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The Impact Of Organizational Culture Toward Organizational Competitiveness At Pt. Goenta Jaya Medan

Javerson Simamora^{1*}, Eddy Gunawan², Felix Leonard³, Elyzabeth Wijaya⁴, Ester⁵

¹Politeknik Unggulan Cipta Mandiri

²Politeknik Unggulan Cipta Mandiri

³Institut Bisnis Informasi Teknologi Dan Bisnis

⁴Institut Bisnis Informasi Teknologi Dan Bisnis

⁵Institut Bisnis Informasi Teknologi Dan Bisnis

*Corresponding Author: E-mail: javersonsimamora2023@gmail.com

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ABSTRACT

The purpose of this research is to analyze the impact of organizational culture toward competitiveness at PT. Goenta Jaya Medan, the data is obtained through interview and questionnaire. There are 32 respondents from the company which only work in the office and supervisor only in company. Whereby the data analysis using descriptive statistic (mean, median, mode), validity, reliability, coefficient of correlation, regression analysis and hypothesis test. The result from the data is all valid, reliable and normal. so the data can be used for further analyze. There has a significant impact the organizational culture toward organizational competitiveness, where H_0 accepted and H_1 rejected $Z_{count} = 4.776 > Z_{table} = 1.96$. Determination (r^2) = 85.6% prove that organizational culture impact 85.6% toward organization competitiveness. The writer intends to give some recommendations which are outbound, happy weekend, monthly meeting and open-minded discussion, switching work day and give appreciation and recognition.

INTRODUCTION

There are many organizations, starting from small to big have their own culture. Culture is a something essential because every value, norm, and belief of employees comes from it. Organizational culture is built from the combined experience of the members of the organization, the quality of the interactions with each other and outsiders, the result of the organization's effort, and the psychology tone set by top management and every level of management beneath it. All of these factors are expressed in, and some are caused by management behavior will always affect the culture negatively. Currently research proved that human research management plays a surprisingly significant role in company for firm performance and business vision achievement. The human resource management is one of the factors that are involved directly in running the company's activities and it has important role in increasing the company's productivity in achieving the goals that has been determinate. Each company try to increase and develop the business with doing many ways arrange in planning to increase the company competitiveness. To obtain the progress and achieve the goals determined, the company need drive and control the employee and build new strategy in order it can develop the all abilities in the employee.

The organizational culture proposed employees the way things should be done. Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees. Researchers have linked a culture in the organization with many different organizational behaviors. They have also recognized the correlation between culture of organization & organizational competitiveness. According to Wilson Bangun (2013), "organizational culture will have influence, especially if it is strong". The strong organizational culture gives impact to the organizational competitiveness so it can take action and coordination towards customer and competitors. Besides, organizational culture can lead employees to have more competition can achieve the goal together. PT. Goenta Jaya Medan has problem with organizational culture that is not implemented by all employees such as to work hard, finish the job completely and high attendance in workplace. From interview result with the employees, they admit employees, they admit employees may not communicate well and could feel uncomfortable about approaching supervisors with ideas, suggestions and concerns. From the top down, companies might not clearly articulate expectations and goals, which can make staff members confused about what they are supposed to do. They complain about the poor communications with their supervisors. The supervisor and their managers are not intent to build a good relationship with them and this organizational culture has been told to each employee frequently. But in fact, the employee doesn't conduct this organizational culture fully because there is no intention and desire of the employee to implement organizational culture.

The above table shows the data about the production way of this and other company. It can be seen that many textiles company use modern way to produce their silk. PT. Goenta Jaya Medan still uses the human resource to produce silk because the company inherited from generation to generation. Other companies already use modern way such as machine and faster delivery day compare to PT. Goenta Jaya that still rent delivery truck while the other company has their own delivery truck. With these problems rise, it causes this wholesales of the company is declining and difficult to compete with other new companies and have their own cooperative and competitive. Realizing the importance of organizational culture toward the organizational competitiveness raises. Because of cost, technology and speed impact organization competitiveness.

METHODOLOGY

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions. The plan is the overall scheme or program of the research. A research design will express both the structure problem and plan of investigation used to obtain empirical evidence on relations of the problem (R Cooper, Donald, 2006 p.138). The writer will use descriptive study (Derek McHill's, 2002), which established the causal relationship between the organization culture and organization competitiveness. Types of intervention that writer use in the research is minimal because the writer only use questionnaire to take the data.

According to Mitchell (2015, p.627), "population is the entire group that writer is interested in". The population in this research is 32 employees in all department of PT. Goenta Jaya Medan. According to Mitchell (2015, p.628), "a sample is simply a subset of the population". Sampling technique used in this research is non-probability sampling method with census technique sampling. With census technique sampling, the writer takes all of population as the sample. According to Nadar E. Narayanan (2015, p.22), "Census is the process of obtaining responses from each and every unit of the whole population". In this research, the writer will decide to get the sample in the amount of 100% of 32 employees.

RESULTS

Validity shows how far a measurement instrument can determine object of study, reliability is index which shows how far a measurement instrument can be believed or relied. Valid and reliable instrument is absolute requirement to get valid and belief research result. Validity and reliability testing in this research can be used to observe whether the questionnaire distributed is suitable done as research instrument. If the instrument is valid and reliable, then this research instrument is suitable for measurement. However normality test the measure of the instrument whether it is normal or not normal. Validity, reliability and normality is done to 15 respondents.

Reliability is a test's first major requirement and refers to its consistency (Field, 2013). A reliable test is one that yields consistent scores when a person takes two alternate forms of the test or when he or she takes the same test on two or more different occasions. Reliability shows the consistency and stability of the score (measurement scale). Reliability is the degree of accuracy that is shown by the measurement instrument. A good instrument will not have the characteristic of tendentious which will lead the respondents in choosing particular answers. A trusted instrument which is reliable will produce trustworthy data as well the reliability of the data is measured by using Standardized Cronbach's Alpha Formula. In order to prove its Reliability.

Normality test is used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. The purpose of normality test is to test whether the regression model, confounding or residual variable has a normal distribution. A good regression model is to have data distribution normal or near the normal. Application of the Kolmogorov Smirnov test can be checked by the scale.

The result show how much the r^2 equals to 0.754. it is indicates strong positive correlation between variable X (organization culture) and Y (organization competitiveness). In order to know how much the influence of organization culture towards organizational competitiveness, it can be calculated by using test of coefficient determination by this formula: $D=r^2 \times 100\%$.

The result seen from the R square column is 56,9%. It means that the dependent variable is low influenced by the independent variable and 41,3% is influenced by other factors. From the table above, the a (constant) of the question is 6.658, the β (regression coefficient of variable X) is 0.574. from these numbers, the equation for the variable is as follow: $Y=a+bx$ $Y=6.658+0.574X$ The regression coefficient of X is 6.658. this show that Y will increase as much as 0.574 with every one unit added to X.

Z-test is used to test the hypothesis (null hypothesis or alternative hypothesis), by comparing the z-table value and the z-counted value in order to test whatever the value is accepted in certain area formula: $Z = \frac{Z_{\text{table}} - Z_{\text{count}}(Z_0)}{\sqrt{n-1}}$ The scale is used to interpret the result it: $-Z_{\text{table}} < Z_{\text{count}}(Z_0) < Z_{\text{table}}$ thus H_0 is accepted, H_A is rejected. If $Z_{\text{count}}(Z_0) > Z_{\text{table}}$, thus H_0 is rejected If $Z_{\text{count}}(Z_0) < -Z_{\text{table}}$

DISCUSSION

The calculation of means or the variables gives the following results: mean for independent (variable X) organization is 22.781, while for dependent variable (variable Y) organization competitiveness is 22.56. those two numbers falls in the neutral/average category, which can be seen from the interval of variable X&Y. meridian of variable X is 30 (neutral), and the mode of variable X is 32. median of variable Y is 24 (neutral), and the mode of variable Y is 24.

The results of the questionnaires that are used to collect the data are valid. The result is acceptable if it is larger than 0.3. The reliability test shows the result of 0.612. it falls in the range of average data and reliability. Normality test using the Kolmogorov Smirnov Z for variable X is 0.023 and variable Y is 0.015

The regression formula is $Y=6.658+0.574X$. the regression coefficient of X is 6.658 and variable Y is 0.574. This shows that Y will increase as much as 0.574 with every one unit added to X.

The correlation coefficient test gives the result that dependent between independent variable x and dependent variable y is 0.754. the number falls in range of $0.70 < r_{xy} < 1$.

The dependent variable is influence by independent variable as much as 56.9% and 43.1% is influence by other factor.

The result Z test shows that Zcount is 3.51. Since the significance of error is 5% then the Ztable is 1.96. For this set of hypothesis, Zcount Ztable and the number falls on the middle side of the curve, thus we reject H_0 .

CONCLUSION

After conducting the research and data analysis that is done at PT. Goenta Jaya Medan, the writer has summarized that there is a strong positive linear relationship between variable X (organization

culture) and variable Y (organizational competitiveness), the organizational culture has influenced the organizational competitiveness at PT Goenta Jaya Medan as far as 56.9% and the answers of hypothesis result, that HA is accepted Ho is rejected, so writer's hypothesis is accepted which means organizational culture does gives impact to the organizational competitiveness at PT. Goenta Jaya Medan. The improvement of the organizational culture is necessary not only in order to obtain in the future some superior competitiveness of the company, but also in the situation of the registration of some competitiveness in decrease, of some products and services. So that the cultural shock could be easily surpassed. The encounter of two types of organizational cultures with values, rules, beliefs and different rituals presupposes cultural adaptation of the managers and also the workers. An organization becomes competitive on the market only if it holds a powerful and positive organizational culture, capable to mobilize people, energies in order to accomplish the objectives that it fixes.

RECOMMENDATION

The company could do some outbound or happy weekend gathering for all employees to increase the relationship with each other, games to increase their team work is also a good idea. This will help to know each other and the communication can be good.

1. The director has to make monthly meeting or open-minded discussion regarding customer must be held at least once in a month, in this meeting, manager and staffs will inform each other of their behavior and so on, in order to make employees get well know of them and know how to serve them better.
2. The company should consider to give a choice and option to the worker to wearing different dress code.
3. Give some recognition and appreciation for those who did well in their job. It will make employee feel that the work is appreciated well by manager and organizational and it can make the competitive for another employee and maintain the employee's commitment in working for the company in long term period.
4. The company should regularly hold training sessions for the employee. so, the employee become more motivate and productive.
5. The manager should improve the organization mindset by elevate employee mindsets by set the policy, provide training opportunities and encourage employees to take advantage of growth and development opportunities.
6. The organization should understand the real culture of an organization by listen to the stories shared in and out of the organization and notice the employee's issues to get the deepest level of assumptions.

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