The Influence of Organizational Culture, Work Attitudes, Work Behavior and Work Conflict On The Employee's Performance of PT. Hastari

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Keywords	ABSTRACT
Organizational Culture, Work Attitudes, Work Behavior, Work Conflicts, Employee Performance.	The purpose of this study is to understand the Influence of Organizational Culture, Work Attitudes, Work Behavior, and Work Conflicts on the Performance of PT. HASTARI in South Jakarta. The survey population used primary data by distributing the survey to 100 respondents. Analysis of this data uses inference and descriptive analysis. The survey in this study used primary data obtained from the distribution of questionnaires and processed in SPSS 25. From the results of the study, it is known that variables of organizational culture, work attitudes, work behavior, and work conflicts have a positive and significant impact on employee performance are classified as very strong. Dependent variables, or changes in employee performance, are understandably independent variables, a combination of organizational culture, work attitudes, work behavior, and work conflicts. This can be predicted by the ups and downs of employee performance.

INTRODUCTION

Human resources have various work styles and ways of working in fulfilling their roles in an organization. Assessing their work ethic is not the same from one employee to another. The culture brought by each employee influences the employee's attitude. Workplace attitudes include people's positive or negative evaluations of the work environment. Organizational culture is related to the values, norms, attitudes and work ethics shared by all parts of the organization. The basis for monitoring employee behavior, thinking, cooperation, and interactions with the environment is determined by these factors. Increasing employee performance and contribution to organizational success is determined by a good organization.

In HR management, studies of work attitudes focus on job satisfaction, work involvement, and organizational commitment (Robbins, 2006). Attitude is a determinant of behavior. Attitudes can be seen positively or negatively towards things, people, concepts, or anything. Human behavior can be influenced by organizations, and make organizations form habits that can become culture over time. Organizational behavior is a science that contains the determinants of behavior in organizations and relationships between people based on the behavior and attitudes of individuals and organizations.

Organizational behavior is directly related to the attitudes and personalities of individuals in an organization. The scope of organizational behavior refers to the behavior of individuals and groups that influence organizations. Therefore, research material on organizational behavior includes the need to pay attention to an employee or his attitude towards his work, colleagues, managers, etc., and his behavior in conflict, cooperation, communication, etc.

The background of conflict is caused by differences in characteristics in interaction, including knowledge, skills, habits and beliefs. Labor disputes are differences between individuals or groups within a company who need to share resources or limitations in work activities who have unequal status, goals, values, or perceptions. The fact is that (Rivai and Sagala, 2009: 1008).

Conflict can result in poor employee performance, disrupted work activities, planned goals not being achieved, and low work morale, resulting in employees failing to function optimally. There is. According to a survey conducted by Subechi Maulana (2015), conflict has an impact on employee performance, the more serious the dispute, the worse the employee's performance will be. Second, there is a positive impact that influences the work environment on employee performance.

Performance comes from the term work outcome or actual results. This means the work done or the work an individual does. Performance is the result of the quantity and quality of work completed by employees in carrying out tasks according to their obligations. 2000: 41 According to Dessler, performance is work performance, a comparison of work results and the criteria provided.

Table 1. Percentage of PT Employee Performance. HASTAR 2019-2021

No	Performance Indicators Employee	Target	Performance assessment		
			2019	2020	2021
1	Have a comprehensive work plan and strive to achieve these goals	100%	21.0%	20.65%	22.65%
2	Have the ability to use specific feedback in all work activities carried out		22.05%	22.10%	21.65%
3	Have the ability to complete work on time		23.05%	22.75%	20.05%
4	Have responsibility and good ability to work together to complete work		22.10%	22.05%	22.0%
Total			88.2%	87.55%	86.35%

The aim of this research is to determine and analyze the influence of organizational culture, work attitudes, work behavior, work conflict on employee performance at PT. HASTARI.

METHODS

The research object that the author examined was employee performance at PT. HASTARI which is located at Talavera Office Park, Jalan TB Simatupang Kav. 22-26, 8th floor, West Cilandak, South Jakarta. The research object that the author studied was employee performance at PT. HASTARI which is located at Talavera Office Park, Jalan TB Simatupang Kav. 22-26, 8th floor, West Cilandak, South Jakarta. Meanwhile, the data measurement technique is carried out using a questionnaire. Respondents only choose one answer to each question presented in the questionnaire that matches the reality faced in the company environment. So the questionnaire that will be filled out by respondents is written quantitatively in the form of a Likert scale.

Data collection was carried out through data obtained from literature studies related to this research, internal company data such as documents that were already available at the company. The final method is a questionnaire, namely a method of collecting information through a list of questions that are prepared systematically and then asked to the respondent, then the respondent is asked to answer information about something they have experienced with the problem being studied. In this case the author uses two data analysis methods, namely descriptive analysis, inferential analysis and multiple linear regression analysis.

RESULTS
Normality test

Table 2. Normality test results

One-Sample Kolmogorov-Smirnov Test

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		Unstandardized Residuals
N		100
Normal Parameters[a, b]	Mean	.0000000
	Std. Deviation	1.93226425
Most Extreme Differences	Absolute	.105
	Positive	.105
	Negative	-.047
Statistical Tests		.105
Asymp. Sig. (2-tailed)		,008[c]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the results of the Normality Test which refers to the table, it can be seen that the significant value obtained is 0.008. This figure is greater than 0.05, so there is a conclusion that 0.008 > 0.05, which means the data is normally distributed.

Table 3. Multicollinearity Test Results

	Coefficients[a]						
	Unstandardized Coefficients		Standardize d Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance e	VIF
Model							
1 (Constant)	-4,909	3,218		-1,525	,130		
TOTAL_X 1	,257	,081	,254	3,166	,002	,961	1,041
TOTAL_X 2	,370	.103	,312	3,606	,000	,822	1,217
TOTAL_X 3	,280	,093	,239	3,011	,003	,979	1,022
TOTAL_X 4	,240	,066	,312	3,652	,000	,845	1,184
a. Dependent Variable: TOTAL_Y							

Based on table 2, it can be seen that each variable has a VIF value > 1, so multicollinearity does not occur in this value.

Table 4. Heteroscedasticity Test results

	Coefficients[a]				
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.066E-16	3,218		,000	1,000
TOTAL_X1	,000	,081	,000	,000	1,000
TOTAL_X2	,000	.103	,000	,000	1,000
TOTAL_X3	,000	,093	,000	,000	1,000
TOTAL_X4	,000	,066	,000	,000	1,000
a. Dependent Variable: Unstandardized Residual					

Based on table 3, it can be seen that the significant value of the four independent variables is more than 0.05. Thus it can be concluded that there is no heteroscedasticity problem in the regression model.

Table 5. Autocorrelation Test Results

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,644a	,414	,390	1,973	1,852

a. Predictors: (Constant), TOTAL_X4, TOTAL_X1, TOTAL_X3, TOTAL_X2

b. Dependent Variable: TOTAL_Y

Based on the Autocorrelation Test results in Table 4, it is known that the Durbin Watson value is 1.852. So that it can be concluded that the influence is good and there are no symptoms of autocorrelation.

Table 6. Results of Multiple Linear Regression Analysis

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-4,909	3,218		-1,525	,130
TOTAL_X1	,257	,081	,254	3,166	,002
TOTAL_X2	,370	.103	,312	3,606	,000
TOTAL_X3	,280	,093	,239	3,011	,003
TOTAL_X4	,240	,066	,312	3,652	,000

a. Dependent Variable: TOTAL_Y

Based on table 5, the results of multiple linear regression analysis show that the multiple regression equation model takes into account employee performance which is caused by organizational culture, work attitudes, work behavior and conflict.

Table 7. F test

ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	261,359	4	65,340	16,793	,000b
Residual	369,631	95	3,891		
Total	630,990	99			

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X4, TOTAL_X1, TOTAL_X3, TOTAL_X2

From table 4.21 above, the ANOVA table shows that Fcount = 16.793 with a significance level of 0.000 < 0.05. So it can be concluded that H0 is rejected and H2 is accepted, meaning that this model is suitable for use or is valid with the variables organizational culture, work attitudes, work behavior and conflict. Simultaneous work influences employee performance.

Table 8. Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,644[a]	,414	,390	1,973	1,852

a. Predictors: (Constant), TOTAL_X4, TOTAL_X1, TOTAL_X3, TOTAL_X2

b. Dependent Variable: TOTAL_Y

Based on table 7, the results of the data above obtained R square = 0.414 = 41.4% and it appears that the Adjusted R Square is 39.0%, which means that the dependent variable of employee performance can be explained by organizational culture, work attitudes, work behavior and work conflict, whereas the rest is influenced by other variables that were not included in this research.

Table 9. T Test Results

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-4,909	3,218		-1,525	,130
TOTAL_X1	,257	,081	,254	3,166	,002
TOTAL_X2	,370	.103	,312	3,606	,000
TOTAL_X3	,280	,093	,239	3,011	,003

Based on table 8 above, it can be concluded that the results of the t test are as follows:

a. The organizational culture variable (X1) has a tcount of 3.166 with a significance level of 0.002. Meanwhile, the ttable value with df 100 and a significance level of 5% obtained a value of 1.985. Because tcount>ttable (3.166>1.985), Ho is rejected and Ha is accepted, which means that organizational culture variables have a positive and significant effect on employee performance.

b. The work attitude variable (X2) has a tcount of 3.606 with a significance level of 0.002. Meanwhile, the ttable value with df 100 and a significance level of 5% obtained a value of 1.985. Because tcount>ttable (3.606>1.985), Ho is rejected and Ha is accepted, which means that the work attitude variable has a positive and significant effect on employee performance.

c. The work behavior variable (X3) has a tcount of 3.011 with a significance level of 0.002. Meanwhile, the ttable value with df 100 and a significance level of 5% obtained a value of 1.985. Because tcount>ttable (3.011>1.985), Ho is rejected and Ha is accepted, which means that the work behavior variable has a positive and significant effect on employee performance.

d. The work conflict variable (X4) has a tcount of 3.652 with a significance level of 0.002. Meanwhile, the ttable value with df 100 and a significance level of 5% obtained a value of 1.985. Because tcount>ttable (3.652>1.985), Ho is rejected and Ha is accepted, which means that the work conflict variable has no positive and significant effect on employee performance.

The Influence of Organizational Culture on Employee Performance

Based on the results of research conducted, organizational culture variables have a positive and significant effect on PT. HASTARI employee performance. Based on the results of the Multiple Linear Regression Test, the organizational culture variable (X1) is 0.257, meaning that if organizational culture increases, employee performance will increase by 0.257 or 25.7%, assuming the values of other independent variables remain constant. Organizational culture influences employee work

performance. Having a well-established organizational culture in a company makes employees feel comfortable at work and is able to improve employee work performance.

The Influence of Work Attitudes on Employee Performance

Based on the results of research conducted, the work attitude variable has a positive and significant effect on PT employee performance. HASTARI. Based on the results of the Multiple Linear Regression Test, namely: The Work Attitude Variable (X2) is 0.370, meaning that if job training increases, employee performance will increase by 0.370 or 37.0%, assuming the values of other independent variables remain constant. A good work attitude can create and develop human resources in a company. Through this, employee performance levels will increase.

The Influence of Work Behavior on Employee Performance

Based on the results of research conducted, work behavior variables have a positive and significant effect on PT employee performance. HASTARI. Based on the results of the Multiple Linear Regression Test, namely: Work Behavior Variable (X3) is 0.280, meaning that if compensation increases, employee performance will increase by 0.280 or 28.0%, assuming the values of other independent variables remain constant. The better the behavior, the better the employee's work performance.

The Effect of Work Conflict on Employee Performance

Based on the results of research conducted, conflict variables can have a negative effect on PT employee performance. HASTARI. Based on the results of the Multiple Linear Regression Test, namely: The Work Conflict Variable (X4) is 0.240, meaning that if work conflict decreases, employee performance will increase by 0.240 or 24.0%, assuming the other independent variables have constant values.

Work conflict is one aspect that can influence the progress of a job. In the absence of conflict, comfort will be created within a company, making it easier to carry out work, complete work, coordinate work, so that company goals can be achieved and improve employee performance.

CONCLUSION

Based on the research carried out and analyzed using the SPSS 25 application which was specifically explained in the previous chapter, the author can conclude several important things in this research. That is; Based on the results of the Hypothesis Test which shows that Organizational Culture has a positive and significant effect on PT. HASTARI Employee Performance. This means that organizational culture has a good influence and can improve employee work performance. Furthermore, based on the results of the Hypothesis Test which shows that work attitude has a positive and significant effect on PT Employee Performance. HASTARI. This means that in this case the company in improving the performance of its employees is influenced by work attitudes. Based on the results of the Hypothesis Test which shows that work behavior has a positive and significant effect on PT Employee Performance. HASTARI. This means that employees must create good behavior. With good behavior, employee performance in the company will improve. Based on the results of the Hypothesis Test which shows that work conflict has a negative effect on the performance of PT employees. HASTARI. This means that if conflict exists within the company, it can reduce employee performance. However, if there is no conflict, it will create a good work environment and be able to improve employee work performance.

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