

The Influence of Organizational Culture and Employee Training on Employee Performance at PT Len Industri (Persero)

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Abstract

PT Len Industri (Persero) is a state-owned enterprise focusing on the electronics sector for industry and infrastructure. Internal data from PT Len Industri (Persero) indicates a decline in employee performance from 2019 to 2022. The purpose of this study is to provide an overview of organizational culture, training, and employee performance at PT Len, as well as to determine whether there is a partial and simultaneous influence of organizational culture and training on employee performance at PT Len Industri (Persero). The method used in this research is quantitative. Data collection was done through the distribution of questionnaires to 110 employees. Data analysis techniques in this research use descriptive analysis and path analysis with the support of IBM SPSS version 27 software. The research results indicate a significant simultaneous and partial influence of each variable such as organizational culture and training on employee performance. The influence of training on employee performance at PT Len is 68.6%, while organizational culture significantly influences performance by 21.7%. Simultaneously, the influence of organizational culture and training on employee performance is 78.9%. A recommendation from the researcher is for the company to pay special attention to aspects that support organizational culture and employee training to improve employee performance within the company.

Keywords: Organizational culture, employee training, employee performance



INTRODUCTION

Human resources within an organization are considered valuable assets that have a significant impact on the company's success and its position in the competitive market. A key factor for companies in managing their human resources is employee performance (Sugiarti, 2023:2). Employees possess the ability to perform certain skills, and the extent to which they can complete the tasks assigned to them is reflected in their performance (Indiyati et al., 2021). Employee performance is crucial as it significantly contributes to the effectiveness of an organization (Dwiyanti and Dudija, 2019). PT Len Industri (Persero) has implemented Individual Work Objectives that include the evaluation of work results and work processes to assess employee competencies and performance. In evaluating work results, PT Len considers several indicators such as job knowledge, work quality, completeness, speed, accuracy, and employee ideas. Meanwhile, in assessing work processes, the company pays attention to indicators such as integrity, initiative, cooperation, independence, work organization, and time utilization. However, in recent years, PT Len Industri (Persero) has experienced a decline in employee performance scores.

As part of efforts to address issues like these, PT Len Industri (Persero) has adopted core values of organizational culture abbreviated as AKHLAK as part of a State-Owned Enterprise under the Ministry of SOEs. The aim is to enhance the integrity of each PT Len employee and create a safe and sustainable environment. The company's main AKHLAK values are Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. According to (Surya, 2022), organizational culture has a significant impact on achieving organizational goals, including improving employee performance.

In addition to organizational culture, training is also crucial as it is known as a program designed to enhance abilities, develop skills, and increase human resource knowledge over a certain period with the aim of improving performance (Gustiana et al., 2022). PT Len Industri (Persero) continuously strives to improve employee competencies by organizing various training sessions to compete globally. Training is organized by training providers or committees and is mandatory for all PT Len Industri (Persero) employees, held every four months within a year.

Based on the above information, which includes data and other supporting information, the author plans to identify and analyze the factors that influence employee performance through two factors: organizational culture and employee training.

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Therefore, the study titled "The Influence of Organizational Culture and Employee Training on Employee Performance" has caught the author's attention to conduct more comprehensive research at PT Len Industri (Persero).

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is a form of management oriented towards maximizing the abilities of employees or team members through specific strategies, with the aim of improving employee performance so that organizational goals can be achieved optimally (Edison et al., 2016:10).

Organizational Behavior

Organizational behavior analyzes various aspects of human behavior within an organizational environment. This behavior impacts the mechanisms and performance of an organization. According to Robbins and Judge (2016:10), organizational behavior is a field of study that examines how individuals, groups, and structures affect behavior within organizations (Priansa, 2017:10).

Employee Performance

Performance is the output of work performed by an individual, both in terms of quality and quantity, in accordance with their responsibilities (Sapitri & Dudija, 2020). Human resource performance encompasses the achievements or work results produced by members of the human resources within an organization over a specific period, both in quantity and quality, according to the tasks assigned to them (Indiyati et al., 2021).

Organizational Culture

Organizational culture serves as a means or tool to foster a sense of belonging within an organization, strengthen the emotional bond between the organization and its employees, maintain organizational stability as part of the community, and identify patterns that shape daily habits, behaviors, and norms (Balqis et al., 2024).

Employee Training

Training is an essential tool and key to enhancing human resource performance and will increase the overall value of the organization. Effective training plays a significant

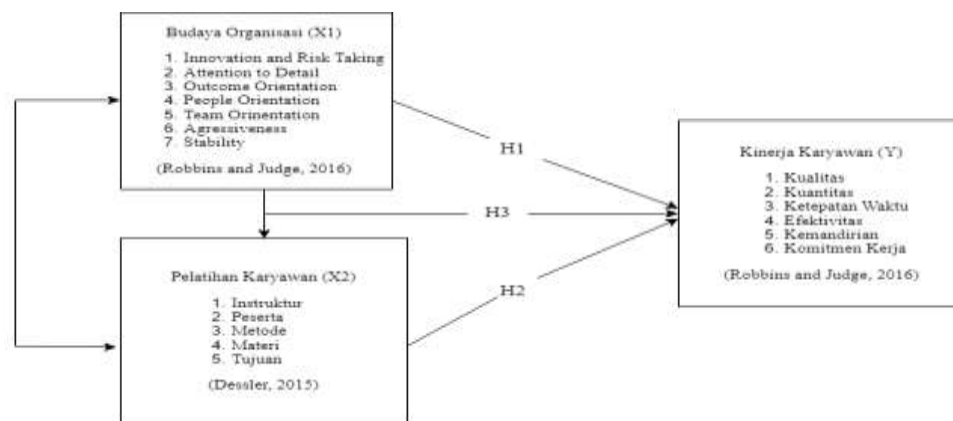
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role in an organization by creating the most competitive competencies needed by employees and the organization as a whole to excel and lead in their work tasks, according to Daqar (2021).

FRAMEWORK OF THOUGHT & RESEARCH HYPOTHESIS

The research framework is derived from previous theories and studies as outlined earlier. The following diagram illustrates the framework used in this study:



Hypothesis

H1: Organizational culture significantly influences the performance of employees at PT Len Industri (Persero).

H2: Employee training significantly influences the performance of employees at PT Len Industri (Persero).

H3: Organizational culture and employee training significantly influence the performance of employees at PT Len Industri (Persero).

RESEARCH METHODS

This research utilizes a quantitative method through descriptive analysis. Descriptive analysis, according to Sugiarto (2017:270), involves explaining or describing data. This study is conducted only once within a specific period, referred to as cross-sectional research (Indrawati, 2015). Cross-sectional research is defined as the collection of data at a specific point in time, which is then processed and analyzed to draw conclusions. The population in this study comprises employees of the Human Capital

division at PT Len Industri (Persero), totaling 110 individuals. This research employs a saturated sample method and non-probability sampling for sample selection. This supports Sugiyono's statement (2018:78), which indicates that saturated sampling involves all members of the population as samples. In this study, the sample used consists of the entire population or employees of the Human Capital division at PT Len Industri (Persero). In this research, the researcher obtained primary data through interviews with the Human Capital Talent and Management department and the Person In Charge, as well as by distributing questionnaires to all employees at PT Len Industri (Persero). Secondary data for this research were obtained from various sources such as data provided by the company, literature books, journals, the internet, and other sources relevant to the research objectives. Data from the questionnaire distribution were processed using IBM SPSS version 27, employing validity tests, reliability tests, and path analysis.

RESULT AND DISCUSSION

This research employs descriptive analysis and path analysis to substantiate the research objectives. The respondents in this study amounted to 110 individuals, with the following characteristics:

Table 1. Respondent Characteristics

Kategori	Karakteristik	Frekuensi	Persentase (%)
Usia	<25 tahun	21 responden	19.09 %
	25-30 tahun	28 responden	25.45 %
	31-35 tahun	32 responden	29.09 %
	36-40 tahun	21 responden	19.09 %
	41-45 tahun	7 responden	6.36 %
	46-50 tahun	1 responden	0.91 %
Jenis Kelamin	Pria	66 responden	60%
	Wanita	44 responden	40%
Lama Bekerja	>1 tahun	17 responden	15.45%
	1-3 tahun	24 responden	21.82%
	3-5 tahun	33 responden	30%
	>5 tahun	36 responden	32.73%
Pendidikan Terakhir	SMA/SMK	2 responden	1.82%
	Diploma	22 responden	20%
	S1	77 responden	70%



	S2	9 reponden	8.18%
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Source: Author's processed data, 2024

Based on the results of the descriptive analysis, it can be stated that the overall response of the responents to Organizational Culture falls into the strong category with a percentage of 81.69%. Then, the overall response of the respondents to Employee Training falls into the effective category with a percentage of 82.31%. Furthermore, the overall response of the respondents to Employee Performance falls into the excellent category with a percentage of 82.31%. Path analysis is used to describe and test the model of relationships between variables that take the form of cause and effect. In this study, path analysis is used to determine how one variable directly or indirectly influences another variable. The following are the results of data analysis in this study:

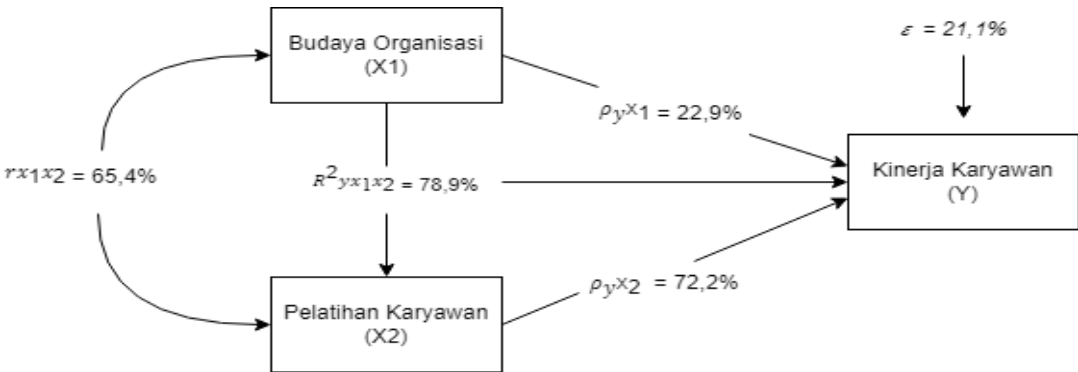


Figure 1. Path Analysis

Source: Author's processed data, 2024

Table 2. Test T

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-.061	1.733		-.035	.972		
	Budaya Organisasi	.204	.052	.229	3.897	<.001	.573	1.746
	Pelatihan Karyawan	.874	.071	.722	12.308	<.001	.573	1.746

a. Dependent Variable: Kinerja Karyawan

Source: Author's processed data, 2024



Table 3. Test F**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2433.945	2	1216.972	200.220	<.001 ^b
	Residual	650.365	107	6.078		
	Total	3084.310	109			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Pelatihan Karyawan, Budaya Organisasi

*Source: Author's processed data, 2024***CONCLUSION**

Based on the research results presented by the author, this study aims to determine the influence of organizational culture and employee training on the performance of employees at PT Len Industri (Persero). The researcher collected, processed, and analyzed descriptive data, which was distributed to 110 respondents who are employees of PT Len Industri (Persero). Based on the presented explanation, the researcher can conclude that the overall response of the respondents to organizational culture falls into the strong category. Additionally, the overall response of the respondents to employee training falls into the effective category. The overall response of the respondents to employee performance falls into the excellent category. Through the tests conducted, it can be concluded that organizational culture significantly influences the performance of employees at PT Len Industri (Persero), and employee training significantly influences the performance of employees at PT Len Industri (Persero). Simultaneously, both organizational culture and employee training have a significant impact on employee performance.

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