

The Effect of Organization Culture and Working Environment on Employee Performance at Pt. Asuransi Jiwa Sequislife Jakarta

Evawati* Suharno

Economics Faculty, University of Mercu Buana

* E-mail of the corresponding author: eva.wati45@yahoo.com

Abstract

This research titled “The Effect of Organization Culture and Working Environment on Employee Performance at PT. Asuransi Jiwa Sequislife Jakarta”. Formulation problem of this research is: Does the organization culture and working environment affect the performing of the employee at PT. Asuransi Jiwa Sequislife Jakarta? The purpose of this research is to know the effect of organization culture and working environment on employee performance at PT. Asuransi Jiwa Sequislife Jakarta. Responded data obtained by distributing questionnaires to 85 people as research sample. Sampling technique used is saturated sample. Analysis tool used is multiple linear regressions. Hypothesis that has been done, suspect that there is effect of organization culture and working environment on employee performance at PT. Asuransi Jiwa Sequislife Jakarta. The test result of analysis data, each partial effect on employee performance and simultaneously the organization culture and working environment has effect on employee performance at PT. Asuransi Jiwa Sequislife Jakarta.

Keywords: Organization Culture, Working Environment, Employee Performance.

1. Introduction

Organization culture has to nurture and developed in order to create a conducive working atmosphere as well as to motivate the spirit of working. Organizational culture is a set of values, norms, perceptions and behaviors which are created and developed by organization / company to solve with problems not also with internal integration but also with external adaptation. As a union of ideas, the culture of one organization also has a function as a guide for employee to act and behave, contains a prohibition to perform an action to face the challenging environment is highly depend on how the employees appreciate and practice the values contained in the culture of creating and strengthen employee commitment to the organization.

The working environment in one company is really important to be management attention for increase the performance.

A condition of working environment could be said good or appropriate if the employee could done the activities with optimal, healthy, save, and comfortable. The suitability of working environment could be seen the result in the long period time. More further, the poor working environment demand labor, more time of working and do not support the effective and efficient working system design.

Working environment is everything that around the employee, when they are working good either physical or non-physical which could give effect to employee in doing job which is individual job or in group. Therefore, organization culture and working environment has much related with performance. Sequislife company is a services company, which is the employee having very important role in offering the services to the customer. Therefore, the good organization culture and working environment has a great effect on the performance at PT. Asuransi Sequislife.

Problem Formulation

From the background described, the authors formulate the problem as follows:

1. Does organization culture affects employee performance in PT Asuransi Jiwa Sequislife?
2. Does the working environment affects employee performance in PT Asuransi Jiwa Sequislife?
3. Does organization culture and working environment affects employee performance in PT Asuransi Jiwa Sequislife?

Purpose of Research

To determine the organization culture and work environment partially and simultaneously affect the performance of employees at PT Asuransi Jiwa Sequislife.

Benefit of Research

The results of this study are expected to be useful for all interested parties on this issue and an opportunity to add and enrich the knowledge. The results of this study expected could contribute to PT. Sequislife.

2. Theoretical Basis

2.1 Human Resource Management

2.1.1 Definition of Management

Management is a tool to achieve the desired goal. Good management facilitates the realization of the purpose of the company, employees and the community. With the management, effectiveness and efficiency of power management elements will be improved.

According to Marihot Manullang AMH (2006: 1) management could be defined as follows:

"Management is the art and science of planning, organizing, drafting, direction and control of resources, especially human resources to achieve its intended purpose"

Meanwhile, according to Drs. Malay S.P. Hasibuan (2008: 23) is as follows:

"Management is the science and art of arranging the utilization of human resources and other resources effectively and efficiently to achieve a particular goal".

Management is essentially has a function to perform all the activities that need to be implemented in the numbers achieving the goals within the confines of public policy that has been determined.

2.1.2 Definition of Human Resource Management

Here is the opinion of some experts about the meaning of human resources:

According Mangkunagara (2007: 50) definition of human resource management as follows:

"Human resource management is the planning, organizing, implementation and oversight of procurement, development and provision of fringe benefits, integration, maintenance and division of labor in order to achieve organizational goals".

According to Malayu SP Hasibuan (2008: 10) Human resource management is:

"Science and art of arranging relations and the role of labor in order to effectively and efficiently help to achieve the company's goals, employees and communities".

While Edwin B Flippo in Malayu Hasibuan book (2008: 11) defines human resource management as follows:

"Human resources management is the planning, organizing, development, compensation, integration, direction, maintenance, and termination of employees for the purpose of realization of corporate goals, individuals, employees and communities".

As for the opinion of Marihot Tua Efendi Hariandja are as follows:

"Human resource management is the overall determination and implementation of various activities, policies, and programs that aim to gain employment, development, and maintenance in an effort to improve its support for increasing the effectiveness of the organization in a way that is ethically and socially justifiable".

From the definition of experts above about the understanding of human resources management, basically are the same. Human resource management is the application of the management functions to plan, manage and supervise the existing human resources within the company and the functions used to implement procurement actions, development, maintenance and utilization of human resources.

2.1.3 Functions of Human Resource Management

In accordance with the understanding of human resource management which has been formulated above, the activities of human resource management in an organization could be classified into several functions. According to Malay S.P. Hasibuan (2008: 21) mentions that the human resource management function is divided into two functions, namely:

Managerial Function

Planning Function

Planning is to plan that the employee effectively and efficiently to suit the needs of the company in helping the realization of the goal. Planning is done by setting the staffing program which includes organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline and dismissal of employees.

Organizing Function

Organizing is organizing activities for all employees by setting the division of labor, labor relations, and delegation of authority, integration, and coordination of the organizational chart.

Directing Function

Directing is directing the activities of all employees, in order to work together and to work effectively and efficiently to help achieve the objectives of the company, employees and the community.

Controlling Function

Control is controlling all the activities of its employees, in order to comply with company rules and work according to plan. Control of employees includes attendance, discipline, behavior, collaboration, execution of work and maintain a working environment situations.

Operational Functions

Procurement Function

Procurement is the process of withdrawal, selection, placement, orientation and induction to get the employee in accordance with the needs of the company.

Development Function

Development is the process of improving the technical skills, theoretical, conceptual, and morale of employees through education and training.

Compensation Function

Compensation is the provision of remuneration directly or indirectly, money or goods to employees as compensation for services rendered to the company. The principle of compensation is fair and reasonable. Unfair means in accordance with their performance, while decent interpreted to meet the primary needs and are guided by the boundary minimum wage and the government is based on the internal and external consistency.

Integration Functions

The integration is activity to unite the interests of the company and the needs of employees, in order to create a harmonious cooperation and mutual benefit.

Maintenance Function

Maintenance is an activity to maintain or improve the physical, mental and loyalty of employees in order to willing to work until retirement.

Discipline Function

Discipline is the most important human resource management function and key to establishment goals because without good discipline, hard to make a maximal realization to the company purpose. Discipline is a desire and awareness to obey the company rules and social norms.

Termination Functions

Dismissal is the employee breakup in the working relations with a company. Dismissal is caused by the desire of the employee, the company, the employment contract expires, accidents could not force someone to continue his contract, retirement and other causes.

2.2. Organization Culture

2.2.1 Organization Culture

In people's everyday lives could not be separated from the cultural ties that are created. Cultural ties created by the community concerned, whether in family, organization, business or nation. Culture distinguishes one community to another in a way to interact and act to complete a job. Culture binds members of community groups into one unified view of creating uniformity behave or act. As time went on, the culture must have formed within the organization and could be also perceived benefits in contributing to overall organizational

effectiveness.

According to Sudarmanto (2009: 166) states that organization culture is the values, assumptions, attitudes and norms of behavior that have been institutionalized and then manifested in appearance, attitude and action, so become the identity of the particular organization.

According to Wibowo (2010: 19) states that organization culture is the basic philosophy of the organization that includes beliefs, norms, and shared values that characterize the core of how to do things in the organization. Beliefs, norms and values into the handle all human resources in the organization in carrying out its performance.

According to Sedarmayanti (2010: 75), organization culture is a belief, attitudes and values that are generally owned, which arise in the organization, stated more simply, culture is the way we do things here.

2.2.2. Organization Culture Function

According to Sudarmanto (2009: 170), culture is a complex function within the organization. First, culture has a role set boundaries. That is, the culture creates a clear distinction between one another organization. Second, facilitate the emergence of a culture of commitment to a sense of identity for organization members. Third, facilitate the emergence of a culture of commitment to a broader interest than a personal self. Fourth, increase the stability of the social culture. Culture is the social glue that helps unify the organization by providing appropriate standards for what should be said and done by the employees. Fifth, culture serves as a maker of meaning and control mechanisms that facilitate and shape the attitudes and behavior of employees, (Robbins (2003) in Sudarmanto). Sixth, the culture will produce commitment and mission of the organization, (Gteen Berg & Baron (2003) in Sudarmanto).

2.2.3 Characteristics of Organization Culture

According to Robbins (2008: 721) there are seven primary characteristics of organization culture, among others, as follows:

Innovation and Taking risks

Innovation and risk taking with regard to the extent to which the organization's members / employees are encouraged to innovative and risk-taking.

Attention to detail

Attention to detail with regard to the extent to which the organization's members / employees are expected to demonstrate the accuracy (precision), analysis, and attention to detail.

Result Orientation

Orientation results describe the extent to which management focuses on results rather than on the techniques and processes used to obtain these results.

People Orientation

Orientation describes the extent to which management decisions take into account the impact of the results to the people in the organization.

Team Orientation

Team orientation with regard to the extent to which work activities are organized by the team, rather than individual basis.

Aggressiveness

Aggressiveness explain the extent to which people in the organization showed aggressiveness and competitive, not relax.

Stability

Stability is the extent to which organizational activities emphasize the maintenance of the status quo as opposed to growth or innovation.

2.3 Working Environment

2.3.1 Definition of Working Environment

The working environment in a company is very important to be the management attention. Although it does not carry out the working environment in a company's production process, but the working environment has a direct impact on the employees who carry out the production process. Focused working environment could increase the performance of employee. Instead inadequate working environment could reduce employee performance.

Working environment could be said good or appropriate if the employee could do their activities optimal, healthy, safe and comfortable. Suitability of the work environment could be seen as a result in the long term. Further, poor working environments will demand labor more time of work and does not support the design of systems obtaining an effective and efficient work. Some experts define the working environment are as follows:.

According to Sedarmayati (2007: 13) that, "The working environment is overall equipment tools and materials at hand, the surrounding environment in which a person works, the method works, as well as the arrangement works well as individuals and as a group".

According to Sihombing (2006:45) that, "The working environment is beyond the human factors of both physical and non-physical in an organization. It could be said that the working environment is a workplace condition that is both physical and non-physical that affect employees in the work ".

While Steers in Agustini (2006:8) argues that the working environment is the organizational characteristics that influence the behavior of workers.

Of some expert opinion, the writer could conclude that understanding of the working environment is everything that is around the time the employee works both physical and non-physical form that may affect employees in the work either individually or in groups.

2.3.2 Types of Working Environment

The working environment consists of two kinds, namely the physical working environment and the non-physical working environment.

Physical work environment

According to Sedarmayanti (2007:15) the physical working environment are all contained a state of physical form around the workplace that may affect employees, acting either directly or indirectly.

Non-physical working environment

According to Sedarmayanti (2007:21) non-physical working environment are all of the circumstances relating to the employment relationship, a good relationship with superiors and coworkers relationships or relationships with subordinates.

2.3.3 Factors Affecting the Working Environment

According Sedarmayanti (2007:17) that the factors that can affect the formation of a working environment with employees include:

Physical working environment:

Lighting in the workplace

Lighting is very beneficial for employees to receive safety and smooth running of the work. Therefore it is necessary to note the presence of bright light but not blinding. Light could result in a less obvious will work slow, fraught with errors and ultimately lead to less efficient in carrying out the work so hard to achieve organizational goals. Basically, the light could be divided into four, namely:

- (1). direct light
- (2). Half-light directly
- (3). Indirect light
- (4). Half Indirect light

Temperature or air temperature in the workplace

Temperature or air temperature in the workplace under normal circumstances, each person of the human body

has different temperatures. But the human body is always trying to maintain a normal state with a perfect system body so it can adjust to the changes that occur outside the body. Therefore, humans have the ability to adjust to the temperature of the normal state.

Noise at work

In the workplace every employee needs to make the atmosphere that could create concentration of employees in work. If the noise is too often the case in the workspace can interfere with the performance of the employees in the work. There are three aspects that determine the quality of a sound that could interfere with humans, such as the duration of noise, intensity noise and frequency noise.

Decoration at working place

The decor in the workplace has to do with good color system, because it is not only related to the decoration work space only but also related to how to set the layout, colors and equipment in the work.

Workplace Safety in the workplace

In order to maintain a working environment and remain in a secure state is necessary to note its existence. One effort to maintain the security of the workplace could harness the security officer.

The non-physical work environment consists of:

Job satisfaction

In terms of employee satisfaction have a feeling that supports or does not support personal work-related employees.

Conflicts

Conflict is something that happened between two parties based on the emotional level between what is expected by the two parties in the same wants needs.

Morale

Support necessary conditions for every employee to have a high morale in the work.

Communication

Communication is very important in every job, because in doing communication every employee could make a good interaction with each employee.

2.3.4 The Concept of a Good Working Environment

Environmental management work that has been done is always considered as a management which requires an expensive operation and cost. This perception sometimes leads to a reluctance of companies to do better working environment management in large-scale operations, medium and small. A company is required to have a concept of environmental management work done in stages, starting from the stage of simple and cheap. Environmental management work is a series of activities aimed at observing things simple but in practice is not only based on how clean the working environment itself so that employees feel comfortable and motivation to work.

Working environment management adjustments environmental solve problems through good working order not through the expensive settlement technically. In other words, the management of the working environment based on the empowerment of existing resources in business activities. Targets the management of the working environment (Sedarmayanti: 2007):

Creating a working environment that is comfortable and clean.

Train people become self-sufficient workers who are able to manage their work.

2.4 Performance

2.4.1 Definition of Performance

Performance is a word in Indonesian from the word "kerja" is translated word from a foreign language achievement. Understanding the performance of the organization is the answer to success or failure of organizational goals that have been set. Performance is a general term used for part or all of the actions or activities of an organization in a period with reference to a number of standards such as the costs of past or projected, on the basis of efficiency, responsibility or accountability of management.

According to Mangkunagara (2005: 14) derived from the performance of job performance / actual performance (performance / real accomplishments achieved by a person), the results of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to him.

According to Rival (2005: 309) that the performance of the real behavior of every person as a performance produced by the employee in accordance with its role within the company or organization.

According to Nawawi (2008: 234) performance is the result of the execution of a job, physical / material and non-physical / non-material.

Based on the above understanding, it could be concluded that the performance is a display state as a whole over the company during a specific period of time, the quality and quantity of the work or the achievements of individuals and groups in a particular activity that is affected by the operations of the company in utilizing the resources that owned.

2.4.2 Factors that Affecting Performance

According to Mangkuprawira and Hubeis (2007: 155) the factors are:

Personnel or individuals themselves factor: the knowledge, skills, abilities, confidence, commitment possessed by individual employees, expertise, background, demographics, work motivation and work discipline.

Factors of leadership: aspects of quality managers, and team leaders in providing encouragement, encouragement, direction, and support to employees working.

Factor of teams: the quality of the support and encouragement given by colleagues as a team, confidence in fellow team members, cohesiveness and team members.

Factor of system: a system of work, labor or infrastructure facilities provided by the organization, organizational processes, and organizational performance in organizational culture.

Contextual factors (situational): pressure and changes in the external and internal environment.

Psychological factors consisting of: perception, attitude, personality and learning.

Factors organization consisting of: a system or form of organization of resources, leadership, communication, working environment, work culture, organization culture, rewards, structure, training and job design.

2.4.3 Performance Elements

Elements of the performance criteria on the performance of employees is said to be good employees or less, according to Hasibuan (2008: 95) the existence of its elements as follows:

Faithfulness

Employee's performance could be measured from the loyalty of employees to their duties and responsibilities on the job.

Job Performance

Employee performance should be assessed both in terms of quality and quantity in a barometer of performance.

Discipline

Employee discipline to comply with applicable regulations and carry out instructions that given to him in to find the performance benchmarks.

Creativity

The ability of employees to develop creativity and its potential issue in completing his work to works well.

Cooperation

Cooperation is measured from the employee's willingness to participate and cooperate with other employees so that the job will get better results.

Skills

Skills of employees in completing the work that has been assigned to him will be a benchmark in improving the performance.

Responsibilities

The ability of employees to finish the job with good and on time in accordance with the responsibilities of each position.

Effectiveness and efficiency

The use of time as well as possible in carrying out the work and take advantage of the facility with good company, for example use of telephone, electricity and so on.

2.4.4 Aspects of Performance Standards

According to Mangkunagara (2005: 18-19) there are some aspects of performance standards on the company or organization that is composed of two aspects, namely:

Quantitative aspects

The process of working and employment conditions.

The length of time employed or carrying out the work.

The number of errors in carrying out the work.

The number and type of service delivery in the works.

Qualitative aspects

Accuracy of work and quality of work.

The level of ability in the work.

Ability to analyze data / information, ability / failure using the machine / equipment.

The ability to evaluate (complaints / objections consumers).

Company performance

Performance is the success of an organization, influenced by the appropriate organizational structure, division, authority and responsibility from the participants, responsibilities and tasks can be improved to the level of discipline, initiative, effective and efficient organization of the participants.

Performance indicators are used for activities that could only be determined qualitatively on the basis of observable behavior. Performance indicators also advocate the viewpoint of prospective (future expectations) of the retrospective (looking backward). This shows the way on aspects of performance that need to be observed. Seven indicators of performance are objectives, standards, feedback, facilities, compensation, motive and opportunity.

3. Research Methods

Object Research

The objects to be observed in this study are employees of PT Asuransi Jiwa Sequislife are located at Jalan Jend.Sudirman 71 Jakarta 12190, Indonesia.

Company Overview

In this study, the authors determined of PT Asuransi Jiwa Sequislife located in the heart of Jakarta and the employee of PT Asuransi Jiwa Sequislife as the research object, by conducting surveys and observations of organizational culture with a working environment. This study was conducted to see or analyze the influence of organization culture with the working environment of employees of PT Asuransi Jiwa Sequislife.

A brief history of the company

The first time the company established in 1984, the company used the name of Universal Life Indo (ULINDO). In 1992, made a joint venture with New York Life International, then the company changed its name to Sewu New York Life. Both the alliance has managed to bring the best practices of world-class in the life insurance industry in Indonesia. In 2003 the company established itself with a new name Sequislife that carries the motto 'For A Better Tomorrow'.

Now with a new identity, Sequislife further strengthen its position in the Indonesian life insurance market

through a strong commitment to its customers, supported the vision and mission of the company. Solid blend between expertise in the insurance industry as well as local cultural knowledge make Sequislife managed to become one of the leading private life insurance companies in Indonesia. Supported by solid management and careful in financial, quality products, excellent service, and a professional sales team in the life insurance industry, consistently maintaining Sequislife Risk-Based Capital (RBC) is good and meets regulatory standards in Indonesia .

All of this is the company's commitment to its customers, agents, and the people of Indonesia. Sequislife present to give a sense of security in financial management and to realize the quality of life for its customers.

Research Design

This research design using survey methods with quantitative research approaches. The technique of data collection is using questionnaires. This analysis is used to test the influence of (causal) organization culture (X1) and working environment (X2) on the performance of the employee (Y).

Research Hypothesis

The hypothesis for this research is alleged there is an influence of organization culture and working environment on the performance of employees of PT. Asuransi Sequislife

Variables and Measurement

1. Organization culture (X1) and working environment (X2)

As the independent variable which is variable (independent variable) that affects the inspiration, passion and encouragement to others, in this case the employee take actions, or that the cause of the change or the onset of the dependent variable.

2. Employee Performance (Y)

The dependent variable is a variable that is affected or become the cause because the existence of independent variable data. Method used by the author Likert scale, which is a "method of measuring attitudes, opinions and perceptions of a person or group of people about social phenomena "(soegiyono,: 132)

Population and sample

The study population and sample of this study were employees of PT Asuransi Jiwa Seuislife Jakarta, with a population of 85 people, this study used the technique of saturated sample or census, because the entire population in this study as respondents in the study (Sugiyono 2008).

Organization culture is the ideology that controls the behavior and well-established norms that affect your actions and decisions (Jauch and Glueck, 22).

Data Collection Method

The data collection used in the study is as follows:

Primary data is data which done by distributing a questionnaire to all respondents.

Data Analysis Method

The data obtained and analyzed to test the hypothesis by using regression analysis techniques. Data processing is done with SPSS.

With the analysis procedure:

1. Test Assumptions
 - a. Autocorrelation test
 - b. Multicollinearity test
2. Multiple Regression Analysis

To test the hypothesis to obtain if there is any significant effect between variables simultaneously

The formula is as follows:

$$y' = a + b_1 \cdot x_1 + b_2 \cdot x_2$$

Source: business research methods (Sugiyono 2010: 277)

Description:

y' = employee performance

- x_1 = organization culture
- x_2 = working environment
- b_1 = regression coefficient corporate organization culture
- b_2 = regression coefficient of the working environment of employees
- a = constant

Multiple regression analysis to test the hypothesis to obtain if there is any significant effect between variables simultaneously between organization culture (X1) and working environment (X2) on the performance of the employee (Y) by using the F count.

Simultaneously Hypothesis Testing

$$F_{hitung} = \frac{R^2(N - m - 1)}{m(1 - R^2)}$$

R^2 : coefficient of multiple correlation

N : sample

m : dk numerator

Hypothesis Testing

To prove what the author is assuming if there is an effect of whether not from the variables studied, it is necessary to test the hypothesis.

Steps in hypothesis testing are as follows:

a. Determine Ho and Ha

Ho: Means that there is no effect (clause) between organization culture and work environment on performance of employees at PT. Life Insurance Sequislife Jakarta.

Ha: Means that there is significant (clause) between cultures organization and working environment on performance of employees at PT. Life Insurance Sequislife Jakarta.

b. To Determine the significance level in this study the authors used 90% confidence level, so that a significant level or error rate (α) of 10%, and using $df = n-2$

5. Results Analysis And Discussion

Classical Test Assumptions

Normality test

To determine the normality of the distribution of the data used in this study, the used One Sample Kolmogorov-Smirnov test. In this test could be said normally distributed variable if Asymp value, Sig (2-tailed) greater than the normal value of 0.05 for data normality test results could be seen in the following table:

NORMALITY TEST RESULTS
One-Sample Kolmogorov-Smirnov Test

		TotalBO	TotalLK	TotalK
N		85	85	85
Normal Parameters ^{a,b}	Mean	29.61	37.66	33.75
	Std. Deviation	3.215	4.244	3.779
	Absolute	.092	.095	.079
Most Extreme Differences	Positive	.092	.094	.074
	Negative	-.089	-.095	-.079
Kolmogorov-Smirnov Z		.848	.872	.728
Asymp. Sig. (2-tailed)		.469	.432	.664

a. Test distribution is Normal.

b. Calculated from data.

Source: Results of the data using SPSS 21

Based on the table 4.34 above could be seen that the value of the Kolmogorov-Smirnov for organization culture variables is 0.848 with significance of (0.469 probability), working environment variable values for the Kolmogorov-Smirnov is 0,872 with significance (probability 0.432) and for the Kolmogorov- Smirnov variable

for employee performance is 0.728 with significance (probability 0.664). It could be concluded that the data from all variable are normally distributed.

Multiple Linear Regression Analysis

Multiple regression analysis was conducted to determine how much the influence of independent variable of organization culture (X1) and working environment (X2) on employee performance variable (Y) at PT. Life Insurance Sequislife Jakarta.

MULTIPLE LINEAR REGRESSION ANALYSIS

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.088	1.091		.080	.936
TotalBO	.517	.080	.439	6.467	.000
TotalLK	.488	.061	.548	8.061	.000

Source: Results of data using SPSS 21

Based on the data above obtained by multiple linear regression equation as follows:

$$Y = a + b_1 x_1 + b_2 x_2$$

$$Y = 0,088 + 0,517 X_1 + 0,488 X_2$$

From the results of the regression equation was obtained:

- 1) A constant value is 0.088 states that if there is no organization culture and working environment, then the value of employee performance 0.088
- 2) Regression coefficient organization culture (X1) is positive, which means that any increase in organization culture, then employees' performance will increase.
- 3) Working environment regression coefficient (X2) is positive, which means that any increase in the working environment, the performance of employees increased.

t Test (Partial)

t TEST RESULTS

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.088	1.091		.080	.936
TotalBO	.517	.080	.439	6.467	.000
TotalLK	.488	.061	.548	8.061	.000

Source: Results of data using SPSS 21

Based on the results of the above table the results obtained the following data:

- 1) From the result of test t at table show the value of tcount organization culture is 6.467 and the value of ttable is 1.989, because tcount 6.467 > ttable 1.989 with significant probability 0.000 smaller than significant level 0.05 then this indicate that organization culture has the positive and significant effect on the performance of employee. Thus the hypothesis of organization culture on performance (Ha1) rejected and (Ho1) rejected.
- 2) From the result of t test on table shows the value of tcount working environment is 8.061 and the value of

table 1.989, because $t_{count} 8.061 > t_{table} 1.989$ with significant probability is 0.000 smaller than significant level 0.05, then this indicate that the working environment variable has the significant effect on the employee performance. Thus the hypothesis of working environment to the performance of employee (Ha2) accepted and (Ho3) rejected.

Test f (simultaneous test)

**F TEST RESULTS
ANOVA^a**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1106.539	2	553.269	486.402	.000 ^b
Residual	93.273	82	1.137		
Total	1199.812	84			

a. Dependent Variable: TotalK

b. Predictors: (Constant), TotalLK, TotalBO

Source: Results of data using SPSS 21

Determine F (table) with 95% level of conviction, $\alpha = 0.05$ with $df = 2 (n-K-1)$ or $85-2-1 = 82$ (n is total data and k is total of independent variable and the result for F (table) is 3.108. Table above shows that the value of Fcount is $486.402 > F (table) 3.108$ and with the probability 0.000 less than 0.05, then the regression model could be used for make a prediction of employee performance and could be said that the variable of organization culture (X₁) and working environment (X₂) has an effect on the performance of employee. Thus the hypothesis (Ha3) accepted and (Ho3) rejected.

5. Conclusion

Results; t test analysis, partially there is the significant effect between organization culture on employee performance at PT. Asuransi Jiwa Sequislife Jakarta.

From the result of t test, partially there is the significant effect between working environment and employee performance at PT. Asuransi Jiwa Sequislife Jakarta.

From the result of F test, simultaneously or together there is the effect of organization culture and working environment on employee performance at PT. Asuransi Jiwa Sequislife Jakarta.

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