

RESEARCH ARTICLE

Open Access

ANALYSIS OF FACTORS AFFECTING ORGANIZATIONAL WORK CULTURE IN COMPANIES

Theresia Mastiur Ningsih Siagian

Gempita Ceria Nusantara Foundation Teacher Griya Martubung Iii, Indonesia

Email: - siagiantheresia1@gmail.com

Abstract

Every company in Indonesia has a different work culture, one of which is Garuda Indonesia, where the corporate culture at Garuda tends to be rigid and work relationships are influenced by personal closeness, thus affecting the placement of people in the organizational structure, where in the organizational structure there are people with different characters and will bring different work cultures. In addition, the work culture at Garuda is also influenced by management styles with different characters, where the management style in directing the organization in the company is different, thus affecting the vision and mission carried out by the company in the future, where the management style at Garuda adopting a transformational management style, but in reality the transformational style is not carried out and tends to be a leadership style that is undemocratic and tends to be authoritarian, so that there is discomfort from employees and makes employees feel heavy pressure, so that their competencies do not come out as they should for the sustainability of employees, so that affect Garuda's performance which continues to decline. The research method used is descriptive quantitative by using analysis multiple linear regression using SPSS 22. The population of this study is the management in several companies in Indonesia totaling 100 people / person, where the sampling technique in this study uses the census method, with a sample of 100 people the existing management in several companies in Indonesia through the distribution of questionnaires conducted using online. The results of the study which are based on the hypothesis partially state that the management style variable affects the work culture of companies in Indonesia, and simultaneously the organizational structure, organizational characteristics and management style variables affect the work culture of companies in Indonesia.

Keywords Garuda Indonesia, work culture, organizational structure, management style.

INTRODUCTION

Indonesia is one of the countries that has an industrial center, most of which are well-known companies, where several companies in Indonesia have organizational structures that can strengthen and encourage the achievement of the goals that have been dreamed of and aspired to by the company founders, namely maximizing profits to expand their business. both to various regions and internationally.

In an effort to increase profits, companies are faced with differences in work culture in each company they run, or in each existing division,

where this work culture is something that must be controlled by the company so that the company can maximize the abilities of its employees, so as to improve the company's performance.

Different organizational structures are things that

change work culture, where the organizational structure provides an overview of the work culture that will be built by the company, whether the work culture tends to be authoritarian or democratic and adjusted to the characteristics of the organization and management style in managing the company or organization.

According to Yip, et al (2021) organizational structure describes the characteristics of the organization being managed, where a good organizational structure is an organizational structure that has a clear flow of authority, and its authority does not tend to go to the leadership, so that this kind of organization or company has characteristics that can create an atmosphere work becomes more comfortable and you don't always have to rely on your boss to complete your work.

There are several companies in Indonesia that have a poor work culture, one of which is Garuda Indonesia, where during the 2020-2021 period, Garuda Indonesia was on the verge of bankruptcy, apart from Covid-19, it was also due to an exclusive work culture, and tended to be rigid at all times. management, where there are still companies where work culture is influenced by personal closeness, so that managers are considered everything, so that employees in carrying out their duties must have personal closeness first before their performance is recognized. Apart from that, this kind of work culture influences the placement of people in the organizational structure, where the organizational structure at Garuda tends to be influenced by personal closeness. So it affects the characteristics of the organization, where the characteristics of different organizations influence different work cultures.

The work culture at Garuda is also influenced by management styles with different characters, where the management style in directing the organization in the company is different, thus influencing the vision and mission carried out by the company in the future, where the management style at Garuda adopts the management style transformational, but in reality the transformational style is not carried out and it

tends to be a leadership style that is not democratic and tends to be authoritarian, so that there is discomfort from employees and makes employees feel heavy pressure, so that their competence does not come out as it should for the sustainability of employees, thus affecting Garuda's performance which continues to decline.

LITERATURE REVIEW

ORGANIZATIONAL STRUCTURE

According to J. Winardi (2006) Organizational structure is a system which is a hierarchy that stretches from top to bottom, which is filled by competent human resources and in accordance with their field.

According to UR Wisnu Dicky (2019) organizational structure describes the complementary components of a company which are filled by reliable, trustworthy and competent human resources.

According to Sulakso (2015), the organizational structure consists of top managers (Top Manager), middle class managers (Middle Manager) and lower management (Low Management), where all of them are one unit forming a structure that is interrelated and in accordance with their duties and responsibilities. .

ORGANIZATIONAL CHARACTERISTICS

According to Sutrisno (2019) organizational characteristics are the characteristics of an organization, where the characteristics of this organization consist of five entities that influence each other.

According to Winardi (2015) organizational characteristics are a characteristic of an organization which is an inseparable part of the organizational structure that has been formed.

According to Sulakso (2015) organizational characteristics consist of five elements or five entities, namely:

- a. Organizational unit or entity
- b. Consists of a minimum of two people
- c. Have a structured work pattern

- d. Have clear goals
- e. Have self-identity

MANAGEMENT STYLE

According to J. Winardi (2015) management style is the behavior used when someone plays an important role in the company to direct the organization to achieve certain goals.

According to Soedarso (2018) management style is a pattern of behavior applied by management in managing people in the organizational structure, where management implements management principles to achieve a certain goal.

According to Purba (2020) there are several types of management styles, namely:

- a. Autocratic style
- b. Transformational style
- c. Visionary Style
- d. Democratic Style
- e. Mentoring Style
- f. Laissez-Faire style

ORGANIZATIONAL WORK CULTURE

According to Sulaksono (2015), work culture regulates how a rule or work atmosphere is regulated through the concept of thinking or the behavior of people in an organization which is regulated by rules/norms.

According to Sutrisno (2019) organizational work culture describes the atmosphere or concept that regulates beliefs or behavior employees who are based on an ideology and principles organization .

According to Tanjung (2021) there are several work cultures that exist in companies, namely:

- a. Clan Culture
- b. Market Culture

- c. Hierarchy of Culture
- d. Adhocratic Culture

RESEARCH METHODS

research method used in this research is a descriptive research method quantitative . According to Martono (2014) quantitative descriptive method is research that explains the various influences of several variables to be studied and becomes a single unit when conclusions are drawn.

The quantitative descriptive data analysis was carried out using multiple linear regression analysis, where according to Moeloeng (2018) multiple linear regression analysis is data analysis which states that there is a mutually influential relationship between several variables in the research.

POPULATION AND SAMPLE

The population of this research is management in several companies in Indonesia, totaling 100 people/people, where the sampling technique in this research uses a census technique or method, where according to Moeloeng (2018) the census technique or method is a sampling technique, where the sample taken is part of the population that will be used as the object of research. In this case, the sample taken represents the management in several companies in Indonesia with certain characteristics, the sample size is 100 management in several companies through distributing questionnaires online.

RESULTS AND DISCUSSION

Influence of Organizational Structure, Organizational Characteristics , and Leadership Style To Company Work Culture in Indonesia

Equation Analysis Multiple Linear Regression

Table 3 Multiple Linear Regression Equations

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	8,984	8.571		1.720	.004		
X1 (Struktur Organisasi)	-.056	.220	-.451	-.530	.059	.905	1.645
X2 (Karakteristik organisasi)	-.202	.210	-.200	-1.412	.341	.942	1.659
X3 (Gaya Manajemen)	.425	.622	.357	7.165	.000	.870	1.715

a. Dependent Variable: Y

Source: Data Processing (SPSS), 2020

Table 2 above explains the output results related to the linear regression equation as follows:

$$Y = 8.984 - 0.056 X_1 - 0.202 X_2 + 0.425 X_3$$

1. The regression coefficient value
2. The value of the regression coefficient
3. The value of the regression coefficient

Coefficient Determination (R²)

Table 3 Coefficient Test Results Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.788 ^a	.795	.865	4.5605	.795	7.720	4	95	.001	2.077

a. Predictors: (Constant), X4, X2, X3, X1

b. Dependent Variable: Y

Source: Data Processing (SPSS), 2020

According to Table 3 above, it can be seen that the value of the coefficient of determination (Adjusted R Square) of 0.865 means that 86.5% of the variables of organizational structure, organizational characteristics and management style have a strong influence on the variable of implementing a good work culture in companies in Indonesia, where the remaining 13.5% is influenced by other variables that are not discussed in this research.

Simultaneous Hypothesis Testing

Table 4 Simultaneous Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	365.120	4	10.415	7.720	.001 ^b
	Residual	2845.37	95	7.730		
	Total	2564.00	99			

a. Dependent Variable: Y

b. Predictors: (Constant), X4, X2, X3, X1

Source: Data Processing (SPSS), 2020

Table 4 above can explain about The table F test value of 7.720 is greater than the calculated F test value

of 2.47, so it can be concluded that simultaneously the variables of organizational structure, organizational characteristics and management style have a positive and significant effect on implementation . culture good job on company in Indonesia .

Partial Hypothesis Testing

Table 5 Partial Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	8,984	8.571		1.720	.004		
X1 (Struktur Organisasi)	-.056	.220	-.451	-.530	.059	.905	1.645
X2 (Karakteristik organisasi)	-.202	.210	-.200	-1.412	.341	.942	1.659
X3 (Gaya Manajemen)	.425	.622	.357	7.165	.000	.870	1.715

a. Dependent Variable: Y

Source: Data Processing (SPSS), 2020

According to Table 5 above, there is 1 variable that influences the dependent variable, namely the management style variable has a positive and significant effect on the implementation of a good work culture in companies in Indonesia . This can be seen from the calculated t value for the three variables of 7.165 (X 3) is greater than the t table value of 1.661.

CONCLUSION

Standing from the results of the research analysis , then in a comprehensive manner f researchers can conclude results study as following :

Organizational structure has a negative effect on the implementation of a good work culture in companies in Indonesia. Organizational characteristics have a negative effect on the implementation of a good work culture in companies in Indonesia. Management style has a negative effect on the implementation of a good work culture in companies in Indonesia. Organizational structure , organization and

management have a positive and significant influence on the implementation of a good work culture in companies in Indonesia.

REFERENCES

1. Arfiana, Lusana Resti, 2013, Factors that Influence Organizational Culture in the Pati Regional People's Credit Bank Regional Company, Journal of Social and Industrial Psychology, Vol. 2, no. 1, ISSN 2252-6838 , p. 1-9
2. Martono, Nanang, 2014 , Research Methods Quantitative : Content Analysis and Secondary Data Analysis , Edition Revision 2, Jakarta: Raja Grafindo homeland
3. Moeloeng , Lexy J., 2018, Research Methods Quantitative , Edition Revised , Bandung: PT Teen Rosdakarya
4. Purba , Sukarman, et al , 2020, Behavior Organization , Jakarta: Kita Tulis Foundation
5. Soedarso , Sri Widodo, 2018, Management

- Human Resources: Theory , planning , Strategy, Main Issues and Globalization , Bandung: Publisher Sunday Mediaia
6. Sulaksono , Hari, 2015, Culture Organization and Performance , Yogyakarta: Publisher Deepulish
7. Sutrisno, Edy, 2019, Culture Organization , Jakarta: Prenamedia Group
8. Tanjung, Rahman, et al , 2021, Organization and Management , Jakarta: Kita Tulis Foundation
9. UR, Wisnu Dicky, 2019, Organization Theory : Structure and Design , Malang: Publisher, Muhammadiyah University of Malang
10. Winardi , J., 2006, Organizational Theory and Organizing , Jakarta: PT Raja Grafindo homeland
11. Winardi , J., 2015, Behavior Management Organization , Edition Revision , Jakarta: Kencana
12. Yip, Jeremy A., dkk, 2021, Worry at Work: How Organizational Culture Promotes Anxiety, Journal Research in Organizational Behaviour, 4 March 2021, 100124