

THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN THE FINANCE DIRECTORATE OF THE TVRI PUBLIC BROADCASTING INSTITUTION JAKARTA

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Abstract

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This study has the uniqueness of examining the influence of organizational culture on employee performance specifically at the Finance Directorate of LPP TVRI Jakarta, a study that has not been widely conducted in public broadcasting institutions. The purpose of this study is to analyze the extent to which organizational culture is able to influence employee performance in an effort to support the operational effectiveness of the institution. The method used is a quantitative approach with an associative research type. The research sample amounted to 30 employees from a population of 100 people, selected through a specific sampling technique. Data were collected using a questionnaire and processed with the help of SPSS version 25 through validity tests, reliability, simple linear regression analysis, t-test, F-test, and coefficient of determination. Empirical results show that organizational culture has a positive and significant effect on employee performance, with a significance value of 0.000 (<0.05) and a regression coefficient of 0.817. The Adjusted R^2 value of 64.8% indicates that organizational culture contributes significantly to variations in employee performance. The implications of this study emphasize that strengthening a positive, consistent, and productive organizational culture needs to be a managerial priority to improve employee performance and work effectiveness at the Finance Directorate of LPP TVRI Jakarta.

Keywords:

Organizational Culture, Employee, Performance

INTRODUCTION

As social beings, humans are inherently social and cooperative, requiring the presence of other humans. Therefore, an organization is essential as a platform that can gather or facilitate human socialization and collaboration. An organization is a means or collection of people working together to achieve a common goal. According to Robbins, an organization is a social entity. Organizational units consist of individuals or groups of individuals who interact with each other. These interactions are consciously coordinated, meaning they are managed to achieve their goals (Saefrudin, 2017).

In achieving its goals, the most crucial factor in an organization is human resources. No matter how good an organization is, no matter how many facilities and infrastructure it possesses, without the role of human resources (employees), none of this will run smoothly. Human resources act as the driving force behind organizational life; they are the ones who manage and operate the facilities and infrastructure within the organization. Without human resources, other resources within the organization will not be able to function. Therefore, in order to achieve the aforementioned goals, qualified and professional human resources are needed, with a tendency to perform better. This is because efforts to improve the quality of human resources are crucial for organizational leaders to pay attention to. Human resources within an organization must be continuously empowered and developed to become competitive and capable resources.

The success of an organization is closely related to the quality of work performed by its members. Therefore, organizations are required to continuously develop and improve the performance of their members. Performance refers to the results of work that can be demonstrated through the work performance of an employee. Thus, an employee's performance can be measured from work results, task results, or activity results within a certain period of time (Hanafi & Zulkifli, 2018). High employee performance will support organizational productivity, so organizational leaders should always pay attention to improving the performance of their members for the sake of organizational progress. Improving employee performance is also closely related to how the organization develops its organizational culture.

Every organization has unique characteristics that distinguish it from other organizations; these characteristics become its identity. These characteristics are called organizational culture. Organizational culture refers to the unique relationship of norms, values, beliefs, and behaviors that characterize how groups and individuals get things done. Culture is related to how an organization builds commitment to realizing its vision and mission, reassuring customers, winning the competition, and building cultural strengths that determine the progress of every organization, regardless of its type (D. H. A. R. S. M.M S. E., n.d.). Organizational culture is shaped by the organization's philosophy and values embraced by its human resources. However, the role of leaders or top management is crucial in shaping organizational culture.

The culture within an organization influences the work performed and the way employees behave, and fosters a shared perspective on how they carry out their work activities. Organizational culture also impacts the efficiency and effectiveness of the organization.

Organizational culture is also closely related to employee empowerment within an organization. Organizational culture can enhance employee performance by creating a high level of motivation for employees to perform to the best of their ability and capitalize on the opportunities offered by the organization. Shared values create a sense of well-being, foster commitment and loyalty, and encourage employees to strive harder, improving performance and

job satisfaction, and maintaining a competitive advantage. The stronger the organizational culture, the greater the drive for employees to progress with the organization and advance its objectives. Therefore, recognizing, creating, and developing organizational culture within an organization is essential for building an effective and efficient organization aligned with the organization's vision and mission.

Organizational culture should be cultivated by companies, including government agencies, so that employees have values, norms, references, goals, and guidelines that must be implemented. Organizational culture also functions as a unifying force for employees, a conflict reducer, and a motivator for employees to carry out their duties well, thus positively influencing employee behavior and performance. A company or organization with a strong culture will produce good performance in the long term. A strong culture means that all employees share a common perception in achieving company goals. This unity of perception is based on shared values, highly respected norms, and adhered to behavioral patterns (Rina Martiara, 2012).

Values and norms, as elements of human culture, live and develop dynamically according to the conditions of the Finance Directorate of LPP TVRI Jakarta and serve as a guide for how people think, act, and behave together as an organization. These values and norms then become the organizational culture within the Finance Directorate of LPP TVRI Jakarta. This is evident, among other things, in the lack of employee awareness of disciplined working hours, resulting in a strong organizational culture still being felt there. However, the values of the organizational culture within the Finance Directorate of LPP TVRI Jakarta are not yet fully implemented by employees, so the organizational culture within the Finance Directorate of LPP TVRI Jakarta needs to be proven.

Management is a systematic process for achieving organizational goals through effective and efficient planning, organizing, directing, and controlling resources (Cen, n.d.). Management functions include planning, organizing, directing, supervising, and decision-making to ensure that all activities run according to the organization's strategic goals (CPFR & M.MPP, 2025). In modern developments, management is not only oriented towards efficiency, but also towards improving the quality of human resources, building an adaptive work culture, and strengthening visionary leadership (Lellya, 2025). The implementation of strategic management requires organizations to be able to respond to changes in the environment, technology, and regulations through measurable cross-functional decision-making (Gustiawan, 2024). Digital transformation also demands the integration of information systems and human resource competencies in data management, communication, and innovation (Wahyudi et al., 2023). Thus, management becomes an integral component that continuously evolves in line with organizational dynamics.

Human resource management (HRM) is the process of managing individuals within an organization, encompassing planning, recruitment, development, compensation, performance appraisal, career management, and job separation (D. A. I. M.M S. E. ., S. Pd & M.PSDM, 2020). Human Resources Management (HRM) is based on the principle that people are an organization's most valuable asset, so human resource policies must be integrated and support the achievement of strategic goals. HRM is also influenced by organizational culture, values, and managerial behavior, which impact employee motivation, loyalty, and engagement (Afina & Jauhary, 2024).

Organizational culture is a system of values, beliefs, and norms that shape the behavior of organizational members and influence social stability and work effectiveness (Marliani & Merisa, 2024). A strong culture fosters innovation, teamwork, attention to detail, results orientation, and positive aggressiveness. Furthermore, a consistent culture helps an organization strengthen

employee coordination, commitment, and motivation, thus contributing to the achievement of its vision and mission (Pratama et al., 2024).

Employee performance is defined as the work results achieved by individuals based on certain standards, both in terms of quality, quantity, accuracy of tasks, and responsibility (Sihaloho & Siregar, 2020). Performance is a function of ability, motivation, and opportunity, and is influenced by education, experience, initiative, and the work environment (Bukhari & Pasaribu, 2019). Performance appraisals reflect an employee's success in carrying out their duties and contributing to the organization's effectiveness.

(a) Research Gap

Various previous studies have consistently shown that organizational culture has a significant influence on employee performance (Setyadi et al., 2025) confirms that shared values, norms, and beliefs can shape work behavior and increase productivity. However, most studies focus on the private sector or educational institutions, while research on public broadcasters such as LPP TVRI is still very limited. Furthermore, previous research generally only assesses organizational culture in general, but has not specifically examined how the implementation of cultural values in the government bureaucracy operates in the context of low work discipline, employee commitment, and consistency in implementing organizational values. This gap becomes increasingly important considering the empirical evidence in the Finance Directorate of LPP TVRI Jakarta, which shows that some organizational cultural values have not been optimally implemented. This condition demonstrates a discrepancy between the theory that explains that a strong culture drives organizational effectiveness, and the reality on the ground where some employees still exhibit work behaviors that are not aligned with organizational culture.

(b) Research Novelty

The novelty of this research lies in its focus on analyzing organizational culture within the context of a public broadcasting institution with a distinctive bureaucratic structure and high demands for professionalism. This research differs from previous studies because it not only assesses the influence of organizational culture on performance but also captures the evolving cultural conditions, including weak time discipline, inconsistent value implementation, and internal dynamics that influence employee behavior. This research also provides updates through an associative quantitative approach that empirically tests the extent of culture's influence on performance in the Finance Directorate of LPP TVRI Jakarta, an organizational context rarely the object of scientific research. Thus, this research contributes to the development of public management literature by providing an empirical picture of how organizational culture works within a government broadcasting institution environment.

(c) Research purposes

The main objective of this study is to analyze and empirically prove the influence of organizational culture on employee performance in the Finance Directorate of LPP TVRI Jakarta. This study aims to identify the extent to which the values, norms, and principles of organizational culture are implemented by employees, and to assess the contribution of this culture to the quality of work, discipline, responsibility, and achievement of employee targets. In addition, this study is also intended to provide a clearer picture of the aspects of organizational culture that need to be strengthened to support the continuous improvement of employee performance. With the results of this study, it is hoped that management can

understand the most influential cultural factors and formulate strategies for developing a more effective and productive work culture.

METHODS

The data used in this study is primary data obtained directly from respondents, namely all 30 employees of the Finance Directorate of LPP TVRI Jakarta. This primary data was collected using a closed-ended questionnaire with a Likert scale, structured based on indicators for each research variable: organizational culture (X) and employee performance (Y). Each indicator was translated into statements that respondents had to answer based on their perceptions and experiences.

In addition to the questionnaire, the study also utilized supporting data in the form of observations of the work environment, employee discipline, and organizational interaction patterns. The observational data served as additional information to strengthen the interpretation of the quantitative results but was not analyzed statistically. The data collected through the questionnaire were then processed into numerical data for statistical analysis.

This study utilized several statistical analysis tools to test the quality of the instruments and measure the relationships between variables. All analyses were conducted using the latest version of SPSS software, which supports validity, reliability, and regression testing.

Validity testing was used to ensure that each item in the questionnaire accurately measured the intended variable indicator. Validity analysis was performed by calculating the item-total correlation value and then comparing it with the table r value at a significance level of 0.05. If the calculated r value is greater than the table r value (0.312), the item is considered valid; otherwise, a lower value is considered invalid and should be eliminated.

Reliability testing was used to measure the internal consistency of the instrument, namely the extent to which statements produce stable and reliable answers. This study used Cronbach's Alpha, with the following criteria:

$\alpha > 0,70$ = reliabel

$\alpha 0,60-0,70$ = quite reliable

$\alpha < 0,60$ = not reliabel

A reliable instrument indicates that the questionnaire can be used for research due to its high response stability.

This analysis is used to test the effect of the independent variable (organizational culture) on the dependent variable (employee performance). The basic regression formula is:

$$Y = a + bX$$

With::

Y = employee performance

X = organizational culture

a = konstanta

b = Regression coefficient indicating the magnitude and direction of the influence.

Simple regression was chosen because the study only involved one independent variable.

The t-test (Partial Test) aims to determine whether the independent variable individually has a significant influence on the dependent variable.

Test criteria: If the calculated t-value $\geq$ t-value or sig < 0.05 , then the independent variable has a significant influence; otherwise, there is no significant influence.

The t-test helps strengthen empirical conclusions regarding the relationship between organizational culture and employee performance.

The Coefficient of Determination (R^2) is used to determine the extent of the contribution of organizational culture variables in explaining variations in employee performance.

The R^2 value is expressed as a percentage (%), for example:

$R^2 = 0,648$ This means that organizational culture contributes 64.8%, while 35.2% is influenced by other factors outside the study.

The R^2 test is important to determine how effective the independent variables are in explaining the phenomenon under study.

The research data was obtained directly through questionnaires from all employees of the Finance Directorate of LPP TVRI Jakarta and analyzed using statistical tools using SPSS through a series of instrument quality tests (validity and reliability), simple linear regression analysis, t-tests, and coefficients of determination. These analytical tools were chosen to provide objective, accurate, and scientifically accountable empirical results.

RESULT AND DISCUSSION

General Description of Research Object TVRI is the first and oldest broadcasting institution in Indonesia, established in 1962 to coincide with the holding of the 4th Asian Games in Jakarta. Since its inception, TVRI has played an important role in providing information services to the public, both in the form of news, entertainment, and educational programs. TVRI's journey has experienced significant development, starting from its status as the TVRI Foundation which was directly managed by the government, then changing to the Technical Implementation Unit (UPT) of the Ministry of Information in 1976. Institutional status reforms continued, where TVRI was once a State-Owned Company (Perjan) in 2000 and changed to a Persero in 2002. culminating in Law No. 32 of 2002, TVRI was officially designated as a Public Broadcasting Institution (LPP), namely an independent institution responsible for providing information, education, social control, and cultural preservation services for the Indonesian people. In its heyday before the presence of private television, TVRI became the main source of information with a top-down broadcasting pattern and oriented towards national development policies. As a public institution, TVRI is currently continuously striving to improve the quality of its services through human resource development, modernization of its broadcasting system, and strengthening its organizational culture that is relevant to changes in the work environment.

This study uses two main variables: organizational culture (X) and employee performance (Y). Organizational culture refers to a system of values, norms, beliefs, and habits shared by all members of an organization, which serves as a guide for action and behavior. According to Robbins and Judge (2018), organizational culture can be reflected through various indicators such as innovation and risk-taking, thoroughness and results-orientedness, individual attention, aggressiveness in carrying out tasks, and organizational stability. The second variable, employee performance, refers to the quality and quantity of work achieved by employees in accordance with their responsibilities. According to Mangkunegara (2019), employee performance can be measured through indicators of work quality, work quantity, task execution, and sense of responsibility in completing work. These two variables were selected to determine the extent to which organizational culture contributes to improving employee performance at the Finance Directorate of TVRI Jakarta.

The respondents were 30 employees of the Finance Directorate of TVRI Jakarta, with the following characteristics:

Table 1 Respondent Characteristics Based on Gender

Type Sex	Frequency (people)	Percentage (%)
Man	18	60%
Woman	12	40%
Total	30	100%

Table 2 Respondent Characteristics Based on Age

Age Range	Frequency (people)	Percentage (%)
< 30 years	5	16.7%
31–40 years	9	30%
41–50 years	10	33.3%
> 50 years	6	20%
Total	30	100%

Table 3 Respondent Characteristics Based on Last Education

Education Final	Frequency (people)	Percentage (%)
High school/equivalent	3	10%
Diploma (D3)	6	20%
Bachelor (S1)	18	60%
Postgraduate (S2)	3	10%
Total	30	100%

Table 4 Respondent Characteristics Based on Length of Service

Years of service	Frequency (people)	Percentage (%)
< 5 years	4	13.3%
6–10 years	9	30%
11–15 years	10	33.3%
> 15 years	7	23.4%
Total	30	100%

Table 5 Respondent Characteristics Based on Position

Position	Frequency (people)	Percentage (%)
Implementing staff	21	70%
Head of section/sub-section	6	20%
Head of Division	3	10%

Total	30	100%
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The characteristics of the respondents in this study consisted of 30 employees of the Finance Directorate of TVRI Jakarta who had diverse backgrounds and demographic profiles. In terms of gender, the majority of respondents were male with a percentage of 60 percent, while the remaining 40 percent were female. Based on age, most employees were in the range of 41-50 years, indicating that most human resources were in the productive age phase with sufficient work experience. The educational level was dominated by bachelor's degree graduates (S1) with a number of 60 percent, while the rest had diploma and postgraduate education. The length of service of respondents showed that the largest group was in the range of 11-15 years, indicating that the majority of employees had worked for quite a long time and understood the dynamics of the organization. Judging from the job structure, as many as 70 percent of respondents were executive staff, 20 percent held the position of section or subsection head, and 10 percent held the position of department head. This respondent profile illustrates that the Finance Directorate of TVRI Jakarta is dominated by experienced employees with adequate educational backgrounds.

Description of Organizational Culture Data

The questionnaire results showed a positive trend towards organizational culture. The majority of respondents:

Table 6

No	Category	Sample	Percentage (%)
1	Strongly Agree	12 People	56 %
2	Agree	8 People	24 %
3	Less Agree	10 People	30 %
4	Disagree	-	-
5	Strongly Disagree	-	-
	Total	30 People	100 %

The questionnaire results showed that 56% (12 respondents) strongly agreed, 24% (8 respondents) agreed, and 30% (10 respondents) disagreed with the first statement. Overall, the majority of respondents strongly agreed.

Table 7

No	Category	Sample	Percentage (%)
1.	Strongly agree	12 Orang	40 %
2.	Agree	11 Orang	35 %
3.	Disagree	5 Orang	17 %
4.	Don't agree	2 Orang	8 %
5.	Strongly disagree	-	-
	Amount	30 Orang	100 %

The questionnaire results showed that 40% (12 respondents) strongly agreed, 35% (11 respondents) agreed, 17% (5 respondents) somewhat disagreed, and 8% (2 respondents) disagreed with the first statement. Overall, the majority of respondents responded positively.

Table 8

No	Category	Sample	Percentage (%)
1	Strongly Agree	6 Respondents	24 %
2	Agree	11 Respondents	33 %
3	Less Agree	5 Respondents	15 %
4	Disagree	7 Respondents	25 %
5	Strongly Disagree	1 Respondent	3 %
	Total	30 Respondents	100 %

The questionnaire results showed that 24% (6 respondents) strongly agreed, 33% (11 respondents) agreed, 15% (5 respondents) somewhat disagreed, 25% (7 respondents) disagreed, and 3% (1 respondent) strongly disagreed with the first statement. These results indicate that the respondents' responses were quite varied.

Table 9

No	Category	Sample	Percentage (%)
1	Strongly Agree	9 People	29%
2	Agree	14 People	47%
3	Less Agree	6 People	20%
4	Disagree	1 Person	4%
5	Strongly Disagree	-	-
	Total	30 People	100%

The questionnaire results showed that 29% (9 respondents) strongly agreed, 47% (14 respondents) agreed, 20% (6 respondents) somewhat disagreed, and 4% (1 respondent) disagreed with the first statement. In general, the majority of respondents gave a positive assessment.

Table 10

No	Category	Sample	Percentage (%)
1	Strongly Agree	14 People	47%
2	Agree	12 People	40%
3	Less Agree	4 People	13%
4	Disagree	-	-
5	Strongly Disagree	-	-
	Total	30 People	100%

The questionnaire results showed that 47% (14 respondents) strongly agreed, 40% (12 respondents) agreed, and 13% (4 respondents) disagreed with the first statement. Overall, the majority of respondents responded positively.

Table 11

No	Category	Sample	Percentage (%)
1.	Strongly agree	13 Persons	41 %
2.	Agree	11 Persons	34 %
3.	Disagree	6 Persons	25 %
4.	Don't agree	-	-
5.	Strongly disagree	-	-
Total		30 Persons	100 %

The questionnaire results showed that 41% (13 respondents) strongly agreed, 34% (11 respondents) agreed, and 25% (6 respondents) disagreed with the first statement. Overall, the majority of respondents gave a positive assessment.

Table 12

No	Category	Sample	Percentage (%)
1.	Strongly agree	11 People	37 %
2.	Agree	7 People	22 %
3.	Disagree	11 People	37 %
4.	Don't agree	1 People	4 %
5.	Strongly disagree	-	-
Total		30 People	100 %

Hasil kuesioner menunjukkan bahwa 37% (11 responden) sangat setuju, 22% (7 responden) setuju, 37% (11 responden) kurang setuju, dan 4% (1 responden) tidak setuju terhadap pernyataan pertama. Secara keseluruhan, tanggapan responden terbagi seimbang antara sangat setuju dan kurang setuju

Table 13

No	Category	Sample	Percentage (%)
1.	Strongly agree	3 People	10 %
2.	Agree	14 People	47 %
3.	Disagree	11 People	37 %
4.	Don't agree	2 People	6 %
5.	Strongly disagree	-	-
Total		30 People	100 %

The questionnaire results showed that 10% (3 respondents) strongly agreed, 47% (14 respondents) agreed, 37% (11 respondents) somewhat disagreed, and 6% (2 respondents) disagreed with the first statement. In general, the majority of respondents were in the agree category.

Table 14

No	Category	Sample	Percentage (%)
1.	Strongly agree	11 People	38 %
2.	Agree	16 People	48 %
3.	Disagree	4 People	14 %
4.	Don't agree	-	-
5.	Strongly disagree	-	-
Total		30 People	100 %

Hasil kuesioner menunjukkan bahwa 38% (11 responden) sangat setuju, 48% (16 responden) setuju, dan 14% (4 responden) kurang setuju terhadap pernyataan pertama. Secara keseluruhan, mayoritas responden memberikan penilaian positif.

Table 15

No	Category	Sample	Percentage (%)
1.	Strongly agree	12 People	40 %
2.	Agree	16 People	54 %
3.	Disagree	2 People	6 %
4.	Don't agree	-	-
5.	Strongly disagree	-	-
Total		30 People	100 %

The questionnaire results showed that 40% (12 respondents) strongly agreed, 54% (16 respondents) agreed, and 6% (2 respondents) disagreed with the first statement. Overall, the majority of respondents responded positively.

Recognizing that organizational culture aligns human resources with the vision and mission and enhances cohesion between divisions.

Overall, responses tended to be in agreement to strongly agree, indicating that employee perceptions of organizational culture are in the good category.

Employee Performance Respondents gave the following assessment:

Table 16

No	Category	Sample	Percentage (%)
1.	Strongly agree	12 People	40 %
2.	Agree	10 People	32 %
3.	Disagree	6 People	20 %
4.	Don't agree	2 People	8 %
5.	Strongly disagree	-	-
Total		30 People	100 %

The questionnaire results showed that 40% (12 respondents) strongly agreed, 32% (10 respondents) agreed, 20% (6 respondents) somewhat disagreed, and 8% (2 respondents) disagreed with the first statement. Overall, the majority of respondents gave a positive assessment.

Table 17

No	Category	Sample	Percentage (%)
1.	Strongly agree	5 People	17 %
2.	Agree	10 People	32 %
3.	Disagree	8 People	26 %
4.	Don't agree	2 People	8 %
5.	Strongly disagree	5 People	17 %
Total		30 People	100 %

The questionnaire results showed that 17% (5 respondents) strongly agreed, 32% (10 respondents) agreed, 26% (8 respondents) somewhat disagreed, 8% (2 respondents) disagreed, and 17% (5 respondents) strongly disagreed with the first statement. Overall, the respondents' responses were quite varied and tended to be evenly distributed across the various categories.

Table 18

No	Category	Sample	Percentage (%)
1.	Strongly agree	10 People	30 %
2.	Agree	12 People	40 %
3.	Disagree	8 People	24 %
4.	Don't agree	1 People	3 %
5.	Strongly disagree	1 People	3 %
Total		30 People	100 %

The questionnaire results showed that 30% (10 respondents) strongly agreed, 40% (12 respondents) agreed, 24% (8 respondents) somewhat disagreed, 3% (1 respondent) disagreed, and 3% (1 respondent) strongly disagreed with the first statement. Overall, the majority of respondents gave a positive response.

Table 19

No	Category	Sample	Percentage (%)
1.	Strongly agree	15 People	50 %
2.	Agree	12 People	40 %
3.	Disagree	3 People	10 %
4.	Don't agree	-	-
5.	Strongly disagree	-	-
Total		30 People	100 %

The questionnaire results showed that 50% (15 respondents) strongly agreed, 40% (12 respondents) agreed, and 10% (3 respondents) disagreed with the first statement. Overall, the majority of respondents gave a very positive response.

Tabel 20

No	Category	Sample	Percentage (%)
1.	Strongly agree	13 People	44 %
2.	Agree	12 People	39 %
3.	Disagree	5 People	17 %
4.	Don't agree	-	-
5.	Strongly disagree	-	-
Total		30 People	100 %

The questionnaire results showed that 44% (13 respondents) strongly agreed, 39% (12 respondents) agreed, and 17% (5 respondents) disagreed with the first statement. Overall, most respondents gave a positive response.

Table 21

No	Category	Sample	Percentage (%)
1.	Strongly agree	21 People	72 %
2.	Agree	8 People	24 %
3.	Disagree	1 People	4 %
4.	Don't agree	-	-
5.	Strongly disagree	-	-
Total		30 People	100 %

The questionnaire results showed that 72% (21 respondents) strongly agreed, 24% (8 respondents) agreed, and 4% (1 respondent) disagreed with the first statement. Overall, the majority of respondents strongly supported the statement.

Table 22

No	Category	Sample	Percentage (%)
1.	Strongly agree	15 People	50 %
2.	Agree	14 People	46 %
3.	Disagree	1 People	4 %
4.	Don't agree	-	-
5.	Strongly disagree	-	-
Total		30 People	100 %

The questionnaire results showed that 50% (15 respondents) strongly agreed, 46% (14 respondents) agreed, and 4% (1 respondent) disagreed with the first statement. Overall, almost all respondents gave a positive response.

Table 23

No	Category	Sample	Percentage (%)
1.	Strongly agree	11 People	38 %
2.	Agree	10 People	33 %
3.	Disagree	9 People	29 %
4.	Don't agree	-	-
5.	Strongly disagree	-	-
Total		30 People	100 %

The questionnaire results showed that 38% (11 respondents) strongly agreed, 33% (10 respondents) agreed, and 29% (9 respondents) disagreed with the first statement. Overall, the majority of respondents gave a positive assessment, although there were differences of opinion among respondents.

Tabel 24

No	Category	Sample	Percentage (%)
1.	Strongly agree	11 People	38 %
2.	Agree	10 People	33 %
3.	Disagree	9 People	29 %
4.	Don't agree	-	-
5.	Strongly disagree	-	-
Total		30 People	100 %

Based on the results of the questionnaire distribution, 11 respondents (38%) stated that they strongly agreed with the first statement. Then, 10 respondents (33%) agreed, and 9 respondents (29%) stated that they did not agree with the statement.

Table 25

No	Category	Sample	Percentage (%)
1.	Strongly agree	16 People	54 %
2.	Agree	13 People	42 %
3.	Disagree	1 People	4 %
4.	Don't agree	-	-
5.	Strongly disagree	-	-
Total		30 People	100 %

Based on the questionnaire results, 16 respondents (54%) strongly agreed with the first statement. Thirteen respondents (42%) agreed, while one respondent (4%) disagreed.

Work quality is strongly influenced by clear work instructions. Work quantity is still seen as related to work duration and overtime, although not all respondents agreed.

In general, the majority of respondents gave a positive assessment of performance indicators, particularly work quality.

Descriptive Data Analysis

Descriptive Analysis Table of the Influence of Organizational Culture

Table 26

Item	Indicator	Score (5)	Score (4)	Score (3)	Score (2)	Score (1)	Total	Weighted Score
1	Innovation	24	19	15	2	-		
	Weighted Score:	100	76	45	4	-	225	
2	Results	15	25	11	8	1		
	Orientation	75	100	33	16	1	225	
	Weighted Score:							
3	People	27	23	10	-	-		
	Orientation	135	92	30	-	-	257	
	Weighted Score:							
4	Ability	14	21	22	3	-		
	Weighted	70	84	66	6	-	226	
	Score:							
5	Aggressiveness	23	32	6	-	-		
	Weighted	115	128	18	-	-	261	
	Score:							
	Total	103	120	64	13	1		
	Responses							
	Total						1194	
	Weighted Score							

Based on the table regarding the Influence of Organizational Culture on the Finance Directorate of LPP TVRI Jakarta, it can be concluded that employee responses tended to be

positive. Of the 30 respondents, 103 strongly agreed and 120 agreed. Meanwhile, 64 disagreed, 13 disagreed, and only one strongly disagreed. These results indicate that the majority of respondents believe the organizational culture is functioning well.

Table 27 Descriptive Analysis of the Influence of Organizational Culture

Item	Indicator	Score (5)	Score (4)	Score (3)	Score (2)	Score (1)	Total	Weighted Score
1	Loyalty	17	20	14	4	5	220	
	Weighted Score:	85	80	42	8	5		
2	Job Performance	30	26	4	-	-	266	
	Weighted Score:	150	104	12	-	-		
3	Discipline	31	20	9	1	1	265	
	Weighted Score:	155	80	27	2	1		
4	Creativity	27	23	10	-	-	257	
	Weighted Score:	135	92	30	-	-		
5	Teamwork	24	22	14	-	-	250	
	Weighted Score:	120	88	42	-	-		
	Total Responses	129	111	51	5	6	1258	
	Total Weighted Score							

Based on the table regarding the Influence of Organizational Culture on the Finance Directorate of LPP TVRI Jakarta, it can be seen that employee responses showed a fairly positive assessment. Of the 30 respondents to the 10 statements in Variable Y, 129 responses were collected strongly agree and 111 responses agree. Meanwhile, there were 51 responses that disagreed, 5 responses disagreed, and 6 responses strongly disagreed. Overall, the data shows that the majority of respondents gave a positive assessment of the implemented organizational culture.

Data Testing

Table 28 Validity Test

No	Variable (Indicator)	Item	R-Count	R-Table	Remarks
1	Organizational Culture	Question 1	0.588	0.367	Valid
		Question 2	0.541	0.367	Valid
		Question 3	0.614	0.367	Valid
		Question 4	0.684	0.367	Valid
		Question 5	0.774	0.367	Valid
		Question 6	0.707	0.367	Valid
		Question 7	0.662	0.367	Valid
		Question 8	0.472	0.367	Valid
		Question 9	0.783	0.367	Valid
		Question 10	0.863	0.367	Valid
2	Employee Performance	Question 1	0.439	0.367	Valid
		Question 2	0.551	0.367	Valid
		Question 3	0.551	0.367	Valid
		Question 4	0.501	0.367	Valid
		Question 5	0.441	0.367	Valid
		Question 6	0.792	0.367	Valid
		Question 7	0.731	0.367	Valid
		Question 8	0.580	0.367	Valid
		Question 9	0.731	0.367	Valid
		Question 10	0.863	0.367	Valid

The table shows that all indicators have a calculated r value that is greater than the table r, so that all question items are declared valid and suitable for use in research.

Table 29 Reability Test

No	Variabel (Indikator)	Alpha	Batas	Keterangan
1	Budaya Organisasi	0,854	0,6	Reliabel
2	Kinerja Karyawan	0,896	0,6	Reliabel

The results of the reliability test showed that all variables had Cronbach's Alpha values above 0.60. Referring to Wirana Sujarwani (2014), this means the questionnaire is reliable. Thus, all items in each variable are suitable for use as research measuring instruments.

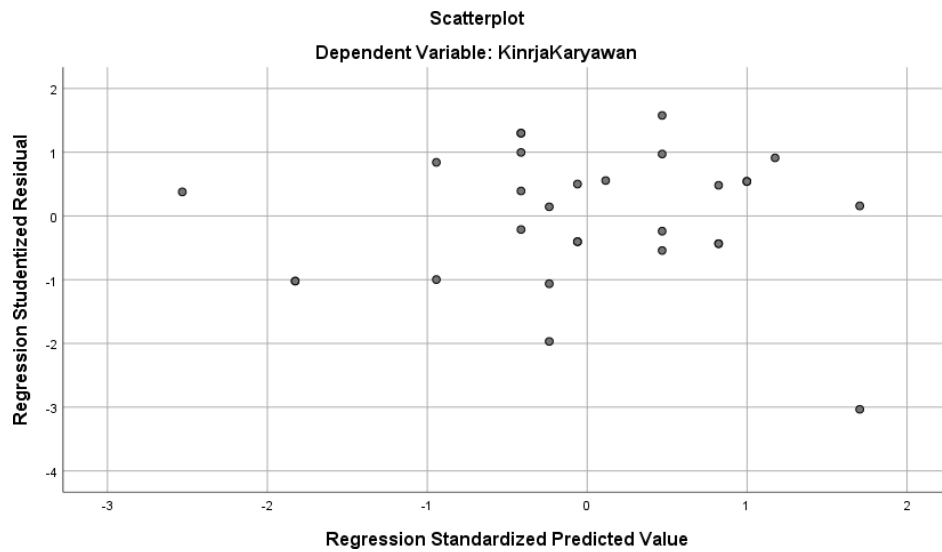
Tabel 30 Uji Multikolinieritas

No	Independent Variable (X)	Tolerance Value	VIF Value
1	Organizational culture	1,00	1,00

Based on the table, all independent variables have VIF values <10 and tolerance values >10%. This means there is no high correlation between the independent variables. Therefore, it can be concluded that the regression model does not experience multicollinearity problems.

Heteroscedasticity Test

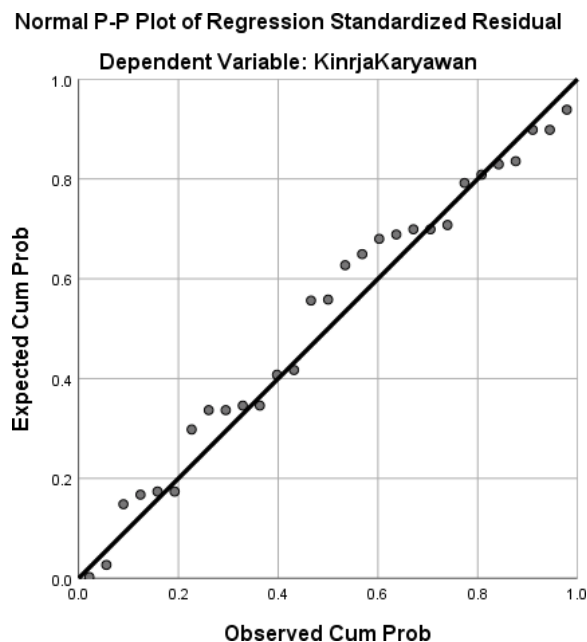
Picture 1 ScatterPlot



Based on the graph, the points are spread randomly without a particular pattern and are spread above and below the number 0 on the Y axis. This shows that the regression model does not experience heteroscedasticity, so the assumption of homoscedasticity is met.

Normality Test

Picture 2 Probability Plot (P-Plot)



From the table above, the results show that all data is normally distributed, the data distribution is around the diagonal line.

Linear Regression Equation Analysis

Table 31 Regression Coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.673	4.586		1.891	.069
	Budaya Organisasi	.817	.113	.813	7.253	.000
a. Dependent Variable: Employee Performance						

The equation shows that the Organizational Culture variable has a positive coefficient, meaning that an increase in organizational culture will be followed by an increase in employee performance. With a significance value of 0.000 and a beta coefficient of 0.813, it can be concluded that organizational culture has a strong and significant influence on employee performance.

Table 32 (Simultaneous Hypothesis Testing) F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	599.245	1	599.245	52.602	.000 ^b
	Residual	307.583	27	11.392		
	Total	906.828	28			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Organizational culture						

Testing the influence of independent variables simultaneously on the dependent variable was carried out using the F test. The results of the analysis showed that the calculated F value was 56.602 with a significance value of less than 0.05. Thus, it can be concluded that the hypothesis is accepted, which means that Organizational Culture simultaneously has a significant influence on Employee Performance.

Coefficient of Determination

Table 33 R2 Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813 ^a	.661	.648	3.375
a. Predictors: (Constant), Organizational culture				
b. Dependent Variable: Employee Performance				

The results of the regression analysis show that the coefficient of determination (adjusted R²) is 0.648, meaning that 64.8% of the variation in Employee Performance can be explained by the Organizational Culture variable. Meanwhile, the remaining 35.2% is influenced by factors other than the variables examined in this study.

t-test (Partial Hypothesis Test)

Table T test

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.673	4.586		1.891	.069
	Budaya Organisasi	.817	.113	.813	7.253	.000
a. Dependent Variable: Kinerja Pegawai						

The results of the hypothesis test showed a t-value of 7.253 with a significance level of 0, which is less than 0.05. This means that H₀ is rejected and H_a is accepted. Therefore, hypothesis H₁, which states that organizational culture has a positive effect on employee performance, is accepted.

The results of the statistical test indicate that the independent variable has a partial positive effect on the dependent variable. This means that the stronger the organizational culture, the higher the employee performance.

This finding aligns with the hypothesis and is consistent with previous research. In testing hypothesis H₁, the t-value of 7.253 with a significance level of 0 (less than 0.05) indicates that H_a is accepted and H₀ is rejected. Therefore, it can be concluded that organizational culture has a positive effect on employee performance, particularly for employees at the Finance Directorate of LPP TVRI Jakarta.

The main findings of the study indicate that organizational culture has a positive and significant influence on employee performance at the Finance Directorate of LPP TVRI Jakarta. This finding

is supported by the t-test, where the calculated t-value is 7.253, with a significance level of 0.000, less than 0.05, thus accepting hypothesis H1. Furthermore, the determination test results indicate that organizational culture explains 64.8% of the variation in employee performance, while the remaining 35.2% is influenced by factors outside the study. Overall, these findings confirm that the better the organizational culture implemented, the higher the resulting employee performance. Empirically, the data shows that respondents' perceptions of organizational culture are positive, reflected in the high number of "strongly agree" and "agree" responses for most indicators, such as innovation, results orientation, people orientation, stability, and aggressiveness. This is consistent with the regression findings, which show a positive coefficient of 0.817, indicating that improving organizational culture significantly drives employee performance. The F-test results further support these findings, with a calculated F-value of 52.602 with a significance level of 0.000, indicating an overall significant regression model. Thus, the empirical data demonstrates that organizational culture is not only positively valued by employees but also significantly contributes to improving employee quality, quantity, discipline, creativity, and cooperation.

These findings are consistent with the theory of Robbins and Judge (2018), which states that a strong organizational culture influences the behavior of organizational members, thereby improving performance. Specifically, indicators such as innovation, stability, and results orientation reflected in this study align with the theory that organizational values influence employee work effectiveness. Furthermore, these results support the findings of Mangkunegara (2019), which asserted that a positive work culture positively impacts the quality and quantity of employee work. Empirically, these results align with several previous studies that found organizational culture to be a significant factor determining employee performance across various sectors, thus strengthening evidence that organizational culture plays a significant role in improving employee performance in public institutions such as TVRI.

CONCLUSION

Based on the research findings on the influence of organizational culture on employee performance at the Finance Directorate of LPP TVRI Jakarta, it can be concluded that the research objectives have been clearly achieved. This study demonstrates that organizational culture has a positive and significant effect on employee performance, as evidenced by the regression test results with a coefficient of 0.817 and a significance value of 0.000. The most dominant aspects of organizational culture in improving performance are people-oriented and aggressiveness, reflecting the importance of cooperation, initiative, and drive to achieve optimal results. Furthermore, employee performance, measured through indicators of quality, quantity, task execution, and responsibility, showed a positive response from the majority of employees, demonstrating a high level of professionalism in carrying out their duties. The results of the F-test and t-test further confirm that organizational culture is an important and significant factor in determining employee performance. The Adjusted R^2 value of 64.8% indicates that organizational culture plays a strong role in explaining variations in employee performance. Therefore, this study empirically successfully answered its objective of determining the extent to which organizational culture influences employee performance.

Based on these findings, several policy recommendations can be implemented to strengthen organizational performance. First, management needs to strengthen the internalization of organizational cultural values more consistently, especially the values of innovation, results orientation, teamwork, and initiative, so that all employees have harmony in their actions and

decision-making. Second, there is a need to increase employee participation in the decision-making process to foster a sense of ownership in the organization, which has an impact on motivation and work quality. Third, regular appreciation and rewards are needed to encourage performance improvement and build employee loyalty. Fourth, regular evaluations of organizational culture and work systems are needed to ensure that they remain relevant to organizational developments and the demands of the work environment. Finally, because there are still 35.2% of other factors that influence performance outside of organizational culture, it is important for management and future researchers to consider other variables such as leadership, motivation, reward systems, and the work environment in an effort to improve overall performance.

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