

The Impact of Decreased Individual Behavior and Organization Culture on Employee Performance in PT. Saran Bhuana Jaya

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Astract

The main problem in the following research is that the implementation of employee performance at PT. Sarana Bhuana Jaya is classified as inadequate. The purpose of this research is to evaluate how employees behave and the importance of habits that exist on the results of employee performance at PT. Sarana Bhuana Jaya. Based on this problem, the problem is classified into a number of sub-problems, namely 1). Does organizational culture and individual behavior have an impact on employee performance at PT. Bhuana Jaya Facilities. 2). Which variable has the most impact on employee performance at PT. Bhuana Jaya Facilities. This type of research includes quantitative research using an associative research approach whose purpose is to test the correlation of 2 or more variables. The data collection methods used were questionnaires, reference searches, documentation, and observations to determine the actual facts to support the results. Multiple regression analysis using the SPSS Version 22 program was used to describe the effects of a number of independent variables (X) on the dependent variable (Y). The results explain that individual behavior has a significant and positive impact on employee performance and organizational culture has a significant and positive impact on employee performance. And It turns out that individual behavior has an impact but not significant on employee performance while organizational culture variables have a significant impact on employee performance. Implications for the theory and practice are discussed.

Keywords: Individual Behavior, Organizational Culture, Employee Performance

1. Introduction

In the era of globalization, according to the development of technology and science, an organization / company cannot avoid competition. A company is a commercial group operating in the service and product sector, whose organization focuses on results. The better the organization grows, the greater the benefits. Therefore, the role of personnel in the company is very crucial.

Human resources (HR) management is a formal system in a business that ensures the use of individual skills as effectively and efficiently as possible for the achievement of business

goals. Therefore HR management is a determinant of business success in the future. Personnel management is the most important management task.

In organization, if HR is not processed as well as possible, the efficiency to achieve organizational goals will not be effective. The complexity of HR management is greatly influenced by a number of aspects such as environmental aspects, rapid technological progress, international competence, and uncertain economy, which are internal aspects that are in harmony with the progress of current developments.

PT Sarana Bhuana Jaya is one of the private companies that successfully carries out its business activities. The success of PT Sarana Bhuana Jaya has been operating since 2013 and internally is related to the encouragement of human resources who respect cultural values, which are reflected in the priorities of all employees, namely professionalism, collaboration, innovation, and integrity in order to achieve performance quickly, precisely, and accurately so that business goals are realized.

Organizational culture is closely related to employee work attitudes. Because in the end, the habits inherited by a business become a school that employees go through when carrying out their duties in the office. The means of organizational culture at PT. Bhuana Jaya are to create values of trust, mutual respect, honesty and responsibility, encourage innovation and creativity of employees, and ensuring a sense of comfort in the office for good performance of each employee. Evidence that the implementation of employee action is still not strong from various events in the industry, for example:

- a. Employees still lack initiative when completing their tasks.
- b. Lack of employee commitment when completing their duties.
- c. There are still employees who do not comply with the predetermined work discipline regulations.
- d. There is still an attitude of some employees carrying out tasks statically and changes slightly every time because they only see work that must be carried out as a routine.
- e. Many employees often talk with other employees during working hours.

Based on this presentation, researchers have the ability to conduct a research entitled "The Influence of Individual Behavior and Organizational Culture on the Performance of PT. Sarana Bhuana Jaya". Researchers consider this aspect is crucial to develop the human resources of a business, and researchers observe that the following businesses have problems related to the problems raised by researchers, so that researchers have the business as a place of research by researchers. In the following research, researchers hope that the following research can bring attention to managers when handling HR problems.

Based on the description in the background, the formulation of the problem can be taken, including:

- a. Whether individual behavior and organizational culture affect the performance of PT. Sarana Bhuana Jaya?
- b. Which variables have the most influence on the performance of PT. Sarana Bhuana Jaya?

Performance comes from the word "job performance" (work performance or actual work results achieved by an individual). The definition of performance is the result of work according to the quantity and quality achieved by employees when carrying out their duties based on the authority they bear.

There are several factors that can affect performance achievement, namely ability factors, and motivation factors. This condition is in line with the perception (Keith Davis, 1995) which explains that:

- a. Human performance = Ability + Motivation

- b. Motivation = Attitude + Situation
 c. Ability = Knowledge + Skill

Individual behavior as actions or behaviors and various things carried out by a person, for example activities carried out by people in daily life, whether it is hardworking or lazy, in relation to communication, for example talking to someone, sharing opinions or rejecting them. Relationships with a company are employees are required to behave well in the company so that worldly goodness is achieved, while goodness is the achievement of the goals of a company. Human beings are one of the most important dimensions of the group and one of the factors and carriers of the group. Group / organizational attitudes are essentially the result of communication between individuals in a group. Until, in order to interpret the attitude of the organization, it is good to know in advance the people who support the group.

Human behavior is a function between a person or individual to the surrounding sphere. Based on Nadler et al (Thoha), organization is an environment for individuals who also have character. The characteristics of the group/organization include hierarchical order, work, duties, responsibilities, payment system authority, control system, etc. When a person's characteristics relate to the characteristics of a group, individual attitudes manifest in a group.

The presentation of the definition can be made using formulas including:

- a. $P = F(I, L)$. Where:
- b. P is Behavior
- c. F is a Function
- d. I is an Individual
- e. L is Environment

The presentation can be read as "Behavior is a function of the relationship between a person and the surrounding environment".

Based on Hofstede in (Wilson Bangun, (2012), culture is defined as the collective programming of ideas that distinguish members of one human class from another. Meanwhile, according to Thili and Bovee, culture is a system of sharing beliefs, values, expectations, and behavioral norms. In this condition, all members of a culture have the same assumptions about how a person thinks, behaves, and communicates, usually according to those assumptions.

Culture is an effective and functional attitude and mindset that is constantly repeated for the achievement of goals. Because it is efficient and effective, it is continuously repeated, until a personality (character) is formed. The way of thinking is repeated because it is believed to be true, until the desired ideology and values are formed, while the way of thinking is repeated to embody norms in guiding, regulating, and controlling behavior.

In general, every individual is motivated by a culture that influences their behavior. Culture requires individuals to behave and give instructions on what to follow and learn. The condition also leads the individual to behave and what to do. Culture is also created because of the adoption of other organizations both values, vision and mission as well as the pattern of life and image of the organization manifested by its members.

From the above definition, it can be concluded that, Organizational Culture actually grows because it is created and developed by individuals who work in an organization, and is accepted as values that must be maintained and passed on to each new member and with other organizations.

According to (Sugiyono, (2012), that hypothesis is a conclusion, but the conclusion is not final because it still needs to be proven the facts. A hypothesis is only a temporary solution

to the problem presented. In harmony with the problems described, hypotheses can be made including:

- a. H1: Individual Behavior and Organizational Culture have a significant effect on the performance of PT. Sarana Bhuana Jaya.
- b. H2: The most dominant organizational culture variable has a significant effect on the employee performance of PT. Sarana Bhuana Jaya.

2. Research Method

The data collection methods that the author takes in this writing are as follows: observation, questionnaire, and documentation, The population in the following study is all employees and manual workers of PT. Sarana Bhuana Jaya. Because the total population is 100 people, the sample in the following study is members of the population only. The method of sampling uses total sampling of Respondents.

Understanding a concept is needed to determine the clarity of boundaries for each concept to be studied:

- a. Independent variable: is a variable that has an impact or causes changes or the emergence of dependent variables. The independent variables (X) in the following research are individual behavior (X1) and organizational culture (X2). Individual behavior is the behavior of business members and employees of PT. Sarana Bhuana Jaya.
- b. Dependent variable: is the variable that is affected or that becomes the cause because there is an independent variable. The dependent variable (Y) in the following research is employee performance. Employee performance is all things obtained by each employee of PT. Sarana Bhuana Jaya means to achieve a goal in busin

3. Result and Discussion

The characteristic of respondents is the exposure of the existence of employees at PT. Sarana Bhuana Jaya, which is needed to be information to understand the role in being the subject of the following research.

Respondents in the following research are 100 employees who are representative respondents who are presented with respondent qualifications to convey information about self-identity, ranging from gender, age, and education.

The characteristics of each community can be seen based on the results of data collection obtained through the use of questionnaires distributed to employees. using the SPSS Version 22 application.

3.1. The hypothesis test used is the statistical F-test and t-test.

Table 1. Proportion of percentage grouping respondents by gender.

Gender.	Frequency	Percentage
Man	52	52
Women	48	48
Total	100	100

Source: Processed Data (2023)

In Table 1, it can be seen that the percentage of subject grouping by gender observes that the grouping of subjects is most outperformed by men, where 52 individuals and 52% and women are 48 individuals or 48%.

Table 2. Proportion of percentage grouping respondents by age.

Age	Frequency	Percentage
< 25 year	19	19
26-35 year	58	58
36-45 year	20	20
45 year	3	3
Total	100	100

Source: Processed Data (2023)

Table 2 presented the percentage of subjects grouped according to age, the majority of respondents interviewed in the following research were aged between 26 to 35 years, namely 58 individuals or 58% and these conditions showed that the majority of PT. Sarana Bhuana Jaya employees are between 26-35 years old.

Table 3. Proportion of percentage grouping respondents by education level.

Education Level.	Frequency	Percentage
Primary School	-	-
Junior High School	-	-
High School	32	32
Stratum One	63	63
Stratum Two	5	5
Total	100	100

Source: Processed Data (2023)

Table 3 shows the percentage of subjects grouped by education level, in the following research, the number of subjects sampled are those with bachelor's degrees, which are 63 individuals or 63%. This condition shows that the majority of PT. Sarana Bhuana Jaya employees are scholars.

Table 4. Respondents' Responses Regarding individual behavior

Respondents Answers	Score	Frequency	Number of scores	Percentage
Totally agree	5	42	210	42
Agree	4	48	192	48
Nervous	3	8	24	24
Disagree	2	2	4	2
Strongly disagree	1	0	0	0
Total		100	430	100

Source: Processed Data (2023)

Table 4 shows that, respondents' responses regarding individual behavior at PT. Sarana Bhuana Jaya stated that 42% "strongly agree" or as many as 42 respondents, 48% "Agree or as

many as 48 respondents, 24% "Undecided" or as many as 8 Respondents, 4% "Disagree or as many as Respondents who participated in filling out this questionnaire were: all employees at PT. Sarana Bhuana Jaya which amounted to 100 people with a total percentage of 100%.

Table 5. Respondents' responses regarding organizational culture.

Respondents Answers	Score	Frequency	Number of scores	Percentage
Totally agree	5	20	100	20
Agree	4	53	212	53
Nervous	3	27	81	27
Disagree	2	0	0	0
Strongly disagree	1	0	0	0
Total		100	393	100

Source: Processed Data (2023)

Table 5 shows the respondents' responses regarding organizational culture at PT. Sarana Bhuana Jaya said that 20% "Strongly Agree", or as many as 20 respondents, 53% "Agree". or 53 respondents, and 27% "Undecided" or 27 respondents. Participating respondents in filling out this questionnaire are all employees at PT. Sarana Bhuana Jaya.

Table 6. Respondents' feedback on employee performance.

Respondents Answers	Score	Frequency	Number of scores	Percentage
Totally agree	5	24	120	24
Agree	4	39	156	39
Nervous	3	37	111	37
Disagree	2	0	0	0
Strongly disagree	1	0	0	0
Total		100	393	100

Source: Processed Data (2023)

Table 6 shows the respondents feedback regarding employee performance at PT. Sarana Bhuana Jaya stated that 24% "strongly agree" or 24 respondents, 39% "Agree or as many as 39 respondents, and 37% "Undecided" or as many as 37 respondents, respondents who participated in filling out this questionnaire were all employees at PT. Sarana Bhuana Jaya which amounted to 100 people with a total percentage of 100%.

After collecting questionnaires from respondents, then a validation test was carried out again with the data obtained. Validation shows the extent to which the accuracy and accuracy of a measuring instrument in performing its size function. The validation test is used to measure the validity or validity of a questionnaire is said to be valid if the inclusion on the questionnaire is able to reveal something that will be measured by the questionnaire.

In the validation test, SPSS (Statistical package for social science) is used. The validation test can be done by looking at the correlation between the score of each item in the questionnaire with the total score you want to measure, using coefficient correlation Pearson in SPSS

Table 7. Results of item validity testing against confidence variables

Number	Variable	Indicators	Ring	Information
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1	Individual behavior (X1)	X1.1	0,612	Valid
		X1.2	0,597	Valid
		X1.3	0,605	Valid
		X1.4	0,694	Valid
		X1.5	0,651	Valid
		X1.6	0,657	Valid
		X1.7	0,600	Valid
2	Organizational culture (X2)	X2.1	0,484	Valid
		X2.2	0,612	Valid
		X2.3	0,641	Valid
		X2.4	0,749	Valid
3	Employee Performance (Y)	Y1	0,680	Valid
		Y2	0,707	Valid
		Y3	0,704	Valid
		Y4	0,695	Valid
		Y5	0,748	Valid
		Y6	0,674	Valid
		Y7	0,627	Valid

Source: Processed SPSS Version 22, 2023

Table 7 shows that all question items used to measure the variables used in this study show that all question items are valid.

Reliability tests are used to determine the consistency of measuring instruments, whether measuring instruments are relied on for further use. The results of the reliability test in this study used the coefficient Cronbach alpha where the instrument is said to be reliable if it has a Cronbach alpha equal to 0.06 or more. The results of the reliability test are presented in Table 8

Table 8. Reliability Test

Number	Variable	Alpha	Information
1.	Individual behavior	0,747	Reliable
2.	Organizational culture	0,781	Reliable
3.	Employee performance	0,832	Reliable

Source: Processed SPSS Version 22, 2023

The test results show that the variable has a large enough alpha coefficient, which is above 0.60 so that it can be concluded that all variable measuring items from the questionnaire used in the study are reliable questionnaires.

Table 9. Regression calculation results. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	14.029	.134	3.711	.122	.112	3.780	.000
Individual behavior						1.095	.276
Organizational culture	.317		.108		.298	2.923	.004

a. Dependent Variable: employee performance

Source: Processed SPSS Version 22, 2023

From data in Table 9 it can be concluded that employee performance variables are affected by a number of variables used in research, until formulas are obtained including $Y = a + bX_1 + Bx_2$ or $Y = 14,029 + 0,134 (X_1) + 0,317 (X_2)$

Information:

a. $a = 14.029$ is the weight of the results of processing organizational culture and individual behavior, where employee performance scores are constants $b = 0.134$ means that if individual behavior increases by 1 unit, the impact on employee performance increases by 0.134

b. $b_2 = 0.317$ means that if the organizational culture increases by 1 unit, the impact on

The results of the regression formula can be described as the impact of each independent and dependent variable including: The regression formula can be described as follows:

a. Individual behavior (X_1) has an impact on employee performance at PT. Sarana Bhuana Jaya (Y). This condition explains that through an increase in 1 unit of individual behavior, employee performance can increase by 0.134 points.

b. Organizational culture (X_2) has an impact on employee performance at PT. Sarana Bhuana Jaya (Y). This condition explains that through the existence of organizational culture, there can be an increase in employee performance worth 0.317

The conclusion from the results of the analysis can be seen that the most influential independent or independent variable is the organizational culture variable (X_2). with a coefficient value of 0.317 which means that if variable X_2 increases by one point then the employee performance variable will also increase by 0.317 points. While the low-influence variable is the variable (X_1) with a coefficient value of 0.134 which means that if the X_1 variable increases by one point, the employee performance variable will increase by 0.134 points, so from the multiple linear regression equation it can be seen that the independent variable is organizational culture that most affects employee performance.

Hypothesis submission was carried out in this study to see how the influence of the independent variable on the dependent variable. This hypothesis testing consists of partial hypothesis testing and simultaneous hypothesis testing. The results of the submission will also be explained.

The F statistical test shows whether all independent variables included in the model have a joint influence on the dependent variable. The results of the F test calculation can be seen in Table 10. Culture have a positive direction, which means that individual behavior variables and organizational culture affect employee performance because the significant value of > 0.05 is as follows: a. Impact of Individual Behavior on Employee Performance. The results of individual impact testing (t-testing) for each behavioral variable (X_1) gave a significance level of 0.276 that exceeded 0.05, suggesting that X_1 having an impact that is not crucial to worker performance would not be acceptable. b) The Impact of Organizational Culture on Employee Performance. The results of the individual impact significance test test) on the organizational culture variable (X_2) gave a significance level of 0.004. If the significance level of 0.004 is

below 0.05, it can be understood that the X2 hypothesis whose significance has an impact on employee performance is accepted.

Based on the subtest results, there was a positive impact among individual behaviors on employee performance, but not significant. When individual employee behavior is reviewed through characteristics of skills, biographic, learning activities, personality, perspective, job satisfaction, better attitudes also have an impact on increased employee performance. And it is stated that a person's behavior has no impact on employee performance based on the results of the subtest, individual behavior has a sig < 0.276.

In addition, the results of the subtest explain that there is a significant impact between employee performance and organizational culture. Creating a good organizational culture, which becomes a guideline as norms, values, and rules as a reference for employee behavior in a group, then a business has quality and quality human resources.

Through organizational culture variables and individual behavior, it can be seen that organizational culture has the strongest impact on employee performance. This is because organizational culture has the highest numerical value than individual behavior variables. That is, the hypothesis that confirms that "The organizational culture variables that most influence the performance of PT. Sarana Bhuana Jaya" is acceptable.

Table 10. Simultaneous Test (F test)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regretion	186.900	2	93.450	6.956	.002b
	Residual	1303.210	97	13.435		
	Total	1490.110	99			

a. Dependent Variable: employee performance

b. Predictors: (Constant), organizational culture, individual behavior

Source: Processed SPSS Version 22, 2023

The F-count score based on ANOVA testing or F-Statistics test is 6.956, while the result of the F distribution table in the error level of 5% (0.05) is 3.396 which means the F-number > F-Table (6.956 > 3.396). Through the table, it is understood that if the significance score of 0.002 is below 0.05 because the significance level is below 0.05, regression modeling can be used to estimate employee performance, or it can be stated that independent variables of organizational culture and individual behavior simultaneously have an impact on employee performance.

Table 11 Partial Test (t test).
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.029	3.711		3.780	.000
	Individual behavior	.134	.122	.112	1.095	.276
	Organizational culture	.317	.108	.298	2.923	.004

a. Dependent Variable: employee performance

b. Source: Processed SPSS Version 22, 2023

The influence of each variables of individual behavior and organizational culture on employee performance can be seen from the direction of signs and signs significant (probabilities). Individual behavior variables and organizational culture have a positive direction, which means that individual behavior variables and organizational culture affect employee performance because the significant value of > 0.05 is as follows: a. Impact of Individual Behavior on Employee Performance.

The results of individual impact testing (t-testing) for each behavioral variable (X1) gave a significance level of 0.276 that exceeded 0.05, suggesting that X1 having an impact that is not crucial to worker performance would not be acceptable. b) The Impact of Organizational Culture on Employee Performance.

The results of the individual impact significance test (t-test) on the organizational culture variable (X2) gave a significance level of 0.004. If the significance level of 0.004 is below 0.05, it can be understood that the X2 hypothesis whose significance has an impact on employee performance is accepted. Based on the subtest results, there was a positive impact among individual behaviors on employee performance, but not significant. When individual employee behavior is reviewed through characteristics of skills, biographic, learning activities, personality, perspective, job satisfaction, better attitudes also have an impact on increased employee performance. And it is stated that a person's behavior has no impact on employee performance based on the results of the subtest, individual behavior has a $\text{sig} < 0.276$.

4. Conclusion and Suggestion

Based on the subtest results, there was a positive impact among individual behaviors on employee performance, but not significant. When individual employee behavior is reviewed through characteristics of skills, biographics, learning activities, personality, perspective, job satisfaction, better attitudes also have an impact on increased employee performance. And it is stated that a person's behavior has no impact on employee performance based on the results of the subtest, individual behavior has a $\text{sig} < 0.276$.

In addition, the results of the subtest explain that there is a significant impact between employee performance and organizational culture. Creating a good organizational culture, which becomes a guideline as norms, values, and rules as a reference for employee behavior group, then a business has quality and quality human resources. Through organizational culture variables and individual behavior, it can be seen that organizational culture has the strongest impact on employee performance. This is because organizational culture has the highest numerical value than individual behavior variables. That is, the hypothesis that confirms that "The organizational culture variables that most influence the performance of PT. Sarana Bhuana Jaya" is acceptable

Based on partial analysis (t-test), it is known that the results of the study show that from the two independent variables, namely Individual Behavior and Organizational Culture, it can be seen that individual behavior variables affect employee performance, but not significantly because $0.276 > 0.05$. Although organizational culture variables have a significant effect on employee performance because $0.004 < 0.05$ at PT Sarana Bhuana Jaya. From the variables of organizational culture and individual behavior, it can be seen that organizational culture has the strongest influence on employee performance. This is because organizational culture has the highest numerical value than individual behavior variables. That is, the hypothesis that confirms that "The organizational culture variables that most influence the performance of PT. Sarana Bhuana Jaya" is acceptable .

The scope of this study is limited to individual behavior, organizational culture and employee performance of PT. Sarana Bhuana Jaya . Respondents who participated in this study were all employees of PT. Sarana Bhuana Jaya.. Future studies of PT. Sarana Bhuana

Jaya must pay attention to biographical characteristics, abilities, personality, learning process, perception, attitude and job satisfaction of employees so that individual employee behavior can interact with the organizational environment and Organizational Culture at PT. Sarana Bhuna Jaya, should continue to be developed so that existing Human Resources also continue to increase

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