

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

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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