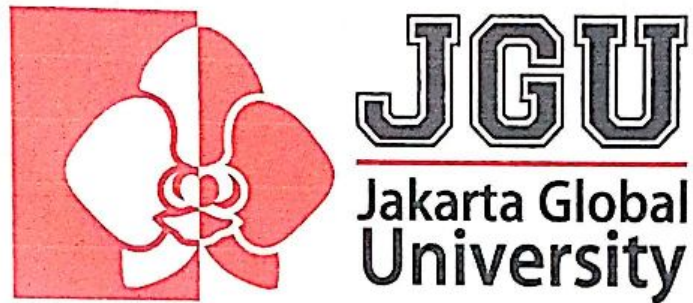




**The Influence of Workload and Organizational Culture
on Employee Performance of Operational Division at
Toyota (Auto 2000) Grand Depok City, Depok**

Undergraduate Thesis

Submitted to fulfil requirement to achieve bachelor degree



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**MANAGEMENT STUDY PROGRAM
JAKARTA GLOBAL UNIVERSITY**

2024

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Depok, February 1st 2024



Sekar Ayu Widodari

TABLE OF CONTENT

TABLE OF CONTENT.....	VIII
LIST OF TABLES	XI
LIST OF FIGURES	XII
ABSTRACT	XIII
CHAPTER I INTRODUCTION.....	1
1.1 BACKGROUND	1
1.2 PROBLEM STATEMENT	9
1.3 OBJECTIVES RESEARCH.....	9
1.4 RESEARCH BENEFIT	10
1.5 PROBLEM LIMITATION.....	10
CHAPTER II LITERATURE REVIEW	11
2.1 LITERATURE REVIEW	11
2.1.1 <i>Workload</i>	11
2.1.1.1 Workload Causes	11
2.1.1.2 Workload Impacts	15
2.1.1.3 Indicators of Workload	16
2.1.2 <i>Organizational Culture</i>	17
2.1.2.1 Organizational Culture Objectives.....	18
2.1.2.2 Organizational Culture Benefits.....	19
2.1.2.3 Factors Affecting Organizational Culture.....	20
2.1.2.4 Indicators of Organizational Culture.....	23
2.1.3 <i>Employee Performance</i>	25
2.1.3.1 Employee Performance Appraisal.....	26
2.1.3.2 Employee Performance Appraisal Benefits	26
2.1.3.3 Factors Affecting Employee Performance.....	27
2.1.3.4 Indicators of Employee Performance.....	29
2.2 EMPIRICAL STUDY.....	31
2.3 CONCEPTUAL FRAMEWORK.....	38
2.3.1 <i>The Influence of Workload on Employee Performance</i>	38
2.3.2 <i>The Influence of Organizational Culture on Employee Performance</i> ..	39
2.3.3 <i>The Influence of Workload and Organizational Culture on Employee Performance</i>	40
CHAPTER III RESEARCH METHODOLOGY	41
3.1 RESEARCH DESIGN PROCESS	41
3.1.1 <i>Research Approches</i>	41
3.1.2 <i>Research Method</i>	42
3.1.3 <i>Types of Data</i>	43
3.2 OPERATIONAL DEFINITION.....	43

3.2.1 Workload (X1).....	43
3.2.2 Organizational Culture (X2).....	44
3.2.3 Employee Performance (Y).....	45
3.3 RESEARCH OBJECT.....	50
3.4 POPULATION AND SAMPLING OF THE STUDY	50
3.4.1 Population.....	50
3.4.2 Sampling.....	51
3.5 TECHNIQUES OF DATA COLLECTION	51
3.5.1 Observation.....	52
3.5.2 Interview.....	52
3.5.3 Questionnaire.....	52
3.6 MEASUREMENT OF VARIABLES / INSTRUMENTATION.....	53
3.6.1 Validity Test	53
3.6.2 Reliability Test	55
3.7 DATA ANALYSIS TECHNIQUE	56
3.7.1 Data Analysis Test.....	56
3.7.1.1 Multiple Linear Regression Analysis.....	56
3.7.1.2 Determination Coefficient (R ²)	56
3.7.2 Classical Assumption Test.....	57
3.7.2.1 Normality Test	57
3.7.2.2 Multicollinearity Test.....	57
3.7.2.3 Autocorrelation Test.....	57
3.7.2.4 Heteroscedasticity Test	58
3.7.3 Hypothesis Test	59
3.7.3.1 Simultaneous Test (F Statistical Test).....	59
3.7.3.2 Individual Parameter Significance Test (T Statistical Test)	59
CHAPTER IV.....	61
RESEARCH FINDINGS AND DISCUSSION.....	61
4.1 PROFILE COMPANY	61
4.2 DESCRIPTIVE ANALYSIS	63
4.2.1 Descriptive Analysis of Respondent.....	63
4.2.2. Descriptive Analysis of Variables	65
4.3 CLASSICAL ASSUMPTION TEST.....	70
4.3.1 Normality Test.....	70
4.3.2 Multicollinearity Test.....	71
4.3.3 Autocorrelation Test.....	72
4.3.4 Heteroscedasticity Test	73
4.4 Hypothesis Test	74
4.4.1 Individual Parameter Significance Test (T Statistical Test)	74
4.4.2 Simultaneous Test (F-Statistical Test)	75
4.5 DATA ANALYSIS TEST.....	77
4.5.1 Multiple Linear Regression Analysis	77
4.5.2 Determination Coefficient (R ²).....	78
4.6 DISCUSSION.....	79
4.6.1 The Influence of Workload on Employee Performance	79

4.6.2 <i>The Influence of Organizational Culture on Employee Performance</i> .	79
4.6.3 <i>The Influence of Workload and Organizational Culture on Employee Performance</i>	80
CHAPTER V	81
CONCLUSION AND SUGGESTION	81
5.1 CONCLUSION	81
5.2 SUGGESTION.....	82
5.3 CONTRIBUTION.....	82
5.4 MANAGERIAL IMPLICATION	83
5.5 RESEARCH LIMITATION.....	84
BIBLIOGRAPHY	85
ATTACHMENT	92

ABSTRACT

This research aims to examine the influence of workload and organizational culture on employee performance of operational division. This research uses a quantitative method by distributing questionnaires to full time employees of sales and workshop divisions in Toyota (Auto 2000) Grand Depok City. The data is determined by probability sampling technique with convenience sample method as many as 56 respondents. The research sample is determined by analyzed using multiple linear regression data analysis methods with SPSS version 26 application software. The results of this study indicate that partially workload has a negative and significant effect on employee performance at Toyota (Auto 2000) Grand Depok City. Meanwhile, partially organizational culture has a positive and significant influence on employee performance. Workload and organizational culture simultancously have a significant effect on employee performance with an Adjusted R Square value of 0.28 or 28%. In improving employee performance, companies can pay more attention to the targets that must be achieved indicators and increase the implementation of creativity & innovation also employee initiative.

Keyword : Workload, Organizational Culture, Employee Performanc

CHAPTER I

INTRODUCTION

1.1 Background

Human resources are one of the most important things in achieving the goals of a company within each company. The actions taken to realize these goals, one of which is by having employees who have the capacity to work appropriately. For this reason, employees must have good performance in carrying out the tasks they are responsible for. Employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara in Ansory et al., 2018). Performance represents the level of success of employees when performing their duties and obligations. Performance is a result of work or the level of success achieved by employees in their field of work which can be directly reflected in the output produced both in quantity and quality, according to the criteria applied to the job (Widodo & Yandi, 2022).

One of the factors that can improve employee performance that needs to be considered is the provision of workload by an organization, either physical workload or mental workload. To achieve maximum performance, it is important for companies to pay attention to the state of their human resources, because the human body is designed to carry out daily work activities (Mangkunegara, 2017). It is also stated by Ohorelo (2021) that one of the main factors determining employee performance is workload. Workload that is excessively excessive will have an unfavorable impact, which will cause fatigue both physically and mentally and emotional reactions such as headaches, indigestion, and irritability (Musa & Surijadi, 2020). According to UU No. 11/2020 chapter 77 paragraph (1) and paragraph (2) on job creation states that every employer is obliged to implement working time including :

- a. 7 (seven) hours 1 (one) day and 40 (forty) hours 1 (one) week for 6 (six) working days in 1 (one) week; or
- b. 8 (eight) hours 1 (one) day and 40 (forty) hours 1 (one) week for 5 (five) working days in 1 (one) week.

Through a study in the Journal of Occupational and Environmental Medicine states that there is a correlation between working hours in a week and the risk of heart attack. People who work 55 hours a week are 16% more likely to develop a heart attack risk than those who work 45 hours a week as reported by Health.kontan.co.id (2019). The study found that people who work 65 hours a week have a 33% chance of having a heart attack. Empirical studies in the journal Psychosomatic Medicine reveal that high workload is related to diabetes, the risk opportunity can reach 45%. Feeling overworked can also damage mental health (Health.kontan.co.id, 2019). The facts and empirical evidence above prove that excessive workload cannot be taken for granted because its impact is terrifying, not only affecting the performance of employees or employees but even to the point of death. Individuals who feel pressured to engage in work will affect individual performance in handling their work (Kumar et al., 2019). Based on research conducted by Rolos et al. (2018), Lukito & Alriani (2018), Ilham & Adolfini (2021), and Soima et al. (2023) state that workload has significant negative effect on employee performance. Meanwhile, there are different result from Sari et al. (2022), Nurhasanah et al. (2022), P. Widiyanti & Herlina (2023), Alqorrib et al. (2023) state workload significantly positive influences employee performance. Also, Luthan (2023) states that workload has no effect on employee performance

In addition, according to Afandi (2018) state that there is strong evidence that states one of the triggers for employee performance is organizational culture. According to Khan & Rahid in Kholisah (2019), a good organizational culture will create organizational effectiveness because organizational culture has a strong impact on employee behavior followed by organizational effectiveness and will make it easier for superiors to understand the organization where they work not only according to policies and procedures, but also to understand human behavior and the utilization of human resources in the best way. A strong organizational

culture provides employees with a clear understanding of how to get things done in the surrounding environment. Organizational culture is a belief and values that become the main philosophy that is firmly held by organizational's employees in carrying out or operating organizational activities (Bengngu et al., 2019). Culture is also an important cause for the effectiveness of the organization itself (Didik Surya Kahfi et al., 2022). The employees who already understand the overall cultural values that exist in the organization will affect employees performance. This is very crucial for the organization and all employees in running the organization and interacting with the environment, as well as in how to manage employees internally and the relationship between superiors and subordinates. Based on research conducted by Rijanto & Mukaram (2018), Baihaqi & Saifudin (2021), Ilham & Adolfina (2021) dan Nurhasanah et al. (2022) state that organizational culture affects employee performance. These studies explain that organizational culture have a positive and significant effect on employee performance, which means that a good culture will improve employee performance as well. The opposite research results are shown by Huda (2018) and Girsang (2019) show that organizational culture has no effect on employee performance.

Toyota is one of the largest and most successful transportation manufacturers in Indonesia. This is reinforced by the data on sales achievements in Indonesia which states that Toyota has successfully ranked number one as the automotive company that has made the most sales for 2 consecutive periods. The following table shows Toyota's sales achievement in 2021 and 2022:

Table 1.1 Gaikindo Brand Data

NO.	BRAND	JAN - DEC	
		2021	2022
1	TOYOTA	295,768	331,410
2	DAIHATSU	164,908	202,665
3	HONDA	91,122	131,280
4	MITSUBISHI MOTORS	107,605	99,051
5	SUZUKI	91,793	90,408

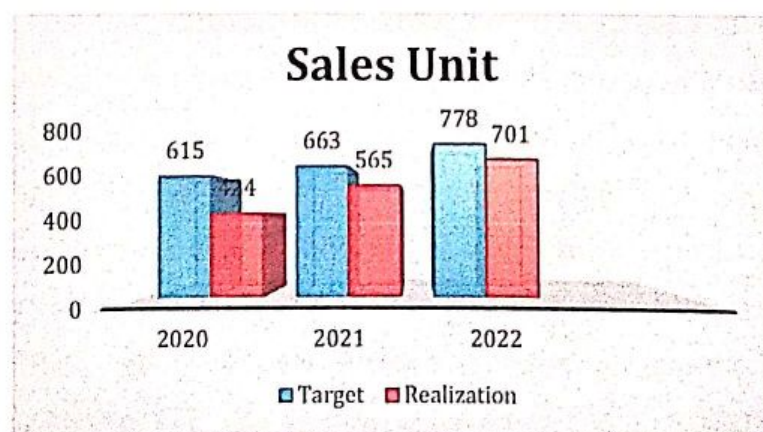
6	mitsubishi fuso	36,518	37,586
7	isuzu	26,636	36,646
8	hyundai - hmid	3,005	31,965
9	hino	20,683	30,853
10	wuling	25,564	29,989

Source :Process Data, Gaikindo Data by Brand 2021/ 2022

In 2022 Toyota managed to maintain its identity as the largest automotive company by successfully increasing total sales amount to 331,410 units from 295,768 units in 2021. It can be concluded that Toyota has great performance in achieving the largest automotive sales in Indonesia . Although Toyota in Indonesia managed to become the most successful and largest company, based on data obtained from the internal Auto 2000 Grand Depok City stated that there is a employee performance problem indicated by the unachievement of sales targets.

Auto 2000 Grand Depok City has 4 (four) divisions, namely admin, customer relation office, sales unit, and entry/workshop unit. Based on observations and document observations, divisions that have performance problems are sales units (new vehicle sales) and entry units (vehicles repaired in the workshop) characterized by failure to achieve targets. It is known that in 2020 to 2022 AUTO2000 Grand Depok City did not succeed in achieving the set targets, both sales unit and entry/workshop unit targets. The following is a graphical data of the target and achievement realization at AUTO2000 Grand Depok City:

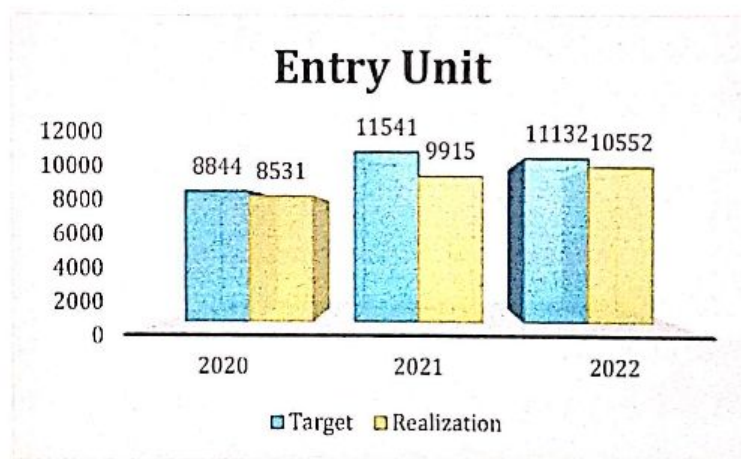
Figure 1. 1 Sales Unit Graph 2020 - 2022



Source : Internal Auto 2000 Grand Depok City

Based on the figure 1.1, in the past 3 years there has been a continuous increase in targets at Auto 2000 Grand Depok City, but this is not in line with its target achievement. In 2020, Auto 2000 Grand Depok City had a car sales target (sales units) amount of 615 units but only managed to achieve a target of 424 units or a total of 68.9%. In 2021, Auto 2000 Grand Depok City increased the number of car sales targets as high as 663 units, which means an increase of 7.8% from the previous year. However, Auto 2000 Grand Depok City could only achieve sales to the amount of 565 units or 85% of the target in 2021. The same thing also happened in 2022 where Auto 2000 Grand Depok City still increased the number of car sales targets by 778 or an increase of 14.7% from the previous year. Failure also occurred, Auto 2000 Grand Depok City only managed to sell 701 units of cars or could only achieve 90% of sales from the total target in 2022.

Figure 1. 2 Entry Unit Graph 2020 - 2022



Source : Internal Auto 2000 Grand Depok City

The same thing happened to the vehicle service target at the Auto 200 Grand Depok City workshop (entry unit). Based on the figure 1.2, in 2020 Auto 2000 Grand Depok City set a vehicle service target which is 8,844 units but only managed to achieve 96.4% or 8,531 units. In 2021, there was a 23.3% increase in the target from the previous year amounted to 11,541 units. However, Auto 2000 Grand Depok City could only achieve 9,915 units or 85.9% of the total target in 2021. Finally, in 2022, Auto 2000 Grand Depok City lowered its target to 11,132 units from 11,541 units in 2021. Despite the lowered target, Auto 2000 Grand Depok City still failed to achieve the set target. Auto 2000 Grand Depok City only achieved

10,552 units or 94.7% out of the 11,132 units target in 2022. Based on the graph data above, it can be concluded that there is an employee performance problem at Auto 2000 Grand Depok City characterized by unsuccessful target achievements at the branch.

Also, there is a workload problem indicated by excessive working hours that affect the quality of employee performance. Supported by observations obtained by researchers, employees often work more than 8 hours per day which causes stress as they even work on Sunday without getting overtime pay. Employees are also required to conduct exhibitions in places with long distances or in different cities on weekends / public holidays such as conducting exhibitions / canvassing in the Bintaro area, Karawaci, central Jakarta and various other places using their respective vehicles. The following are the working hours of employees at PT Astra International - Toyota (Auto 2000) Grand Depok City:

Tabel 1. 1 Working Hours

Weekday	Office hour	08.00 – 16.00
	Extra time	16.00 – 22.00
Weekend	Shift 1	10.00 – 16.00
	Shift 2	16.00 – 22.00

Source : Internal Auto 2000 Grand Depok City

Based on the data above, the sales and workshop divisions have normal working hours at 08.00 - 16.00, but an internal information from Toyota Auto 2000 Grand Depok City shows that the average employee leaves work at 17.00 because the sales division does not only serve customer who come directly to the showroom (walk in customers), but sales division often have to visit customers with an uncertain distance this causes overtime occur in the sales division, then sales division must exhibit at least 3 times a week scheduled by management to achieve sales targets and employees are often required to exhibit every day. Due to the tight work schedule of employees, it causes fatigue, which often makes employees not carry out their duties properly, such as not running the exhibition well by only taking attendance and then leaving the exhibition, as well as not arriving on time. This reflects a decrease in employee performance levels. Exhibitions are usually carried out on weekdays with working hours at 16.00 -22.00 and exhibitions on weekends are divided into 2 shifts, shift 1 at 10.00 - 16.00 while shift 2 at 16.00 -

22.00. In the workshop division, the average employee is absent at 17:00 because car repairs do not take a short time, and workshop employees often face problems with car conditions that are complicated enough to require more time. Workshop employees also need to ensure the completeness and maintenance of service tools to make service activities easier on the next day. The enactment of punishment in the sales unit if the employee cannot achieve the target in 3 consecutive months then the employee will be fired and there is a transfer of employees in the entry unit, this makes employees even more burdened with the existing conditions.

Japanese workplace culture, also referred to as "Kaizen," has been shown to be successful for Japanese businesses. Kaizen refers to "continuous progress and improvement in one's life, home life, social life and work life". Kaizen refers to a management approach, and business culture means that all employees actively participate in and are committed to the company's endeavors, resulting in slow but steady development. One feature of kaizen is that it only acknowledges improvements that are "better" rather than adjustments that are moving toward the "best". It is designed for the stage of change and improvement to proceed continuously in the direction of a better stage rather than stopping at a particular point of the best change.

One of the innovations implemented by Toyota is to create a Kaizen work culture centered on human resources. The essence of Toyota's culture is to value people and make continuous improvements. In a global automotive company, employees are always encouraged to continue to improve performance both individually and in teamwork. In fulfilling customer satisfaction, Toyota implements a Kaizen culture that involves all members in the company hierarchy both management and employees and is able to change the way employees work so that employees work more productive, less tiring, more efficient, safe, able to improve equipment and improve procedures. The Kaizen culture implemented will be able to increase the effectiveness of employee work so that employees are able to correct work errors and improve work processes in achieving company goals.

AUTO2000 is one of the companies that strives to improve employee performance through the implementation of a strong corporate culture. The

corporate culture implemented by AUTO2000 is called "FIRST" (Nararyya Consulting in Panggabean, 2015). The FIRST program implemented by AUTO2000 includes:

1. Focus on Customer, is an effort to understand, establish close relationships and seek feedback from customers on a regular basis;
2. Integrity, is to act consistently in accordance with the values and policies of the organization as well as the professional code of ethics despite difficult circumstances;
3. Respect For Others, is the attitude of always respecting individuals and groups objectively, reasonably and fairly;
4. Strive For Excellence, is working hard and smart in implementing the best way to get results; and
5. Teamwork, is a complementary interaction between individuals according to roles and responsibilities to encourage personal development and to maximize performance.

The five dimensions of FIRST culture explain the aspects that must be fulfilled to realize the values espoused by the company and the goals to be achieved by the company. Therefore, each dimension regulates what the company and employees can and cannot do. Thus, positive behavior will be achieved in employees which will ultimately be reflected in employee performance. This is as stated in Nararyya Consulting in Panggabean (2015) that the five values of culture outlined as espoused values must be owned and believed by employees. Furthermore, based on the results of data observations at Auto 2000 Grand Depok City, it was found that in January - September 2023 only about 40% - 60% of employees out of a total of 20 employees could achieve the monthly sales target of 4 units / month. This indicates that there is a lack of maximization of the application of organizational culture at Auto 2000 Grand Depok City so that many employees cannot achieve the target. Auto 2000 Grand Depok City has never conducted a survey to determine the organizational culture implementation index nor has it known the percentage of the level of understanding of organizational culture in its employees. In a year the company conducts training and evaluation of employees

every 3 months, the company emphasizes more on product knowledge and lack of organizational culture counseling also its implementation in the company. Of course, it is important for a company to know the results of the survey as material for evaluating the company's organizational culture on employee performance as one of the indicators that can help the company achieve its goals.

Based on this background, it can be concluded that there are fundamental causes that result in inconsistencies in performance achievement. This research is interested in conducting the study on "The Influence of Workload and Organizational Culture on Employee Performance at Toyota (Auto 2000) Grand Depok City" which is something that supports in increasing effectiveness in achieving company goals.

1.2 Problem Statement

Based on the above background, this research has a problem formulation which includes:

1. How does workload influence employee performance at Toyota Auto 2000 Grand Depok City?
2. How does organizational culture influence employee performance at Toyota Auto 2000 Grand Depok City?
3. How do workload and organizational culture influence employee performance at Toyota Auto 2000 Grand Depok City?

1.3 Objectives Research

Based on the background of the problem and the formulation of the problem, the objectives of this study are as follows:

1. To determine and analyze the influence of workload on employee performance at Toyota Auto 2000 Grand Depok City.
2. To determine and analyze the influence of organizational culture on employee performance at Toyota Auto 2000 Grand Depok City.
3. To determine and analyze the influence of workload and organizational culture on employee performance at Toyota Auto 2000 Grand Depok City.

1.4 Research Benefit

Based on the objectives above, this research has a benefit which includes:

1. Theoretical Benefits

This research can provide benefits as additional references for further research, especially research related to workload, organizational culture and employee performance. Also, this study are expected to be a material for learning and applying knowledge in the field of management, especially in the field of human resource management.

2. Practical Benefits

The results of this study can be suggestion for future improvements and reference to solve problems regarding Workload, Organizational Culture and Employee Performance. Also, expected to provide information about workload and organizational culture to improve performance.

1.5 Problem Limitation

This study only limit the research about the influence of workload and organizational culture on employee performance. In addition, the object of research still has a small scope, namely on employees at Toyota Auto 2000 Grand Depok City., because of the excessive workload in achieving targets and the lack of maximum organizational culture at Toyota Auto 2000 Grand Depok City.

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