
**ANALYZE THE IMPLEMENTATION OF ORGANIZATIONAL
CULTURE TO THE EMPLOYEE PERFORMANCE
AT PT. DIMEMBE NYIUR AGRIPRO**

**ANALISA PENERAPAN DARI BUDAYA ORGANISASI TERHADAP KINERJA
PEGAWAI DI PT DIMEMBE NYIUR AGRIPRO**

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ABSTRACT

Employee performance is one of the important aspects in human resource management systems in company. This research focused on the implementation of organizational culture to the employee performance in the coconut flour company. This research used qualitative research method. The respondents of this research were the Director and managers who have implemented organizational culture and it also included employees from different divisions of job field and who have worked for at least more than 6 months in the company. The research adopted in depth interviews to gather data from employees in order to measure their opinions about the implementation of organizational culture in the company and their working performance. This research found that the implementation of organizational culture in the company is greatly affected and positively influences on the performance of employee.

Keyword: Human Resources Management, Organizational Culture, Employee Performance

ABSTRAK

Kinerja pegawai merupakan salah satu aspek penting dalam sistem manajemen sumber daya manusia di perusahaan. Fokus dari penelitian ini adalah penerapan dari budaya organisasi terhadap kinerja pegawai perusahaan tepung kelapa. Penelitian ini menggunakan metode penelitian kualitatif. Responden dari penelitian ini adalah direktur dan manager yang menerapkan budaya organisasi dan juga termasuk pegawai-pegawai dari tiap divisi kerja yang berbeda dan telah bekerja lebih dari 6 bulan di perusahaan. Penelitian mengadopsi wawancara mendalam untuk mengumpulkan data dari para pegawai dalam rangka untuk memastikan pendapat mereka tentang penerapan dari budaya organisasi di perusahaan dan kinerja kerja mereka. Penelitian ini menemukan penerapan dari budaya organisasi di perusahaan sangat mempengaruhi dan memberikan pengaruh positif dalam kinerja dari pegawai.

Kata kunci: manajemen sumber daya manusia, budaya organisasi, kinerja pegawai

1. INTRODUCTION

Research Background

Organizational culture has a very strategic role for the success of the organization in the long term. Organizational culture is made up of a group of people who are already well organized, organizational culture has an important role in improving performance. Organizational culture is made up of a group of people organized have goals, beliefs and values are the same, can be measured its influence on motivation, and organizational culture has an impact it is important to improve the performance, in the opinion of Wibowo (2007).

In Indonesia the company has been set in *UU*, In *UU No.3 of 1982* regarding Company Registration Requirement *Pasal 1, Huruf b*, formulated that the company is any form of business that is running any kind of business that is permanent and continuous and established, work and domiciled in the territory of the Republic of Indonesia for the purpose of obtaining profit. Employee performance within a company is one of the important elements that can determine the level of growth of the company. Discussing about the performance cannot be separated from several factors, one of it is the organizational culture.

PT. Dimembe Nyiur Agripro Dimembe Nyiur Agripro is coconut flour manufacturer where the research was conducted. This company possess a strong vision and mission where one of the organizational culture is implemented. This company also always prioritize and employ local workers. They employed approximately 200 employees who are mostly from local people. Their product has been export to Europe, South America, Africa and some Asia countries.

There have been many previous studies conducted in Organizational Culture towards Employee Performance, but no one has studied organizational culture of this company. Therefore, this study tries to find why organizational culture is important to company, how is the implementation of organizational culture, how does the culture affect the employees performance in the company by using qualitative approach.

Research Objectives

1. How is the implementation of organizational culture in company?
2. How does the organizational culture affect to the employees performance?

Theoretical Framework

Human Resource Management

Human resource management according to Mathis and Jackson (2011) are designing a management system to ensure that human talent is used effectively and efficiently to achieve organizational goals. The study of how to empower employees in the company, making the work, the working group, develop employees who have the ability, to identify an approach to be able to develop employee performance and reward them for their efforts and work (Bohlarander and Snell, 2010).

Employee Performance

According to Singh and Billingsley (1996), the performance is the result of work performed by employees in accordance with the objectives to be achieved in the work performed. Employees are most precious asset for any company as they can build up or destroy reputation of company

and they can effect profitability (Elnaga and Imran, 2013). Employee performance is influenced by many factors like company's overall policies, working conditions, training and development of employees, relations between employee and employer (Aktar, 2012). Employee performance can be measured by various ways like productivity, absenteeism and employee satisfaction (Osunde, 2015). Employee performance is composed by the behavior of the employee and outcomes which come when the tasks of job are completed by using specific abilities and these results are measured by various scales (Imran and Tanveer, 2015).

Organizational Culture

Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Organizational culture is values that are shared by members of the organization and passed down from one generation to the next. (Hanggraeni, 2011). Culture is defined as a mixture of values, sets, beliefs, communications and explanation of behavior that provides guidance to people. An organization culture is reflected in what is valued, the dominant leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organization unique'. An organization's culture describes 'the way things are done around here (Cameron and Quinn, 2011). Organizational culture has a significant influence on how employees view their organization, responsibility and commitment. Organizational culture is values that hold true of human resources in carrying out the obligations and behavior in the organization Uha (2013). Organizational culture is a set of values, beliefs, and attitudes among members of the organization imposed (Darmawan, 2013).

Previous Research

There are multiple researches that include in the Employee performance that had been already examined. Many of the research had included the impact organizational culture to the employee performance. Aftab, Rana, and Sarwar, (2012) studied about the Relationship between Organizational Culture and the Employee's Role Based Performance. Uddin *et. al.* (2013) studied about Impact of Organizational Culture on Employee Performance and Productivity. Alharbi *et. al.* (2013) studied Impact of Organizational Culture on Employee Performance. Gunaraja, (2014) studied about Organizational Corporate Culture on Employee Performance. Syauta *et. al.* (2012) studied The Influence of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance.

2. RESEARCH METHOD

Type of Research

In conducting this research, the researcher used qualitative analysis.

Time and Place of Research

This research was conducted in PT. Dimembe Nyiur Agripro Sulawesi Utara. This research was conducted from April to June 2016.

Population and Sample

The population in this research is the director, manager, and employees that work in from different divisions of job field and who have worked for at least more than 6 months in PT Dimembe Nyiur

Agripro. The sample of this research is chosen by using purposive sampling method. They are 7 out of the total of company employees.

Data Collection Model

The data gathered through interview based on the list of question prepared and the data internal data from the company that is used to analyze the employee performance. Other resources were gathered from internet.

3. RESULT AND DISCUSSION

Results

According to the informant 1, as director he has implemented important of organizational culture is the work culture, because most of the employees here use physical work. And he also implemented the cultural disciplines, cultural togetherness, and also culture of honesty. Because he thought that all companies will want to improve the culture of it. Employees are taught to have a sense of belonging to this company. Because by itself they will keep their jobs, being disciplined, being honest, and following the rules of the company. In order that they may feel that the company is a part of themselves. This informant also said, "I added that the culture of togetherness is very important for the company, so that the employees can feel anything in this company together". Even without giving the order, the employees make a community named 'DNA Lovers, this community is a community between the entire employees of PT DNA incorporated in the social media group who aim to share information and also as an open forum to put opinions and suggestions. Informant 1 admitted the reason he implemented the culture is because he want to see the employees of PT DNA has a sense of belonging to this company, its own systems given by him will certainly executed by all the employees without any compulsion or need to be ordered over and over again. Since the company was established and started operations in 2006, according to the informant 1 he has implemented the culture since the beginning of recruiting employees. Whenever meetings he often said that "the company already accepts you as an employee here, how do you keep or break the rules that exist in the company". So automatically if the employees keep and obey the rules will definitely keep working and get the bonuses giving by the company. There are some parts of the areas of work that do not fit with the basic education of the employee, the reason according to this informant 1 "I want to prospective employees who want to work in this company should be trained directly from me and can see their true skill as well as matching in the field of work, without having to look at the basic education of the employees". Informant 1 explained while he implemented this culture almost all have a positive impact for the employees and also very useful for the employees. When he first made the system work, instead he gave the freedom to employees to make SOP (Standard Operational companies) in their respective areas of work. Then the SOP will be on the presentation along with the manager to get corrected together. The SOP very rarely changed because it accordance with their field of work and it accordance with the rules of the company. Informant 1 said, he has successfully implemented all organizational cultures and including the SOP system already running automatically, and very rarely found a failure in the system. Informant 1 explains that the achievement Paramakarya. Paramakarya is the achievement given to companies with the best maker of labor throughout Indonesia. PT DNA entered into the intermediate companies along with 11 companies through out Indonesia. Each company gets its own assessment, but definitely this assessment about how to make the good labor. Because this assessment is secret, informant 1 said that possible reasons the company DNA accept this achievement because of a given culture is creating an employee who has sense of belonging to this company, according to the informant 1, it has not been found employees who demonstrated for what they have received in this company. Informant 1 explained possibly that they receive the

achievement because he make the employee who do not know anything then became skilled, only 10% of experts and 90% are less experience in the work field and most employees are productive age. Informant 1 also said that they always prioritize the attitude of religious tolerance among fellow employees such as create worship together, open fasting together, and also celebrate the feast together. Informant 1 said that a togetherness culture is the most important aspect. He continued that the company also facilitates the employees to improve their education, PT DNA work together with one of the university in North Sulawesi (UKIT) to provide lecturer for employees to study in this company, there are many who provided facilities for continuing education and this might be included in the assessment criteria for Paramakarya. Already twice the audit team of the ministry of labor rate this company, this team came directly from Jakarta according from him. In the year 2012 also the company ever got achievement in the era of President Mr. Susilo Bambang Yudhoyono, but not accepted directly but through to the Minister of the empowerment of women in the category of female labor maker. In this company, there are about 45% of the worker is women working in this company. Informant 1 said that he has been a Director since 2005 until now, the experience gained is very much including like and grief. The most grief in the informant 1 remember when he was being first as a Director. Because in technique aspect, these companies use many materials or tools that are made by the company itself. Different from other manufacturers that use approximately 90% in the imports from abroad, it means that all the tools are ready to use. 90% of the material or tools in the company was made domestically and using local labor, it means an awful lot to find obstacles at the beginning of the production of the product. Since 2005 the company is producing desiccated coconut, later until 2007 can export products with good quality and efficiency of the machine can work well. For 2 years, according to the informant 1, the company experienced losses in financial side and had to think hard to find a way out of this problem. In the work aspect at the beginning of a new employee receives, Informant 1 said that "I immediately developed and gave advice to the employees by using my own way". There's even an employee who graduated from department of tourism worked as the lab staff. Informant 1 said "I prefer to seeing the skill work of employees rather than to seeing the educational background of the employees". However, informant 1 said that happy moment was when he implementing a togetherness culture. And employees finally felt to having this company. So now the system it runs automatically or in other words without having to ordered continuously to the employees. Informant 1 also explained "when I left to work outside until couple of weeks, company keep running normally without any bad reports from the manager". Informant 1 has guided the employees by using practical actions, not academically theory. However he still paid attention towards them. Many guests such as overseas buyers, representatives of ministries, representatives of the school, and the representatives of the members of council claims they are really satisfied in their visit to this company. The production of this 100% desiccated coconut export to foreign countries. Almost all countries have already purchased this product, and 70% is the country on the European. And the important thing said informant 1, "I very rarely found complaints from buyers about this products".

The second respondent is informant 2, she is the HRD manager PT DNA. According to informant 2, herself often got a briefing about the cultural training by directors. One of that organizational culture is culture of communicating that is where communication is the most important according to her. She always tell to the employees to always do the communication so that won't happen miss communication between manager and employees. According to the informant 2, she often uses a dual communication which means mutual communication with employees, so if there is an employee who has a complaint or an employee who did wrong will immediately reprimanded. For her, the organization's culture is very important because it can increase productivity. Without culture, employee productivity will decline further informant 2. The success of a company is determined by its vision and mission, work objectives, and work program of the company. "To achieve the desired goal, the company needs organizational culture" said the informant 2. For her manger should be a role model and motivator for the employees so that employee productivity is still maintained. Organizational culture is very important because it can increase the productivity

of employees. Without culture, employee productivity will decline said the informant 2. Further according informant 2, the success of a company is determined by its vision and mission, work objectives and work program of the company. Communication, discipline, togetherness, cooperation culture often implemented by a second informant to employees in order to increase the productivity of the company. One example of a culture of cooperation that said second informant is through mutual help among employees. Further informant 2, She always gives motivation to work so that employees feel appreciated for what they are doing. One form of work motivation version is if an employee who does not have absences for one month will be given incentives, so employees will feel happy and feel loved this company. Similarly, he has implemented not only his punctuality of work but also his self discipline. Moreover according to the informant 2, this factory is desiccated coconut factoring which should require hygienic, in other words, workers must always be clean and sterile every day. Further informant 2, the company has gained PROPER standardization of the company's environmental impact and based as well as getting the HACCP certificate of Sucofindo International Certification Services in the category of general principles of food hygiene. She also said, in addition to halal certificate from MUI the company is already getting halal certificate from abroad, namely KOHSER from England. For her, the most suitable way so that culture can be successfully implemented is to approach the employee. Moreover, the average employee in this company have the educational background, religion, and different tribes. By doing intensive approach will be easy to implement the culture to employees. Regarding the implementation of the organization's culture, according to the informant 2 she has not been successful in implementing the culture. There are several reasons that influenced her to decide not succeed in implementing the culture. The first reason is that he has not managed to become a role model or a good example for employees and is also a factor of the employees concerned. The second reason is because of the differences that occur as a lack of employee education, employee attitudes are difficult to arrange, attitude underestimate, don't open minded, selfishness, and moody. The bottom line is according to the second informant, "I always try my best to implement the communication culture in order to see what actually desired of employees". Until now she has been working for 10 years. She really appreciated to the president director because the president director gave her work. She said that she has a lot of impressions, then the company is very open to anybody and help all employees. She also received a lot of experience in this company.

The third respondent is the informant 3, he is Production Manager at PT DNA. According to the informant 3, he often accepted direct guidance from the Director and then implemented to employees in order to be understood. Informant 3 said that the organizational culture is a value that must be owned by every company, because the value is very important in order to motivate employees to work up at the optimal point. Besides the organizational culture is a essence of every company to employees in order to work better than before and to achieve the vision and mission that has been determined by the company. According to the informant 3, they are taught to always have a cooperation culture and working as a team to achieve the vision and mission of the company. There are also more culture further informant 3, such as culture of communication that functions to gain communication between boss and employees. Informant 3 very want employees not only felt in the workplace but also feel comfortable in the workplace, have a familial attitude among employees, and if there is a problem can be solved as soon as possible. Cultures will continue to be developed in this company he said. Moreover he continued, in part directly related to the production of quality therefore he wants the employee must work smart. The point is that employees do not have to work hard but have to work smart because in part of this production is only 40% require muscle work, the rest use the machine And employees must use 60% use their brains in the works and should be completed and do not delay. Informant 3 also wants employees who are to be honest and good work, if obstacles find on the field, that employee can ask for help from other employees. Automatically this cooperation is very important in the work said the informant 3. He also said "I always want to be employees at the production is not easily satisfied in their work or in terms of the comfort zone, the employee must always improve their skills

continuously". In the production division, it usually must be clean and sterile. Employees are prohibited from wearing bracelets, hair should be cut short, and employees should not have a subordinate diseases such as diabetes or asthma, and smoking is prohibited in the production room. Therefore he always implemented discipline culture for employees to follow the rules of self-discipline said informant 3. The bottom line is a culture of cooperation that he implemented to the employees so that employees always work as a team and then the productivity of the company will always increase, said the informant 3. Informant 3 explains how to implement a culture that is, when the first time an employee working for the company, at the time of the first interview is directly introduced work culture in the company. "If you want to work in this company further informant three, we must have a work ethic, can work together, be proactive, and able to communicate well". Informant 3 also said he often communicated with the supervisor who knows the employment situation in the field. Because according to the informant 3, speak does not change someone's character. He said "I want the work environment can affect the character of the employees themselves, and if employees find obstacles or have any problems, just report it to the manager." because according to the informant 3 communication is important. Besides that informants 3 usually do checks and balances, in which he as a manager asked the supervisor because the supervisor is the person who looks and interacts directly with the employee. So in the end, "I will decide and give ratings to employees through reports from the supervisor, whether these employees deserve a promotion work or perhaps also the employee can receive additional incentives." said informant 3. According to the informant 3, basically when we will introduce the culture to the new employees would have faced obstacles. An example is the background for different employees, such as religion, ethnicity, habit or a different character. Therefore informant 3 said that he aims to unite all the different things over with a phased in culture which he would apply it in order to create a same vision in order to improve productivity or the purpose of this company. The point is coordinate between managers and employees, so that problems are found directly in the field can be resolved soon said informant 3. Further Informant 3, "I also wants employees to work pro-actively, be independent, and without having a lot of complaining about the work they did". There are some employees according to informant 3 are difficult to adapt in the work environment. Therefore we as the manager should be never tired to provide continuous guidance. However, if the employee cannot be guided at all, then the employee will be moved to another division of work or doing job rotation so that the employee may be better suited to other work division said informant 3. The average employee in the company has been working already over 6 years. Many of them claim really happy working for this company said the informant 3. Informant 3 said that about 85% he successfully implementing the organization's culture in his department. But he said, he could not measure with certainty that success because he thinks everyone has different perceptions, indicators and assessments. Still according to him, overall successful implementation of the culture for employees in the company's employees have been working according the existing job description. But sometimes further informant 3, he often found there is employees who have been out of line with the implementation of the existing culture. That is the function of the manager to guide and remind that what was done by these employees were wrong said informant 3. As a manager, we should recognize and know what the real desire of these employees and we also must help employees to be more developed in terms of both skill or in the knowledge that what his want said Informant 3. He usually does observation and seeing the situation of employees then to always put the 2 way communication, it means that he often open forum for employees to express opinions without having forbidden to speak. "If these employees have creative ideas, I always ready to listen and accept that idea. The point is often to establish good communication with employee" said informant 3. Informant 3 has been working since 2012 he has been four years in the company. He has gained a lot of experience, but he and the employees often work together to find a way out to resolve the problem said the informant 3. Impression during his work in this company. He was ever got problem and then stress, "We needs stress in order to get fresh ideas and creative" said informant 3. With many achievement from government, highly appreciates all employees and finally the hard work of employees is not useless said informant 3. However, as a production

manager, he would not stop to think of innovative ideas in order to get creative if one day get into trouble. But overall he enjoyed working at this company, because the company always support employees to further develop the capability and potential of employees.

Respondent 4 is informant 4, she worked as the staff at the microbiology laboratory. According to the informant 4, a culture that is implemented is a cooperation culture among employees in order to create a good relationship between employees. If there are any questions you want to ask must have to go through step by step. Further informant 4, culture of cooperation is very strong at the lab because employees help each other to finish the job. Informant 4 knew their cultures are implemented in this company, including communication culture, cooperation culture, work culture, and discipline culture. Examples of implementation of togetherness culture is according informant 4 that if there are employees who are grieving, other employees provide assistance or compensation to the bereaved without having received orders from boss. Also continued informant 4, employees in laboratories to help each other and remind each other what they are doing in order to get the best results. According to the informant 4, a lot of cultural influences that affected of her performance. Such as culture of mutual respect between employees and managers, so she said she does not see any division of work of employees in the company when it meets will certainly greet each other. Cultural cooperation has also been attached and greatly affect employees at the lab, because she thought they are usually to work together in completing the work and never wasting time. Informant 4 admitted, she does not have problems in receiving the implemented of the culture in this company. Because she thinks the culture of communication is already commonly implemented every day by those who work in the lab, so automatically if there are obstacles or problems that there are certainly directed by the supervisor said informant 4. Informant 4 admitted very happy and proud to work for this company, because the company has won a national achievement and it makes our employees are very proud to work for this company. Informant 4 also said was surprised and did not believe that the company is not too large it can receive achievement directly from the President Jokowi in Istana Negara. Informant 4 said, she has been working 7 years in this company. Then informant 4 impression during his work in this company is very enjoyed, and also whatever is needed by the employees is never neglected by director. And also she was very appreciated when working in this company. For informant 4, she felt proud to be working here and will continue to work.

The fifth respondent is informant 5, he worked as a driver. Informant 5 giving his opinion regarding the implementation of the organization's culture is very good. In the division job of driver, are the driver and conductor. Culture implemented is strong cooperation. According to the informant 5, there are many culture implemented in this company. Such as work culture, discipline culture, responsibility culture, and culture cooperation that is so strong. And he further also that they got the spiritual culture always implemented to employees who are Christians to worship every Monday usually called oikumene worship. Informant 5 said that organizational culture greatly affect to his performance, because without culture maybe his performance as a driver will get a lot of problems and work irregular. Because that culture is made him a pro-active workers. Worked as a driver is not easy, I get a great responsibility to be able to deliver this stuff until safely to destination place said informant 5. According to the informant 5, he found no difficulty in receiving the implementation of the prevailing culture in this company. Because the boss is never tired of telling employees to always ask if there are things that are not understood by employees, so the job can be done well without any distraction. Informant 5 admitted very proud to work for this company because it won national achievement, indirectly it can affects the employees in order to improve performance, to improve the productivity of the company, and also motivates all employees to work harder. Informant 5 said, he has been working for six years, he enjoyed working at this company. He also felt during this work in the field a lot of joy and sorrow. He had endured, but he still carrying out his duties with the full responsible manner and rarely complain his job. Therefore, without organization culture, it is really difficult for him to improve his performance as a driver informant 5. As the driver he said he had a lot experience to

face unexpected situations on the road, but still responsible on the road is very important so that we do not harm others on the road said him.

The sixth respondent is the informant 6, she worked as a staff on the environment. Informant 6 thought, the organizational culture that is implemented in this company is a culture of communication. In this company the communication is very important, because with communications employees can hear instructions directly from manager, whatever the order given by manager will be done soon. For example, when she applied for this company as a regular employee, then she became as a part of the environment staff is not easy. Because she got a lot of obstacles during the work, but she would maintain a relationship and good communication with the manager she was finally able to faced these obstacles. The informant 6 said, that she often gets the motivation and useful advice from manager for her performance. The point is implemented culture that she got is a culture of good communication she said. Informant 6 claim that she knew all the organizational cultures that exist in this company. For example is cooperation culture, togetherness culture, discipline culture, communication culture. Culture is often developed to be able to understand each other without any limitation relationship between manager and employees informant said 6. For informant 6, the influence of implemented culture in the company greatly affect on her performance. For example of a culture that is usually implemented is communication. Without communication impossible for her to be able to work well without any problem in the company. She said with good communication, we can know all desired of our boss. According to the informant 6, she never confused or find obstacles in accepting the culture that is implemented in this company, because by doing a good communication. For her it's never hard to accept instructions from the boss. The first thing informant 6 felt when hearing the company received national achievement is very proud, because the company is not only famous in North Minahasa but also well known outside region. Besides for her, she was very happy to get the opportunity to be part of this company that had she considered like her own family. Informant 6 said, she has been working for two years with the company. But for her feeling that she had felt for this is company. Feelings of joy and sorrow had she felt when working in this company, but because of the togetherness of the employee with a boss that knows no boundaries, and also the familiar attitude with other employees makes it very comfortable for her to work in this company. She also said the miss communication had occurred between her and the boss, but it can be resolved quickly. Back again to a very strong culture of communication between her and her boss said her.

Respondent seventh and last is informant 7, he worked as a security guard at the company. He has worked in many companies before working in this company, but he thought that implemented organization culture in the company is very different from other companies. One culture that is implemented is a culture of cooperation, he said the company has cooperated with the village government to jointly clean up the area around outside the company environment in every week. According to the informant 7 culture of togetherness in this company is very strong because The employees here are like family. Informant 7 really know about the culture that is applied in this company, such as work culture, worship culture, cooperation cultural and togetherness culture. that is where it is often taught how to work well. He thought that implementation culture to this company is very well. Organizational culture greatly affect daily performance of the informant 7, especially in security job has a big responsibility. Because of all the work about goods in and out have to be controlled directly by the security without any exception. The most influential culture for him, he thought is work culture and worship culture. before working for this company he lack to worship with his family, but since working for this company itself then he could be worship with his family everyday and became a habit every day. That's the big impact he got from that implemented culture in this company said him. Informant 7 claimed that there must be a obstacle in order to accept the culture that is implemented in the company, wherever we work there must be a obstacle we have experienced before, but over time the culture could certainly be accepted and understood. One example is the dispute between the employees but can be solved quickly,

because they already taught that cooperation culture and togetherness in this company. Informant 7 said that he was very proud to be working at this company. In North Sulawesi's only this company could receive the achievement. Because that thing will make employees more diligent to work and also further improve the productivity of the company closed him. Informant 7 has been working for 10 years in the company. What is felt by him are very happy to be working in this company. Also he said this company very helpful for him to provide money for his family. "If we have something that we need, the boss always understand." Director and the managers here is very good and always understanding said informant 7.

Discussion

Organizational culture affected to the employees performance

According to Wood, Wallace, Zeffane, Schermerhorn, Hunt, Osborn (2001) "Organizational culture is a system that believed and values developed by the organization where it leads the behavior of members of the organization itself". This theory almost similar with theory of Cushway and Lodge (2000) state about organizational culture. "Organizational culture is the value system of the organization and will affect the way work is done and how employees behave. It can be concluded that the definition of organizational culture in this study is the value system of the organization held by members of the organization, which then affects the way to work and behave of the members of the organization." Based on those theories, the organizational culture affects to the employee performance, that theory is really 100% similar with the results of this research. Based on interviewed from informant 4,5,6, and 7, they said organizational culture greatly affect their behavior and performance in the company. Also this culture is stimulated them order to be able to boost the performance. They have been taught to always follow the culture that has been given by their boss. The culture was implemented to their work and employees informant said there were no obstacles in receiving culture is implemented, because the communication between the manager and the employees themselves. This communication is one of the cultures that influence the performance of the employees, because employees are always taught to always ask. If there are questions the boss always hear criticism or suggestions from employees.

4. CONCLUSION AND RECOMMENDATION

Conclusion

1. The Organizational culture that implemented in the company is very good. The Director along with the Managers have implemented the culture either by way of words or by direct action. Until employees can accept and can implement it the culture into their daily lives and their own jobs.
2. There are some cultures that are implemented in this company: work culture, discipline culture, cooperation culture, togetherness culture and the spiritual culture. All the cultures are always accepted by employees.
3. The implementation of culture is also quite unique, one of implementation cultures is work culture, the Director has given the freedom to make SOP of each respective jobs of the employees. Beside that implementation of work culture in the company is also different, because the Director will look straight the true skill of employees as well as matching in the field of work, without having to look at the basic education of the employees.
4. Director along with managers have implemented the culture since the day employee started working in the company, automatically implementation of the culture would be effective because it has been implemented from the beginning.

5. Based on this interviewed, the employees as the informants claimed that they received the implementation of culture greatly affected on their performance, moreover that culture are often implemented in their daily life because is really positive.
6. Based on interviewed, one of the culture that greatly affects the performance of employees is togetherness culture, because the employees have a sense of belonging to work in in this company or in the other words the employees finally felt to having this company. This factor became one of the factors the company received a national achievement.

Recommendations

1. For Director and Managers, the Implementation of the culture in this company is good because employees can felt comfortable to do their jobs and then finally they have a sense of belonging to this company. but in terms of the amount of natural resources needed for production of desiccated coconut is more decreased, because a lot of demand from abroad and the decreasing availability of coconut. The company's biggest revenue is the production of desiccated coconut. Therefore, the researcher recommend to the director along with the existing manager must find a solution for the company so that revenue is not reduced. The solution is to create a new innovation or seek other business opportunities and not just focus on desiccated coconut itself.
2. For Employees, the employees should not feel so fast proud and satisfied with the achievement. All employees should continue to improve performance in the company so that the productivity of the company can be better from year to year.

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