

The Influence of Career Path and Organizational Culture on Employee Performance (Case Study at PT Tri Daya Selaras)

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Abstract: This study to determine the effect of career path and organizational culture on employee performance. The object of this research is employees of PT.Tri Daya Selaras This research was conducted on 58 respondents by using descriptive approach quantitative. Therefore, the data analysis used is the analysis in the form of multiple linear regression tests. The results of this study indicate that partially and simultaneously, career path variables and organizational culture affect the performance of employees of PT Tri Daya Selaras. This is evidenced from the results of partial test (t test) and the accuracy of the model also shows the significant value of two independent variables that support the hypothesis.

Keywords: Career path, organizational culture, employee performance.

INTRODUCTION

The company needs a good management in running its business. Management of good management includes several aspects including the need for financial management, marketing management and human resources management. Management of financial management aims to manage capital and good financing, marketing management aims to capture market opportunities that have good potential, and human resource management (HR) aims to get a professional workforce in managing the company well and can make decisions effectively and efficient.

Good management is how the company can maintain the viability of the company's life cycle and control it so that the expected goals can be achieved. In the current era of development, human resource management has an important role in the company that can not be separated in achieving corporate goals. Human resources are seen as an important company asset because humans are needed in every process of production of goods or services, therefore a company must to maintain human resources well so as to retain employees to commit and no desire to leave his job.

Employee career development efforts become very urgent, because not only benefits to the interests of the organization, but also useful for the personal interests of the employees themselves. For the organization, career development can improve the professionalism of employees that can drive the achievement of program goals and organizational goals effectively and efficiently. While for the employees themselves, can increase knowledge, skills and attitude changes, so that the workload is felt to be lighter, more open career opportunities and the opportunity experience of the assignment (Tour of Duty / Tour of Area) more varied.

PT. Tri Daya Selaras is an oil distributor in Indonesia founded in 2006 by Robert Wardhana, an Indonesian who studied in the US and then returned home to become a businessman and entrepreneur. Tri Daya Selaras aims to become one of the most reliable energy solution providers in the Indonesian market, by building strong relationships with suppliers and providing distribution services of high quality oil products. Customers range from factories and power plants to mining and construction contractors and hotels.

According to Mangkunegara [1] describes the definition of human resource management as follows: MSDM is the utilization, development, assessment, reward and management of individual members of the organization or group of employees, also concerning design and implementation of planning systems, staffing, employees, career management, performance evaluation, employee compensation and employment relationships achieve organizational goals.

Organizational culture at PT. Tri Daya Selaras needs to be well studied because the result of interview with manager at PT. Tri Daya Selaras stated that organizational culture is not going well. It is supported by the statement of the interviewed employee because

the leadership and working hour's factor become the main cause. Therefore it is important for the company PT. Tri Daya Kesaras is obliged to create a clear career path and the comfort of organizational culture so as to improve its performance.

This study refers to some previous research such as Faradistia R, Papatungan [2] which says Career Level has an influence on Employee Performance this employee gets the opportunity to improve career. Jebul Suroso [3] An influential career system to improve performance and professionalism in accordance with the field of work through increased competence.

According to Abdullah, Herlin Arisanti [4] the results of this research prove that the influence of organizational culture has a positive and significant relationship to organizational performance. Amelia Pratiwi, Nuryanti Iwan N, Daulay [5] Organizational Culture (X2) affects the performance of Employees (Y) at PT. Bank Riau Kepri Capem Duri.

Based on the above background then the purpose of this study is as follows:

- To determine the effect of Career Level on Employee Performance at PT. Tri Daya Selaras.
- To know the influence of organizational culture on employee performance at PT. Tri Daya Selaras.

LITERATURE REVIEW

Career Path

Career concept is a neutral concept. Experts more often define careers as the process of a non-static and final concept Sugiarto [6]. According to simamora [7], that career is a sequence of activities related to work and behavior, values and aspirations of a person during the life span of that person.

According to Veithzal [8], a career consists of all jobs that existed during a work, or it can be said that a career is the whole position occupied by someone in his working life. Meanwhile, according to Sutrisno [9], the level of liquid is generally prepared in order to meet the needs of the company to develop its business with the full support of its qualified employees because it has experience through research ladder positions of organizations or institutions from bottom to upper ladder. A career goal or goal is a position or position that an employee can attain if he / she satisfies all the requirements and qualifications required to perform the position Sugiarto [6]. The career goals are not automatically achieved when an employee qualifies for Sunyoto [10].

According to Siagian [11], career path is an interest or value someone holds firmly, if choice should be taken, also is where a person's career increases.

- Functional career path. These career paths tend to set career options based on content, technical,

functional and work, such as technical or financial analysis.

- Managerial competence as a career path as others show a strong motive for being a manager, and their career experience allows them to believe they have the skills and values necessary to enhance such a general leadership position.
- Creativity as a career path to build and create something as a whole is a result or process that sustains a company's name or personal advantage that reflects success.

Organizational Culture

John M. Ivancevich and Robert Konopaske [12], provide an understanding of organizational culture as what workers perceive and how this perception creates patterns of beliefs, values, and expectations. Organizational culture is a shared system of meaning shared by members who distinguish the organization from other organizations Robbins [13].

According to Wibowo [14], organizational culture is the basic philosophy of an organization that contains beliefs, norms, and shared values that characterize the core of how to do something in organization. These beliefs, norms, and values become the guidance of all human resources in the organization in carrying out its performance.

According to Robert Kreitner and Angelo Kinicki [15], organizational culture is an assumption device that is shared and implicitly accepted and held by one group that determines how it is perceived, thought and reacted to a diverse environment. Jerome Want [16] argues that organizational culture is a collective belief system that people have in organizations about their ability to compete in the market, and how they act in the belief system to provide value-added products and services in the marketplace rewards on the basis of financial rewards. Organizational culture is expressed through the attitudes, belief systems, dreams, behaviors, values, ordinances of the company, and especially through the actions and performance of workers and management.

From that definition, it can be concluded that organizational culture is the basic philosophy of the organization that contains the beliefs, norms, and shared values that become core characteristics of how to do something become the guidance of all human resources in the organization in carrying out its performance.

Robbins [13]: Characteristics of organizational culture include the ways of acting, the values that are used as the basis for action, the leadership effort to treat subordinates to solve the problems that occur in the environment organization, how an organization in achieving goals depending on the dynamics of the organization. From the above opinion, the indicators to measure the organizational culture in this study, namely

discipline, accuracy, friendliness, responsiveness, and coordination.

Employee Performance

Performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him Mangkunegara [1]. According to Mathis [17] employee performance is the main factor that determines the success of the company, and factors that affect the performance of individual employees, among others, ability, organizational support and business devoted.

Mangkuprawira and Hubeis [18], performance is the result of a certain planned work process at the time and place of the employee and the organization concerned. According to Wirawan [19], performance is the output generated by the functions or indicators of a job or a profession within a certain time. Robert L. Mathis & John H. Jackson [17], states performance is essentially what employees do or do not do. Employee performance is what affects how much they contribute to the organization. Some of the above understanding can be concluded that the performance is the result of work both in quality and quantity that has been achieved by someone based on the target set in accordance with the role and responsibility in the company.

Organization can develop, is the desire of every individual who resides within the organization, so hopefully with the development of the organization is able to compete and follow the progress of the times. Organizational progress is influenced by environmental factors both internal and external. The extent to which organizational goals have been achieved can be seen from how large the organization meets the demands of its environment. Meeting environmental demands means being able to take advantage of opportunities and / or overcome challenges and threats sourced from the organization's environment Slamet [20].

Mangkunegara [1] stated that factors affecting performance include: Ability Factor. Psychologically, an employee's abilities consist of potential ability (IQ) and ability of reality (education), therefore the employee needs to be placed in a job appropriate to his / her expertise. Motivation Factor. Motivation is formed from the attitude (attitude) of an employee in the face of the situation (situation) work. Motivation is a condition that moves self directed employees to achieve the goals of work. Mental attitude is a mental condition that encourages a person to try to achieve maximum potential work.

Conceptual Framework

Based on the research objectives and theoretical study, the conceptual framework of this research is as follows:

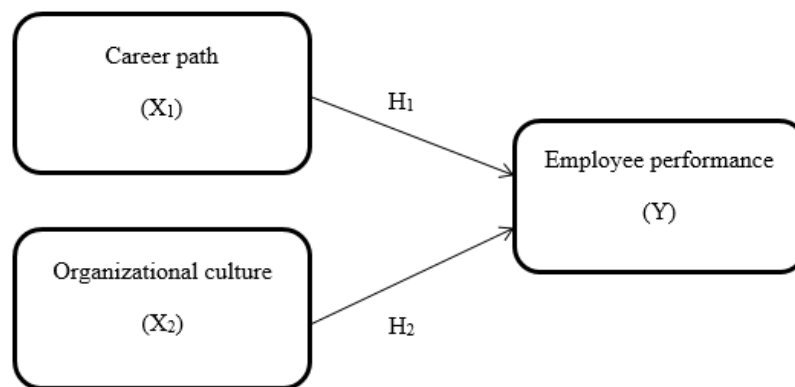


Fig-1: Conceptual Framework

Based on research objectives and theoretical reviews. The research hypothesis is:

- Effect of Career Level on Employee Performance partially
- The influence of organizational culture on employee performance partially.

RESEARCH METHODS

In this study population is employees of marketing division of PT. Tri Daya Selaras which amounted to 58 people. Determination of sample size to be taken in research using saturated seal in Anwar Sanusi [21]. Thus, the study sample for a population of

58 people and 95% confidence level is 51 people. The determination of respondents was chosen by using Probability Sampling technique which gives equal opportunity for every element (member) of the population to be selected to be sampled by Simple Random Sampling method. Simple Random Sampling is the collection of sample members from randomly populated populations regardless of the strata within the population Sugiyono [22].

Data collection methods used in this study by using data collection method of library research (library research) and field research (field research). Library

research is done to obtain data about the theory that support the research. Meanwhile, field research is conducted to determine the conditions that occur in the field more clearly and compare with the theory that has been set. This research by conducting survey directly on research object, that is PT. Tri Daya Selaras, the instrument of data collection used is questionnaire. Questionnaire is a data collection technique that is done by giving a set of questions or written statement to the respondent to answer Sugiyono [22].

ANALYSIS METHOD

Descriptive Statistics, this analysis is used to provide an empirical description or description of the data collected in the study. Analysis of data used in this research is to use the help of SPSS program version 23. All the results of data processing will be discussed and made conclusions based on the results of the analysis.

Multiple Linear Regression Analysis Test

Multiple regression analysis is a tool to forecast the value of the influence of two independent variables or more on one dependent variable (to prove the presence or absence of functional relation or causal relation between two or more independent variables). In this study, the independent variables are occupational safety and health (X1) and work discipline (X2). While the dependent variable is work productivity (Y), so the linear equation is as follows: $Y = a + b1.X1 + b2X2 + e$. Where: Y = Employee Performance; a = Constants; b1 = Regression coefficient of Career Path; b2 = regression coefficient of Organizational Culture; X1 = Career Level; X2 = Organizational Culture; e = error / nuisance variable.

Determination Coefficient Test

The coefficient of determination (R2), Ghozali [23] essentially measures the extent of the model's ability to explain the variation of the dependent variable. The value of determination coefficient is between zero and one small value R2 means the ability of independent variables in explaining the variation of the dependent variable is very limited. A value close to one means independent variables provide almost all the information needed to predict the variation of the dependent variable. In generally the coefficient of determination for cross-data is relatively low because of the large variation between each observation, while for time series data usually has high coefficient of determination.

Simultaneous Significance Test (Test Statistic F) and t test

Ghozali [23] F statistical tests basically indicate whether all independent or independent variables included in the model have a co-dependent effect on the dependent variable. The statistical test t basically indicates how far the influence of an explanatory / independently individually in explaining the variation of the dependent variable.

RESULT AND DISCUSSIONS

Multiple Linear Regression Analysis Test Results

Statistical analysis used in this research is multiple linear regression analysis. This analysis is used to determine the magnitude of the influence of independent variables (independent), namely Career Level and Organizational Culture to the dependent variable of Employee Performance. Regression equation can be seen from table result of test of coefficients as follows:

Table-1: Multiple Linear Regression Analysis Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.046	.217		.213	.832
	Career Path	.465	.080	.451	5.825	.000
	Organizational Culture	.524	.076	.537	6.941	.001

a. Dependent Variable: Employee Performance

Source: SPSS Version 23

Based on table 1 above, seen in column B, the first line shows the constant of the variable (a) and the next line is the coefficient of the independent variable (b). Thus, the multiple linear regression equation can be arranged as follows: $Y = a + b1X1 + b2X2 = 0,046 + 0,465X1 + 0,524X2$.

The above regression equation can be explained as follows:

- Constant 0.046; meaning that if Career Level (X1) and Organizational Culture (X2), 0, then Employee Performance (Y1) value amount 0,046.
- Regression Coefficient of Career Variable Level (X1) is 0,465; it means that if the Career Level increases one unit, then Employee Performance (Y1) will experience an increase of 0.465 assuming the value of other independent variables remain.

- Coefficient of Regression of Organization Culture Variable (X2) equal to 0,524; meaning that if the Organization Culture increases one unit, then Employee Performance (Y1) will increase by 0,524 assuming the value of other independent variables remain.

Coefficient Determination Test Results

Determination coefficient is used to calculate the magnitude of the role or the influence of independent variables on dependent variables. However, if more than one independent variable use Adjusted R Square. Here is the result:

Table-2: Coefficient Determination Test Results (Adjusted R2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920 ^a	.846	.841	.194840
A. Predictors: (Constant), Organizational Culture, Career Path				
B. Dependent Variable: Employee Performance				

Source: SPSS Version 23

Based on the Summary Model table can be known coefficient of determination / KD / Adjusted R Square shows 0.841 means equal to 84.1% of the value of Employee Performance is determined by the variables Organizational Culture and Career Level. Based on the coefficient of determination regression test, there are many other factors that can affect the performance of employee apart from Organization Culture and Career Path. Other factors such as the style of leadership, spirit at work and so forth. Another factor is based on the results of previous research include:

- Motivation and Job Satisfaction have positive and significant effect on teacher performance either partially or simultaneously or in this context bias also to employee performance in general in company and other organization. The higher the motivation and job satisfaction of employees will

have a positive impact on performance, Riyanto, S; Adonia; & Ali, Hapzi [24];

- Work Motivation and Job Satisfaction have positive and significant impact on Organizational Commitment and impact on Employee / Employee Performance, Masydzulhak; Ali, Hapzi; & Leni [25]; and
- Work Discipline and Morale have a positive and significant impact on Employee Performance of Tax Office Pratama Padang Dua, either partially or simultaneously, Agussalim; Ali, Hapzi; *et al.* [26].

T Test Results (partial)

Test t or test of significance is used to determine whether the variable independently partially (individual) effect or not to the dependent variable with the standard significance used is 0.05. Here are the test results;

Table-3: T Test Results (partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.046	.217		.213	.832
	Career Path	.465	.080	.451	5.825	.000
	Organizational Culture	.524	.076	.537	6.941	.001

a. Dependent Variable: Employee Performance

Source: SPSS Version 23

Based on table 3 above, the significance of Career Level is 0.000 <0.05. That is, Career Level has positive and significant employee performance. Then, the significance value of Organizational Culture on employee performance is 0.000 <0,05; meaning Organizational Culture has a positive and significant effect on employee performance.

F Test Results (simultaneous)

Testing F is a test model used to determine whether the results of regression analysis significant or not, in other words the model is suspected to be precise or not. The standard value of significance used is 0.05. Here are the test results;

Table-4: F Test Results (simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.479	2	5.739	151.186	.000 ^b
	Residual	2.088	55	.038		
	Total	13.567	57			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Organizational Culture, Career Path						

Source: SPSS Version 23

Based on table 4 above, the following information is obtained: F_{count} of 151,186 > F_{table} (df_1 , 3 - 1 = 2, df_2 , 58 - 3 = 55, 5%) of 3.16. The sig value. 0,000 < 0.05. Thus, the independent variables simultaneously have a significant effect on the dependent variable.

DISCUSSION

• The Influence of Career Path on Employee Performance

The result of T test calculation for the influence of career level variable on employee performance variable is 0,000 < 0,05. That is, Career Level has a positive and significant impact on Employee Performance. The results of this study, in line with the Research on Career Path towards job performance. ever done by Faradistia R, Papatungan [2], Career Level has a positive effect on Employee Performance.

• The Influence of Organizational Culture on Employee Performance

The result of T test for the influence of organizational culture variable to employee performance variable is 0,000 < 0,05. That is, Organizational Culture has a positive and significant effect on Employee Performance. The results of this study, in line with research on the influence of Organizational Culture on employee performance has been done by Amelia Pratiwi, Nuryanti Iwan N, Daulay [5] Organizational culture results have a positive effect on Employee Performance.

CONCLUSION AND SUGGESTION

Conclusion

This study is intended to determine whether the career path and organizational culture affect the employee performance of PT. Tri Daya Selaras. Based on the data collected and analyzed by using statistical tests, among others: Test Validity and reliability, while the hypothesis test is done by using multiple linear regression.

- Based on the results of t test analysis, partially there is a positive and significant influence between Career Level on Employee Performance at PT. Tri Daya Selaras.
- Based on the results of t test analysis, partially there is a positive and significant influence

between Organizational Culture on Employee Performance at PT. Tri Daya Selaras.

- Based on the results of F test analysis, simultaneously independent variables significantly influence the dependent variable.

Suggestion

Based on the results of research, discussion, and conclusions obtained then some suggestions that can be given as follows:

For the company

- Based on the result of statistical descriptive test, the Career Level variable shows the low score on the improvement indicator. Therefore to improve the ability of employees of PT. Tri Daya Harmonized to improve employee performance is expected to give company education and training to employees equally, because education and training is effort to improve work ability owned by employees by increasing their knowledge and skill and can give more appreciation for employees with good achievement by doing mutation to position a higher position.
- Based on the results of statistical test descriptive variables Organizational Culture shows low value on the indicator of corporate stability to maintain the stability of its organizational culture. Therefore, to improve the performance of company employees should improve the stability of social systems that reflect that the work environment is perceived positively and helps organize organizations together by providing a suitable standard for what workers say and do.

For the next Researcher

- Based on the test results coefficient of determination (R^2) shows the results of 0.841 in other words this shows that the percentage of Employee Performance variation can be explained by the variation of both independent variable Career and Organization Culture level of 84.1%. So from the results have the remaining 15.9% (100% - 84.1%) other variables beyond this study, the authors suggest for further research by adding other variables outside of the research that can affect Employee Performance is for the results of research can be more complete.

- In subsequent research the authors hope that this research can be useful to increase knowledge related to Career Level and Organizational Culture on Employee Performance in a company or organization, then can be made an interesting reference and as a consideration in doing thesis writing and scientific papers others, should be done by using the number of variables and indicators better and more and can be tailored to the object of research used, then the data processing can be used by using tools other than SPSS, and the last researcher must be thorough in the problem and jelly in determining the variables to be studied.

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