ANALYSIS INFLUENCE OF CULTURE AGENT, SUPERVISION OF PERFORMANCE THROUGH CULTURE ORGANIZATION AS AN INTERVENING VARIABLE PT TELECOMMUNICATIONS

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Abstract:
This research aims to analyze the influence of Culture Agent, Supervision on Performance through Organizational Culture as an intervening variable. The location of the research was PT Telekomunikasi Regional North Sumatra. The research sample consisted of 80 respondents. The method used is structural equation model (SEM) analysis with the help of SmartPLS4 software. The research results show that there is no positive and insignificant influence between Culture Agent on Organizational Culture. There is no positive and insignificant influence between Culture Agent on Employee Performance. There is a positive and significant influence between Experience and Organizational Culture. There is a positive and significant influence between experience on employee performance. There is a positive and significant influence between Organizational Culture on Performance.

INTRODUCTION

Management needs to provide strong support in motivating employees to work professionally so that employees can achieve performance in accordance with their organization's expectations. Good performance for individuals and groups is the center of attention in efforts to improve organizational performance. According to (Akbar & Usman, 2011) Performance is an effort made from the results of work achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. Performance is the result of work achieved and obtained by a person in carrying out and carrying out the tasks that have been given to that person which are based on experience, skills and time (Hasibuan, 2017). Performance is the willingness of a person or group to carry out activities or perfect them in accordance with the responsibilities given. According to (Simamora, 2015) states that performance is a level of achievement of tasks that make up an employee's job and reflects how well the employee fulfills a job requirement.

PT Telekomunikasi Indonesia, Tbk is the largest company providing communications information services and providing a complete telecommunications network in Indonesia. Telkom as an infocom company provides a variety of service products. Telkom has entered the telecommunications business in an era of competition so that all aspects of business activities are required to be more able to respond to this competition effectively. Employee performance can be influenced by culture agents. According to (Soekanto, 1986) in the formulation (Havelock, 1973), Cultural Agents are people who help implement social change or planned innovation. According to (Nasution, 1990) The introduction and then implementation of new things, ideas and ideas, known as innovation, is carried out with the hope that the lives of the people concerned will experience progress. Culture agents are able to understand culture programs and understand the need to shift culture to support the company's vision and mission, obtain new information about business developments and what is related to company culture, and it is also hoped that Culture Agents will be able to provide sharing experiences between Culture Agents related to implementation. cultural activation. To produce good and high quality products, supervision is required.

The implementation of supervision is important for organizations, both agencies and private companies, because by implementing supervision of the work carried out by officers or employees in a company, errors and irregularities that occur in the implementation of work will be known. According to (Handoko, 2014), supervision (controlling) is the discovery and application of methods and equipment to ensure that plans are implemented in accordance with what has been determined. Meanwhile, according to (Romauli, 2017), supervision can be defined as a process to ensure that organizational goals in management are achieved. (Daulay et al., 2019) adding that supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out runs according to predetermined plans. Supervision is the most essential management function, no matter how good the work activities are, without supervision the work cannot be said to be successful (Effendi, 2014).

Telkom has launched a vision to become the dominant player in its operational area so that to make this happen it requires alignment of corporate culture and transformational leadership to condition the response of all organizational components to a model of

behavior that is in line with core values that are adapted to its corporate strategy so that it is able to synergize all efforts to achieve goals in an integrated manner. effective. Organizational culture influences employee performance which can increase coordination between employees. The impact of organizational culture contributes directly to employee performance in completing assigned tasks. Organizational culture influences employee performance which can increase coordination between employees. The impact of organizational culture contributes directly to employee performance in completing assigned tasks.

According to (Fahmi, 2017) Organizational culture is the result of the process of merging the cultural styles and behavior of each individual that were brought before into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals. According to (Torang, 2014) Organizational culture can also be said to be habits that are repeated over and over again and become values and lifestyles by a group of individuals in an organization which are followed by subsequent individuals. Whereas (Sutrisno, 2017) Organizational culture is an invisible social force that can be mobilized by people in an organization to carry out work activities. According to (Wibowo, 2016) that organizational culture is a culture that is applied to a particular organizational scope. The presence of organizational culture is of course highly desirable for companies, as is supervision which is an important part, so that existing values can be understood and applied by employees to achieve good and optimal performance. Employee performance must continue to be improved in order to produce quality individuals who have good performance.

RESEARCH METHODS

Research Approach

This research is descriptive research with a qualitative approach. According to (Sugiyono, 2016) Qualitative descriptive method is a research method based on the philosophy of postpositivism used to research the condition of natural objects (as opposed to experiments) where the researcher is the key instrument. Data collection techniques are carried out using triangulation (combination), data analysis is inductive/qualitative, and the results Qualitative research emphasizes meaning rather than generalizations.

Population and Sample

Population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2016). The population of this research is all permanent employees who work at PT Telkom Regional I Sumatra, namely 160 respondents.

The sampling technique used in this research is a nonprobability sampling technique. If the number of respondents is less than 100, all samples are taken so that the research is population research (Sugiyono, 2016). Meanwhile, if the number of respondents is more than 100, then sampling is 10%-15% or 20%-25% or more (Arikunto, 2013). Based on this opinion, the sampling in this study was 25% of the existing population, because the population exceeded 100, namely 160 respondents, then 160 x 50%/100 = 80. So the sample in this study was 80 respondents.

Data analysis technique

Data processing was carried out by calculations using SmartPLS 4.0 software, the author chose to use this software so that calculation results could be obtained more quickly and easily.

1. **Structural Equation Model (SEM) Analysis Using SmartPLS**

   According to (Dachlan, 2014) Structural Equation Modeling (SEM) or structural equation modeling is one of the multivariate analysis techniques used to test theories regarding a set of relationships between a number of variables simultaneously. SEM analysis includes a number of quite complex steps, starting from data examination, model development, model fit assessment, to interpretation of the analysis results. Most of the analysis stages taken are not done in one go (waterfall), but rather are iterative. This means that the initial model is proposed several times until a final model that is acceptable (fit) is obtained. At the same time it is in accordance with the theory behind it.

2. **Partial Least Square (PLS) Analysis**

   PLS is a powerful analysis method because it is not based on many assumptions (Wold, 1985). The data does not have to be normally distributed in a multivariate way (indicators with theoretical, ordinal, interval to ratio scales are used in the same model), and the sample does not have to be large. Apart from being used to confirm

theories, PLS can also be used to explain whether there is a relationship between latent variables. Because it focuses more on data and with limited estimation procedures, model misspecification does not have much influence on parameter estimates. PLS can simultaneously analyze constructs formed with reflexive indicators and formative indicators, and this is not possible in covariance based SEM because there will be an unidentified model (Ghozali & Latan, 2014). The structural equation in the research is as follows:

Z Equation Model = $a1 + \rho_1 X1 + \rho 2X2 + e$

Y Equation Model = $a2 + \rho_3 X1 + \rho 4X2 + \rho 5Y1 + e$

Information:

Z = Organizational Commitment

Y = Employee Performance

X1 = Organizational Culture

X2 = Supervision

a = Constant

ρ = Independent variable regression coefficient

e = Standard error (Variables outside the study)

3. Model Evaluation (SEM-PLS)

According to (Ghozali & Latan, 2014), PLS is an alternative approach that shifts from a covariance-based to a variance-based SEM approach. Covariance-based SEM generally tests causality or theory while PLS is more of a predictive model. However, there is a difference between covariance based SEM and component based PLS in the use of structural equation models to test theory or develop theory for prediction purposes. The analysis technique in this research uses the PLS technique which is carried out in two stages**,**that is:

a. The first stage is to carry out an outer model test, namely testing the construct validity and reliability of each indicator.
b. The second stage is to carry out an inner model test which aims to determine whether there is an influence between variables/correlation between constructs which are measured using the t test from PLS itself.

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RESULTS AND DISCUSSION

Data Analysis and Research

1. Outer Model

The research data was processed using SmartPLS 3.0 with the following chart:

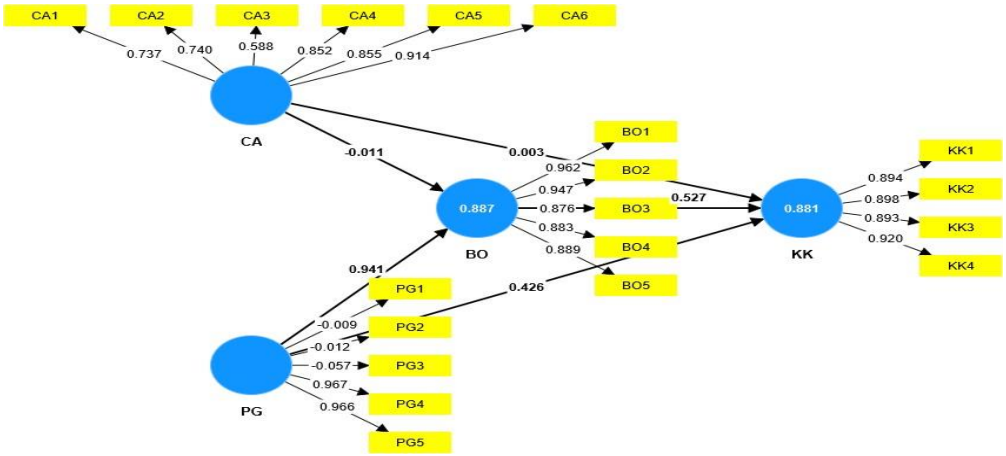

Figure 1. First Stage Data Processing Results
Source: SmartPLS4 Output, 2023

Based on Figure 1, it shows that there are indicators that have not reached a loading factor above 0.7. Factor loading values that are less than 0.7, namely: CA3, PG1, PG2 and PG3 will be eliminated from the model and recalculated. The calculation results after the indicators are eliminated can be seen in the figure below:

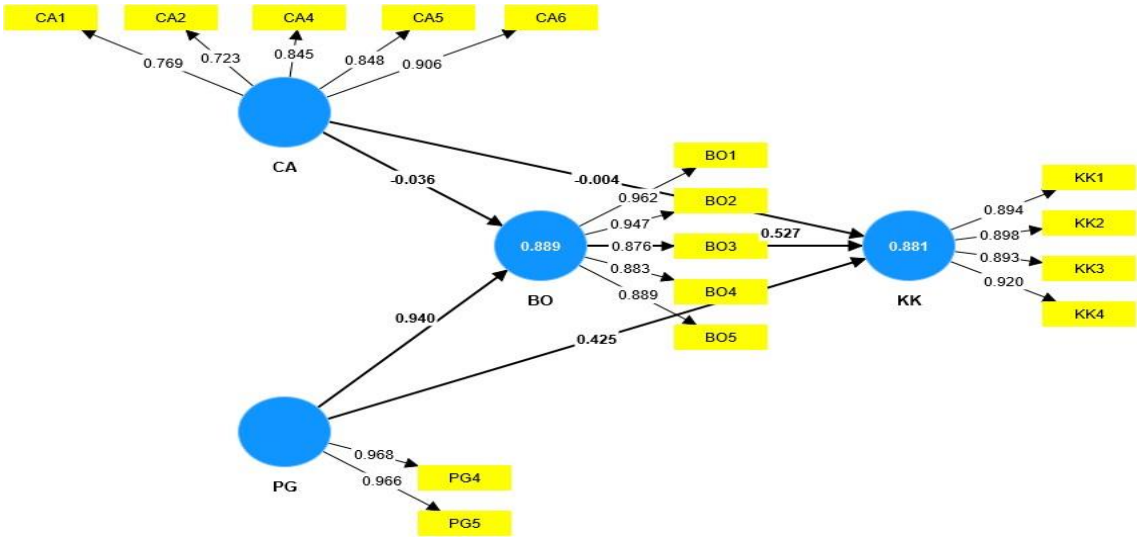

Figure 2. Second Stage Data Processing Results
Source: SmartPLS4 Output, 2023

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Table 1. Second Stage Factor Loading Results

	BO	C.A	K.K	P.G
BO1	**0.962**			
BO2	**0.947**			
BO3	**0.876**			
BO4	**0.883**			
BO5	**0.889**			
CA1		**0.769**		
CA2		**0.723**		
CA4		**0.845**		
CA5		**0.848**		
CA6		**0.906**		
KK1			**0.894**	
KK2			**0.898**	
KK3			**0.893**	
KK4			**0.920**	
PG4				**0.968**
PG5				**0.966**

Source: SmartPLS4 Output, 2023

Based on Table 1, all indicators for each variable in this study have a loading factor value greater than 0.70 and are said to be reliable. The outer model analysis is continued by looking at the internal consistency reliability of each construct. Internal consistency reliability assessment is carried out on each construct. The composite reliability value of each construct is expected to be at least 0.7. SmartPLS algorithm results on composite reliability of each construct.

Table 2. Results of Cronbach's Alpha (CA), Average Variance Extracted (AVE) and Composite Reliability (CR)

	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
BO	0.949	0.961	0.832
C.A	0.895	0.911	0.673
K.K	0.923	0.945	0.812
P.G	0.930	0.966	0.935

Source: SmartPLS4 Output, 2023

Based on Table 2, it shows that each construct has met the outer model reliability assessment criteria. Construct reliability is measured by three different criteria, namely Cronbach's Alpha (CA), Average Variance Extracted (AVE), and Composite Reliability (CR). A construct is declared reliable if the Cronbach's Alpha (CA) value is more than

0.6, Average Variance Extracted (AVE) can be said to be valid, the value of each construct must be greater than 0.5 and Composite Reliability (CR) more than 0.7. Thus, the outer model test continues to the outer model validity stage.

Discriminant validity can also be seen from the AVE (Average Variance Extracted) value. The criteria for a good AVE Fornel-Larcker criterion value is above 0.5. The Fornel-Larcker criterion calculation process is carried out by comparing the root AVE of each construct to the correlation between one other construct in the research hypothesis model (Ghozali, 2013). If the results of the Fornel-Larcker Criterion calculation show that the root AVE value for each construct is greater than the correlation value between one construct and another construct, then the discriminant validity is stated to be good. The discriminant validity value based on the Fornel-Lacker Criterion in this research model can be seen in the following table:

Table 3. Discriminant Validity Values of the Root AVE Fornel-Larcker-Criterion

	BO	C.A	K.K	P.G
BO	0.912			
C.A	-0.091	0.821		
K.K	0.928	-0.077	0.901	
P.G	0.942	-0.059	0.922	0.967

Source: SmartPLS4 Output, 2023

Based on Table 3, the results of the discriminant validity assessment using the Fornell-Larcker Criterion calculation method show that the root value of the Average Variance Extracted (AVE) Fornell-Larcker Criterion for each construct has a greater value when compared to the correlation between constructs. Thus, the discriminant validity of the Fornell-Larcker Criterion shows that the model and construct indicators are valid.

2. Inner Model

After evaluating the model and finding that each construct meets the requirements for Convergent Validity, Discriminant Validity and Composite Reliability, the next step is to evaluate the structural model which includes testing model fit, Path Coefficient and R^2. Model fit testing is used to find out whether a model fits the data.

a. Path Coefficient

Based on Figure 2., which is the result of eliminating several invalid statements, the Culture Agent variable has an influence on the Employee Performance variable of

negative 0.004. The Culture Agebt variable has an influence on the Organizational Culture variable of negative 0.036. The Experience variable has an influence on the Employee Performance variable of 0.940. The Experience variable has an influence on the Organizational Culture variable of 0.425 and the Organizational Culture variable has an influence on the Employee Performance variable of 0.527.

b. Fit Models

Table 4. Model Fit Values

	Saturated models	Estimated model
SRMR	0.064	0.064
d_ULS	0.561	0.561
d_G	0.899	0.899
Chi-square	353,345	353,345
NFI	0.787	0.787

Source: SmartPLS4 Output, 2023

Based on Table 4, NFI values ranging from 0 – 1 are derived from a comparison between the hypothesized model and a certain independent model. The model has a high fit if the value is close to 1. Based on the table above, the NFI value is 0.787, which means the model has a good fit (Ghozali & Latan, 2014).

c. R Square

Inner models or structural models describe the relationships between latent variables based on substantive theory. The structural model was evaluated using R-square for the dependent construct. The R^2 value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive influence (Ghozali & Latan, 2014). The R^2 results of 0.67, 0.33, and 0.19 indicate that the model is "good", "moderate", and "weak" (Ghozali & Latan, 2014). The R2 results in this research can be seen as follows:

Table 5. R Square Value

	R-square	R-square adjusted
BO	0.889	0.886
K.K	0.881	0.876

Source: SmartPLS4 Output, 2023

Based on Table 5, the R Square value for the Organizational Culture variable is 0.886 or 88.6%, while the Employee Performance variable is 0.881 or 88.1%.

d. Test of Direct and Indirect Effects

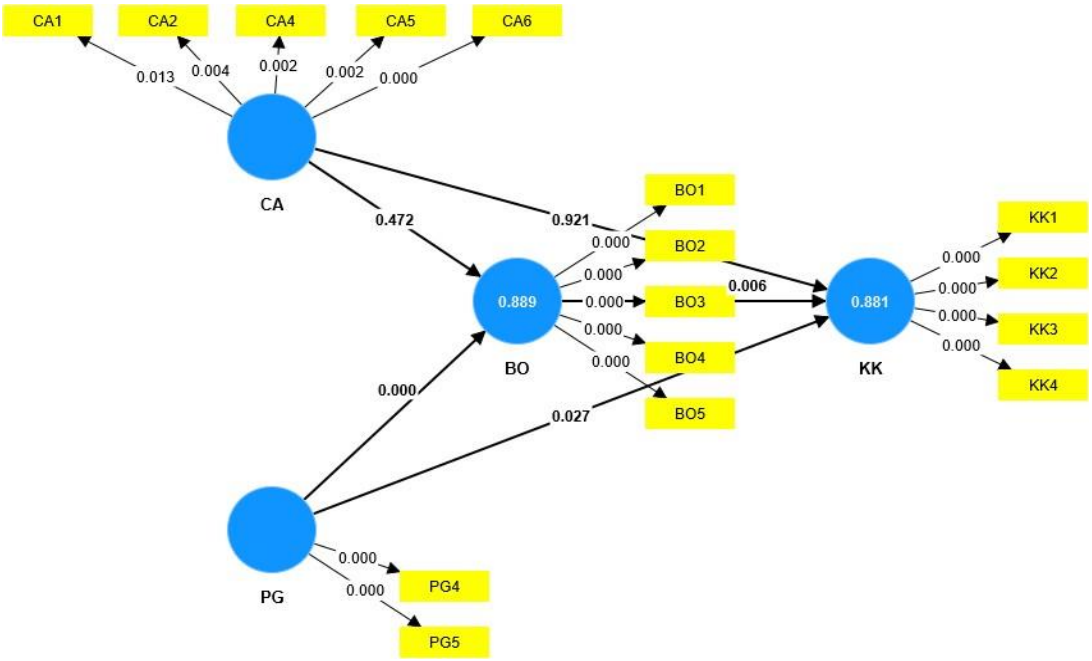

Figure 3. Hypothesis Testing Results
Source: SmartPLS4 Output, 2023

To find out the structural relationship between latent variables, hypothesis testing must be carried out on the path coefficient between variables by comparing the p-value with alpha (0.005) or a t-statistic of (>1.96). The P-value and t-statistics are obtained from the output in SmartPLS using the bootstrapping method. The test results can be seen in the following table:

Table 6. Direct Effects

	Original sample (O)	T statistics (|O/STDEV|)	P values
CA -> BO	-0.036	0.720	0.472
CA -> CC	-0.023	0.524	0.600
PG -> BO	0.940	45.92	0,000
PG -> KK	0.920	37,089	0,000
BO -> KK	0.527	2,739	0.006

Source: SmartPLS4 Output, 2023

Based on Table 6, the results of the direct influence of Culture Agent on Organizational Culture are obtained with a path coefficient value of negative 0.036 and (P-Values = 0.472 > 0.05), so H0 is accepted. H1 is rejected, meaning that there is no positive and insignificant influence between Culture Agent on Organizational Culture PQ Telecommunication Regional 1North Sumatra.

The results of the direct influence of Culture Agent on Employee Performance with a path coefficient value of negative 0.023 and (P-Values = 0.600 > 0.05) then H0 is accepted and H2 is rejected, meaning that there is no positive and insignificant influence between Culture Agent on Employee Performance PQ Telecommunication Regional 1North Sumatra.

The results of the direct influence of Experience on Organizational Culture with a path coefficient value of 0.940 and (P-Values = 0.000 < 0.05) mean that H0 is rejected. H3 is accepted, meaning that there is a positive and significant influence between Experience and Organizational Culture PQ Telecommunication Regional 1North Sumatra.

The results of the direct influence of Experience on Employee Performance with a path coefficient value of 0.920 and (P-Values = 0.000 < 0.05) mean that H0 is rejected. H4 is accepted, meaning that there is a positive and significant influence between Experience and Employee Performance PQ Telecommunication Regional 1North Sumatra.

The results of the direct influence of Organizational Culture on Employee Performance with a path coefficient value of 0.527 and (P-Values = 0.006 < 0.05) mean that H0 is rejected. H5 is accepted, meaning that there is a positive and significant influence between Organizational Culture and Employee Performance PQ Telecommunication Regional 1North Sumatra.

Table 7. Indirect Effects

	Original sample (O)	T statistics (|O/STDEV|)	P values
CA -> BO -> KK	-0.019	0.639	0.523
PG -> BO -> KK	0.495	2,749	0.006

Source: SmartPLS4 Output, 2023

Based on Table 7, the results of the indirect influence of Culture Agent on Employee Performance through Organizational Culture are obtained with a path coefficient value of negative 0.019 and (P-Values = 0.523 > 0.05), so H0 is accepted. H6 is rejected, meaning there is no positive influence and it is not significant between Culture Agent and Employee Performance through Organizational Culture PQ Telecommunication Regional 1North Sumatra.

The results of the indirect influence of Experience on Employee Performance through Organizational Culture with a path coefficient value of 0.495 and (P-Values = 0.006 < 0.05) means that H0 is accepted and H7 is rejected, meaning that there is a positive and significant influence between Experience on Employee Performance through Organizational Culture PQ Telecommunication Regional 1North Sumatra.

CONCLUSION

1. Culture agents are people who play an important role in creating and maintaining organizational culture. They can be employees, managers, or even company leaders.
2. Experience is the time spent by an employee at a company.
3. Employee performance is the work results achieved by employees in carrying out their duties.
4. Organizational culture is a set of values, beliefs, norms and behaviors held by members of an organization.

Based on the results of research conducted at PT Telekomunikasi Regional 1 North Sumatra, culture agents do not have a positive and significant influence on organizational culture and employee performance. This means that the existence of a culture agent does not directly influence the organizational culture and performance of company employees.

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