

THE INFLUENCE OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE'S PERFORMANCE OF MILLENNIALS GENERATION IN PT. JASA RAHARJA NORTH SUMATERA BRANCH

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Abstract

This study uses research variables such as organizational culture and employee's performance. The purpose of this study was to determine the effect of organizational culture towards employee's performance to employee of millennial generation of PT Jasa Raharja North Sumatera branch. The approach used in this study is an associative approach and the population in this study are generation "Y" employees of PT Jasa Raharja North Sumatra branch. This research uses non probability sampling which sample must fulfil terms and conditions to be respondent. The determination of the sample size in this study was carried out using the Slovin formula. Based on the results of the Slovin formula, the number of respondents used in this study was 69 respondents. Data collection technique in this study used a questionnaire technique. Data analysis techniques in this study use Structural Equation Model (SEM) Partial Least Square (PLS). Data processing in this study using the SmartPLS 3.0 software program. The results show that organizational culture affects toward employees performance millennials generation at PT Jasa Raharja North Sumatera branch.

Keywords: Organizaational Culture, Empolyee Performance, Millennials Generation

INTRODUCTION

The world is currently faced with the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era. VUCA in Indonesian can be interpreted as a situation that is changing, uncertain, complex and ambiguous or unclear. This VUCA situation occurs because of the industrial revolution 4.0 and currently heading towards 5.0. Where automation, information systems and technology systems are increasingly advanced but not balanced with the current business and human resource conditions. At the same time, Indonesia is entering the demographic bonus era, which occurs due to changes in the age structure of the population marked by a decrease in the ratio between the productive population (aged 15-64 years) and the non-productive population (aged < 15 years and > 65 years). This demographic bonus is dominated by the millennial generation. Based on the concept of the Indonesian millennial generation based on the book Profil Generasi Millenial Indonesia, the Indonesian millennial generation is the Indonesian population born between 1980 and 2000.

Superiority of millennial characteristics are different from baby bloom which has obedient and disciplined characteristics, millennials are known to have the main characteristics of Confidence (confident and courageous in expressing opinions), Creative (full of ideas and ideas) and Connected (good at socialising in the community). Millennials also have lifestyle differences that are quite different from previous generations such as preferring to read via smartphones, having social media as a medium of communication, preferring to play with mobile phones or gadgets, and making family the centre of their consideration and decision making.

Generation Y or millennials have experienced various events such as the emergence of the internet, economic liberalisation, the development of social media, and environmental awareness, which makes millennials ambitious, creative, and goal-oriented with high self-confidence and self-esteem, and technological responsiveness (Naim & Lenka, 2018). The potential and characteristics of the millennial generation are also in line with the objectives of the Ministry of State-Owned Enterprises (BUMN), namely achieving Good Corporate Governance (GCG) but also achieving good information technology governance or Good IT Governance (GIG) in every business process. One of the state-owned companies that has implemented this and whose employees are dominated by the millennial generation is PT Jasa Raharja. This company has been established since 1960.

The company also has a new organisational culture. This organisational culture is related to the company's vision and mission, as well as the culture of the organisation itself. The new organisational culture is expected to be more relevant to current and future conditions in line with the vision and mission of the ministry of SOEs and PT Jasa Raharja itself. The new vision is to become a trusted company in providing basic protection against accident risks with the best service. Meanwhile, the new mission is to provide basic protection that is digitally integrated and supported by superior human capital to strengthen stakeholder engagement.

PT Jasa Raharja's current organisational culture is also in line with the core value of AKHLAK BUMN. The meaning of the AKHLAK core value is Amanah (Faith) , Kompeten (Competent), Harmonis (Harmonious), Loyal (Loyal) ,Adaptif (Adaptive) and Kolaboratif (Collaborative). The values of each have their own definitions, including :

- a. Amanah/Faith : upholding the trust given.
- b. Kompeten/Competent: the attitude of continuing to learn and develop capabilities.
- c. Harmonis/Harmonious: caring for each other and respecting differences
- d. Loyal /Loyal: an attitude of dedication and prioritising the interests of the nation and state.
- e. Adaptif/Adaptive: continue to innovate and be enthusiastic in driving or facing changes.
- f. Kolaboratif/Collaborative: able to build synergistic cooperation.

This organisational culture and vision and mission applies to all employees of PT Jasa Raharja to be applied in everyday life at work, including PT Jasa Raharja North Sumatra Branch. One of the largest branches on the island of Sumatra and also a branch dominated by the number of millennial generation employees also applies the vision and mission of the organisation. Organisational culture also has an influence on employee performance. A good and aligned organisational culture will have an impact on the performance of these employees. This is supported by research by Sucipto, Rauf, & Eko (2019), Rahmi (2019) and Sunaryo (2017) where the results of their research are that organisational culture has a significant positive effect on employee performance. However, this hypothesis is also interesting to be studied by researchers. The characteristics of the millennial generation are why researchers are interested in examining the effect of

organisational culture on the performance of millennial generation employees of PT Jasa Raharja North Sumatra Branch.

LITERATURE REVIEW

Framework Model



The framework model of this research is $X1 = \text{Organizational Culture}$ and $Y1 = \text{Employee Performance}$.

a. Organizational Culture

According to Chaerudin (2019) organisational culture is defined as values or norms of behaviour that are understood and accepted together by members of the organisation as rules of behaviour contained in the organisation. According to Hari (2015) organisational culture is a system adopted by all members of an organisation that distinguishes one organisation from another. Organisational culture is the basis of orientation for employees to pay attention to the interests of all employees. Organisational Culture Relating to Leaders according to Sabri et al. (2011: 126) in their research argue that management or leaders in an organisation play a role in facilitating employees in completing the tasks assigned by the organisation to achieve organisational goals.

While Organisational Culture Relates to Employees according to Sabri et al. (2011: 126) reveal that organisational culture related to employees is a culture where organisational members are open to each other and provide feedback on opinions, views, and thoughts between organisational members. This culture is also about building trust between colleagues and helping each other in solving problems that arise and completing tasks in order to achieve organisational goals.

According to O'Reily & Jehn in Mulyadi (2018) the characteristics of organisational culture are as follows :

- 1) Innovation and risk-taking courage. The extent to which employees are encouraged to be innovative and take risks.
- 2) Attention to detail. The extent to which employees are expected to demonstrate precision, analysis, and attention to detail.
- 3) Results-orientation. The extent to which management focuses on results, rather than on the techniques and processes used to achieve those results.
- 4) People-oriented. The extent to which management decisions take into account the effects of the results achieved on the people in the organisation.
- 5) Team-orientated. The extent to which work activities are organised around teams rather than individuals.

b. Employee Performance

The definition of performance according to Anwar Prabu Mangkunegara (2014: 67) states that performance is the quality and quantity of work achieved by a worker in carrying out his duties in accordance with the responsibilities given to him.

Meanwhile, according to Mulyadi (2015: 63) defines performance as the work achieved by workers in quality and quantity in accordance with their duties and responsibilities. Based on the opinions of these experts, it can be concluded that performance is the willingness of a person or group of people to carry out activities or perfect them according to their responsibilities with the results as expected, through a comparison between real work results and established standards.

According to Mangkunegara (2016: 67) states that the factors that influence performance achievement include :

1) Ability Factors (Ability)

Psychologically, ability consists of potential ability (IQ) and reality ability (knowledge + skill). This means that bosses and nurses who have IQ above average (IQ 110-120) with adequate education for positions and are skilled in doing their daily work, it will be easier for them to achieve the expected performance.

2) Motivational Factors

Motivation is defined as an attitude (attitude) of superiors and nurses towards the work situation (situation) in their organisational environment. Those who are positive (pro) towards their work situation will show high work motivation, otherwise if they are negative (contra) towards their work situation will show low work motivation. The work situation in question includes, among others, work relationships, work facilities, work climate, supervisor policies, work leadership patterns and working conditions.

According to Miner translated by Anwar Prabu Mangkunegara (2014: 75) suggests that the dimensions and indicators of performance can be measured, namely as follows :

a) Work Quality

Work quality is how well an employee does what should be done. The dimension of work quality is measured using three indicators.

b) Work Quantity

Work quantity is how long an employee works in one day. This work quantity can be seen from the work speed of each employee.

c) Responsibility

Responsibility for work is an awareness of the employee's obligation to carry out the work given by the company.

d) Cooperation

The willingness of employees to participate with other employees or employees vertically and horizontally both inside and outside of work so that work results are getting better.

METHOD

According to the type of research, this research is included in associative research. According to Sugiyono (2016: 55), associative research is research that aims to determine the relationship between two or more variables. According to Arikunto (2019, p. 27) quantitative research is a research method that as the name implies, many are required to use numbers, starting from data collection, interpretation of these data, and the appearance of the results. Descriptive analysis can be used as an initial stage to assist researchers in identifying data. Descriptive analysis will be very helpful in organising, compiling and presenting in a form that is easy to understand (Maswar, 2017). In this study, a theory will be built that serves to explain, predict and control a symptom. Causal relationship is a relationship that is cause-and-effect in nature, one variable (independent) affects the other variable (dependent).

The population in this study were employees of PT Jasa Raharja North Sumatra Branch which categorized as millennials generation. After used Slovin Formula, the total number of permanent employees to be respondent is 69 people. The sample is part of the number and characteristics possessed by the population (Sugiyono 2018: 118). This study uses purposive sampling technique. Purposive sampling is one of the non-probability sampling techniques where the researcher determines the sampling by determining specific characteristics that are in accordance with the research objectives so that it is expected to answer the research problem (Sugiyono, 2017).

In collecting data related to what will be discussed, it is carried out directly using the questionnaire method. The questionnaire method is a data collection technique through a form containing questions submitted in writing to a person or group of people to get answers or responses as well as the necessary information. This data will be analyzed using a quantitative approach using statistical analysis, namely the partial least squares –structural inquiry model (PLS-SEM) which aims to carry out path analysis (path) with latent variables. This analysis is often referred to as the second generation of multivariate analysis (Ghozali & Latan, 2012). Structural equation analysis (SEM) based on variance can simultaneously test the measurement model as well as test the structural model.

RESULTS AND DISCUSSION

Results of Data Analysis

The outer loading test value of the indicator questions in the questionnaire is above 0.7 and not less than 0.6. It means the questionnaires relate to the results:

Table 1. The results of outer loading

Indikator	Organizational Culture (X1)	Employee Performance (Y1)
X1.1	0,913	
X1.2	0,803	
X1.3	0,764	
X1.4	0,932	
X1.5	0,902	
X1.6	0,707	
X1.7	0,906	
X1.8	0,757	
Y1.1		0,761
Y1.2		0,905
Y1.3		0,789
Y1.4		0,704
Y1.5		0,939
Y1.6		0,760
Y1.7		0,913

There are 15 questions of 2 variables where X1 means Organizational Culture and Y1 means Employee Performance. Based on the data presented in the table above, it can be seen that the outer loadings value on all research variables is > 0.70 .

Table 2. Table of composite reliability

Variable	Composite Reliability
Organizational Culture	0,950
Employee Performance	0,938

Based on the data presented in the table above, it can be seen that the composite reliability value on all research variables is > 0.70 . This shows that all research variables have fulfilled composite reliability and have a high reliability value, because the composite reliability value is > 0.7 . The value of Organizational Culture is 0.950 and Employee Performance is 0.938.

Table 3. Table of Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Organizational Culture	0,704
Employee Performance	0,687

The AVE value should be equal to 0.5 or more. An AVE value of 0.5 or more means that the construct can explain 50% or more of its item variance (Wong K.K., 2013, Sarstedt et al., 2017). Based on the table above, the value that has been processed and obtained the Average Variance Extracted (AVE) value is above 0.50. The value of AVE from the table above are organizational culture is 0.704 and employee performance is 0.687.

After data calculation, the direct effect value of organizational culture toward employee performance is 0.651. Which means that if Organizational Change (X1) increases by one unit, employee performance (Y1) can increase by 65.1%. This influence is positive.

CLOSING

Conclusion

Based on the results of this study about the Effect of Organizational Culture toward employee performance of millennial generations PT Jasa Raharja North Sumatra Branch. Based on the analysis and discussion of the research results, it can be concluded that :

1. Organizational culture directly has a positive significant effect on employee performance.

Suggestions

Based on the answers of the questionnaires, we suggest that :

1. Based on the results of the answers to questions about organisational culture with the most disagree and strongly disagree answers, namely on the indicator of the existence of education and training to support employee self-development, the researchers recommend that companies add education and training to develop employees according to the interests or needs of the employees themselves.
2. Based on the results of the answers to questions about organisational culture with the most disagree and strongly disagree answers, namely on the indicator that employees must be able to make work plans and carry them out properly, researchers recommend that employees be able to make their own work plans so that they can make it easier when working and achieve goals according to their positions and job descriptions
3. There are limitations in this study, so it is hoped that further researchers can develop or refine this research with themes such as this research can be carried out by adding other factors not examined in researchers or examining other objects as a comparison to this research, in order to be able to add theoretical insight and intellectual understanding in research related to organisational culture and employee performance, especially in the millennials generation.

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