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### THE INFLUENCE OF ORGANIZATIONAL CULTURE AND TRAINING ON EMPLOYEE PERFORMANCE AT BUKIT ASAM, TBK

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#### ABSTRACT:

*This research was conducted to determine and analyze how the influence of organizational culture and training on employee performance at PT. Bukit Asam, Tbk. The population in this study were all permanent employees at PT. Bukit Asam, Tbk in 2018 as many as 2,122 employees. The sampling technique used in this study was Proportionate Stratified Random Sampling. The sample used in this study were 100 permanent employees of PT. Bukit Asam, Tbk in 2018. The data collection method used a questionnaire and analyzed using multiple linear regression analysis. The results showed that organizational culture has a positive and significant effect on the performance of employees of PT. Bukit Asam, Tbk. Training has a positive and significant effect on the performance of the employees of PT. Bukit Asam, Tbk. Organizational culture needs to improve relations between employees in collaborating with other work members to provide the best results for the company. The training material provided needs to be adapted to the work field of employees undergoing training with effective and efficient methods.*

**Keywords:** Organizational Culture, Training, Employee Performance

#### Introduction

Human resources are a central factor in the management of an organization. Human resources in the organization are required to have good performance because it will determine the progress and retreat of an organization. Armstrong & Baron in (Sedarmayanti, 2011) performance is a means to get better results from organizations, teams, and individuals by understanding and managing performance within the framework of agreed objectives and standards, and attribute requirements. According to (Gibson, 2008) states that the factors that affect performance are individual, psychological and organizational factors. Meanwhile, according to (Armstrong & Baron, 1998), the factors that influence performance are

individual factors, leadership factors, group factors or co-workers, organizational system factors and situation factors. Individual factors are related to expertise, motivation, commitment, and others. The leadership factor relates to the quality of support and direction provided by the leader, manager, or work group chairman. Group or co-worker factors relate to the quality of support provided by colleagues. System factors relate to work systems, work facilities, organizational processes and organizational culture. Situation factors relate to environmental pressures and changes, both internal and external. Organizational culture factors have an important role in maintaining the stability of the social system because they are able to shape employee attitudes and behavior. According to (Robbins & Judge, 2015) organizational culture refers to a system of sharing meaning by members that differentiates the organization from other organizations. Organizational culture influences the mindset, attitudes, and behavior of organizational members to achieve organizational goals. Organizational culture hereby also improves the performance of employees towards achieving organizational goals.

The importance of the role of HR in the organization [training program](#) is one of the activities that are considered appropriate to be carried out. Training is the process of teaching the skills new employees need to do their jobs (Dessler, 2016). Workers who are new or who have worked for a long time need to attend training because there are job demands that can change due to changes in the work environment, strategies, and so on. Training activities are a strategic function for organizations, especially for the HR department. The training carried out by the organization has a number of purposes and benefits. One of them is to increase the effectiveness of performance along with the increase in knowledge, skills, and good attitudes through learning experiences gained from training. (Caple, 2009).

PT. Bukit Asam, Tbk is a mining company owned by the Indonesian government which founded in 1950. PT. Bukit Asam, Tbk (PTBA) is engaged in coal mining, including general surveying, exploration, exploitation, processing, refining, transportation and trade, maintenance of outstanding coal port facilities for internal and external needs, operation of steam power plants for internal needs and external and provide consulting services related to the coal mining industry and its derivative products, and plantation development. In 1993, the company was appointed by the Government of Indonesia to develop a coal briquette business unit.

In determining employee performance, the company establishes *key performance indicators* (KPIs) that are planned and set starting at the corporate level, division/team level, to individuals. Then the company establishes a monitoring process on the performance achievements of each individual and group through *coaching*, *counselling* and *controlling*. After that, the company evaluates the performance of all employees, totalling 2,122 employees individually.

Table 1.1 Percentage (%) Employee Performance of PT. Bukit Asam Tbk 2016 - 2018

Value	Predicate Value	2016		2017		2018	
		Semester I	Semester II	Semester I	Semester II	Semester I	Semester II
A+	Oustanding	0.00	0.36	0.08	0.30	19.27	18.15
A	Very Good	76.91	94.08	96.01	96.27	65.17	64.09
B	Good	21.91	5	3.62	3.13	13.76	15.84
C	Enough	1.10	0.36	0.25	0.17	1.55	1.72
D	Less	0.08	0.20	0.04	0.13	0.25	0.20

Data source: PT. Bukit Asam, Tbk, 2018

Based on Table 1.1, there was a decrease in the percentage of the predicate of very good value in Semester II 2018, namely 64.09, which in Semester I of 2018 was 65.17 can occur because of several factors that affect the performance of employees that have decreased from the previous year such as internal and external factors such as in providing training that needs to be adjusted to the type of work of employees which will later be useful to support employee performance in carrying out their duties and obligations. The performance evaluation process takes place through a performance management cycle, from planning to periodic performance appraisals. Employee performance appraisal (PPKP) or individual work appraisal is carried out periodically 2 (two) times a year. Currently, an evaluation is being carried out to create an individual job appraisal system based on information technology, e-PPKP.

Table 1.2. Composition of PT. Bukit Asam, Tbk Based on Position in 2018

No	Position Level	Number of Employees
1	Main Manager	54
2	Middle Managers	137
3	Young Managers	313
4	Supervisors	1.186
5	Skilled Implementers	217
6	Implementers	215
<b>Total</b>		<b>2.122</b>

Data source: PT. Bukit Asam, Tbk, 2018

Based on Table 1.2, it can be seen the total number of employees based on the composition of Position at PT. Bukit Asam, Tbk in 2018 as many as 2,122 employees. In every new employee recruitment, the company focuses on competence through certain qualifications and expertise in accordance with the needs and plans set. This is intended so that the company is able to produce quality human resources and can carry out its responsibilities properly and be flexible with future developments.

Table 1.3 Corporate Values of PT. Bukit Asam, Tbk

No.	Corporate Values	Description
1	Visionary	Able to look ahead and make long-term projections in business development
2	Integrity	Promote trusting, openness, positive, honest, committed and responsible behavior
3	Innovative	Always work with sincerity to get new breakthroughs to produce products and services best than ever
4	Professional	Carry out all task in accordance with creativity, full of courage, full commitment in cooperation for skills that continue to increase

5	Cost and Environment Conscious	Have high awareness in every activity management by running a business or the principle maximum benefits and environmental care
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Data source: PT. Bukit Asam, Tbk, 2018

Based on Table 1.3, there are 5 (five) corporate values applied by PT. Bukit Asam, Tbk to improve the performance of employees in achieving organizational goals. As a control, assessment and knowing the synergy between each element related to company performance in accordance with corporate values, PT. Bukit Asam, Tbk applies the *Balanced Score Card (BSC)* which is conducted on a quarterly basis (every 3 months). The achievement of the *Balance Score Card* of PT. Bukit Asam, Tbk in 2018 can be seen in table 1.4 below.

Table 1.4 Percentage (%) of Achievement Balance Score Card (BSC)

No.	Period/Quarterly	Target	Achievement
1	January- March / Quarter I	100	95,30
2	April- June / Quarter II	100	99,36
3	July- September / Quarter III	100	97,56
4	October- December / Quarter IV	100	97,34

Source: PT. Bukit Asam (Persero), Tbk 2018

In Table 1.4, it can be seen that there has been an increase in the percentage of achievement of the *Balance Score Card (BSC)* in Quarter 1 to Quarter II, namely, from 95.30 to 99.36. Meanwhile, in the third quarter and fourth quarter, the percentage decreased from 97.56 to 97.34. This happens because several internal and external factors of the company, one of which is during that period the presence of a new employee acceptance wave and new employees have not fully implemented the company's values as an organizational culture that affects the mindset, attitudes and behavior of organizational employees to achieve organizational goals.

Table 1.5 Impelementation of PT. Bukit Asam, Tbk 2018

No.	Month	Internal				External				£
		PL I	PL II	PL III	PL IV	PL I	PL II	PL III	PL IV	
1	Januariy		3	28	26	35	1	75	42	210
2	February			1	61	43	6	29	13	153
3	March			1	49	1	4	72	27	154
4	April		8	33	136	15	9	26	63	290
5	May		32	117	23	53	25	97	85	432
6	June			-	27	1	3	34	32	97
7	July			14	58	1	8	117	85	283
8	August			-	45	16	10	53	57	181
9	September			8	8	14	14	55	66	165
10	October			-	-	6	3	62	136	207
11	November			-	32	2	8	52	97	191
12	December		1	18	-	12	12	62	55	160
<b>AMOUNT</b>			<b>44</b>	<b>220</b>	<b>465</b>	<b>199</b>	<b>103</b>	<b>734</b>	<b>758</b>	<b>2.523</b>

Information : PL : Position Level

Data source: PT. Bukit Asam, Tbk, 2018

In Table 1.5, it can be seen that the implementation of training and development carried out based on Position (JJ) during 2018 was 2,523 employees. Apart from training and certification, the company also provides media *online* for learning that can be accessed by all employees. Contents in the online media include consultation (consultation with PTBA HR experts), *sharing* (HR management experience sharing forums), *e-learning* (training held by registering online) and *the intranet portal* (as the company's internal communication media). Several other essential and useful contents such as the latest news about the company, HR knowledge, materials for presentations, e-slips, HR forms.

## **Literature Review**

### **A. Organizational Culture**

Organizational culture refers to a system of sharing meaning by members that differentiate the organization from other organizations (Robbins & Judge, 2015: 355). Organizational culture is a basic pattern of thought that is taught to new personnel as a way to feel, think and act correctly from day to day (Luthans, 2011: 137).

### **B. Training**

Training is the process of teaching the skills new employees need to do their jobs. Training is an effort to improve the quality of human resources in the world of work. Employees, whether new or already working, need to attend training (Dessler, 2011: 263).

### **C. Employee performance**

Performance is the quantity or quality of something produced or services provided by someone who does the job (Luthans, 2005: 165). Performance is a result of the actions of a worker in accordance with his job and is supervised by certain people, namely a boss or leader and support from the organization.

## **The Relationship Between Independent and Dependent Variables**

### **Effect of Organizational Culture (X1) on Employee Performance (Y)**

Employees are the driving force for organizational operations, if employees are good then organizational performance will also increase. Many factors affect employee performance, one of which is organizational culture. Organizational culture is a general perception shared by all members of the organization, so that every employee who is a member of the organization will have values, beliefs and behavior in accordance with the organization. A strong organizational culture is needed to increase employee satisfaction and performance, which in turn will also affect the overall performance of the organization. Therefore, every organization needs to form a strong organizational culture. Organizations need to spread their main values to all employees (Robbins, 2011).

**H1 : Organizational culture has a positive and significant effect on employee performance at PT. Bukit Asam, Tbk**

### **The Effect of Training (X2) on Employee Performance (Y)**

Training is the process of teaching the skills new employees need to do their jobs

(Dessler, 2016). Job training is indispensable in developing the skills of employees, especially from employee performance so that they are more than the standards set by the company. The goal of each company in general is to achieve a high level of profitability, and it is expected that in each process it will increase as expected. To be able to obtain good performance, it means that the abilities and skills possessed by company employees must be good too, and this will happen if there is training aimed at employees.

**H2 : Training has a positive and significant effect on employee performance at PT.Bukit Asam, Tbk**

### Research Method

The population in this study were all employees of PT. Bukit Asam, Tbk in 2018 as many as 2,122 employees based on position levels including the main manager, middle manager, young manager, supervisor, skilled executor and executor. The sampling technique used in this study was *proportionate stratified random sampling*, which was taking samples from members of the population randomly and stratified proportionally. This technique used because the population spread out into several groups. The sample downsized using the Slovin formula. Based on calculations using the Slovin formula, the sample who became respondents in this study were 100 respondents who were employees of PT. Bukit Asam, Tbk in 2018

### Results and Discussion

#### A. Research

##### Result Multiple Linear Regression Analysis

Table 1.6 Result Multiple Linear Regression Analysis

Model	Coefficients		
	Unstandardized Coefficients	Std. Error	Standardized Coefficients
1	B		Beta
	Constant	.445	.289
	Culture Organizational	.678	.069
	Training	.201	.069

Source: Adapted from Questionnaire, 2019

$$Y = 0,445 + 0,678X_1 + 0,201X_2 + e$$

linear regression equation above can explain as follows:

- A constant value of 0.445 indicates that if there are no organizational culture and training variables, the employee's performance is 0.445.
- The regression coefficient value of the organizational culture variable is 0.678, indicating that if the organizational culture variable is added by 1 unit, the employee's performance will increase by 0.678.
- The regression coefficient value of the training variable is 0.201, indicating

that if the training variable is added by 1 unit, the employee's performance will increase by 0.201.

Result of Correlation Coefficient ( r ) and Coefficient Determination ( R<sup>2</sup> )

Table 1.7 Result of Correlation Coefficient ( r ) and Coefficient Determination ( R<sup>2</sup> )

<b>(Model Summary<sup>b</sup>)</b>				
<b>Model</b>	<b>r</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.777	.604	.596	.632803

Source : Adapted from questionnaire, 2020

Based on Table 1.7 shows that the value of the correlation coefficient ( r ) between the independent variables and the dependent variable of 0.777 or 77.7%. Indicates that the correlation or relationship between the independent variable and the dependent variable is vital (in the range 0.60 - 0.79).

The coefficient of determination ( R<sup>2</sup> ) of 0.604 indicates that the independent variable is organizational culture ( X1 ) and training ( X2 ) can explain the dependent variable, namely employee performance ( Y ) of 60.4%. In comparison, the remaining 39.6% explained by other factors not included in this study such as motivation, compensation, skills, competencies, facilities and infrastructure, levels of pressure ( *stress* ), and the work environment ( Armstrong & Baron, 1998 ).

#### **Simultaneous Test ( F Test )**

Table 1.8 Simultaneous Test ( F Test )

<b>ANNOVA<sup>b</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1</b>	Regression	59.303	2	29.651	74.047	<b>.000</b>
	Residual	38.843	97	.400		
Total		98.145	99			

**Data Source: Processed from the Questionnaire, 2020**

Based on the table 1.8 results in Table a significance value of 0.000 obtained because the significance value of 0.000 < 0.05, it can be concluded that the linear regression model obtained is suitable to be used to explain the influence of organizational culture and training on employee performance.

#### **Partial Test ( T Test )**

Table 1.9 Partial Test ( T Test )

#### **Coefficients**

Model	Variabel	B	t <sub>table</sub>	t <sub>count</sub>	Sig.
1	Culture	.678	1.984	9.896	.000
	Organization				
	Training	.201	1.984	2.928	.004

Data Source: Processed from the Questionnaire, 2020

Based on the data in Table 1.9, the value of *degree of freedom* (df) = nk = 100-3 = 97 and 0.05 then obtained value t<sub>table</sub> for this research data is 1.98472. The results of the analysis can be explained as follows:

1. value Torganizational culture variables (X1) is greater than t<sub>table</sub> is 9.896 > 1.98472 and the significance value less than 0.05 is 0.000 < 0.05. The t value indicates that organizational culture has a significant influence on employee performance. These results indicate that the first hypothesis on organizational culture variables has a positive and significant effect on employee performance at PT. Bukit Asam, Tbk is acceptable.

2. value T training variable (X2) is greater than t<sub>table</sub> is 2,928 > 1.98472 and the significance value less than 0.05 is 0.026 < 0.05. The t value indicates that training has a significant effect on employee performance. These results indicate that the second hypothesis on the training variable has a positive and significant effect on employee performance at PT. Bukit Asam, Tbk is acceptable.

## A. Discussion of Research Results

### 1. Effect of Organizational Culture Employee Performance

Based on Table, the results of the highest respondents' responses were in the dimensions of innovation and risk taking, showing the percentage of answers in Agree of 36.25% and Strongly Agree of 38.00%. This shows that some respondents stated that leadership support to increase employee creativity and innovation in completing work quickly and safely, besides that employees are ready to take job risks which are their responsibility. But there are still some respondents who answered Strongly Disagree of 0.50% and Disagree of 2.00%. These results indicate that there are still respondents who feel that the risk-taking that is the responsibility of employees in carrying out their work is still very heavy and there is a need for support from company leaders to keep employees optimistic about what they are responsible for in the company.

The lowest respondent's response is in the dimension of people's orientation, showing the percentage of respondents agreeing to the answers of 40% and the answers to Strongly Agree by 29%. This shows that the management of the company is still lacking in paying attention to employees who have problems in carrying out their duties. And still need to establish good relationships and good cooperation with fellow employees to improve employee performance in achieving the targets set by the company.

Statements from respondents answers that mostly agree with organizational culture that is more directed towards innovation and risk taking. PT. Bukit Asam, Tbk has a very important role for its employees to be able to improve performance. One of them is that leaders need to provide direction, support and encouragement to employees in increasing creativity, ideas in carrying out work for which they are responsible. By providing enthusiasm and support, employees will be more motivated to be able to provide the best results in order to increase the expected growth of the company.

### 2. The Effect of Training Employee Performance



Based on Table, the results of the highest respondent responses are in the instructor dimension, showing the percentage of answers in Agree by 30% and Strongly Agree at 44.50%. This shows that some respondents stated that the training provided by the company to employees is very useful for improving the skills of its employees. In addition, the training provided can motivate employees to be able to improve better performance, so that they can carry out their duties and obligations in accordance with the targets set by the company.

The lowest respondent's response was in the material and method dimensions, indicating the percentage of respondents agreeing on the material and method dimensions of 30% and 31.50% and Strongly Agree answers of 34.50% and 33.5%. This shows that the training materials and methods have not been given maximum to employees. The training material provided is not in accordance with the field of work of the employees who take part in the training which has an impact on the knowledge provided during the training cannot be applied in accordance with the knowledge provided during the training. In addition, the training methods provided still lacked and were not yet effective and efficient to be applied in companies.

A statement from the respondents' answers, most of whom agreed with the training which was more directed to the instructions carried out and given during the training and the purpose of the training. PT. Bukit Asam, Tbk needs to provide good training to its employees to improve employee performance. By providing training in accordance with the work of employees, it will have a very good impact on the company to be able to have human resources who have been trained in accordance with their field of work so that they can be applied in carrying out duties and obligations in the company.

## **Conclusion and Implications**

### **A. Conclusion**

1. Organizational culture has a positive and significant effect on employee performance at PT. Bukit Asam, Tbk.
2. Training has a positive and significant effect on employee performance at PT. Bukit Asam, Tbk.

### **B. Suggestion**

1. Organizational culture at PT. Bukit Asam, Tbk needs to improve the relationship between employees in cooperating with other members of the work unit to improve the best results for the company. In addition, the management's attention to employees needs to be increased by looking at what is the problem that occurs in a group of work members in order to maximize employee performance to be even better to achieve the results expected by the company.

2. The training provided by PT. Bukit Asam, Tbk needs to pay attention to the training materials and methods that will be provided. The training material needs to be adjusted to the work field of the employees undergoing training because if the training material provided is in accordance with the employee's field of work, it will be very useful to support the work. Conversely, if the training material provided is not in accordance with the employee's field of work, it is unfortunate that it cannot be applied in carrying out work. In addition, the training methods provided need to be improved again by providing effective and efficient training methods in accordance with the employee's job field.

3. To improve the performance of employees of PT. Bukit Asam, Tbk must be able to understand about the organizational culture that applies in the company and what training needs to be provided to employees in order to improve employee performance itself and provide benefits for the company.

4. For further researchers, it is expected to add other variables that affect employee performance that has not been included in this study such as motivation, compensation, skills, competence, motivation, facilities and infrastructure, level of pressure (*stress*), and work environment.

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