

Organizational Culture-Based Strategy for Enhancing Human Resource Performance

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ABSTRACT

To be able to manage an organization properly, a clear understanding and attention to organizational culture is required, in accordance with the context of empowering human resources, in order to produce professional employees with high integrity. The purpose of this research is to find out the strategies to improve HR performance based on organizational culture at PT. Box Design Megahindo South Jakarta. This research uses qualitative method. Data were collected by observation, interviews and methods of focus group discussion then analyzed by SWOT method. The result of this research is the condition of organizational culture at PT. Kotak Design Megahindo that currently uses a 4K organizational culture. The organizational culture that is applied tends to bring excess value to the team when working between them

Keywords: Performance, Human Resources, Organizational Culture, Organizational Values, Motivation

INTRODUCTION

The concept of performance can be interpreted as an achievement of results, which means that the company's performance can be displayed through the organizational level to achieve goals in accordance with the targets that have been the target of previous work. Performance can also be named as output from a process carried out through organizational components to a particular resource. For an organization, performance is the result of collaborative activities carried out between components and members of the organization to realize goals.

In the current globalization competition, all companies are required to work more effectively and efficiently because of the increasingly intense competition that makes companies have to be able to increase competitiveness in the framework of the continuity and existence of a company. To realize this, companies need people or human resources who are able to carry out company activities properly.

To achieve the goals of the organization, it is necessary to have employees who are in accordance with the requirements of the organization, and must also be able to carry out the tasks that have been determined by the organization. Every organization will always try to improve the performance of its employees, with the hope that the goals of the organization will be achieved. Employee ability is reflected in performance, good performance is optimal performance. Employee performance is one of the assets for the organization to achieve its goals. So that employee performance is something that organizational leaders should pay attention to (Jasin & Pane, 2021).

In this case HR is the key to the success of a company, and to improve the quality of HR management is obliged to recruit capable people in the field, conducting training and capacity building as well as creating a good work environment or work culture and supportive as a way to increase work motivation. To be able to create an advantage in competition, it is necessary to plan a strategy to improve the performance of human resources that will be used, as it is known that strategy is a very important tool for achieving competitive advantage (Sutoro, 2020).

To create effective and efficient employee performance for the betterment of the organization, it is necessary to have an organizational culture as one of the work guidelines that can be used as a reference for employees to carry out organizational activities (Ferdian & Devita, 2020). Every organization or company will try to improve employee performance to achieve organizational goals that have been set. Many companies or organizations are trying various ways to improve employee performance to be more effective and efficient, for example through education and training, providing compensation and motivation, and creating a good work environment.

Organizational culture permeates organizational life and subsequently influences every organizational life (Wahyuni & Purwanto, 2022). Therefore, organizational culture greatly influences the fundamental aspects of organizational performance. This statement has been widely accepted and supported by several studies that link performance with organizational culture. If organizational culture is an important performance enhancing aspect, then organizational culture must be managed properly.

To be able to manage an organization properly requires a clear understanding and attention to organizational culture. In accordance with the context of empowering human resources, in order to produce professional employees with high integrity, it is necessary

to have standard references applied by an organization. The standard reference is an organizational culture that systematically guides employees to increase their commitment to work for the organization.

(Syauqi & Riyadi, 2023) defines organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. Furthermore, Robbins stated that a system of shared meaning is formed by its citizens which is also a differentiator from other organizations. Edgar H. Schein in (Lestari, 2021), Organizational culture is a pattern of basic assumptions found or developed by a group of people while they learn to solve problems, adapt to the external environment and integrate with the internal environment. Every organization has an organizational culture that influences all aspects individually and in groups.

In addition, the level of education of employees, especially those who are project executors in the field, is still not qualified and of course it is an obstacle in operating work tools so that to produce quality products and according to customer wishes, supervisors must always be guided by them, which of course makes work less effective and efficient .

This also certainly makes creativity for the sake of creating a dynamic and creative environment will not run smoothly because it is not supported by the knowledge of employees who have technological advances. With minimal creativity, the main competition in the company's internal sector between employees does not run smoothly because they do not have a persistent fighting spirit to win against each other (Titika & Siahainenia, 2019).

THEORETICAL BASIS

Human Resource Management

Human resources affect efficient and effective human resource organizations, plan, produce goods and services, control quality, market products, allocate resources financially, and determine the objectives of the organization's strategy. Therefore, the human element is very important to discuss in advancing an organization (Sunarto, 2020).

There are three important human elements, namely Creativity, Taste and Desire which need to always be developed and managed. The management and development

of these three elements requires knowledge and art. The science and art that manage and develop creativity, taste and intention in humans then develop into a part of management science called human resource management (HRM).

In other words, management focuses on efforts to use other people in achieving goals, in order to achieve these goals, people within the organization must have clear authority, responsibilities and work assignments (Labola, 2019).

Organizational Culture

In everyday people's lives, it is inseparable from the cultural ties that are created. Cultural ties can be created by the community concerned, both in families, organizations, businesses and nations. Culture distinguishes people from one another in the way they interact and act to complete a job.

According to (Fajri & Sukatin, 2021) organizational culture or corporate culture these days it often comes to the surface, and becomes the subject of discussion and study, both among practitioners and scientists. Many discussions and seminars are held by various parties that seek to reveal matters relating to the creation and development of organizational/company culture, that organizational or corporate culture is very useful and important for development organization or company.

Culture binds members of community groups into a unified view to create uniformity of behavior or action. So that with the passage of time, culture can definitely be formed in an organization and benefits can also be felt so that it can contribute ideas to the development of an organization effectively and as a whole (Maharani, 2019).

Performance

Performance is already a popular word which is very interesting in the discussion of public management. The concept of performance can basically be seen from two aspects, namely employee performance (per-individual) and organizational performance. Performance is a description of the level of achievement of task implementation in an organization, in an effort to realize the goals, objectives, mission and vision of the organization (Junianto, 2019).

Performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance in this case shows the results of the work achieved by a person after performing the job duties imposed by the organization. While the measure of whether the work is good or

not can be seen from the quality achieved by employees in accordance with the demands of the organization. Performance can be achieved well when employees are able to work in accordance with the evaluation standards set by the organization (Sapitri & Pancasasti, 2022).

Performance criteria are dimensions of evaluating the performance of a position holder, a team, and a work unit. Together these dimensions are performance expectations that individuals and teams try to meet in order to achieve organizational strategy.

METHOD

The research approach used in this research is a qualitative approach, in which the research process is used based on theories that are relevant to the problems studied to find solutions to these problems.

The research design used by researchers is phenomenological research. Phenomenological research is a type of qualitative research that looks closely at individual interpretations of their experiences. The purpose of phenomenological research is to explain one's experiences in everyday life.

There are two types of data used in this study, namely primary data and secondary data. According to (Rohmah, 2020) primary data is information obtained from primary sources, namely information from first hand or sources. Secondary Data is information obtained indirectly from sources, but from third parties.

SWOT analysis is interpreted as an evaluation of the overall strengths, weaknesses, opportunities, and threats, whereas according to (Ghozali, et, al., 2020) SWOT analysis is the identification of various factors systematically to formulate corporate strategy. This analysis is based on logic that can maximize strength (*actors*) and chance (*opportunities*), but simultaneously can minimize weaknesses (*weakness*) and threats.

RESULT

Conditions of Organizational Culture

The work culture that exists at PT. The Megahindo Design box is called 4K culture. The inspiration for the name 4K culture is inspired by one of the digital products, namely 4K resolution with the sharpness of the display resolution that is extraordinarily

stunning. It is hoped that adopting this term can be a spirit to always be at the forefront and newest for PT. Kotak Design Megahindo works to create quality products that are in accordance with the times.

The results of the interview above show the organizational culture in PT. The Megahindo Design Box has long been formed and instilled by company leaders to all employees. This can be seen from the inculcation of the value of caring among fellow employees when someone is sick visiting and helping each other. Of course this will be very useful to strengthen the company's position and make all staff solid in uniting their efforts and efforts to achieve the goals of the company.

But this also has a negative impact because it is done at work if they help each other in jobs that in fact have different job descriptions, in the end it will make employees who usually ask for help not be independent going forward. This of course will make employees also unwilling to develop their abilities because they feel that if they can't get a job they will be assisted by other friends.

Human Resource Performance Problems

Discussion regarding Improving Human Resource Performance at PT. The South Jakarta Megahindo Design Box was carried out by carrying out a focus group discussion (FGD). The author takes this method of data analysis to minimize personal opinion but rather the results of focused group discussions, participant FGD ie Key Additional informers and informants participant i.e. researchers need minutes (recorder of discussion results).

The arrival of employees on time is showing time discipline to arrange which tasks can be done properly so that they are on time. The time discipline that has been carried out by these employees is useful to prevent other work delays.

This can run smoothly at PT. Megahindo Design box because there are indeed consequences of deducting the salary that must be received by employees if they are late for work so that it makes employees more obedient to existing regulations from punishment which has become the rules of the company.

Strategy to Improve Human Resource Performance based on organizational culture

Determining an alternative strategy that is suitable for the company is by making a SWOT matrix. This SWOT matrix is built based on the results analysis of strategic

factors both external and internal consisting of a focus on opportunities, threats, strengths and weaknesses. Based on the SWOT matrix, the available alternative strategies are: SO, WO, ST and WT. Data and information used by each of these strategies are obtained from questions in the interview process with respondents.

In accordance with the aggressive strategy used to improve employee performance on the basis of organizational culture at PT. Megahindo Design Box with the basis of several strategies using SWOT analysis which includes SO, WO, ST and WT strategies, the description of the strategy is found as follows:

1. Awareness of the employees of PT. Megahindo's high design box must be used as a motivation to develop because this awareness arises from the fruit of a well-implemented corporate organizational culture. So in the future, an introduction to organizational culture must be carried out more intensely for new employees or refreshing old employees so that they have high dedication to the company.
2. Harmony and unity in the company is very closely intertwined so that cooperation between employees of PT. Kotak Design Megahindo can always be solid for the purpose of achieving the targets of the company. Company leaders must continue to cultivate this situation so that existing strengths can always be maintained.
3. High awareness of employees of PT. Megahindo Design Box to develop oneself in order to achieve maximum work results is a requirement that is used as one of the foundations of organizational culture in the company. So the company always has to give motivation to employees to continue to grow and experience an awareness to reach a higher level at work.
4. The cooperation that exists between superiors and subordinates is a work culture of PT. Megahindo's Design Box that fosters ease of communication and coordination. So, collaboration should be contagious in situations of unity and harmony between employees, not having to look at subordinates or superiors, but must cover all scopes of employees so that coordination can work well between teams going forward to achieve company goals.

CONCLUSION

The condition of organizational culture at PT. Kotak Design Megahindo that currently uses a 4K organizational culture. The organizational culture that is applied

tends to bring excess value to the team when working including: (1) *Cooperation* which actually undermines creativity because employees are interdependent and do not want to develop skill; (2) *Family* where subordinates are not reluctant to superiors because kinship is applied both inside and outside of work; (3) *Organizations Making* a company run with high family principles will make the organization not run professionally; and (4) Creativity because when working they don't want to develop skill and only interdependent on each other;

HR performance problems at PT. Megahindo's Design Box, namely the implementation of the procedure is quite good because it exists punishment given for SOP violations, such as when employees arrive late. But in the field of work assessment is done subjectively and closed. Furthermore, HRM is developed within the organization, namely by building harmony between employees and collaboration by making joint activities outside the office such as futsal; PT. Kotak Design Megahindo is in quadrant 1 position. So the strategy that must be applied in this condition is to support an aggressive growth policy as follows: (a) Awareness of the employees of PT. Megahindo's high design box must be used as a motivation to develop because this awareness arises from the fruit of a well-implemented corporate organizational culture; (b) Harmony and unity in the company is very closely intertwined so that cooperation between employees of PT. Megahindo Design boxes can always be solid;

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