



THE ORGANIZATIONAL CULTURAL ROLE IN IMPROVING EMPLOYEE PERFORMANCE

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Abstract

A solid organizational culture flexible enough to adapt to shifting conditions in the business world requires successfully running a company in today's highly competitive environment. For an excellent corporate culture, there need to be leaders who can create a culture for their teams that can compete successfully in the business world. The ability of leaders to carry out the vision and mission of the company at the beginning is essential because it will determine the company's ability to compete in the global business world. Therefore, leaders must be able to carry out the company's vision and mission established at the beginning.

The research strategy employed is a descriptive approach, a subset of qualitative research strategies. Qualitative researchers using a descriptive methodology collect their data primarily through in-depth interviews and written records. Through interviews and documentation, we collect data that analyzing by selecting relevant information, sorting it, and drawing conclusions based on our best-educated guesses.

An organization's culture can motivate workers to do better, which in turn helps the company reach its goals. When an employee's actions allow the company to get past a challenge, that's when the culture has succeeded. It turns out that a company's culture affects employees' productivity in both obvious and subtle ways. It's even arguable that a company's culture significantly impacts how its workers perform.

Keywords: Organizational Culture, Employee Performance

INTRODUCTION

As social beings, it is fundamentally like humans to interact with one another, cooperate, and require the presence of other humans. Because of this, the existence of an organization is significant because it serves as a forum that can gather people or make it simpler for people to interact with one another and collaborate. The organization known as a place to socialize is a place or facility consisting of or consisting of people who work together to achieve the goals set together to achieve the goals. To this point, it has also functioned as a social entity. The components of the organization can take the form collection of individuals or groups of people who interact with one another. This interaction is coordinated and consciously conditioned; it manages using an effective system to ensure that it can achieve its objectives effectively.

Human resources are the most critical factor among the many factors related to the organization that is involved in the activities to achieve the organization's goals. In addition to many other considerations, human resources significantly contribute to the organization's success. Because human resources serve as a driving force and a determinant of policy direction for the life of an organization, it does not matter how good an organization is or how many infrastructure facilities it has. Without the role of human resources (employees), none of it will work well. It is because human resources act as a driving force. Who is in charge of administrating, regulating, and operating the organization's facilities and infrastructure? It is safe to assume that the organization will not be able to function if it does not have sufficient human resources, in addition to the various other resources that it possesses.

An organization requires human resources that are both qualified and professional to be able to support the achievement of the goals outlined above. Compared to resources with lower levels of qualification and professionalism, skilled and experienced human resources typically have a higher level of productivity. Therefore, an organization must increase the effort it puts into improving the quality of its human resources. This effort can take the form of training itself, or it can also take the form of exercise in specific fields, to form competencies in the areas in which they work. The existing human resources in an organization should always empower,

and development should become a competitive power. Organizational leaders need to keep in mind the necessity of this.

In most cases, the quality of an organization's employees' performances directly affects the level of success the organization enjoys. As a result, the Organization is obliged, or at the very least ought to have a program planned, to consistently develop and improve the capabilities of its human resources to generate good performance from its employees. In this instance, an employee's work can be seen as their work performance, so one interpretation of employee performance is the result of an employee's work. An employee's performance is measured and seen from the results of the work that he can do. Not only can it be calculated from the results of the tasks the employee has given, but employee performance can also be measured from the results of activities that have taken place over time. Certain (Notoatmodjo, 2018). It is possible to guarantee that high employee performance will significantly contribute to improved organizational productivity in the foreseeable future. If organizational productivity is high, it is possible to ensure that the organization will be able to weather difficulties in the operation of its business. Therefore, the leaders of the organization should pay attention to the performance of their employees can improve for the sake of the future improvement of the organization as a whole. How the organization cultivates its organizational culture is also closely related to the planned increase in employee performance.

An organization must have a different suit from other organizations, and each organization must have a characteristic that distinguishes it from that organization from other organizations.

The various here are not just different origins but different in the sense of having differences from other organizations in the same field. Productive or organizational advantages. These characteristics or notable differences become the identity of the organization. This characteristic is what if it has become a good habit for the organization. It is called organizational culture. In this case, the corporate culture that will create or what you want to realize.

The organizational culture refers to the unique interaction relationship of existing norms or a unique interaction of values, beliefs, and ways of behaving that characterize or habits how groups and individuals solve problems related to their organization.

Culture workplace refers to how an organization fosters dedication to the achievement of vision and mission, as well as the provision of quality services that can soothe anxiety and fulfill the requirements of its clients. Additionally, organizational culture can bring the organization to win the competition and build cultural strength, which can determine the progression of every organization, irrespective of the type of organization it is; consequently, it is essential to pay attention to the employees working in the organization. Therefore, top management and other members of the organization's inner circle are working toward developing a more positive organizational culture.

Aspects organization, from its policies to its employees, are heavily influenced by its culture. The organizational culture will impact how employees complete their work, and a positive culture will lead to productive work. The company's culture can also influence the actions and attitudes of workers. Employees who work in an environment with a positive culture are more likely to be professional, courteous, and take ownership of their work. Equally crucial is that a company's culture will shape how its employees see the world and approach their work. When an organization has a strong culture, its employees think and act more positively and responsibly. In addition, it will lead to a unified viewpoint among workers as they go about their daily tasks. Finally, another key goal is an organization's culture can help it become more effective and efficient in its operations.

The extent to which employees in an organization give agency is closely related to the organization's culture. There are some businesses that, due to their strong organizational

cultures, can produce employees who have a high level of performance. However, it cannot deny that a good corporate culture will create and provide a significant level of motivation for employees.

It allows them to offer and display their best abilities at work and use it best. In addition, an excellent organizational culture will create and provide great motivation for employees. Hence, opportunities are available to the employee by the organization they are working for the company. In a nutshell, the incentive for employees to advance their careers is proportional to the quality of the organization's culture. Therefore, according to the information presented earlier, the establishment, production, and growth of organizational culture within an organization are all necessary steps to construct an effective and efficient organization that is in line with the vision and mission that it intends to accomplish.

Organizational culture should be of particular concern and be managed professionally by both small and large companies. It also includes government agencies so that their employees or employees have external values, norms, references, and guidelines that must implement. Organizational culture can also be used as a unifying employee, reducing conflict and motivating employees to carry out their duties well to affect employee behavior and performance positively. A company with a good culture will produce a good performance in the long term. A good organizational culture can interpret that all employees have the same perception of achieving company goals. People with similar morals and worldviews can see the world in a unified light. Standards are maintained, and routines are followed (Darsono, 2010).

When considering the everyday experiences of real people, it becomes clear that the existence of cultural ties within the community environment is inextricably intertwined with the fabric of the community itself. The community, family, organization, business, or even nation contribute to the environment's existing culture. Culture distinguishes this community from others and shows how people interact and their job methods. Culture in society can say as a binder of community group members into a unified view that creates uniformity of behavior or action. Then over time, culture will form in an organization, and its benefits can feel in contribute to the effectiveness of an organization as a whole.

The formation of this organizational culture becomes very important, where this corporate culture will later aim to determine the success of an organization, regardless of the form and goals of the organization. Therefore, it makes the formation of this organizational culture something that is very important. An organization's corporate culture can also be an effort to influence relationships and the workplace's atmosphere in a positive direction, as well as to control the outcomes of work and improve levels of satisfaction. One of the company's activities is impacted by its relationship patterns. These patterns include relationships with superiors as well as relationships with coworkers. This pattern of relationships between supervisors and employees can cause employees to have a sense of either pleasure or displeasure at working in the company. As a result, in the organization, human resource management planning is always carried out to get the right employees for the correct positions and the right employees overall.

Organizational Culture

The term "culture" in English refers to the act of "processing" or "doing" something that develops as a means for humans to actualize their feelings, intentions, and works. The term "budhi daya" means "mind empowerment," which is the same as the English term "culture." Adam Ibrahim explains that organizational culture originates from reason, which is primarily associated with the ideas and ideals held by a society. Corporate culture develops itself, eventually becoming something to actualize oneself within an organization.

According to Armstrong in Nevizond Chatab, organizational culture consists of values, norms, beliefs, attitudes, and assumptions that are not articulate. However, corporate culture

can shape and determine how people behave and get things done or act within organizations. The group members use their beliefs, values, and norms as behavioral guidelines to help them overcome internal and external adaptation problems. It would appear that Armstrong and Nevzond Chatab concluded, after examining organizational culture, that the behavior that occurs among the organization's members is determined by how the corporate culture. Belief in the standards and guidelines established within the community serves as an automatic reference point for community members as they go about their daily lives.

In this article, Stephen P. Robbin states that organizational culture is a system of shared meaning held by members of the organization and distinguishes the organization from other organizations. This view contrasts with some of the different opinions presented previously. The organization highly values its shared dining system, consisting of critical characteristics. Organizational culture is an attitude or rule generated by the values the community accepts or that arise from those values. This rule or attitude is then used as a reference when carrying out the activities associated with the organization.

In the meantime, Adam Ibrahim contends that organizational culture is a collection of overall values, norms, beliefs, and opinions shared by members of the organization and upheld by those members. As a result, organizational culture provides members of the organization with customs and traditions with a pattern to follow. According to Adam, corporate culture is a collection of summary values adopted by the local community, the norms that the members believe of the organization, and the beliefs and opinions of the community that are the reference for living in the community. These beliefs and ideas are the references for how to conduct one's life in the community.

In contrast to the previous view, Elliot Jacques in Umar Nimran, organizational culture is the result of how someone thinks and then implements what has become his thoughts and then makes it a tradition shared in the group of members of the organization. If new members join the group, they must learn or implement the group's organizational culture so that new members can accept by the organization. Corporate culture translates as a way of thinking in carrying out something which passes on to something do into a tradition.

Organizational culture, as defined by Mangkunegara, is a variety of assumptions that can also say as a system of beliefs, values, and norms cultured within the organization. The thoughts, deals, and examples described above will guide behavior for organization members to be able to adapt externally and internally. Employees who can explore and understand all the values of the organizational culture will make these values become the personality of the organization. The significance of the issues one understands and their beliefs will manifest in their behavior and daily actions, which will serve as references in their work. It will result in improved performance on an individual level. The support of the organization's existing human resources, systems, and technology, in addition to the company's and each performance's logistics strategies, leads to good organizational performance.

An organization's culture will experience periods of strength and weakness over time. Cohesion, value consensus, and individual commitment to common goals all play significant roles in determining the success or failure of this organization's culture. An influential corporate culture will have the following traits: members of a company with a solid culture will dedicate themselves to the company. In addition, the organization has crystal-clear rules that all employees must follow when implementing company policy and conducting themselves in the workplace. In addition to having a catchy slogan, a company with a solid culture will have employees who practice the motto daily. Finally, a strong organizational culture will respect people who contribute to the organization, and the organization will provide grade awards according to the services offered to the organization.

A strong organizational culture can also reflect in the many ceremonies or celebrations held by the organization, both in a simple form and in a very festive form. The last thing that

characterizes a strong organizational culture is that the organization has a hereditary culture that will convey stories of the greatness of the people who have contributed to the organization.

Several factors, including the business environment, can impact the development of an organization's culture. Because some business environments are vastly different, businesses need to tailor their cultures to their working conditions. Values are another factor that can affect an organization's culture. The values in question are fundamental concepts or beliefs held by the organization. Each organization has different basic ideas, so the organization has a different culture.

Another thing that can also affect organizational culture is role models, where corporate culture is highly dependent or can influence by the figures they imitate and admire to be role models. Informal cultural networks can affect an organization's culture, particularly in cases where the transmission of organizational values and culture to members of the organization is at issue. Events, both simple and lively, held by the organization for employees who excel will be able to influence the organization's culture and save the organization.

Organizational culture forms through socialization, a process of socializing corporate culture to employees so that employees understand the organizational culture adopted. The stages in the socialization process usually consist of three stages. The first stage is the stage that occurs before new members join the organization. This stage is often called the pre-arrival stage, and the next is the second stage, namely the stage of exploring the organization's members in studying the continuation of the organization. Finally, the last stage is where organizational members try to master the skills related to the work needed in the organization. The process stages will significantly impact the performance of employees, as well as the commitment to organizational goals and decision-making to stay with or leave the organization.

A high level of quality can be said to exist in the organizational culture, including if it possesses the following things: Strong, which indicates that the corporate culture that will form or built and developed is anticipating to have the power to improve and be able to change the attitudes of individual actors in the organization (owners of the organization, managers, and employees), to adjust the desires of employees and groups of employees with the goals set by the organization, and it hopes that they can encourage actors within the organization to have goals, objectives, and aspirations of their own. Additionally, organizations with a quality organizational culture characterizing by characteristics such as being dynamic and adaptable. In other words, the corporate culture that forms within the organization must adapt well and positively respond to changes that occur in the internal and external environment of the organization, which move and change so quickly and are full of dynamics. This ability to adapt well and respond positively to changes in the background is essential for the organization's success.

Organizational culture, when viewed from its function broadly, has five parts. These functions are as follows: participate in its role in determining the limits of allowed behavior in the organization. An organization's culture plays a significant part in determining the appropriate behaviors to be carried out and the inappropriate behaviors to avoid or not. In addition, one of the functions of organizational culture is the transmission of attitudes to members of the organization, which plays a part in the members' sense of identity. The culture of an organization places high emphasis on the expectation and requirement that members of the organization take pride in their membership in the organization and identify themselves in connection with the organization's culture. In addition, organizational culture can help generate employees' commitment to putting the organization's interests ahead of their personal or group interests. It is an essential component of the employees' combined dedication to the company.

Through its organizational culture, the company wants its employees to participate and a sense of belonging and responsibility for the company's progress. Therefore, the control mechanism is a function of the following organizational culture. Through this function, the

company wants to supervise employees rationally to guide and shape their attitudes and behavior of employees. With this function, its hoped that the control mechanism will become more flexible, and the organizational structure and scope of duties and authorities will select.

And personnel who will carry out the function and give the power to carry out the tasks assigned by the organization, the primary purpose of this function is to create a culture. Strong enough to ensure that all employees in the company are moving in the same direction.

The last function of organizational culture is to ensure the stability of social networks. Its because corporate culture acts as a social glue that brings together all the employees working for the organization. It also helps strengthen relations with the organization to unite goals and perceptions through establishing and implementing rules that are used for mutual reference to carry out actions and other behaviors by employees who work for the organization.

Organizational culture plays an undeniably significant role in executing corporate activities as a control for policymakers and authorities to shape employees' attitudes and behavior. Beliefs, actions, and routines in a well-established company will base on this culture and not call into question. Because its base on precedent, an organization's culture reflects the past rather than the future.

Employee performance

In Rahardi's view, employee performance is an interpretation of performance, which can understand as a result of work performance, a person's capacity to carry out a job, or the accomplishment of a task. Work performance is another possible interpretation of the term "performance." According to Maier's definition (quoted in Rahardi, 2010), employee performance is measured by how well an individual carries out the tasks the company has given them.

In the meantime, Gilbert offered his interpretation of the term "employee performance," which differed from the one presented above. Employee performance results from an employee's work or something done by an employee, where the work must be in accordance with its duties and functions. From the opinions expressed above, we can conclude that what is meant by employee performance is the results of work performance through the ability of an employee to complete the assigned task following its function. Gilbert defines employee performance as something that results from an employee's work or something that an employee does. As a result, we evaluate and assess an employee's performance based on the outcomes of their work. We can also consider and evaluate an employee's performance based on the results of the activities carried out by the employee during the time that we specify. (Notoatmodjo, 2018).

In the view of Armstrong and the baron, employee performance has a broader definition or meaning. According to Armstrong and Baron, employee performance is not just produced from employees' work but is a process of ongoing work itself. Employee performance is part of what employees carry out procedures and how the process carries out. In other words, how to do the job, what is meant by employee performance can be interpreted as the result of work carried out by employees who are very strongly related to consumers and able to contribute economically (Wibowo, 2017)

Performance is an interactive function of the ability factor possessed by employees in completing the tasks given and the motivation for these employees in carrying out the duties assigned, and the opportunities provided by the company to them to complete their work. Therefore, we can conclude that employee performance is a function of ability, motivation, and opportunity. In other words, the higher the power of the employee, the performance will increase, and the higher the explanation of the employee in carrying out his work.

The performance will also increase; finally, the more opportunities the company provides to employees to carry out their duties, the employee performance will improve.

Next, we can define employee performance as a result achieved by the employee in terms of the quality and quantity of the work assigned to the employee. The term “quality” refers to how accurately the results are obtained from completing the job, whereas “Quantity” refers to measuring the results it does and how well the results get. When certain conditions meet, an employee's performance can evaluate based on how well they meet the goals established when they offer the job. The criteria used to assess employees' performance typically refer to an evaluation of the employee's performance.

In addition, an employee's performance can evaluate based on the degree to which they complete their assigned tasks and their capacity to meet work goals that have to establish as work standards. An employee's performance review is successful if it determines that the set goals can achieve appropriately. In every sense of the word “well achieved,” it includes both the quality of the work and the quantity produced. The term “employee performance” can refer to the outcomes of an employee's work, which can be thoughts of things that have always existed from the beginning. The achievement of the final results of the employee's work, which refers to the tasks assigned by the company to the employee, is the primary focus of the employee performance appraisal.

We can conclude that employee performance is determined mainly by factors such as the employee's ability, motivation in carrying out his duties, and the opportunity factor the company provides to employees for them to perform the work. In its most fundamental sense, employee performance refers to the work performance attained by employees in the course of carrying out and carrying out the tasks given by the company to employees.

Whose results follow things they agree upon from the beginning and have become the standard of quality and quantity expected from the work.

The skills possessed by each employee will significantly affect employee performance, which results from working on several things and conditions that occur in the organization during a specific time. Employee performance results from work shown by an employee in carrying out his duties and activities. Employee performance can also translate as the result of work in terms of quality and quantity achieved by employees in carrying out their work as tasks given by the company according to their responsibilities. Employees in carrying out these tasks are following the duties assigned to them.

The level of an employee's education, initiative, years of work experience, and status of motivation are all factors that can influence employee performance. If a person has a higher level of education, they are typically more able to produce better performance. However, in this situation, the initiative becomes something that is no less important to improve employee performance. Employees who have a lot of industry will typically produce better performance. Work experience is a significant factor in determining an employee's performance. Employees with a great deal of experience in their fields can produce quality products that meet the company's standards. It indicates that the more experience an employee has, the more likely they will be able to improve their performance. The final component in improving performance is motivation; the motivation an employee has to complete their work directly correlates to the level of performance generated.

To determine the performance of employees conclude from several things, namely: assessing the quality of work; work quality can be interpreted as a result obtained from the work of employees concerning product quality, for example, whether the standards get or not, and other things that the employee has determined. In addition to the assessment of quantity, the evaluation of work quantity is more to see the amount of work that can complete in a certain period. This work quantity can also determine by the rate at which employees meet each assigned task. Next, how employees carry out their responsibilities reveals how well they can perform their jobs following the established quality standards. The last characteristic is

responsibility, which refers to employees' awareness of their obligations to complete the company's assigned work.

METHOD

Types Of Research

A qualitative approach, a component of a descriptive research method, has been used in this study's investigation. In this type of descriptive qualitative research, an analysis of the collected data uses to answer questions about the state or condition of the subject study. In most cases, this descriptive research involves assessing attitudes; however, it may also take the form of an opinion regarding the research subject.

Research on social issues frequently uses the qualitative method, which takes a descriptive approach to data collection. The qualitative research method with a descriptive approach involves collecting and analyzing data in the form of words (oral or written) and human behavior. It ensures that the researchers in this swallow do not calculate the data obtained, resulting in the conclusion presented as a narrative of words rather than numbers.

Data Collection Technique

According to (Moleong, 2017), what is meant by data collection technique is a method or strategy that applies to get the data used to answer questions. This data collection technique also aims to obtain data with procedures that align with research so that the author will get complete data both orally and in writing. The method used by researchers to obtain data and information later used as material for this research is by interviewing.

The interview in question is one in which the respondent only gives one option for each question, and it obtains information from the informant. For the knowledge to be more in-depth, the interviewer needs to conduct multiple interviews with the informant and thoroughly investigate the information provided by the informant. The following collection technique is called "Documentation," a method of gathering information.

Documentation refers to gathering research data and information from various sources like books, archives, documents, written numbers, and pictures (Sugiyono, 2018). After gathering information via paperwork, the information checks against the actual data. The author's documentation encompasses any written or otherwise information that can use to round out or supplement other data.

Data Analysis Technique

Data analysis activities are activities that are carried out continuously throughout the research period in qualitative research. These activities can begin at the data collection stage and continue through the report writing stage. In qualitative research, the process of data analysis broke down into three stages: the first stage, known as reduction, is followed by the stage known as data presentation, and the third and final stage is known as the conclusion and verification stage. The following is an explanation of each of these three steps in greater detail:

Data reduction is an activity to select the data obtained from data collection to separate which power is essential and irrelevant. This method will reduce data, get a clearer picture, and help researchers collect further data and look for it when needed.

Presentation of data is this process is the presentation of information that has been reduced in the first stage and then presented in a structured manner. The next stage is data analysis, where in this stage, the researcher conveys the research results in categories or groupings. The displayed matrix and good graphs will be beneficial for researchers to present research results which are research results to be more effective.

The final stage is drawing conclusions or verification, which is the interpretation or delivery of the results of the analysis of the data obtained from interviews or documents. After getting the decision from the data analysis, the researcher re-checked the correctness of the interpretation obtained by re-examining the reduced data and re-examining the data presentation process to get truly accurate results.

DISCUSSION

Employees' evaluations of an organization's cultural characteristics aren't based on how they feel or what they like or dislike but on objective criteria. Conclusion: the term "organisational culture" is a descriptive one. Organizational culture can also be a shared perception that is believed and shared by all members. According to (Robbins, 2016), organizational culture is a culture where the reference is a system of shared meaning that is believed and adhered to by members that can provide its own value and differentiate the organization from other organizations. In addition, (Soedjono, 2011) explains very clearly that organizational culture is a system that spreads beliefs and values that are believed and adhered to in an organization and defined as a guide to the behavior of its members. The organizational culture can also use as a measuring tool for the main competitive advantage.

With the remark that the organizational culture can synergize and support its strategy, it must also emphasize that the corporate culture can quickly respond to or overcome environmental challenges. Both of these points are important to keep in mind.

According to (Schein, 2014), organizational culture is the norms and behaviors adopted by the general public and considered a tool that influences the success of achieving what is desired by the company. Meanwhile, according to (Hofstede, 2010), organizational culture is the reasoning power of employees in an organization that is a differentiator or what distinguishes an organization from other organizations. Therefore, it includes employees' values, beliefs, and behaviors that differ from other organizations. In addition, organizational culture can refer to stable beliefs and norms generally held by the community or departments within the organization (Kotter, 1992). Meanwhile, Greenberg and Robert, B in (Shahzad, 2013), organizational culture refer to values and beliefs in which there are attitudes, norms, employee behavior, and employee desires shared by employees in their organization.

We can conclude about organizational culture based on some of the above explanations. What meant by corporate culture is an organizational value system adopted by members. This value system can then determine how members of the organization work and how they behave. In general, individual values, ethics, attitudes, and desires are determined by what takes place in society and organizational culture. Because there is a value system within the organization, which will use as a reference in achieving performance goals, an organization's culture significantly impacts its members' behavior. The organization's members expect to act according to its values.

Employee Performance

An earlier study demonstrates that a pleasant working environment is essential to encourage employees to perform at the most productive level possible. During daily activities, whether they involve activities, interactions between employees and superiors, or simply interactions between employees, various assumptions and other expectations bring to light. When leaders and subordinates try to form their beliefs and expectations, which sometimes differ from one another, these differences will affect the subordinates' performance. Performance results from someone who is overall during a predetermined period in carrying out tasks, such as work standards, targets, or targets that have been determined in advance and mutually agreed upon the performance. Performance results from someone overall during a predetermined period in carrying out tasks.

According to Faustino (Mangkunegara, 2018), employee performance is an expression such as output, efficiency, and effectiveness often associated with productivity. On the other hand, employee performance (work achievement) results from work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Mangkunegara, 2014). Therefore, it can conclude that employee performance is work performance or work results both in quality and quantity achieved by human resources for a while in carrying out their duties following the responsibilities given to them.

Then, according to Wirawan (Widodo, 2017), it is stated that there are performance dimensions that will be grouped into three types dimensions, specifically work results, work behavior, and personal characteristics related to work. It is because performance dimensions will group into three types of measurements. For example, an employee's performance determines by analyzing the complete result, the employee's behavior at work, and the employee's characteristics as they relate to their work. The outcomes need to accomplish while demonstrating conduct that is in line with the established criteria. Similarly, a particular set of personal qualities is required to achieve specific goals.

The Role of Organizational Culture on Employee Performance

According to the definition presented earlier, the dominant values an organization supports constitute the organizational culture. In addition, Robbins discusses the philosophy that serves as the foundation for corporate policies regarding employees and customers, how work performs, and the fundamental assumptions and beliefs that members of the organization hold.

Then, concerning the function of organizational culture, we know that corporate culture serves as a social glue that brings members of the organization closer together. The purpose has a common understanding of how members of the organization should behave in their roles. Culture in an organization serves to unite its members and bind them to one another through the inculcation of specific shared values and the use of symbols that communicate the organization's collective aspirations for the future. Employees have the impression that a shared understanding binds members of the organization and positively impacts employee performance when the organization's environment has a robust organizational culture.

The next point that Robbins makes is that an employee's performance is contingent on the high level of knowledge that he possesses.

Is demonstrated by his comprehension of the appropriate way to carry out a given task because the value system in organizational culture can use as a reference for human behavior in organizations that orientation towards achieving the goals or performance results set.

It means that if the organizational culture is good, then there is no doubt that members of the organization are excellent and quality people. As a result, corporate culture influences the behavior of the organization's members. Thus the organizational culture, directly or indirectly, will affect the organization's performance. The formation of good performance can produce communication between all employees to form a solid and understood internalization of corporate culture following organizational values that can lead to positive perceptions among all levels of employees to support and influence a climate of satisfaction that has an impact on employee performance.

CONCLUSION

It is significant for a company or other type of organization to have an organizational culture, as it will play an essential role in determining the direction the organization will take. A company with a robust corporate culture is a unifier in carrying out work. As a result,

organizational culture uses for an organization's identity in influencing how its members contribute to the organization's increased productivity. Because corporate culture contains a value system that can use as a behavioral reference for organizational members who orientation towards achieving goals, the role of organizational culture is enormous when it comes to changes in the behavior of corporate members. It is because organizational culture contains a value system. Employee performance will be affected by the organizational culture within the organization. The result is a good performance, and it expects to improve individual and group work performance. The goal of administrative organizers is to make their organizational culture robust. Therefore, an organization's culture can either directly or indirectly influence the performance of its employees and the organization.

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