
EFFECTS OF THE CORPORATE CULTURE ON THE EMPLOYEE'S WORK PRODUCTIVITY PT PLN SURAKARTA IN FREE MARKET.

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ABSTRACT

The main factor to adapt in the changing and competitive environment as well as to improve performance was depending on enterprise's competitive strength. Sustainability of development operational management context on the long-term perspective, human resources have an important role to create and realizing business opportunity. Professional employee that is able to achieve the task determined the high productivity. Competitive advantage of a company is its productivity.

The objective of this research to analyze effects of the corporate culture variables (integrity, professionalism, customer satisfaction, pattern, and reward to human resource) simultaneously and partially, on employee's work productivity. Other analysis emphasizes on the dominant influential variables of corporate culture on employee's work productivity.

Design for this research used census technique to applied in the PT PLN. Surakarta in free market, and select for 154 respondents and collecting data by questioners.

Hypothesis examination involves multiple regression analysis. The result of this research indicate that integrity, professionalism, customer satisfaction, pattern, and reward to human resource simultaneously and partially have positive influence on employee's work productivity. This research result also shows that reward to human resource has the dominant influence on employee's work productivity. PT PLN in free market.

Keywords : corporate ,culture, employee's work productivity.

INTRODUCTION

The long-term purpose, which is based on a corporation's economical motives, is to provide value added and economical benefits for the stakeholders, including the shareholders, employees, business partners, and society. This can be achieved if universally a corporation able to utilize and optimize the ability of supporting capacity owned which are; first, qualified human resources, second, having an integrated system and technology, third, the existence of proper strategy, and fourth, the existence of adequate logistical activities.

The empowerment of human resources is one of strategy in order to optimize the performance value within corporation. Performance is closely related to the productivity provided by human resources. An optimal productivity will be achieved if the strategy of human resource development creates professional employees with high commitment and integrity.

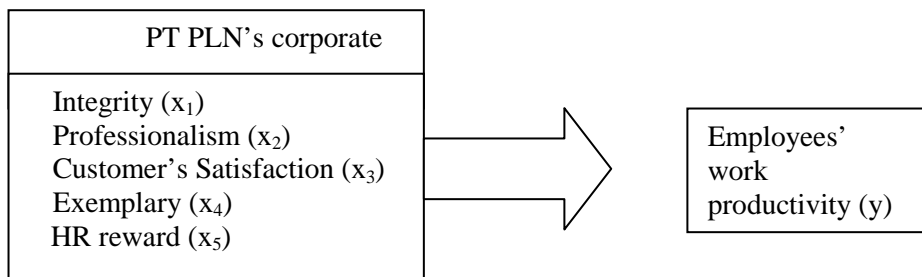
Generally, corporation is formed by groups of people that differ in characters, skills, educations, and their life experiences. This requires the presence of view unification that will be useful in achieving vision, mission, and purpose of the corporation so that they will not run by it selves. The unification of human resource view is required in form of corporate culture, which will reflect specification, and character of the exemplified corporation. This corporate culture will become the property of all individual layers in conducting their job (Nimran Umar 2005).

Since 2005, Surakarta branch of PT PLN (limited company) has evidencing that its durability in facing alterations of three ages of Dutch colonial period, the Japanese colonial period and the period of independence. Those alterations are followed by many changes by government, which organizes the banking world consistent to their ages. Consistency business electrical service, with the service focus against small and medium issues, is able to maintain its existence until now. This shows that PT PLN (limited company) already has strong culture in sufficiently period with core values, which grow traditionally. Corporate culture actually has been conducted and applicable traditionally with the growing core values but it yet to be conditioned in to the written and standard system.

PT PLN (limited company) determined that its corporate culture aspects are integrity, professionalism, customer's satisfaction, exemplary and human resources reward. The presences of those aspects are categorized as variables that affect management performance of corporation. It is as stated by Porer (2005) in Nimram Umar (2004:44). The core competitiveness is productivity. Thus, the competitiveness quality of service industry that shows its competitive superiority is productivity.

RESEARCH METHOD

The research conducted is a descriptive research, which is explained the casual relations between corporate culture variables (integrity, professionalism, customer's satisfaction, exemplary and human resources reward) as the independent variable and employees' work productivity as the dependent variable. This research also analyzes the relation between research variable and reviews the previously formulated hypothesis. Therefore it will be acquired the certainty of corporate culture influence toward employees' work productivity significantly.



Note:

1. The independent variables of this research are integrity, professionalism, customer's satisfaction, exemplary and human resources reward.
2. The dependent variable of this research is employees' work productivity

This research is conducted in Surakarta PT PLN. Within the research, the amount population is PT PLN's employees, which are spread purposively. Imam Ghozali (2005:73) stated that in order to define the PLN corporation employee sample is by using census model technique based on the sample withdrawal method acquired 154 employees or more (Imam Ghozali, 2004). Data collection is performed using direct interview with PT PLN's employees that is guided by previously organized questionnaires. Data that successfully obtained are then analyzed using multiple linear regressions.

RESULT AND DISCUSSION

Multiple regressions analysis in this research involves several independent variables, which are integrity (X_1), consist of six indicators, profesionalism (X_2), consist of six indicators, customer's

satisfaction (X_3), consist of five indicators, exemplary (X_4) consist of five indicators, and human resources reward (X_5), consist of fifteen indicators. In a nutshell, the result of multiple regression analysis in this research is delivered in form of this table below

Table 1.
Summary of Multiple Regressions Analysis Result

Variable	B	Beta β	T	Sig T (p)	Partial Correlation @	R ²	Explanation
Integrity (X_1)	3.667	0.036	2.522	0.003	0.043	0.001	Ho is denied
Professionalism (X_2)	0.208	0.215	2.844	0.001	0.228	0.051	Ho is denied
Customer's Satisfaction (X_3)	0.261	0.293	3.511	0.001	0.277	0.076	Ho is denied
Exemplary (X_4)	0.243	0.283	3.776	0.000	0.296	0.087	Ho is denied
HR reward (X_5)	5.283	0.053	2.110	0.004	0.054	0.002	Ho is denied
Constant	0.720						
Multiple R	0.892						
R adjusted (R ²)	0.795						
F	30.431						
Signif F	0.000						

Source: data analysis result, 2013

The table above is the summary of multiple analysis result, which is involving independent variables of integrity (X_1), professionalism (X_2), customer's satisfaction (X_3), exemplary (X_4) and human resources reward (X_5), toward work productivity (Y) with the explanation as follow:

Simultaneously the effect of integrity (X_1), professionalism (X_2), customer's satisfaction (X_3), exemplary (X_4) and human resources reward (X_5), toward work productivity (Y) can be seen from the value of F and significant F, where F value is 30.431 with significant 0.000, which means that it is simultaneously together, there is a significant value from the independent variables within the model (X_1, X_2, X_3, X_4, X_5) toward work productivity (Y). It is considering the value of significant as much as 0.000 smaller than 0.05 (significant $F < 0.05$).

Partially, the table above shows the influence value from each independent variable toward its dependent variable.

1. The influence of integrity (X_1) toward work productivity (Y) is can be seen from the t value and significant that follows it, where t value is 0.522 with the significant that follows 0.063, which that significantly there is no integrity influence (X_1) toward work productivity (Y). It is considering the value of significant as much as 0.063 is bigger than 0.05 (significant $t < 0.05$).
2. The influence of professionalism (X_2) toward work productivity (Y) is can be seen from the t value and significant that follows it, where t value is 2.844 with the significant that follows 0.001, which that significantly there is a professionalism influence (X_2) toward work productivity (Y). It is considering the value of significant as much as 0.001 is smaller than 0.05 (significant $t < 0.05$).
3. The influence of customer's satisfaction (X_3) toward work productivity (Y) is can be seen from the t value and significant that follows it, where t value is 3.511 with the significant that follows 0.001, which that significantly there is a customer's satisfaction influence (X_3) toward work

productivity (Y). It is considering the value of significant as much as 0.001 is smaller than 0.05 (significant $t < 0.05$).

4. The influence of exemplary (X_4) toward work productivity (Y) is can be seen from the t value and significant that follows it, where t value is 3.776 with the significant that follows 0.000, which that significantly there is a exemplary influence (X_4) toward work productivity (Y). It is considering the value of significant as much as 0.000 is smaller than 0.05 (significant $t < 0.05$).
5. The influence of HR reward (X_5) toward work productivity (Y) is can be seen from the t value and significant that follows it, where t value is 0.660 with the significant that follows 0.004, which that significantly there is a HR reward influence (X_2) toward work productivity (Y). It is considering the value of significant as much as 0.004 is smaller than 0.05 (significant $t < 0.05$).

While the R square determinant coefficient value is 0.712. It shows that influence contribution emerged by these five independent variables (X_1, X_2, X_3, X_4, X_5) toward work productivity is $0.712 * 100\% = 71.20\%$. Thus, the rest of it is $100 - 71.20\% = 28.80\%$. It is the contribution emerged by other variables that are not included in this research.

CONCLUSION AND SUGGESTION

Conclusions

The conclusions of the research result are as follow:

1. There is a strong relation between corporate cultures, which include integrity, professionalism, customer's satisfaction, exemplary, and human resources reward toward the work productivity. Integrity, professionalism, customer's satisfaction, exemplary and human resources reward have a positive relation toward PT PLN Surakarta's work productivity.
2. A simultaneous test of integrity, professionalism, customer's satisfaction, exemplary and human resources reward variables significantly affect the employees' work productivity. The result of partial test also shows that integrity, professionalism, customer's satisfaction, exemplary and human resources reward affect the employees' work productivity. It means that there is a tangible relation between integrity, professionalism, customer's satisfaction, exemplary and human resources reward toward work productivity. Thus, each changes of those five elements in corporate culture, both increasing and decreasing, those variable of corporate culture will affect the work productivity. Because of that the purposed hypothesis is provable.
3. From those research variables, it is found that human resources reward gives the dominant influence toward employees' work productivity.
4. Based on the research result, it can be understood that integrity, professionalism, customer's satisfaction, exemplary and human resources reward are significantly affect the employees' work productivity. Theoretically, this result supports the statement of Luthans (in Armannu Thoyib, 2005: 10). Empirically, this research supports the research from Moelyono(2004). The existence of strong or dominant differences in corporate culture can be reviewed from what has been stated by Davis (2000) in Nimram Umar (2004). In the other hand, there is also difference from the elements created by the corporate culture. It is because the changes within the shared notion system.

Suggestions

1. The element of corporate cultures, which are integrity, professionalism, customer's satisfaction, exemplary, and human resources reward against the work productivity are quite good. It still

needs attention and it must be upgraded because the work productivity ranges the mental attitude so that it requires work force controlling in order to achieve intended purposes. The employees still have to own mental attitude and act in appropriate to the corporate culture because it gives a quite significant contribution toward the implementation that in the end it will make a change.

2. Based on the research result that had been conducted in PT PLN of Surakarta, it can be conveyed another suggestion, which is: it is better for the management to maintain the integrity, professionalism, customer's satisfaction, exemplary, and human resources reward. It is in order to make the employees are able to make a significant change and to increase the high loyalty within the human resource culture so that the employees will be able to get a better and thorough understanding in working if it later entering the free market.

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