

Organizational Culture Analysis in Improving Employee Performance at PT Jamkrindo Tanjungpinang Branch Office

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Abstract:- This research is entitled: **Analysis of Organizational Culture in Improving Employee Performance at PT Jamkrindo Tanjungpinang Branch Office.** The purpose of this research is to determine the organizational culture used by the management of PT Jamkrindo Tanjungpinang Branch Office in improving the performance of its employees so that it can increase the productivity of the company concerned. Apart from that, the purpose of this research is also to find out what factors are obstacles in implementing the organizational culture implemented by the company. The researcher used a qualitative descriptive approach method so that all data obtained were based on observations, documentation and interview results for further analysis and explanation and conclusions were drawn. In this research, researchers used Robbins Theory (2009) which measures Organizational Culture variables with 7 (seven) indicators, namely (1) Innovation and Risk Taking; (2) Attention to Detail; (3) Results Orientation; (4) Orientation towards Individuals; (5) Team Orientation; (6) Aggressiveness; and, (7) Stability. Meanwhile, in measuring employee performance variables, researchers use the Mathis and Jackson (2002) theoretical approach, which measures employee performance in 5 (five) indicators. Namely: (1) Output Quantity; (2) Output Quality; (3) Accuracy; (4) Attendance at Work; and (5) Cooperative Attitude. The results of the research prove that the management of PT Jamkrindo Tanjungpinang Branch Office has implemented Organizational Culture well in accordance with previously established standard operational procedures, namely the AKHLAK organizational culture. This organizational culture is commonly implemented by all State-Owned Enterprises (BUMN) including the management of PT Jamkrindo Tanjungpinang Branch Office.

Keywords:- *Organizational Culture, Employee Performance, Company Productivity, Public Management.*

I. INTRODUCTION

Economic development through industrialization, trade, insurance, banking, real estate, service businesses or other sectors oriented towards capital accumulation can be reflected in national productivity as an indicator of a nation's performance. With increasingly tight competition within and outside the organization, like other business entities, State-Owned Enterprises (BUMN) are required to have superior and quality Human Resources (HR) in order to compete in the global market in order to realize Human Resources (HR) competent.

According to Poerwanto (2017), the era of globalization is a world of boundary markers that demands total equality and togetherness from cultural, demographic, racial and even geographical aspects. The main factor in winning global competition is strengthening human resources which has a close correlation with increasing work productivity amidst rapid changes in the world of business, economics, politics and culture.

Organizational culture is one of the factors that influences the quality of Human Resources (HR) itself. A good work culture will create a comfortable and conducive environment for employees in carrying out their duties in order to produce quality Human Resources (HR) that are healthy and have integrity as well as excellence and quality. Organizational culture is believed to be the main determining factor in the success of organizational performance.

A company is an organization which is a forum for a group of individuals who have different educational, social, economic, cultural backgrounds, abilities and motivations in achieving certain goals. As a forum, organizations need managerial skills to handle Human Resources (HR) with different individual behavior. It is not uncommon for serious problems to arise in an organization such as conflict, dissatisfaction, inefficiency, irregularities or abuse of authority.

The problems that arise then have an impact on how organizations can maximize productivity and efficiency. The consequence is that every organization must have values that are built to uniform the thinking and behavior of all members of the organization who do not only have views on certain interests.

Implementing one's own work culture within the scope of State-Owned Enterprises (BUMN) in Indonesia has uniform core values, namely AKHLAK in accordance with the Circular Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia Number: SE-7/MBU/07/2020, dated 01 July 2020 concerning Core Values for Human Resources of State-Owned Enterprises. AKHLAK's Core Values can help create a healthy, ethical and productive work environment. AKHLAK principles not only pay attention to employee actions and behavior, but also consider important moral and ethical aspects in organizational culture.

The talent development strategy is focused not only on knowledge and skills, but also on leadership management aspects. These AKHLAK values are the basic foundation for all employees in carrying out transformation consistently.

PT. Indonesian Credit Guarantee (PT. Jamkrindo) is the only BUMN which operates in the guarantee sector and is the largest in Indonesia, especially guarantees for Micro Enterprises, Small Enterprises, Medium Enterprises and Cooperatives (UMKMK), Guarantees for BUMN, Warehouse Receipt System Guarantees, and other guarantees. PT business network. Jamkrindo consists of 9 Regional Offices, 55 Branch Offices (including 1 Special Branch Office), and 16 Service Unit Offices (KUP) spread throughout Indonesia with a total of 1,945 employees.

The problem currently occurring is that PT Guarantee Credit Indonesia (PT. Jamkrindo), which operates in the guarantee business, is certainly not free from challenges in managing a business that continues to grow. Such a phenomenon requires innovation in optimizing the quality of service to guarantee partners. In achieving company goals, not only strategy is needed from the business side. However, other methods are also needed, such as optimizing the company's capabilities by prioritizing vision and mission, values and development planning through teamwork, collaboration between departments, being able to adapt to developments in digitalization, as well as improving skills as part of competencies to compete in the business world.

In performance measurement, PT. Jamkrindo uses performance measures, namely Key Performance Indicators (KPI). According to Chang (2011), KPI is a set of measures that focus on the aspects of organizational performance that are most critical for the organization's current and future success. The existence of performance measurement through KPI is able to foster a spirit of competence in each employee in healthy competition.

For every employee who works in a company under the auspices of the Ministry of BUMN, of course there is a promotion and transfer system in work areas. Thus, organizational culture is needed to make it easier for employees to adapt to the work environment and can help employees know what actions they should take in accordance with the organization's culture itself.

One of the steps in optimizing service quality is carrying out operational activities effectively and efficiently as an important support and pioneer in business workflow. Thus, business targets can be achieved in accordance with company indicators in the transformation of the business world. Rising from the above, the author is interested in conducting research with the title: Analysis of Organizational Culture in Improving Employee Performance at PT. Jamkrindo Tanjungpinang Branch Office (KC).

II. LITERATURE REVIEW

➤ *Understanding Organizational Culture*

According to Poerwanto (2017), a company or organization consists of people who have diverse backgrounds and values which may be different from the organization's values. Therefore, organizations need to create a set of basic assumptions or culture that become the basis for changing individual behavior into organizational behavior. Organizational culture has been defined by many experts from management, social anthropology and organizational circles, including:

- Martin (1985), organizational culture is a series of attitudes, values, beliefs that are generally created to direct organizational behavior.
- Kilmann (1988), organizational culture is a shared philosophy, ideology, values, beliefs, assumptions and norms. Culture is an invisible force behind something that is real and can be observed in various organizations, as a social energy that directs people to act.
- Schein (1989), organizational culture is a set of basic assumptions that are created, discovered, or developed and shared as learning to overcome problems of adaptation to the external environment and internal integration.
- Robbins (1998), organizational culture is a shared perception held by members of the organization. A system of shared meaning.

Departing from the various understandings of culture above, it can be understood that organizational culture is a system of meaning for cultivating mentality so that employees' thoughts and actions are based on moral considerations and can be accounted for. The content of culture is moral, namely the character of an organization that prioritizes good values that must be accepted and agreed upon to become the spirit of organizational life. As a moral, the form of culture can be thoughts, actions and/or work results that are based on good values to characterize the company.

➤ *Organizational Culture Indicators*

According to Robbins (2009), there are 7 (seven) indicators that form organizational culture, namely:

- Innovation and risk taking: The degree to which employees are encouraged to be innovative and dare to take risks in the work they do.
- Attention to detail: The degree to which employees are expected to be able to show accuracy, analysis and detailed attention to all matters within the organization.
- Orientation towards results: The degree to which the leader focuses on the results or output produced is assessed only by quantity or also assessed by the quality and efficiency in completion.
- Orientation towards Individuals: The degree to which decisions determined by management influence the behavior of people in the organization.
- Team orientation: The degree to which work is structured around the team rather than the individual.
- Aggressiveness: The degree to which employees are aggressive and competitive to show their respective advantages.
- Steadiness/Stability: The degree to which organizational decisions and actions emphasize efforts to maintain the status quo.

➤ *Performance Indicators*

According to Mathis and Jackson (2002), performance is basically what employees do or do not do. Employee

performance is what influences how much they contribute to the organization, including:

- Quantity of output: The amount produced in work, consisting of: The amount of work completed, setting work targets, and working according to procedures;
- Output quality: The quality of the work produced, consisting of: accuracy in workmanship, work discipline, obedience to work procedures, dedication to work, following rules.
- Accuracy: Ability to do work according to requirements, namely working consistently, reliably in providing services, working correctly.
- Attendance at work: Confidence in being present at work and complying with working hours, consisting of: coming to the office on time, and never leaving work during working hours except for work matters.
- Cooperative attitude: The ability of workers to cooperate with other people in order to complete their tasks and work, consisting of: being able to cooperate with everyone, then in carrying out tasks prioritizing cooperation rather than working alone.

➤ *Framework of Thinking*

Based on the background, problem formulation, problem limitations, research objectives, and theoretical basis that have been explained in this research, it can be stated in a framework of thinking.

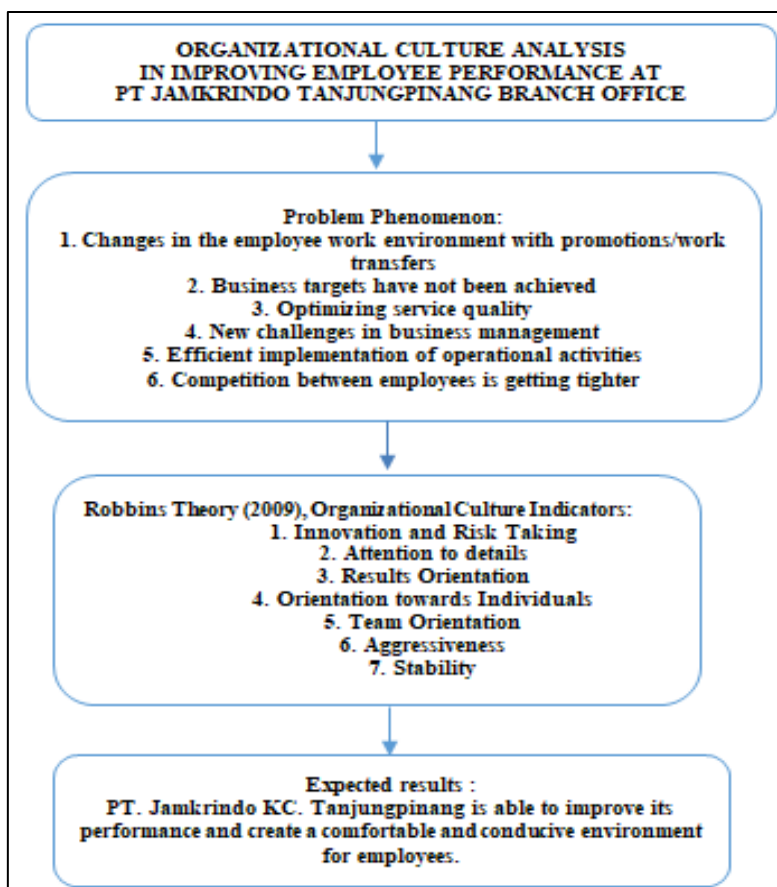


Fig 1 Framework of Thinking
 Source: Author's Process, 2024

III. RESEARCH METHODS

➤ *Research Approach*

This research uses a qualitative approach. The qualitative approach is a procedure that produces qualitative data in the form of people's written or spoken words or observed behavior which is directed at the setting and individual as a whole according to Bogdan and Taylor in (Moleong, 2006: 4).

The research method used is descriptive qualitative. Qualitative descriptive is a technique that is widely needed in qualitative research to facilitate the relationship between theory and available data. This approach will make it easier for researchers to be open and able to receive a lot of data, including data that is out of reach and data that is different from what was identified in the research conducted.

The approach by utilizing this method is expected to be able to clearly explain the conditions regarding Organizational Culture Analysis in Improving Performance at PT Jamkirindo Tanjungpinang Branch Office (KC).

➤ *Research sites*

The research location is the place where research is conducted. In this research, the source of primary data which is used as the basis for identification, analysis and discussion of research problems is PT Jamkrindo

Tanjungpinang Branch Office. Address is Pamedan Ruko Complex, Jalan Raja Ali Haji No. 6 Tanjungpinang.

➤ *Data Collection Techniques*

Data collection techniques are the most strategic step in research, because the main aim of research is to obtain data (Sugiyono, 2012). The data collection method used by the author in this research consists of:

- *Interview*

This interview is carried out by collecting data using direct dialogue with parties involved or closely related to the problem to be researched using interview guidelines.

- *Documentation*

Documentation according to (Sugiyono, 2016) is a method used to obtain data and information in the form of books, archives, documents, written numbers and images in the form of reports and information that can support research. Documentation is used to collect data and then review it.

➤ *Informants*

The informants in this research are permanent employees of PT. Jamkrindo Tanjungpinang Branch Office, with the consideration that permanent employees have a commitment to the company so they are very influential in experiencing the culture of the organization itself. The following is a description of the specified informant:

Table 1 Research Informants

No	Position Informant	Amount	Percentage %
1	Branch Manager	1	10%
2	Manager	3	30%
3	Staff	6	60%
	Total	10	100%

Source: Author's Processed Results, 2024

➤ *Data Analysis Techniques*

Data analysis techniques are a way to process data and information so that the characteristics of the data are easy to understand and useful for finding solutions to problems, most importantly for answering problems in research.

The data analysis stage includes data management, data refinement and concept development (Patton, 2014). In this research, the data analysis used is a qualitative descriptive analysis technique. Qualitative descriptive analysis is an analysis that attempts to provide a structured picture based on phenomena obtained in the field.

IV. RESULTS AND DISCUSSION

➤ *Profile of PT Jamkrindo Tanjungpinang Branch Office*

- *Organizational Structure*

The management organizational structure of PT Jamkrindo Tanjungpinang Branch Office is led by 1 (one) Branch Head who is directly responsible to the Head of the Regional Office. Meanwhile, in carrying out his duties and

functions, the Branch Head is assisted by 5 (five) Managers who lead each division/section.

The five divisions are administration, finance and HR division, marketing division, claims and subrogation division, guarantee division and business support division. From each division, an average of 7 (seven) staff employees are assigned as assistant managers

Until 2024, the total number of employees at PT Jamkrindo Tanjungpinang Branch Office is recorded at 35 people, with details of 30 permanent employees and 5 (five) interns.

- *Education Level*

Based on survey results and documentation in the field, the educational level of PT Jamkrindo Tanjungpinang Branch employees is assessed to vary from Strata II or Postgraduate to High School/Equivalent and none of the employees has an education below High School/Equivalent.

Meanwhile, the positions of Branch Head and Manager of PT Jamkrindo Tanjungpinang are all professional figures with formal postgraduate education (Strata II). Assistant managers are also generally filled by those with a Bachelor's degree (Strata I).

Meanwhile, high school/equivalent graduates generally occupy staff employee posts. Below is a table of PT Jamkrindo Tanjungpinang employees in terms of education level.

Table 2 Employee Education Level

No	Education Level	Total	Percentage(%)
1	Strata II	6	17.14
2	Strata I	10	28.58
3	Diploma III	4	11.43
4	High School/Equivalent	15	42.85
	Total Amount	35	100

Source: PT Jamkrindo KC Tanjungpinang 2024.

From the table above it can be seen that, out of a total of 35 employees, 15 people or around 42.85% of PT Jamkrindo Tanjungpinang Branch Office employees have a high school/equivalent education. The second place is occupied by employees with undergraduate education (Strata I) with a total of 10 people or around 28.58%, followed by employees with Postgraduate education (Strata II) totaling 6 (six) people or around 17.14% and finally employees with Diploma III education totaling 4 (four) people or around 11.43%,

• *Employee Status*

Based on the results of observations and documentation at the location, it is also known that the status of employees working at PT Jamkrindo Tanjungpinang Branch Office is dominated by 30 permanent employees or around 85.71%. Meanwhile, 5 (five) employees or around 14.29% have the status of non-permanent employees or still have internship status.

• *Employee Gender*

If we look at gender, female employees dominate in this guarantee services company. The reason is, out of a

total of 35 employees, 21 employees or around 60% are female employees. The remaining 14 people or around 40% are male employees.

• *Employee Period of Service*

Meanwhile, in terms of length of service or work experience, PT Jamkrindo KC Tanjungpinang is dominated by employees with between 3 (three) to 5 (five) years of work experience. A total of 14 employees or around 40.01%. Followed by employees with experience of more than 5 years totaling 12 people, around 34%. Meanwhile, there are 9 employees with work experience of between two years and less or around 25.71%. If viewed from the work experience factor, PT Jamkrindo KC Tanjungpinang appears to be filled with skilled human resources.

• *Employee Age*

Referring to data from observations and documentation in the field, it was revealed that the PT Jamkrindo Tanjungpinang Branch Office was also staffed by employees of productive age. This is as seen in the table below.

Table 3 Employee Age

No	Employee Age	Total	Percentage (%)
1	≥50 Years	2	5.71
2	46 to 49 Years	5	14.28
3	35 to 45 Years	11	31.43
4	25 to 34 Years	14	40.01
5	18 to 24 Years	3	8.57
	Total	35	100

Source: PT Jamkrindo KC Tanjungpinang 2024

From the table above, it can be seen that employees aged between 25 and 34 years are the majority of employees at PT Jamkrindo KC Tanjungpinang with a total of 14 employees or around 40.01%. Followed by employees aged between 35 and 45 years with a total of 11 employees or around 31.43%.

As is known, employees aged between 25 and 45 years are super productive and are a demographic asset for the company concerned.

Furthermore, there are 5 (five) employees aged 46 to 49 years or around 14.28%. Then there are 3 (three) employees, namely those aged between 18 and 24 years, or around 8.57%. Finally, pre-retirement age employees, namely those aged more than 50 years, there are 2 (two) people or around 5.72%.

Based on the results of direct observations and documentation in the field regarding the company profile of PT Jamkrindo Tanjungpinang Branch Office (KC), both in

terms of education level, work status, and employee work experience. This guarantee services company is included in the category of superior companies in terms of human resources (HR).

➤ *PT Jamkrindo KC Tanjungpinang Work Culture*

As is known, PT Jamkrindo is one of the companies under the auspices of the Ministry of BUMN of the Republic of Indonesia. Since Erick Tohir was appointed Minister of BUMN in the 2019-2024 Indonesian Cabinet by the President of the Republic of Indonesia Joko Widodo, on October 23 2019 to be precise. Since then, Minister Erick Tohir has carried out a major overhaul by introducing AKHLAK values in all state-owned company management.

The management of PT Jamkrindo Tanjungpinang is no exception. Based on Circular Letter Number: 7/MBU/07/2020 dated 01 July 2020 concerning the Core Values of Human Resources which must be the characteristics and character of all Management of State-Owned Enterprises. Namely, AKHLAK's main values as company culture.

AKHLAK culture which is an acronym for Amanah which means: upholding the trust given; Meaningful competence: continuing to learn and develop capabilities; Meaningful harmony: caring for each other and respecting differences; Loyal means: dedicated and prioritizing the interests of the nation and state; Adaptive means: continuing to innovate and be enthusiastic about driving or facing change; and, Collaborative means: building synergistic cooperation.

Based on the results of interviews with Informant I (Head of PT Jamkrindo KC Tanjungpinang Branch) it is known that these moral values have been introduced by the company since employee recruitment was carried out and they were declared to have graduated and joined PT Jamkrindo.

"...so the elements of Trustworthiness, Competent, Harmonious, Loyal, Adaptive and Collaborative or abbreviated as AKHLAK. It must be truly embedded and become the character or personality of all Jamkrindo employees, including all employees in the Management of PT Jamkrindo KC Tanjungpinang." (Results of interview with Informant I, June 27 2024.

From the explanation of Informant I, who is the Key Informant, it is clear that PT Jamkrindo KC Tanjungpinang has an organizational culture called AKHLAK. The organizational culture is used as a reference and standard for employees when carrying out activities to jointly achieve organizational goals.

➤ *Analysis of PT Jamkrindo KC Tanjungpinang Employee Performance*

Before analyzing organizational culture more comprehensively, the research will first discuss and analyze the general picture of PT Jamkrindo KC Tanjungpinang's performance by analyzing the goals and objectives of the strategic program given by PT Jamkrindo Pusat management to PT Jamkrindo KC Tanjungpinang, especially for the 2023 period.

These programs revolve around strengthening institutions, developing competencies and corporate social responsibility as seen in the table below.

Table 4 PT Jamkrindo Strategic Program Achievements KC Tanjungpinang in 2023

No	Program	Target	Activities	Target	Realization of Achieve (%)
1	Institutional Strengthening	1. Organizational socialization	50	50	100
		2. Third party collaboration	20	18	91.66
2	Development Competency	1. Pratama employee training	5	5	100
		2. Middle employee training	3	3	100
3	Corporate Social Responsibilities	1. Health protection	10	10	100
		2. Employment Protection	10	10	100
		3. Community Social Responsibility (CSR)	5	5	100
Total			103	101	98.05

Source: PT Jamkrindo KC Tanjungpinang, 2024.

From the table above it can be seen that in the 2023 fiscal year PT Jamkrindo KC Tanjungpinang is holding three programs. Namely, an institutional strengthening program with two activity targets. Among other things, the organization's socialization activities from the target of 50 times socialization were 100% realized. However, for the target of cooperation activities with third parties, of the 20 targeted cooperation contracts, 18 cooperation contracts were realized or around 91.66%.

"... this is because the party who will enter into the cooperation contract has temporarily postponed it for a number of reasons. However, in general, by achieving targets above 95%, our company environment and culture here has entered the satisfactory category." (Results of interview with Informant I, 27 June 2024).

Meanwhile, Informant II (Administration, Finance and HR Manager of PT Jamkrindo KC Tanjungpinang) on the same occasion explained about the Employee Competency Development Program with activity targets including,

Primary Employee Education and Training (Diklat) activities for 5 employees have been 100% realized, Likewise, the training for intermediate level employees for 3 people was carried out 100%.

"... this training must be followed by employees, the training is generally carried out via Zoom with trained and experienced instructors. This training was actually carried out simultaneously at both the central and regional levels." (Results of interview with Informant II, 27 June 2024).

Furthermore, the Corporate Social Responsibility Program is divided into three activity targets, including, Health Protection for 10 new employees by providing BPJS Health, employment protection activities for 10 employees with 100% achievement. Likewise with the Community Social Responsibility program or a program that shows the company's concern for the residents of the surrounding community. Of the 5 CSR activities for 2023, all were carried out with 100% achievement.

Based on the descriptions of the two informants above, it can be concluded that, in general, the program targets and strategic activities of PT Jamkrindo KC Tanjungpinang for the 2023 fiscal year have been achieved in the very satisfactory category. This condition directly confirms that the performance of Jamkrindo KC Tanjungpinang for the 2023 fiscal year is in good condition and has shown that its performance is in line with the company's goals and expectations.

Furthermore, the researchers synchronized the real facts of achieving the objectives of PT Jamkrindo KC Tanjungpinang based on the concept of employee performance proposed by Mathis and Jackson (2002), with a theory that classifies employee performance into 5 (five) Performance Indicators, namely:

- *Quantity of Output:*

Namely, the amount produced in work, consisting of: The amount of work completed, setting work targets, and working according to procedures.

- *Output Quality.*

Namely, the quality of work produced consists of: accuracy in workmanship, work discipline, obedience to work procedures, dedication to work, following rules.

Responding to performance achievements based on Performance Indicators (1) and Performance Indicators (2) above, Informant III, (Marketing Division Manager, PT Jamkrindo KC Tanjungpinang) explained that of the 3 (three) strategic programs described in 7 (seven) activities, with a total of 103 targets and 101 realized so that performance in 2023 is almost achieved at around 98.05%

"... by achieving a figure above 90%, this is also seen from the quality and quantity of the work that has been done, showing that the results of our work as a team and collectively are on the verge of being very satisfactory. This is also inseparable from the work ethic and culture that we

have fostered so far." (Results of interview with Informant III, 27 June 2024).

From Informant III's statement, it can be concluded that performance achievements based on Performance Indicators (1) Output Quality, and Performance Indicators (2) Output Quantity by PT Jamkrindo KC Tanjungpinang have generally been achieved very satisfactorily. This directly confirms that in terms of the quantity of work output that has been produced by employees at work, which includes the amount of work completed, as well as setting work targets, they have proceeded in accordance with procedures.

Likewise, from the aspect of the quality of the work output that has been produced, both in terms of accuracy in workmanship, work discipline, compliance with work procedures, dedication to work, it is assessed that it has proceeded according to the rules and norms that have been established. Furthermore, the performance of PT Jamkrindo KC Tanjungpinang is measured based on Performance Indicators

- *Accuracy:*

This indicator measures the ability to carry out work according to requirements, namely working consistently, reliably in providing services, working correctly.

- *Attendance at Work:*

Namely, confidence in being present at work and complying with working hours, consisting of: coming to the office on time, and never leaving work during working hours except for work matters.

Responding to performance achievements based on Performance Indicators (3) Accuracy, and Performance Indicators (4) Attendance at work as described above, Informant IV (Guarantee Manager, PT Jamkrindo KC Tanjungpinang), when met by researchers during direct observation at the company location, explained that , factors of accuracy and thoroughness, as well as factors of presence at work are an inseparable part of work culture which leads to work discipline.

"...Moreover, PT Jamkrindo is a company that operates in the guarantee sector, everything is related to formal documents and legal matters based on statutory regulations. There are many articles and clauses in the articles of the guarantee contract agreement, which at first glance are very complicated and demanding. So working with accuracy, thoroughness and caution in work is an absolute requirement for all employees. Because, if you make the slightest mistake, the consequences could be fatal. Because it will have legal implications and will be detrimental to the company as a whole." (Results of interview with Informant IV, June 28 2024).

From Informant IV's statement above, it can be concluded that for the Accuracy Performance Indicator, the conclusion can be drawn that the accuracy factor has been used as a minimum standard that employees of PT

Jamkrindo KC Tanjungpinang must have. This is natural considering that the company operates in the field of public administration and finance, whose work is closely related to the preparation of legal documents and has legal implications. For this reason, accuracy and thoroughness are absolute requirements that every employee must have.

Meanwhile, responding to Performance Indicator (4), namely, Attendance at Work, Informant V and Informant VI (Both staff employees in the Administration, Finance and HR Division, PT Jamkrindo KC Tanjungpinang) explained that punctual attendance during working hours is a reflection the level of discipline of an employee. Employees who are disciplined and have a high level of dedication to the company and their work will pay attention to the company's rules and regulations, including the company's working hours regulations.

"...so for us, being on time at work is part of our culture of discipline and this has been instilled since we joined this company. "I also feel grateful to be able to join this state-owned company because it has directly shaped my character and personality into a person who is disciplined, thorough and careful," (Results of interview with Informant V, June 29 2024).

In the same vein, Informant VI, who admitted that he was in his third year of working at the company, added that the circular letter from Jamkrindo Pusat regarding a work culture that promotes moral values, has also directly shaped him into a person who values time and work more. Because according to him, both have interrelated values so that the result is good performance and if this is achieved, it will have implications for the future of his career in the company with a more promising position.

- *Cooperative Attitude.*

Namely, the ability of workers to collaborate with other people in order to complete their tasks and work, consisting of: being able to collaborate with everyone, then in carrying out tasks, prioritizing cooperation rather than working alone.

Lastly is the performance achievement of PT Jamkrindo KC Tanjungpinang based on the parameters of the Cooperative Attitude Performance Indicator. Based on Informant I's account, it is known that, as stated previously, and which can be used as a reference example, is the company's performance achievement for the recent 2023 fiscal year, that the total performance of PT Jamkrindo KC Tanjungpinang reached 98.05%. This percentage is considered to have increased by 5.16% compared to those who achieved a performance achievement of 92.89%. The percentage value for work ethic achievements in BUMN is included in the very satisfactory category.

"...As I stated previously, last year we carried out three strategic programs which we outlined in seven action activities with this target being 103 targets. Target realization reached 101 targets or around 98.05%. This achievement would not have been possible if there had been

no teamwork. So all divisions are involved and work together and are united. Because here we don't term working alone but working in a team." (Results of interview with Informant I on 27 June 2024).

Based on all the descriptions above, the author can draw the conclusion that the performance achieved by the management of PT Jamkrindo KC Tanjungpinang for the 2023 period, and also in the previous period, which was generally above 90%, was not obtained by chance or for free but with a process and a long struggle involving all available resources by instilling enthusiasm, values and work culture in all employees.

In other words, PT Jamkrindo's organizational culture with AKHLAK values, which is an acronym for Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative, has apparently been well ingrained in each of its employees.

- *Analysis of Organizational Culture in Improving Employee Performance at PT Jamkrindo KC Tanjungpinang*

As previously explained, to determine the role of Organizational Culture, at PT Jamkrindo KC Tanjungpinang, the author uses the Robbins Theory approach (2009), which measures Organizational Culture in 7 (seven) indicators, including: (1) Innovation and Risk Taking. (2) Attention to details; (3) Results Orientation; (4) Orientation towards Individuals; (5) Team Orientation; (6) Aggressiveness; and, (7) Stability.

- *Innovation and Risk Taking*

As is known and has been discussed in previous discussions, PT Jamkrindo is a guarantee services company under the BUMN flag which carries the values of Trustworthiness, Competent, Harmonious, Loyal, Adaptive and Collaborative (AKHLAK) as organizational culture. From this organizational culture there is an Adaptive value which means continuing to innovate and being enthusiastic about moving or facing change.

Responding to this, Informant II believes that Adaptive values have also been addressed by his employees.

"...especially now that competition is so tight and competitive. So every employee. You are also required to have innovative thinking and abilities, in order to win the competition which is now no longer on a local scale but on a global scale. Likewise in terms of risk taking, because this is closely related to work which will give birth to policies at the leadership level." (Results of interviews with Informant II).

According to Informant II, the meaning of taking risks is aimed at every employee so that each of them is able to become an agent of change and be used as a role model by other employees in terms of achieving achievements. This role model must first be reflected by the leaders so that in turn it will be followed by their subordinates.

- *Attention to details*

Based on the results of observation documentation and interviews with informants at PT Jamkrindo KC Tanjungpinang, it shows that the work culture of the company's management seems to be accustomed to matters related to attention to detail and details.

This is evident from all the work carried out in each division, the majority of which relates to legal company documents, cooperation contract documents, work agreement documents and other documents, all of which relate to detailed and thorough work.

"...this work culture is in line with our organizational cultural values which carry the cultural value of Competent. "The work demands attention to detail indicates that every job must be carried out in a planned and programmed manner, not work as long as we remember what is in our minds." (Results of interviews with Informant I).

This attention to detail, continued Informant I, is not only in the process but also in the work results which are able to be fulfilled according to the organization's expectations, have an aggressive attitude and are able to compete with fellow employees in a healthy and fair manner which ultimately provides a significant increase in organizational performance and become a very strong organizational culture.

Meanwhile, according to Bass and Avolio, (1993) and Schein, (2004) stated that a strong culture in an organization can provide coercion or encouragement to its members to act or behave in accordance with what is expected by the organization.

By complying with the company's rules and policies, it is hoped that employee performance and productivity can be optimized to achieve organizational goals. In the end, performance appraisal has an important role in increasing motivation in the workplace. This performance appraisal is basically a key factor in developing an organization effectively and efficiently.

- *Results Orientation*

Based on the results of observation documentation and interviews at the research location, it is clear that the management of PT Jamkrindo KC Tanjungpinang has so far carried out its activities based on what has been stated in the objectives and work programs that have been designed and previously agreed upon.

All programs and activities carried out also refer to the company's vision and mission, so that the targets and goals of the organization can be achieved effectively and efficiently and this must also be known and embedded in every employee so that it becomes part of the organizational culture.

"... the essence of all this is the final product, which is the achievement of the company's mission and program

according to the target. Because the results of a work or work are the results obtained both in quantity and quality." (Results of interviews with Informant III)

Based on the opinion above, it can be concluded that, through the Results Orientation Indicator, it is known that PT Jamkrindo KC Tanjungpinang has also implemented a Results Orientation Organizational Culture through its leaders to serve as a culture and work guide for its employees in carrying out their duties. So, the company's goals, objectives and targets can be achieved effectively and efficiently.

From the Results Orientation indicator which always emphasizes the leadership element, it also becomes one of the trigger factors for companies in improving company performance. This is proven by the company's performance achievement level in mid-2023 with an achievement percentage of up to 98.05%, which is known to have increased by around 5.16% from the previous year 2022 which reached 92.89%.

- *Orientation towards Individuals*

This indicator is used to measure how far the decisions that have been determined by management influence the behavior of existing employees so that it becomes the culture of the organization.

Based on the results of interviews with Informant IV, it is known that the management of PT Jamkrindo KC Tanjungpinang has also implemented an individual-oriented organizational culture. The form of implementation is through the implementation of AKHLAK values that have been instilled by company management in all employees, and have been used as guidelines so that they become Organizational Culture.

Therefore, several months after the publication of the BUMN Minister's circular letter, which required all BUMN employees, including all employees at PT Jamkrindo at that time, to participate in making the AKHLAK Organizational Culture a success. Because everyone believes that the values of Trustworthiness, Competence, Harmony, Loyal, Adaptive and Competitive are closely related to the formation of employee behavior and character.

From the results of this analysis, it can be concluded that, PT Jamkrindo KC Tanjungpinang as part of BUMN is considered to have succeeded in making policies or decisions that bring its employees into implementing the AKHLAK organizational culture.

- *Team Orientation*

Furthermore, to measure the level of work carried out by PT Jamkrindo KC Tanjungpinang employees based on team work. The author believes that, specifically for the Team Orientation Indicator, it is very closely related to the Results Orientation Indicator which was discussed previously.

The reason is that the team indicators ultimately also aim to achieve targets, which are considered to be very influential on the achievement and/or improvement of organizational performance, as a manifestation of the results of team work.

"... therefore, well in advance, even during the employee recruitment stage, there are requirements for prospective employees that must be known, including being able to work in a team, being able to work under pressure. This is what is meant. Because PT Jamkrindo also has targets that must be achieved. And this cannot be done by one or two people but rather by working together as a team." (Results of interviews with Informant I)

In line with that, continued Informant I, that poetry implements the AKHLAK Organizational Culture policy, which contains elements of Collaborative values, which means always working as a team and collaborating, further emphasizing PT Jamkrindo's position and bargaining value that the Organizational Culture based on the Team Orientation indicator is working as it should. .

- *Aggressiveness*

This indicator is used to measure organizational culture from the level of aggressiveness of its employees, especially in competitions and competing in a healthy and competitive manner by demonstrating their respective advantages. If viewed from these criteria, the management of PT Jamkrindo KC Tanjungpinang is also considered to have implemented it.

The reason is, there are a number of programs being implemented, including the Training Program for primary employees and middle employees, in order to obtain competency certification, both national and international standard competency certificates through competency development programs. This program continues to be consistently implemented every year by PT Jamkrindo management with the support of budget allocations which increase every year. The competency development program is expected to be the starting point in building superior company human resources.

"... this is also an implementation of the AKHLAK organizational culture of the main values of Competent and Adaptive. "With the birth of our competent and adaptive human resources, in turn, they will be able to compete healthily in order to maintain the company's existence in this increasingly competitive market," (Results of interviews with Informant II).

Not only that, the management of PT Jamkrindo KC Tanjungpinang also often takes part in competitions, both competitions for innovation and other creativity categories, especially competitions held by the Ministry of BUMN, both at local and national levels.

"...this is also in order to train and increase employee aggressiveness. So that in the future, company employees will be formed with superior human resources and character.

Who are ready to answer the challenges and competition in this increasingly complex and competitive market." (Results of interviews with Informant II).

Based on the results of interviews with the informants above, it can be concluded that based on the aggressiveness indicator, the management of PT Jamkrindo KC Tanjungpinang has also implemented this organizational culture well. This effort was taken on the basis of management's belief that the main values of competitiveness and adaptiveness are part of the work culture that must be fostered and developed in order to improve employee performance towards achieving company productivity.

- *Steadiness/Stability*

Furthermore, to measure the extent of the stability of the PT Jamkrindo KC Tanjungpinang company in implementing its organizational culture with the aim of maintaining its existence following the release of company policies.

One of the indicators of stability/stability can be seen from the issuance of Circular Letter No: 7/MBU/07/2020 dated 01 July 2020 concerning the Core Values of Human Resources (HR) of State-Owned Enterprises (BUMN) with AKHLAK main values as Organizational Culture.

"...the main values of AKHLAK are increasingly present. In fact, the AKHLAK organizational culture is known to have increased employee discipline and dedication to their duties and responsibilities. With this organizational culture, we are confidently able to improve employee performance towards achieving company productivity effectively and efficiently." (Results of interviews with Informant I).

Based on all the descriptions above, the author can conclude that in general, the management of PT Jamkrindo KC Tanjungpinang has implemented organizational culture well, by carrying out the main values of AKHLAK as work guidelines for each employee. By upholding the principles of organizational culture, this has directly contributed significantly to improving the company's performance and productivity.

This is reflected in the company's target achievement in 2023 which reached 89.05%. This achievement figure is considered to have increased by 5.16% when compared to the previous year 2022 which achieved the target of 92.89%.

➤ *Inhibiting Factors for Implementing Organizational Culture at PT Jamkrindo KC Tanjungpinang*

Although in general the management of PT Jamkrindo KC Tanjungpinang is considered successful in implementing organizational culture in the company's internal management, this does not necessarily mean that the management of the guarantee company is free from all obstacles.

The reason is, based on the results of observations, documentation and interviews with selected informants at the company location, it is stated that there are a number of obstacles faced when implementing an organizational culture that carries AKHLAK values.

One of them is, considering that the company culture is relatively new, because it was launched by the Minister of BUMN, Erick Tohir in 2020, resulting in a number of senior employees, who have worked for more than 8 years, sometimes having to adapt, even though this is not difficult to implement. Furthermore, new employees also experience obstacles, but this is normal because as time goes by they are generally able to adapt well.

V. CONCLUSIONS AND RECOMMENDATIONS

➤ *Conclusion*

Based on the results of comprehensive research and analysis, it can be concluded that:

- That, based on the Innovation and Risk Taking indicators, the management of PT Jamkrindo KC Tanjungpinang is considered to have implemented organizational culture well.
- Likewise, judging from the indicators of attention to details, the management of PT Jamkrindo KC Tanjungpinang has implemented an organizational culture of attention to details. Because this is a requirement for the type of work available at the company.
- Based on the results of the analysis, through the Results Orientation Indicator, it is known that PT Jamkrindo KC Tanjungpinang has also implemented a Results Orientation Organizational Culture through its leaders to serve as a culture and work guide for its employees in carrying out their duties. So, the company's goals, objectives and targets can be achieved effectively and efficiently.
- From the Results Orientation indicator, this element of leadership is always emphasized, which is one of the trigger factors for companies in improving company performance. This is proven by the company's performance achievement level in mid-2023 with an achievement percentage of up to 98.05%, which is known to have increased by around 5.16% from the previous year 2022 which reached 92.89%.
- Furthermore, based on the Individual Orientation indicator, it is also known that the management of PT Jamkrindo KC Tanjungpinang has also implemented this organizational culture. A form of implementation is through the implementation of AKHLAK values which have been instilled by company management in all employees, and have been used as guidelines so that it becomes the culture of the organization. Therefore, several months after the publication of the BUMN Minister's circular letter, which required all BUMN employees, including all employees at PT Jamkrindo at that time, to participate in making the AKHLAK organizational culture a success.

- Based on the shared belief of management and employees in the values of Trustworthiness, Competent, Harmonious, Loyal, Adaptive and Competitive which are closely related to the formation of employee behavior and character. For this reason, PT Jamkrindo KC Tanjungpinang, as part of BUMN, is also considered to have succeeded in making policies or decisions that bring its employees into implementing the AKHLAK organizational culture.

- Likewise, in terms of indicators of aggressiveness and stability indicators, the management of PT Jamkrindo KC Tanjungpinang has also implemented the organizational culture well. This effort was taken on the basis of management's belief that the main competitive and adaptive values contained in AKHLAK are part of the work culture that must be fostered and developed in order to improve employee performance towards achieving company productivity.

➤ *Suggestions*

At the end of this research, the author recommends that:

- The application of cultural values to PT Jamkrindo KC Tanjungpinang employees needs to be maintained and even continuously improved considering that AKHLAK culture is a new cultural transformation in order to create a quality culture that will give a good image to the company.
- For PT Jamkrindo KC Tanjungpinang employees to continue to maintain their performance and productivity for the company's progress.

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