

RINGKASAN

Penelitian ini bertujuan menguji pengaruh budaya organisasi dan iklim organisasi terhadap kinerja karyawan. Penelitian dilakukan dengan teknik sampling, dengan jumlah sampel 100 karyawan pada PT. Bayer Cropscience Surabaya. Variabel budaya organisasi didekati melalui 7 dimensi nilai budaya, meliputi inovasi dan pengambilan resiko, perhatian ke rincian, orientasi hasil, orientasi orang, orientasi tim, keagresifan, dan kemantapan. Ketujuh dimensi nilai tersebut, secara menyeluruh mencerminkan seberapa kuat nilai-nilai tersebut berlaku di perusahaan dan dipandang sebagai satu konstruk. Variabel iklim organisasi dioperasionalkan dalam 6 dimensi iklim, meliputi: tanggung jawab, koordinasi/keseragaman, standar, kejelasan organisasi, komitmen tim, dan *reward*. Keenam dimensi iklim tersebut dipandang sebagai satu konstruk dan mencerminkan seberapa baik lingkungan pekerjaan dalam perusahaan menurut persepsi karyawan. Adapun kinerja karyawan, dioperasional dalam dua aspek, yaitu kuantitas dan kualitas hasil kerja, menurut atasan langsung terhadap kinerja bawahannya.

Instrumen penelitian menggunakan kuesioner, yang selanjutnya diuji validitas dan reliabilitasnya. Untuk menganalisis data digunakan statistik deskriptif rata-rata hitung, model regresi berganda, uji F dan uji t parsial.

Hasil penelitian menyimpulkan bahwa dilihat dari persepsi karyawan terhadap 6 dimensi nilai, budaya organisasi PT. Bayer Cropscience Surabaya termasuk kuat dan iklim organisasi PT. Bayer Cropscience Surabaya dinilai baik oleh karyawan. Berdasarkan hasil uji F (uji simultan) variabel budaya organisasi dan iklim organisasi secara bersama-sama terbukti berpengaruh signifikan terhadap kinerja karyawan pada PT. Bayer Cropscience Surabaya. Besarnya pengaruh variabel budaya dan iklim organisasi secara bersama-sama dalam menjelaskan kinerja karyawan, termasuk tinggi, yaitu 64,2%. Berdasarkan hasil uji t parsial disimpulkan bahwa budaya organisasi dan iklim organisasi secara parsial berpengaruh signifikan positif terhadap kinerja karyawan pada PT. Bayer Cropscience Surabaya, karena diperoleh t_{hitung} signifikan di bawah 0,05, dan iklim organisasi memiliki pengaruh lebih besar dalam menjelaskan kinerja karyawan di PT. Bayer Cropscience Surabaya.

SUMMARY

Human resources played a considerable role in building sustainable competitive advantage in accomplishing corporate productivity. One way to improve the employee performance was preparing and developing the professional human resource, as well as providing conducive organizational culture and climate.

The objective of this recent research was to investigate an effect of the organizational culture and climate on employee performance in PT. Bayer Cropscience Surabaya. This research was undertaken by using sampling technique with sample of 100 employees at PT. Bayer Cropscience Surabaya. The data were collected through questionnaire with the validity and reliability tests. The data collected were analyzed using the descriptive statistical method of count average, multiple linear regression, F and t tests.

The research consisted of three variables including two independent variables of the organizational culture (X1) and organizational climate (X2), one dependent variable of employee performance (Y). The organizational culture (X1) was approached through seven cultural value dimensions, covering: innovation and risk taking, attention to the details, results oriented, people oriented, team oriented, aggressiveness and stability. These seven value dimensions altogether reflected how strong those values prevailed in the company and viewed as a construct. The organizational climate was operationalized within six dimensions, incorporating responsibility, coordination/homogeneity, standard, organizational clarity, team commitment and reward. These six dimensions were viewed as a construct and described how well the workplace was for the employees according to their perceptions. Similarly, the employee performance was operationalized in two aspects notably quantity and quality of job results, regarding the direct supervisor's assessment over their subordinates.

The results showed that with respect to the employee perception on the six value dimensions, the organizational culture in PT. Bayer Cropscience Surabaya was strong enough while its organizational climate was also good enough. On the basis of the results of F test (simultaneousness test), the organizational culture and climate altogether produced a significant effect on the employee performance in PT. Bayer Cropscience Surabaya. The effect level of the organizational culture and climate altogether in explaining the employee performance was high, namely 64.2%. Regarding results of the partial t test, it could be concluded that the organizational culture (t_{count} was significant at 0.020) and organizational climate (t_{count} was significant at 0.000) partially brought about the significant and positive impact on performance. Moreover, the organizational climate possessed a larger influence in accounting for the employee performance in PT. Bayer Cropscience Surabaya.

ABSTRACT**Effect of Organizational Culture and Climate on Employee Performance at PT. Bayer Cropscience, Tbk Surabaya**

Juliani Pudjowati
090114372-M

The objective of the recent research was to examine an effect of the organizational culture and climate on employee performance. This research was undertaken by using sampling technique with sample of 100 employees at PT. Bayer Cropscience Surabaya. The organizational culture was approached through seven cultural value dimensions, including innovation and risk taking, attention to the details, results oriented, people oriented, team oriented, aggressiveness and stability. These seven value dimensions altogether reflected how strong those values prevailed in the company and viewed as a construct. The organizational climate was operationalized within six dimensions, incorporating responsibility, coordination/homogeneity, standard, organizational clarity, team commitment and reward. These six dimensions were viewed as a construct and described how well the workplace was for the employees according to their perceptions. Similarly, the employee performance was operationalized in two aspects notably quantity and quality of job results, regarding the direct supervisor's assessment over their subordinates.

The data were collected through questionnaire in which they were tested for validity and reliability. Furthermore, the data collected were analyzed making the use of the descriptive statistical method of count average, multiple linear regression, F and partial t tests.

The results showed that with respect to the employee perception on the six value dimensions, the organizational culture in PT. Bayer Cropscience Surabaya was strong enough while its organizational climate was also good enough. On the basis of the results of F test (simultaneousness test) the organizational culture and climate altogether produced a significant effect on the employee performance in PT. Bayer Cropscience Surabaya. The effect level of the organizational culture and climate altogether in explaining the employee performance was high, namely 64.2%. Regarding results of the partial t test, it could be concluded that the organizational culture and climate partially brought about the significant and positive impact on performance since t_{count} was significant less than 0.05, and the organizational climate possessed a larger influence in accounting for the employee performance in PT. Bayer Cropscience Surabaya.

Key words: Organizational culture, organizational climate, employee performance