ANALYSIS OF THE EFFECT OF COMPANY COSTS ON EMPLOYEE PERFORMANCE AT PT. PLN (PERSERO) BAKARU SECTOR

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Abstract

PLN Metamorphosis, one of which is aimed at changing and improving corporate culture, is an idea to revitalize corporate cultural values which should be the basis of employee behavior at work. Through the Visioning Management Forum of PT. PLN (Persero) has succeeded in formulating Vision, Mission and Values. The purpose of this study was to determine and analyze the influence of corporate culture which includes mutual trust, integrity, caring and learning to influence the performance of employees of PT PLN (Persero) Barru Sector. This study uses a questionnaire and has a sample of 79 employees. The analytical method used is Multiple Linear Regression Research resultThe research findings show that both partially and simultaneously the variables of mutual trust, integrity, caring, and learning have a positive and significant effect on employee performance at PT PLN (Persero) Bakaru Sector. Of the four independent variables used in determining the level of employee performance, it turns out that the learning variable has a dominant influence in improving the performance of PT PLN (Persero) Bakaru Sector employees.

Keywords: *The Influence of Corporate Culture and Employee Performance*

A. INTRODUCTION

An organization in its journey faces many challenges, both internal and external. The internal challenge relates to a cohesive internal integration management capabilityand tough as well as the creation of a conducive working atmosphere for managers and employees in increasing their competitiveness and performance, both employee performance and company performance. While external challenges relate to the demands of the business environment that trigger companies to increase their external adaptability in order to survive and innovate so that they are always relevant and superior. PT. PLN (Persero) as a State-Owned Enterprise (BUMN) is inseparable from challenges that continue to arise and require PLN to always adapt to improve its performance.

Before Law Number 30 of 2009 was passed, the electricity system in Indonesia was regulated by Law number 15 of 1985. In this Law PLN is the sole holder of the power of attorney (PKUK). However, in Law No. 30 of 2009 PLN is no longer the only business entity that has rights in the electricity business in Indonesia. Apart from PLN

there will also be BUMD, private business entities, cooperatives and non-governmental organizations.

Changes in PLN's external environment require PLN to formulate a new strategy in order to be able to assume responsibility and trust in providing a vital supply of electricity for national economic growth which will lead to an increase in people's welfare, a sense of security and a sense of togetherness. In addition, responding to changes in the external environment, PLN has determined to change through the preparation of a corporate strategy, namely the PLN Metamorphosis program, namely PLN is determined to make changes towards a world-class company that has superior performance, has quality service, is responsive and transparent.

In preparing the company's strategy to maintain ksustainable development and efficient operation of the electricity sector as wellin order to make the PLN Metamorphosis program a success, the strategic challenges that will be faced by PLN in the future have been described. To speed up the transformation process and improve company performance, eight PLN Metamorphosis programs have been established. The eight programs are increasing capacity and financing through financing and development in Indonesia with the lowest cost and optimal capacity requirements, securing low-cost energy needs for Indonesia's future, encouraging the implementation of world-class operations to maximize the added value of assets owned, developing resource search strategic and professional way to reduce the total cost of goods and services, mdeveloping offerings and services to increase revenue and optimize service levels, bco-shaping the national electricity industry for Indonesia, shaping the culture and organization for executional excellence and developing national confidence and popular support for PLN. The eight PLN programs are the most appropriate steps in the organizational transformation process.

PT. PLN (Persero) Bakaru Sector as a part of PT. PLN (Persero) which is in charge of the generation business in the area of PT. PLN (Persero) South Sulawesi, Southeast Sulawesi and West Sulawesi have a big responsibility on the upstream side of PLN's business, namely managing the process of producing electrical energy. PT. PLN (Persero) Bakaru Sector with a total number of employees of 154 people with a total of five care units consisting of two Hydropower Units (Hydroelectric Power Plants) and three PLTD Units (Diesel Power Plants) have a very big role in improving the performance of PT. . PLN (Persero) South Sulawesi, Southeast Sulawesi and West Sulawesi Regions. This is considering that no less than 30% of the electricity supply for the South Sulawesi Electrical System is supplied by PT. PLN (Persero) Bakaru Sector.

Based on the description above, the authors see that it is necessary to study and analyze the influence of corporate cultural values consisting of mutual trust, integrity, caring and learning on the performance of employees of PT. PLN (Persero) Bakaru Sector in the framework of the success of the PLN Metamorphosis program. Therefore, research will be carried out with the title "The Influence of Corporate Culture on Employee Performance at PT. PLN (Persero) Bakaru Sector".

B. METHODS

1. Research sites

LocationstudyThis was carried out at PT. PLN (Persero) Bakaru Sector. The research time is planned for 2 months, namely March to April 2023.

2. Population and Sample

Populationis the total number of units of analysis whose characteristics will be estimated. The population in this study are employees of PT. PLN (Persero) Bakaru Sector. Because in survey research The population is usually large, so this research needs to determine the number of samples first. The research sample will eventually be generalized, so that it can provide an overview or these characteristics.

In this research, the respondents who will be sampled are operational employees, basic supervisors, middle supervisors and middle managers who have worked for at least 2 years. In addition, this research does not focus on employees in a group or department. The reason for choosing this level is because when compared to the middle and upper levels, performance assessors are more determined about how they carry out and complete work

The sampling method used in this study was purposive sampling. Sampling by purposive sampling method. Included in the category of non-probability sampling. This method was chosen by considering the limitations of time, effort, research costs.

So that the determination of the number of samples can be formulated as follows:

$$S = 15\% + \frac{1000-n}{1000-100}(50\% - 15\%)$$

Where :
S = number of samples taken
n = number of members of the population

$$S = 15\% + \frac{1000-154}{1000-100}(50\% - 15\%)$$

$$S = 15\% + 35.93\%$$

$$S = 50.93\%$$

So the number of samples is 154 x 50.93% = 78.4% ~ 79%. So in this study the sample to be taken as many as 79 people.

3. Method of collecting data

The data collection technique used in this study was a questionnaire techniqueby looking for a set of questions or written statements for respondents to answer, a number of lists of questions posed by researchers to obtain information based on reports about oneself (self-report) or on knowledge and or personal beliefs of subjects or information studied (Asyari, 1983) . This questionnaire is intended to obtain descriptive data to test hypotheses and study models.

4. Data analysis method

The analytical method used in this study is quantitative analysis with multiple regression analysis (Multiple Regression Analysis). Tests were carried out partially and simultaneously with independent variables on dependent variables and processed through the SPSS computer application program

The analytical model of Multiple Linear Regression (Sugiono, 2004) used is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_1$$

C. OPERATIONAL DEFINITION
Some of the concepts contained in this paper need to be explained by their operational definitions as follows:

1. Independent variable: corporate culture values consisting of:
a. Mutual Trust (X1)
An atmosphere of mutual respect and openness among fellow members of the company which is based on belief in integrity, good faith and competence of interrelated parties in implementing clean and ethical business practices. Indicators to actualize the value of mutual trust are:
1) Give encouragement to fellow members of the company.
2) Take responsibility for the decisions taken
3) Willing to accept criticism from others
4) Dare to express your opinion.

b. Integrity (X2)
The manifestation of the attitude of company members who consistently show honesty, harmony between words and deeds, and a sense of responsibility towards managing the company and utilizing company assets for both short and long term interests, as well as a sense of responsibility towards all interested parties. Indicators for actualizing the value of integrity are:
1) Do not abuse the authority given by the company
2) Willing to work hard.
3) Stick to the agreed commitments
4) Always act honestly.

c. Care (X3)
Reflection of an intention to maintain and maintain the quality of work life felt by company members, interested parties in the framework of growing together, imbued with sensitivity to every problem faced by the company and looking for the right solution. The indicators used to actualize the value of caring are:
1) Helping coworkers struggling
2) Take the initiative to overcome problems that arise in the company
3) Provide the best possible service to customers
4) Willing to accept reprimand according to applicable company regulations.

d. Learner (X4)
The attitude of company members to always have the courage to question the systems and practices of development, management and operations, and strive to master the latest scientific and technological developments for the sake of sustainable company renewal. The indicators used to actualize learner values are:
1) Willing to share knowledge with fellow members of the Company.
2) Proactively seek self-development opportunities
3) Get used to speaking realistically supported by data and facts.
4) Work to the highest standards

a. Dependent variable: Employee performance (Y)

Employee performance is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities to achieve organizational goals legally in accordance with morals and ethics. Indicators used to see the extent to which the employee can complete the work with the following results:

a. Work is completed with great care
b. Work is always done thoroughly
c. The amount of work completed in accordance with the desired target
d. The workload given is in accordance with competence.

D.   RESEARCH RESULT

The results of the analysis of research hypothesis testing using four independent variables, mutual trust (X1), integrity (X2), caring (X3), and learning (X4), have a positive and significant effect on employee performance at PT PLN (Persero) Bakaru Sector (Y). The four independent variables simultaneously have a real effect on the dependent variable. Meanwhile, the following will be described individually to discuss the partial effect of each independent variable on the dependent variable.

1.   The Effect of Mutual Trust (X1) on Employee Performance

Mutual trust is an atmosphere of mutual respect and openness among fellow company members based on confidence in the integrity, good faith, and competence of the interconnected parties in organising clean and ethical business practices.

Partial analysis results show that the mutual trust variable has a positive and significant effect on the performance of PT PLN (Persero) Bakaru Sector employees. This is indicated by the t-count value, which is greater than the t-table value (3.752 > 1.991), and the probability value, which is less than the required α 0.05 (0.045 < 0.05). This shows that the mutual trust variable is important in improving employee performance at PT PLN (Persero) Bakaru Sector.

2.   Effect of Integrity (X2) on Employee Performance

Integrity is a form of employee attitude that consistently shows honesty, harmony between words and deeds, and a sense of responsibility for managing and utilising company assets for the benefit of both the short and long term, as well as a sense of responsibility to all interested parties.

The partial analysis results show that the integrity variable has a positive and significant effect on the performance of employees of PT PLN (Persero) Bakaru Sector. This is indicated by the t-count value, which is greater than the t-table value (4.003 > 1.991), and the probability value, which is less than the required α 0.05 (0.032 < 0.05). This shows that the integrity variable is an important factor in improving employee performance at PT PLN (Persero) Bakaru Sector.

The existence of a positive and significant influence of integrity variables on employee performance is largely determined by the four integrity instruments used, namely: 1) not abusing the authority given by the company; 2) being willing to work hard; 3) upholding mutually agreed commitments; and 4) always acting honestly.

Integrity is a cultural value that prioritises honesty, trustworthiness, and impartiality. Therefore, every employee must own this attitude and behaviour to improve their performance. The higher the integrity value owned by employees, the higher the employee's performance. The implication of this study's results is that if you want to improve employee performance, it is necessary to have integrity by maintaining a good attitude among employees and remaining consistent in completing work.

3. The Effect of Caring (X3) on Employee Performance

Caring intends to maintain the quality of work life felt by fellow employees or interested parties so that they can grow together in an organizational environment.

The partial analysis results show that the caring variable has a positive and significant effect on the performance of PT PLN (Persero) Bakaru Sector employees. This is indicated by the t-count value, which is greater than the t-table value (4.028 > 1.991), and the probability value, which is less than the required α 0.05 (0.031 < 0.05). This shows that the caring variable is crucial in improving employee performance at PT PLN (Persero) Bakaru Sector.

The existence of a positive and significant influence of caring variables on employee performance is largely determined by the four caring instruments used, namely: 1) Helping colleagues' difficulties; 2) Taking the initiative to solve problems that arise in the company; 3) Providing the best possible service to customers; and 4) Willing to accept reprimands according to applicable company regulations.

4. he Effect of learning (X4) on Employee Performance

The learner attitude, which encourages employees to question existing systems and practices, and to stay updated with the latest developments in science and technology, is not just a value we promote, but a necessity for our continuous corporate renewal at PT PLN (Persero) Bakaru Sector. This value should be embraced by all employees, as it not only aids in their personal development but also contributes significantly to the company's renewal.

Partial analysis results show that the learner variable positively and significantly influences the performance of PT PLN (Persero) Bakaru Sector employees. This is indicated by the t-count value, which is greater than the t-table value (5.373 > 1.991), and the probability value, which is less than the required α 0.05 (0.02 < 0.05). This shows that the learner variable is very important in improving employee performance at PT PLN (Persero) Bakaru Sector.

The existence of a positive and significant influence of learning variables on employee performance is largely determined by the four learning instruments used, namely: 1) Willing to share knowledge with fellow company members; 2) Proactively seeking self-development opportunities; 3) Getting used to speaking realistically supported by data and facts; and 4) Working based on the best standards.

E. CONCLUSION

The research findings show that both partially and simultaneously, the variables of mutual trust, integrity, caring, and learning positively and significantly affect employee performance at PT PLN (Persero) Bakaru Sector. Of the variables used in determining employee performance, the learner variable has a dominant influence in improving the performance of PT PLN (Persero) Bakaru Sector employees.

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