price of X = 0 (constant price) b : the direction number or regression coefficient, which shows the increase or decrease in the dependent variable based on changes in the dependent variable. If (+) the direction of the line is up, and if (-) the direction of the line is down.

X : subject to the independent variable that has a certain value.

RESEARCH RESULTS AND DISCUSSION

a. Research result

Respondents in this study were employees who were registered at the Graduate University of Hasanuddin as many as 33 employees.

Following are the results of the distribution of the questionnaires:

Table 5.1 Results of Questionnaire Distribution

Information	Amount	Percentage
Questionnaire distributed	33	100%
Questionnaire that is not filled out completely	0	0%
Questionnaire used	33	100%

Based on the results of the survey using a questionnaire, the characteristics of the respondents who became the sample in this study were divided into several groups, namely by gender, class, position, and education.

1. Gender

Based on the gender of the respondents in this study, it can be classified as follows:

Table 5.2 Classification of Respondents by Gender

Gender	Number of Respondents	Percentage
Man	22	66.67%
Woman	11	33.33%
Total	33	100%

Based on the results of table 5.2 shows that the employees who became respondents were mostly male as many as 22 respondents or 66.67% and the remaining female respondents amounted to 11 respondents or 33.33%.

2. Group

Based on the group of respondents in this study, it can be classified as follows:

Table 5.3 Classification of Respondents by Group

group	Number of Respondents	Percentage
I/d	2	6.06%
II/a	1	3.03%
II/b	11	33.33%
II/c	1	3.03%
III/a	4	12.12%
III/b	2	6.06%
III/d	1	3.03%
Outsourcing	11	33.33%
Total	33	100%

Based on the results of table 5.3 shows that employees who become respondents in group I/d are 2 respondents or 6.06%, group II/a are 1 respondent or 3.03%, group II/b are 11 respondents or 33.33 %, group II/c is 1 respondent or 3.03%, group III/a is 4 respondents or 12.12%, group III/b is 2 respondents or 6.06%, group III/d is 1 respondents or amounted to 3.03%, and the remaining respondents outsourcing amounted to 11 respondents or equal to 33.33%.

3. Position

Based on the position of the respondents in this study, it can be classified as follows:

Table 5.4 Classification of Respondents by Position

Position	Number of	Percentage
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	Respondents	
Treasurer	1	3.03%
Head of TU	1	3.03%
Academic Affairs	1	3.03%
Kaur Infokum	1	3.03%
Finance Officer	1	3.03%
Equipment	1	3.03%
Security	3	9.09%
Librarian	1	3.03%
Secretary Dean	1	3.03%
Study Program Secretary	1	3.03%
UPMA Secretary	1	3.03%
Dean's Driver	1	3.03%
WD 1 driver	1	3.03%
WD 2 driver	1	3.03%
WD 3 driver	1	3.03%
Academic Staff	5	15.15%
Financial staff	3	9.09%
Equipment Staff	2	6.06%
General/Equipment	6	18.18%
Total	33	100%

Based on the results of table 5.3 shows that the employees who became respondents including treasurer positions amounted to 1 respondent or 3.03%, the position of the head of TU was 1 respondent or 3.03%, the position of academic staff amounted to 1 respondent or 3.03%, the position of infokum Kaur amounted to 1 respondent or equal to 3.03%, the position of the head of finance amounted to 1 respondent or equal to 3.03%, the position of the head of equipment amounted to 1 respondent or equal to 3.03%, security positions totaled 3 respondents or 9.09%, librarian positions amounted to 1 respondent or 3.03%, sec dean positions amounted to 1 respondent or amounted to 3.03% sec department positions amounted to 1 respondent or amounted to 3.03%, sec upma positions amounted to 1 respondent or 3.03%, wd 1 driver positions amounted to 1 respondent or 3.03%, wd 2 driver positions amounted to 1 respondent or 3.03%, wd 3 driver positions amounted to 1 respondent or 3.03%, academic staff positions amounted to 5 respondents or equal to 15.15%, financial staff positions amounted to 3 respondents or equal to 9.09%, equipment staff positions amounted to 2 respondents or 6.06%, and the remaining general equipment positions amounted to 6 respondents or 18.18%.

4. Education

Based on the education of the respondents in this study, it can be classified as follows:

Table 5.5 Classification of Respondents Based on Education

Education	Number of Respondents	Percentage
SD	3	9.09%
JUNIOR HIGH SCHOOL	1	3.03%
SENIOR HIGH SCHOOL	13	39.39%
STM	1	3.03%
D III	3	9.09%
S1	9	27.27%
S2	1	3.03%
S3	2	6.06%
Total	33	100%

Based on the results of table 5.3 shows that most of the employees with elementary school education amounted to 3 respondents or 9.09% of respondents with junior high school education amounted to 1 respondent or 3.03%, respondents with high school education amounted to 13 respondents or 39.39%, respondents with STM education totaling 1 respondent or 3.03%, respondents with DIII education amounted to 3 respondents or 9.09%, respondents with S1 education amounted to 9 respondents or 27.27%, respondents with S2 education amounted to 1 respondent or 3.03%, and the rest of the respondents are educated S3 numbered respondents 2 or 6.06%. The validity test in this study used a bivariate correlation between each indicator score and the total construct score. The results of the bivariate correlation can be seen by looking at the output of Cronbach's Alpha in the Correlated Item – Total Correlation column. The test is carried out using a significance level of 5% or 0.05 with test criteria as evidenced by calculations if the Pearson correlation value (R_{count}) < R_{table} then the question item is said to be invalid, whereas if the Pearson correlation value (R_{count}) > R_{table} then question items can be said to be valid.

b. Discussion of Research Results

1. The influence and role of organizational culture on the effectiveness of postgraduate employee performance at Hasanuddin University

The results of the simple regression analysis hypothesis test showed that the value of $t_{count} = (2.039)$ and the value of $Sig. = (0.025)$. This means that H_1 is accepted, which means that the hypothesis H_1 in this study which states "organizational culture has a positive effect on employee performance", is proven to be true. Based on the description above, it can be concluded that organizational culture has a positive effect on employee performance. Organizational culture plays a very important role in uniting a person or in terms of making it easier to blend in to form a good team and cooperation. If cooperation and relationships between employees are well established, it will improve the performance of the employee.

Organizational success is influenced by various factors, one of which is the organizational culture factor that functions as a force, a driving force in achieving goals, and a differentiator between one organization and another. If an organization has members or employees who are still active, it can be indicated as evidence that the organization has been able and successful in functioning organizational culture as an adhesive in daily organizational activities and as a binder of cohesiveness between individuals in the organization. Organizations need a team that is compact, reliable, and has a high sense of belonging to the organization and this is the hope of every leader in every organization. In the continuity of the implementation of agency programs, the leadership is obliged to pay attention to the condition of the employees as well as management who are both in terms of plurality and the development or change of values in each employee so that this can affect the development of values in the organization. Culture functions as a binder for one or more people to join and be active and tie the relationship between employees to create a cohesive team. On the other hand, organizational culture is able to raise employee performance towards the organization. Organizational culture is one of the factors needed to improve employee performance, as long as employees are still happy with the culture applied and believed by the organization, then employee performance towards the organization will still be able to be felt and the opportunities for achieving organizational success are greater.

CONCLUSIONS AND RECOMMENDATIONS

A. Conclusion

From the results of research conducted by researchers, it can be concluded that organizational culture has a positive effect on employee performance, if there is an increase in organizational culture, there will be an increase in employee performance.

B. Suggestion

1. The Graduate Office of Hasanuddin University has implemented a good organizational culture as a reference in working. It is hoped that in the future, the implementation of organizational culture will be further improved so that it is truly pervasive and inspired by every individual in the organization agency.
2. It is hoped that in the future employees will continue to maintain their performance in order to achieve quality employee performance so that they have a positive influence on the agency.
3. For further researchers, it is expected to add other variables that can be used as indicators in further research. This is because there are still variables that have not been found by the author that still have a relationship related to organizational culture and employee performance.

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