

Organizational Culture : Employee Perception of PT. Indomarco Prismatama

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ABSTRACT

This study discusses the employees' perceptions of the organizational culture at PT. Indomarco Prismatama. Through a qualitative approach, this research highlights aspects such as the business environment, values, role models, rituals, and networking within the organization, as outlined by Deal and Kennedy (Bantam, Nugraha, & Sa'adah, 2016). The research method employed is phenomenology to understand employees' experiences related to work culture. The research findings indicate that collaboration, support, honesty, integrity, and discipline are important values applied within the company. Additionally, role models such as district business managers set motivating examples for employees. Company rituals and informal communication networks also play a role in strengthening the organizational culture. In conclusion, a positive organizational culture plays a key role in achieving common goals and maintaining a productive work environment.

KEYWORDS Organizational Culture, Employee Perception, business environment



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INTRODUCTION

Organization is a coordinated entity consisting of two or more individuals, with the aim of achieving one or more specific goals. According to Keith Davis and John Newstrom (Amin & Siswanto, 2018), organizational culture can be described as a collection of assumptions, beliefs, values, and norms that serve as shared guidelines among its members.

In a company, organizational culture plays a significant role in influencing employee performance. Changes resulting from reforms impose demands on organizations, whether private or governmental, to innovate in order to cope with the dynamics of change and formulate policies that align with environmental transformations. An organization needs to have the ability to design appropriate policies to

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address challenges arising from these changes. Human resources are a primary concern for organizations because the success of an organization depends on the quality of its human resources. If individuals within the organization can provide effective leadership, the organization will continue to operate effectively. In other words, the survival of an organization depends on the performance of its employees.

Prawirosentono (Azikin, Ilyas, & Asiz, 2019) states that human resources are the main actors driving companies and organizations towards achieving their goals. To achieve the company's goals, you need to utilize the actors in your company. There is a close relationship between individual performance and organizational or company performance. In other words, if your employees perform well, it is likely that your company will also perform well. An employee's performance is considered good if the employee is highly skilled, willing to work for the agreed salary or wage, and has expectations of a better future.

The work environment encompasses everything around employees, such as cleanliness, music, and so on, which can influence the execution of tasks assigned to employees. Therefore, the work environment is one of the elements that support the achievement of optimal work. Employee performance, namely the work conditions where the physical work environment in an organization provides a comfortable atmosphere and working conditions for employees to achieve the desired organizational goals, Nitisemito (Azikin et al., 2019).

In the face of rapidly changing times, organizations must have the ability to design appropriate policies to address these changes. Innovation and adaptability are key to ensuring organizational stability amid increasingly complex market dynamics. Therefore, the policies formulated must reflect the values of organizational culture and inspire employees to collaborate and innovate in facing various changes.

Organizational culture can be defined as a system of values, beliefs, assumptions, or norms that are agreed upon and followed by all members of the Company, (Sutrisno, 2018). Edgar Shein (Tewal, Adolfini, Pandowo, & Tawas, 2017) states that organizational culture is the result of group experiences in solving external and internal challenges, which are then considered valuable and learned by new members as the right way to understand and deal with similar problems. Organizational culture is what employees feel and how this perception creates a pattern of beliefs, values, and expectations, Gibson (Tewal et al., 2017). Lutans (Tuala, 2020) Every organization has a culture that is reflected in its social environment and is an integral part of it. Organizational culture is a shared view embraced by its members, who share in that view. Robbins, 1998 in the book *Organizational Behavior: Structure, Design, and Applications* translated by Pujaatmaka (Tuala, 2020) States that organizational culture is a shared understanding embraced by organizational members, or as a shared framework of meaning. This framework of meaning includes a number of core characteristics valued by the organization. Barry Cushway and Derek Lodge (Syarief, 2020) define organizational culture as a set of beliefs and values that form the main foundation strongly held by organizational members in carrying out or managing organizational activities. While organizational culture according to Robbins (Syarief, 2020) as a common understanding carried out by the members of the organization that distinguishes the organization from others, is a

shared framework of meaning. Organizational culture as a system of values held and owned collectively by its members has seven characteristics. Robbins and Coulter (Tewal et al., 2017) present seven characteristics of organizational culture as follows:

1. Innovation and Risk Taking, which is the extent to which employees are encouraged to be innovative and take risks.
2. Attention to Detail, which includes the extent to which employees are expected to show precision, analysis, and attention to specific details.
3. Outcome Orientation, which is how much management prioritizes achieving results over the techniques and processes used to achieve them.
4. People Orientation, which is the extent to which management decisions take into account the effects of results on people within the organization.
5. Team Orientation, which is the extent to which work activities are organized into a team, not just individuals.
6. Aggressiveness, which is the extent to which individuals are aggressive and competitive rather than relaxed.
7. Stability, the extent to which organizational activities emphasize maintaining the status quo rather than growth.

According to Kalaichelvi (Abdat, Christian, Annisa, Putra, & Saraswati, 2021), there are several functions of organizational culture, namely providing identity to show special features that distinguish the organization or company from others, improving cooperation so that the existing work environment becomes more comfortable and a stronger sense of family, and shaping behavior by helping members become more aware of the environment. Through interaction among members, organizations can improve their quality through communication that contains elements of respect and cooperation, which encourages mutual assistance in work. One function of organizational culture is to direct the collective efforts of members or employees to achieve the goals set by the company. When these cultural values and norms are earnestly followed, they will provide many benefits to members or employees, forming good habits in the company environment.

Aspects of organizational culture according to Deal and Kennedy (Bantam, Nugraha, & Sa'adah, 2016), are (1) Business environment in the form of the environment in which the company operates will determine what needs to be done by the company to achieve success, (2) Values are the basic concepts and beliefs of an organization, (3) Role models are people who become role models or examples for other employees because of their success, (4) Rites and rituals are ritual events organized by the company to honor its employees, and (5) Network is informal communication networks within the company that can be a means of disseminating the values of the company's culture.

Table 1. Aspects of organizational culture according to Deal and Kennedy

Aspects	Indicator	Questions
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Business Environment	Mechanisms and work culture	What is the working environment like at Indomaret? Is it more competitive, collaborative, or a mixture of both?
	Management and Leadership	How does management at Indomaret manage the work environment to ensure employees feel good and productive?
Values	Work regulations and rules	What are the main values held firm by Indomaret? How are these values reflected in the daily actions of employees?
	Formation of work culture	How do these values help shape a unique work culture at Indomaret?
Role Models	Influential figures	Who are the influential figures or role models at Indomaret? How do they influence the actions and decisions of employees?
	Characteristic activities	Are there any ceremonies or routine activities at Indomaret, and what are their purposes?
Network	Encouragement and communication	How does Indomaret encourage collaboration among employees? Are there platforms or events that help them communicate and collaborate?
	Cooperation and achieving goals	How does this collaboration help employees achieve personal and company goals?

RESEARCH METHOD

The approach used in this research is qualitative. Qualitative approach is one of the research procedures that produces descriptive data in the form of sentences or oral statements of people and observable behaviors. According to Strauss & Corbin (Surayya, 2018), qualitative research is research where the findings are not obtained through statistical procedures or other forms of counting. However, these data can be analyzed through a calculation. This research is based on the naturalistic interpretative paradigm, post-positivist perspective, and post-modernism theory that seeks to construct reality and understand its meaning by considering processes, events, and authenticity.

Based on the development of the above problem, the researcher uses the phenomenological method. According to Creswell (Wardani & Suprayitno, 2021), phenomenological study is a narrative study that informs the experiences of individuals or groups by describing the general experience of various life experiences they have experienced, and how they overcome various experiences. Thus, phenomenology is one type of qualitative research that seeks to understand the meaning of an event

and the interactions of people in a particular situation. Therefore, in this study, the event to be investigated is the work culture experience based on the perspective of PT. Indomarco employees.

RESULT AND DISCUSSION

Aspects of organizational culture based on Deal and Kennedy (Bantam, Nugraha, Sa'adah, 2016).

Business Environment Aspect:

1. Subject 1: "Actually, in Indomarco, it's optional for the question of whether it's competitive or collaborative. In Indomarco itself, we each have our own parts or divisions, as people generally know Indomarco as just a franchise company that can be said to be a minimarket, whose job is in the store itself. But for both of us, we are indeed under the auspices of PT Indomarco Prismatama but we are not part of the store employees. We are more into the office or behind Indomarco itself." "For our work environment, there is no competition at all because we really help each other. Because we work as a team, if we cannot build a comfortable work environment or if our colleagues feel uncomfortable when working, it will hinder each other's performance. Wherein, if such a thing happens, it can hinder the targets that we should have achieved, but because of that, we hinder our previous targets. Then for competitiveness, no, basically in our division, we are very collaborative with each other." Subject 2: "If I'm competitive and collaborative, it must be present in every job, right? If I am, I'm also actually both, but we are more collaborative because we are in different departments from the store kids. We work in the section of checking goods."
2. Subject 1: "For our own management or our division, we each have what we call a leader and a coordinator, but for the leader and coordinator, they can be said to be one of the positions because they lead the team. But how they make those below them not feel hesitant or make the work environment feel comfortable, as much as possible they equalize it, meaning when we work, there's no one feeling like they're the boss, we all correct each other if there's a mistake. So whether they're a leader or coordinator, if they're wrong, we correct them if there's a mistake. They also never feel superior because of that, even though they're trusted by superiors for the team, as a leader or coordinator, they try to make the environment comfortable. The only difference is in their responsibilities." Subject 2: "If I'm managing, we have one coordinator, and for the comfort of the environment, it comes from the coordinator. If the coordinator tells us what to do, we follow, and the break time is determined by the coordinator. If we want to work fast, we have to press, if we want to rest, we rest, if we want to press, we press. The working conditions depend on that coordinator, for comfort, it's just comfortable."

Aspects of Values

1. Subject 1: "For values, in my opinion, the main values are not only in Indomarco, maybe every company will emphasize honesty. We can say that

every work in our department, every time we come in the morning, it always relates to finances, even though we're not directly involved, but we always deal with finances. Besides honesty, the values we apply also include being firm with store personnel because our department is like law enforcement or one of the divisions that enforce or implement regulations in Indomarco. Because like when we work, we should try to be firm because that's what we should instill in our own department. Then when we work, there's a thing called schedule, the schedule is very secret for anyone, it can't be leaked to anyone. For example, if we want to visit store A tomorrow, if the schedule leaks, we violate the integrity of our department ourselves, so we have to keep it secret. There are so many values starting from honesty, firmness, and discipline as well. From time, even ourselves have discipline because we have to pay attention to time, when we should work, when we should relax. So everything is arranged and packaged well in those values." Subject 2: "For values, in our department, there's something called integrity facts, if I'm not mistaken there are 7. The first one is not to leak schedules. The second one is like bribery, we shouldn't do it. Then no manipulation, for example, if there are 4 items in our store, we count them as 3, so that's store manipulation. Basically, it's the same as Agung said, there's discipline, strength."

2. Subject 1: "For that matter, before working, we usually have a briefing, we have a small chat, evaluate how yesterday's work was, and in the future, we shouldn't make the same mistakes. Like coming late, it will be a problem for the future, basically, it influences tomorrow, attendance issues are very important to communicate together. Basically, if there are negative things, we should anticipate that they can be resolved together." Subject 2: "If I'm briefing, there's usually before work we discuss and arrange strategies for how the work will be later. And the briefing is not only when we're about to work, we also discuss while working to make the work good. More or less the same as Mr. Agung."

Exemplar, Ceremonies, or Rituals Aspect

1. Subject 1: "Maybe the highest rank in each position is the DBM, Each branch has a DBM, which is the highest. That's one of the role models. If in our department there's our leader who really works hard, our working hours are at 8 in the morning, but he's there at 7 already in the store, starting work immediately, and finishing fast, if we follow him, our work is nice and fast. Basically, he's a role model for working hard." Subject 2: "Yes, it's true that in our department, we have our leader, who can be an example or role model for other employees, because for his own discipline, he's really held in high regard, because he always comes early, basically on time, his performance is also very fast. He deserves to be a role model and example for other employees. Because every month there's a monthly evaluation or monthly meeting from the branch office, for our division or department, our leader always enters the top ten on the leaderboard, even once in the top three,

because his performance is excellent. So it's really worth being an example from our department. And it influences us, from ourselves, we are motivated to be like him (the leader)."

2. Subject 1: "It's not every month actually, if in our department, every team has 8 people, so every team compromises where to go on vacation. But if our office follows its branch in Palembang, because we're from Bangka, so it's far if we want to go to Palembang, well, in Palembang they often hold events when Indomaret is celebrating birthdays, also Independence Day events, and if it's Ramadan, there's iftar together. Basically, following the events every year, Indomaret always participates."

Network Aspect

1. Subject 1: "In terms of work, if we want good communication or whatever, basically we want to progress. Usually, we remind each other by directly speaking when working." "There is, usually when we just started, we are taught how the work is done. Because in our department, basically we just need to know how to scan items, if we can already scan items, then we are trained for more difficult levels." Subject 2: "If we're in Bangka in our department, there are still few people, so our department is like a field, basically we visit all the places in Bangka Belitung. But if it's the store kids, they have their own managers, and so do our department. So if the store kids are told to move from Pangkal Pinang, they have to obey, unlike us, if we really have to travel around Bangka Belitung because there aren't many of us, in our department, there are only 12 people. If the store kids usually have their own placements, so if they are told to move to Bangka Belitung, they have to be willing, if not, they resign. So we're like visiting the Indomarets."

Discussion

According to Keith Davis and John Newstrom (Amin & Siswanto, 2018), organizational culture can be explained as a collection of assumptions, beliefs, values, and norms that serve as common guidelines among its members. Meanwhile, according to Barry Cushway and Derek Lodge (Syarif, 2020), organizational culture is defined as a set of beliefs and values that serve as the primary foundation strongly embraced by organizational members in carrying out or managing organizational activities. Deal and Kennedy state the aspects of organizational culture (Bantam, Nugraha, Sa'adah, 2016), namely (1) Business environment in the form of the environment in which the company operates will determine what needs to be done by the company to achieve success, (2) Values are the basic concepts and beliefs of an organization, (3) Role models or exemplars are people who serve as role models or examples for other employees because of their success, (4) Rites and rituals are ritual events organized by the company to reward its employees, and (5) Network is an informal communication network within the company that can serve as a means of spreading the values of the company culture.

The aspect of the business environment indicates that employees are able to know where they work and how the mechanisms work in their company. In relation to this aspect, the subjects stated that working under the auspices of PT Indomarco

Prismatama, the working environment is more collaborative than competitive. Subjects work together to achieve common goals because they believe that good cooperation will improve their performance. Although their tasks are different, they help and support each other. And regarding management in the work environment, the subjects stated that team leaders or coordinators ensure that employees feel good and productive by considering the role of leaders and coordinators. Leaders strive to create a comfortable and fair environment for all employees. One way they do this is by treating all team members equally, without distinguishing positions. If a mistake occurs, everyone has the right to reprimand each other, including leaders and coordinators. This makes employees feel valued and comfortable at work. In addition, coordinators also play an important role in determining work hours and breaks, so that employees can work efficiently and have time to rest as needed. Thus, Indomaret's management strives to create a comfortable and productive working environment for all employees.

The next aspect is values that indicate the values held firmly by the Company and how those values shape the work culture for employees. In relation to this aspect, the subjects stated that, in the company's values, honesty is very important because every employee deals with finances and must maintain integrity. In addition, firmness in enforcing rules is also emphasized, because the department has a role as law enforcement in the Company where the subject works. In addition, maintaining the confidentiality of visit schedules and not accepting bribes are also values that must be firmly upheld. All of these values encompass honesty, firmness, discipline, and integrity, which must be carried out well by every employee. And regarding the values that shape a good work culture, the subjects stated that before working, they conducted briefings at their company, covering evaluations of previous work, future work strategies, and communication about issues that need to be anticipated together. This briefing also serves to build good relationships among employees and improve performance collectively. In addition, briefings are also conducted during work to continue to arrange strategies and ensure that work runs smoothly.

The next aspect is role models or exemplars, as well as the presence of distinctive activities carried out in the Company, which indicate that employees have figures who are respected or considered as role models in their workplace and various unique company activities. In relation to this aspect, the subjects stated that in their workplace, there are role models or exemplars, namely DBM (District Business Manager), which is the highest position in each branch. They set an example for other employees with their discipline and hard work. In addition, in the department, prominent leaders with good performance and discipline also serve as role models for other employees. They always come on time, work quickly, and often rank in the top in monthly evaluations. Their performance motivates other employees to strive to be like them. And for the activities commonly carried out in the department where the subjects work, each team consists of 8 people and every month they discuss to plan vacation activities together. However, they also participate in typical events organized by the Palembang branch, such as company

birthday celebrations, independence day celebrations, and iftar events during Ramadan. They actively participate in these events every year as part of the company's culture.

And for the last aspect, Network, which shows how the company encourages employee cooperation and what platforms are used to build communication. In relation to this aspect, the subjects stated that in their work, good communication and progress in work skills are prioritized. Initially, when entering, they were trained in how to work, especially in scanning items. Although there are task rotations in the stores, in their department, called IC (Inventory Control), the number of people is still small, so they have to move to various locations in Bangka Belitung. Each department has managers and different placements, for example, sales assistants in stores. Before officially entering the department, they undergo training for one month in Palembang, meeting with seniors and direct superiors. The duration of this training varies, some are one month, some are two months, depending on individual needs and abilities.

In conclusion, based on the discussion about organizational culture, it encompasses various aspects such as business environment, values, role models, rituals, and networking within the company. The business environment emphasizes collaboration and support among employees to achieve common goals. Values such as honesty, integrity, and discipline are very important for maintaining a positive work culture. Role models, such as district business managers, set an example for others through their discipline and performance. Rituals and ceremonies, such as company events and holiday planning discussions, contribute to the unique culture of the company. Finally, informal communication networks play a role in disseminating the values and culture of the company.

CONCLUSION

This research can be concluded that organizational culture plays a very important role in creating a comfortable, productive, and sustainable work environment. Values such as collaboration, integrity, and discipline are the main foundations embraced by PT. Indomarco Prismaatama. Role models such as district business managers set an example that motivates employees to perform well. Corporate rituals and informal communication networks also contribute to strengthening organizational culture. By understanding and implementing a positive organizational culture, companies can achieve common goals and maintain sustainability amid complex market dynamics.

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