

ANALYSIS OF EMPLOYEE WORK CULTURE AT PT CEMINDO GEMILANG TBK

Salwa Januarifa¹, Christian Wiradendi Wolor², Marsofiyati³

¹Digital Office Administration Study Program, Universitas Negeri Jakarta, Indonesia

²Faculty of Economics, Universitas Negeri Jakarta, Indonesia

³Faculty of Economics, Universitas Negeri Jakarta, Indonesia

Abstract

This research uses a qualitative descriptive approach using words and actions as primary data sources collected through observation and interviews. Primary data was collected directly through observation, interviews and documentation, while secondary data was obtained from relevant literature, including books and scientific articles. The aim of this research is to understand the work culture at PT Cemindo Gemilang Tbk by identifying the types of culture that exist, cultural elements, and the influence of culture on employees. Findings reveal that PT Cemindo Gemilang Tbk has a constructive culture that encourages employee interaction and mutual support for growth. This culture is defined by synergy, integrity, and the SIGAP program (Synergy, Integrity, Growth, Adaptive, Passion), which prioritizes collaboration and the ability to adapt to change. Apart from that, results orientation is balanced with a family culture, fostering harmony and high discipline. Open communication and employee well-being increase collaboration and productivity. Most employees view organizational culture as an important characteristic of the company.

Keyword : Culture, Employees, Work

1. Introduction

Employee work culture plays a very important role in creating a positive and productive company climate. Workplace culture includes the values, norms, and habits that employees have internalized, which influence their interactions and behavior when completing daily tasks.

In every company, organization or other agency, a strong work culture that is aligned with the company vision is very important to maintain harmony and foster a spirit of collaboration. However, in practice, companies often face challenges in creating and maintaining an ideal work culture. One of the problems that arises is the gap between the existing work culture and the expectations of employees and management.

Based on observations made by researchers in the field, at PT Cemindo Gemilang Tbk. Researchers found problems regarding work culture in companies, where companies need to maintain existing work culture and ensure that work culture is not only embedded in management policies, but also implemented consistently by all employees.

Furthermore, the results of a short interview conducted by an employee from the Human Capital section about how important work culture is in the company and what the work culture is like in the company, he stated that: "work culture is very important and the work culture in this company is very diverse." The interviewee also expressed obstacles if the work culture varied: "With a varied and unspecific work culture, it will be difficult to understand other colleagues and make it difficult for us to adapt to the work environment."

Pre-research results show how important employee work culture is in companies. 50% answered strongly Agree and the other 50% answered agree. Furthermore, regarding the variations in work culture that occur in the company, namely 60% of employees agree and then 30% of employees strongly agree with this. It can be said that employees feel variations in the work culture of employees in their company. 5% answered Neutral and there were those who thought that 5% Disagree, which means that the employee did not feel that there was a varied work culture.

Meanwhile, the novelty of this research answers the question of how important it is to understand employee work culture at PT Cemindo Gemilang Tbk. With a qualitative research method that uses data collection methods through observation, interviews and documentation. Therefore, this research aims to previous research by conducting research at PT Cemindo Gemilang Tbk to find out what kind of work culture is applied to the company and how important employee work culture is and analyze what type of work culture has an important role for the company

2. Literature Review

2.1 Theory

The Work culture is habits and behavior that are carried out repeatedly in each routine and do not provide strict sanctions, but here what is meant by habits are positive habits (Adha 2019) From this summary, it can be concluded that the synthesis of Work culture is a combination of habits and behaviors that underlie work dynamics in an organization, and these values must be maintained to achieve harmony and long-term success.

Types of Employee Work Culture

- **Constructive Culture** : This culture encourages employees to interact in ways that support individual and group growth. The characteristics of this culture are synergy, appreciation for achievement, and a spirit of collaboration.
- **Passive-Defensive Culture** : This type of monkey culture allows employees to interact in a way that avoids threats to job security. which is characterized by dependency, conformity and obedience without innovation.
- **Aggressive-Defensive Culture** : This type of employee work culture encourages hard work to protect an individual's status or security. Its characteristics are competition, control, and pressure for perfectionism.

2.2 Theory 2

according to research (Faizal, et al. 2019) work culture has a partial or simultaneous positive effect on employee performance. This means that increasing employee performance can be achieved by strengthening strategies that include work culture. Meanwhile, according to research conducted by (Layaman and Jumalia, 2018) work culture has a positive and significant effect on employee performance. Previous research by (Isa, et al. 2016) concluded that two of the three dimensions of work culture have a significant positive influence on employee performance.

Organizational structure, organizational characteristics, and leadership style jointly influence organizational work culture variables. (Sembiring and Sofiyana 2021)

3. Material and Method

3.1 Research Design

This research uses a descriptive qualitative approach with a case study method. The case study was chosen because the research aims to explore phenomena in depth related to work culture at PT Cemindo Gemilang Tbk. This approach allows researchers to understand the context, characteristics and dynamics of the work culture implemented in the company.

3.2 Research Sample

The sampling method applied was purposive sampling with a non-probability technique. That The sample consisted of 4 informants, namely 1 IT division staff, 2 Human Capital staff, and 1 Supply Chain division staff.

3.3 Research Instruments

Data collection techniques include:

- **Observation** : Observe and analyze what kind of work culture exists in the company
- **Interview** : Using a structured interview guide addressed to 4 informants, namely 1 IT division staff, 2 Human Capital staff, and 1 Supply Chain division staff.

- **Documentation** : Carrying out documentation sessions through photos during interviews and recording answers from interviews to be collected and analyzed

3.4 Research Procedures

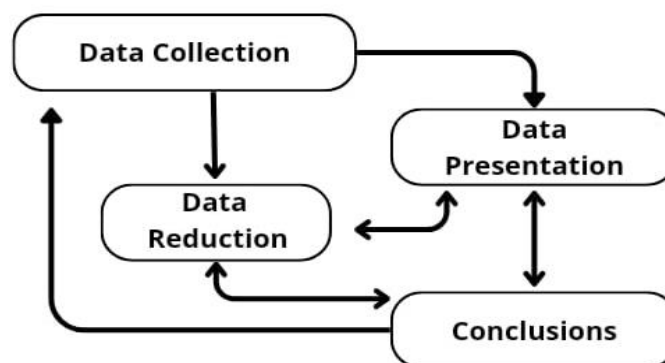
The study was conducted over 3 months (September to November 2024) at PT. Cemindo Gemilang Tbk. The research procedure included:

- Title Submission
- Distribution of Pre-research Questionnaires
- Data Collection and Interviews
- Proposal Preparation
- Data analysis

3.5 Data Analysis

Data analysis is the systematic search and preparation of data obtained from the results of data collection techniques by sorting, explaining, synthesizing, creating patterns, organizing, and drawing conclusions based on each category. This data analysis process there are 4 steps, namely :

1. **Data Collection** : The data collection stage includes the methods described arranged in various simple to complex formats, from initial data collection results to final data collection results, starting with a contact summary sheet that easily summarizes time-limited data. (Fadilla and Wulandari, 2023)
2. **Data Redection** : The data reduction stage includes identifying what is considered important and looking for patterns. When data is reduced, it provides a more detailed picture to meet the researcher's needs.
3. **Presentation of Data** : Presentation of data can be done with various variations in terms of description, chart form, and the relationship between the two. Researchers will more easily understand the events that occur when carrying out this stage.
4. **Verification and Conclusion** : The conclusions stated at this stage are preliminary conclusions and are still uncertain and may change if no clear supporting data is found.



Pictures Components of Data Analysis

Source: Data processed by researchers (2024)

4. Result

A. Importance of Work Culture

- Work culture forms interaction, collaboration and achievement of common goal within the company.
- Positive culture increases employee productivity, motivation and comfort.
- Participants considered work culture to be very important because it reflects norms, vision, mission and influences work mentality and environment.

B. Work Culture at PT Cemindo Gemilang Tbk:

- Implementation of the SIGAP culture (Synergy, Integrity, Growth, Adaptation, Passion) creates work comfort.
- Results oriented and family culture motivates employees to achieve targets with discipline.
- Open communication between employees across generations strengthens collaboration and discussion.

C. Important Cultural Elements

- Synergy : Collaboration that helps mutual growth.
- Open Communication : Encourages learning, discussion and collaboration without barriers of position or age.
- Discipline : Ensure order and work efficiency.
- Employee Wellbeing : Training and rewards increase motivation and personal development.

D. Effect of Work Culture :

- Shaping employee work and life patterns.
- Increase feelings of appreciation, comfort and loyalty.
- Provide clear direction and align with the company's vision and mission.
- Improve discipline and work efficiency.

5. Discussion

A. Importance of Work Culture

Work culture in a company plays an important role in helping employees understand the company's vision and mission, as well as creating a positive and productive work environment. A good work culture is not just a regulatory framework, but also influences employee interactions, motivation and collaboration patterns. As explained by (Robbins, 2021), the characteristics of a strong organizational culture include the courage to take risks, results orientation, focus on human resources, and stability.

The results of the interview revealed that PT Cemindo Gemilang Tbk employees considered work culture to be one of the key elements of the company's success. Work

culture helps increase innovation and build collaboration between employees. In addition, a positive work culture creates psychological comfort that motivates employees to work better.

B. Work Culture at PT Cemindo Gemilang Tbk:

PT Cemindo Gemilang Tbk implements the SIGAP culture (Synergy, Integrity, Growth, Adaptation, Spirit). This culture supports collaboration, open communication, and discipline, all of which create a comfortable and productive work environment. Based on interviews with employees, the following elements of work culture stand out:

- **SIGAP Culture:** SIGAP values provide a framework that encourages collaboration and mutual growth, for both the company and employees.
- **Results and Discipline Orientation:** The work culture focuses on achieving targets while still instilling high discipline which is the main motivation for employees.
- **Open Communication:** Despite differences in generations and positions, communication within the company runs smoothly and effectively, allowing for constructive discussions.

This work culture shows a constructive nature, encourages employees to interact and contribute regardless of position or age, and meets their growth needs.

C. Important Cultural Elements

Some of the most important work culture elements at PT Cemindo Gemilang Tbk are:

- **Synergy:** Helps create effective collaboration between employees. Synergy ensures that every individual can work together to achieve common goals, regardless of position or division. This creates a more harmonious and efficient work atmosphere.
- **Open Communication:** Communication free from hierarchical barriers allows employees to share ideas, raise concerns, and provide immediate feedback. This increases the sense of involvement and fosters trust between individuals within the organization.
- **Discipline:** Discipline is the foundation for maintaining order and efficiency in the workplace. With discipline applied consistently, employees can work in accordance with company standards and predetermined targets.
- **Employee Welfare:** The aim is to increase loyalty to the company.

D. Effect of Work Culture :

The work culture implemented has a significant impact on employees, including:

- **Improved Work Patterns:** With a clear and directed work culture, employees feel more structured in carrying out their duties. This provides guidance that enables them to align with company values, increase productivity, and consistently achieve targets. **Comfort and Loyalty:** A positive work environment creates a sense of appreciation among employees. When companies value individual contributions, this increases loyalty and morale, which has a direct impact on workforce retention.
- **Efficiency and Discipline:** The culture of discipline adopted by the company not only improves operational efficiency but also provides a framework that supports organizational stability. Employees become more focused and able to work effectively in teams.
- **Enhanced Well-Being:** Support for employees' physical and mental well-being, including training and personal development programs, provides a sense of security and encourages them to develop further within the company. This strengthens the relationship between employees and the organization, creating a supportive work atmosphere.

6. Conclusion, Implication, and Recommendation

A. Conclusion

PT Cemindo Gemilang Tbk's work culture reflects the principles and values that support the company's growth and the welfare of its employees. The existing work culture prioritizes factors such as synergy, open communication, discipline and employee happiness.

1. Most employees think that work culture is very important because it creates a positive environment, affects mental health, and helps achieve the company's vision and mission. This is in accordance with the characteristics of a positive, team-oriented and stable organizational culture.
2. SIGAP (Synergy, Integrity, Growth, Adaptation, Passion) culture is a characteristic recognized by employees as fundamental to their work and fosters collaboration, innovation and the ability to adapt to change. Open communication between employees across generations also strengthens integrative work relationships.
3. Elements of synergy, open communication, discipline and usefulness are important aspects in forming a company's work culture. This work culture creates an environment that fosters employee motivation, collaboration and loyalty. **Impact of work culture on employees:** PT Cemindo Gemilang Tbk's work culture has been proven to have a positive impact on employees, for example by creating a sense of comfort, discipline and appreciation. This increases work productivity and loyalty

because employees feel guided and able to carry out their work efficiently and systematically.

Overall, PT Cemindo Gemilang Tbk's work culture emphasizes a balance between productivity and wellbeing, ensuring employees feel valued, supported and motivated to develop.

B. Implication

- **Theoretical:** This research supports the theory which states that work culture plays an important role in shaping organizational productivity and success. These findings strengthen the argument that a constructive work culture, as implemented through the SIGAP program, not only supports collaboration but also influences an organization's adaptability to change.
- **Practical:** The implementation of SIGAP work culture at PT Cemindo Gemilang Tbk provides a real example of how organizational values can be implemented effectively. This can serve as a guide for other companies to build a positive work culture, support employee well-being, and improve overall organizational performance.

C. Research Limitations:

Research Limitations This research has a number of limitations. Considering these limitations, it is hoped that this research can become a reference for better future research. Existing limitations include:

- Limited number of journals studied by researchers, limited number of previous studies
- This research only took interview data from four sources, thus influencing the results which were only obtained and seen from several points of view.
- Due to the limited time available to complete this research, the researcher was unable to explore this research further.
- The scope of this research is very limited because the researcher only used one variable in the research and it could not be studied in more depth.

D. Recommendation

- **For Companies:** PT Cemindo Gemilang Tbk is advised to expand the implementation of the SIGAP program to all levels of the organization, including new employees.
This aims to ensure that work culture values can be understood and internalized by each individual. In addition, companies can hold special training or workshops to strengthen employees' understanding of the importance of a constructive work culture.

- **For Future Researchers:** It is recommended to expand the scope of the research by involving more companies or other industrial sectors to see whether the same pattern applies.

In addition, a quantitative approach can be used to measure the impact of work culture on certain indicators such as job satisfaction, productivity, or employee retention, thereby producing more comprehensive and applicable findings.

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