
ORGANIZATIONAL CULTURAL HARMONY: THE KEY TO IMPROVING EMPLOYEE PERFORMANCE

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Abstract

This study examines the importance of harmonization of organizational culture on employee performance in car AC workshops. The auto air conditioning industry has unique characteristics that influence the way organizational culture is implemented and the performance of employees within it. We analyze the obstacles often encountered in achieving harmonization of organizational culture, including differences in technical skills, time pressures, effective communication, employee development, and adaptation to technological change. This study concludes that harmonization of organizational culture with employee performance is very important in car air conditioning workshops. An organizational culture that supports values such as safety, quality, teamwork, and employee development can increase employee motivation and productivity. Effective communication, management support, and recognition of employee contributions also play an important role in achieving harmonization. In the context of this competitive industry, harmonization of organizational culture is a key factor for achieving long-term excellence and success. This research provides insight into how the car air conditioning workshop industry can overcome the obstacles faced to achieve harmonization of positive organizational culture and superior performance.

Keywords: *Harmonization, Organizational Culture, Employee Performance*

INTRODUCTION

In an ever-changing business world, companies need to continually update their approach to organizational culture and its relationship to employee performance. Through regular evaluation and updates to organizational culture strategies and practices, companies can minimize gaps or obstacles that can hinder the harmonization of organizational culture with employee performance. To address the gap between organizational culture and employee performance, it is important to listen to and understand employee needs, hopes and aspirations. By gathering input from employees, companies can better adapt organizational culture to meet their needs (Latiep et al., 2022).

Organizational culture is one of the most crucial aspects in determining company performance. This is not limited to written rules or internal procedures, but includes the values, norms, attitudes and behavior that are the basis for every member of the organization. Harmonization of organizational culture with employee performance is a key element in achieving long-term success. This article will discuss in detail the importance of harmonizing organizational culture with employee performance in a modern business context (Ilyas et al., 2023).

Employees who feel connected to the goals and values of the company will be more motivated to perform high. When an organization's culture reflects the values they personally hold, employees tend to be more eager to contribute and feel that they are an integral part of the company (Herison et al., 2022).

A culture that promotes collaboration, support and mutual trust creates a pleasant work environment. Satisfied and engaged employees tend to be more productive and more likely to stay long-term, reducing turnover. When organizational culture provides strong support for teamwork and innovation, employees will feel freer to share ideas and collaborate with their colleagues. This has a positive impact on productivity and quality of work (Abbas et al., 2023).

Harmonization of organizational culture reduces the potential for conflict between employees. When all team members understand and adhere to organizational norms, work relationships become more harmonious, and stress caused by conflict can be avoided. Companies that have a culture that supports learning and adaptation will be better able to deal with market changes and fickle competition. Employees who feel comfortable with change will adapt more quickly to a dynamic environment.

An organizational culture that values strong and ethical leadership will encourage the development of leaders within the company. Employees will be inspired to achieve higher achievements when they have good role models. Companies with a positive and harmonious organizational culture will gain a good reputation in the eyes of the public, customers and prospective employees. This can help in attracting new talent and maintaining customer loyalty. Harmonizing organizational culture with employee performance is a key element in maintaining business sustainability. Employees who feel connected to the company will be more likely to invest in the long term, help the company through difficult times, and contribute to long-term growth (Rachman et al., 2023).

Companies must be able to integrate organizational culture with their business strategy to have a significant competitive advantage. Employees who are high performers and actively involved in achieving company goals will help the company achieve long-term growth and success. Harmonization of organizational culture with employee performance is very important in the automotive repair shop because this industry has several unique

characteristics that reinforce the need for an organizational culture that goes hand in hand with high employee performance.

In an automotive repair shop, safety and quality of work are top priorities. Employees who feel connected to an organizational culture that emphasizes the importance of safety and quality standards tend to be more careful and qualified in their work, which is critical to avoiding accidents and ensuring customer satisfaction.

Automotive repair shops rely on employees who have high technical skills and knowledge. An organizational culture that supports employee education and development will help improve their skills on an ongoing basis, which in turn will improve their performance. Automotive repair shops often require good teamwork between various specialists, such as mechanics, technicians, and customer service. An organizational culture that encourages teamwork and collaboration will help ensure that all team members work together efficiently, optimizing productivity and effectiveness.

Top's Isha Jaya AC Mobil is one of the automotive workshops in Makassar City which specializes in handling air conditioning for car vehicles. A phenomenon that is often found is that employees in automotive workshops often have the ambition to develop their careers in this industry so that an organizational culture that supports personal growth and development will motivate employees to continue to improve their skills and achieve their career goals.

With the increasing use of technology in the world of work, there is a need to explore how technology, such as digital communication platforms, can be used to facilitate the harmonization of organizational culture and improve employee performance so that the problem formulation of this research is how the gap between values and norms in organizational culture with employee behavior or attitudes (Nasir Rachman et al., 2023).

LITERATURE REVIEW

Harmonization of Organizational Culture

Harmonization of organizational culture is the process of creating balance and alignment between the values, norms, and principles espoused by the organization with the behavior, actions, and decisions taken by members of the organization (Fatma et al., 2020). The goal is to achieve unity in outlook and goals, so that all members of the organization work together and consistently to achieve the vision and mission of the organization. Harmonization of organizational culture ensures that all levels of the organization, from management to employees, understand and apply that organizational culture in their daily activities. In the context of organizational culture, there are several aspects to consider:

- 1) **Core Values:** These are the principles underlying organizational culture. These core values may include ethics, integrity, innovation, and so on. They form the basis of organizational behavior and decision-making.
- 2) **Organizational Norms:** These norms describe how something is done in the organization. For example, does the organization prefer to communicate openly or privately? Are there any rules for collaborating?
- 3) **Cultural Characteristics:** Organizations can have different types of cultures, such as collaborative cultures, competitive cultures, or innovative cultures. It reflects the values and behaviors emphasized in the organization.
- 4) **Communication:** Communication is an important part in harmonization of organizational culture. The way messages and information are disseminated and

received within an organization can influence the understanding and adoption of that culture.

- 5) **Employee Development:** Organizational culture can also be reflected in employee development and training. How organizations involve employees in their growth and development is an important factor.
- 6) **Leadership:** The role of leadership is very significant in shaping and maintaining organizational culture. Leadership should be an example in following the values and norms of the organization.
- 7) **Organizational Reputation:** How the organization is viewed by the outside world also affects the culture of the organization. An organization's reputation can strengthen or threaten cultural harmonization.

RESEARCH METHODS

The type of research used is qualitative research. Qualitative research methods are research approaches used to understand research phenomena or problems in depth, detail qualitative aspects, and explore the hidden meanings behind data. This method focuses more on understanding context, interpretation, and subjective meaning. Qualitative research methods focus on the description and exploration of the phenomenon under study. In this study, researchers will try to understand in depth how organizational culture affects employee performance by digging into qualitative details. This research was conducted in the Top's Isha Jaya AC Mobil in Makassar City.

Qualitative research pays attention to the validity and reliability of data by focusing on accuracy in data interpretation and collection. It involves actions to ensure that research results are reliable and trustworthy. Qualitative research methods can provide deep and in-depth insights into the dynamics that affect the harmonization of organizational culture and employee performance in car air conditioning workshops. With this approach, researchers can approach the phenomenon in a detailed and comprehensive way, helping to understand the role of organizational culture in a broader context.

RESULTS OF RESEARCH AND DISCUSSION

Obstacles in realizing harmonization of organizational culture and optimization of employee performance

Realizing the harmonization of organizational culture with employee performance At Top's Isha Jaya AC Mobil can face a number of unique obstacles related to this industry. Here are some common obstacles that are often faced:

1. **Different Technical Skills:** In car air conditioning workshops, employees have diverse technical skills, ranging from mechanics to air conditioning technicians. Cultural harmonization must take into account these skill differences in order for all employees to feel valued and motivated.
2. **Varying Education Levels:** The education level of employees in air conditioning workshops can also vary. Some may have a high formal education, while others may have a lower education. This can be an obstacle

in communicating the same organizational values and culture to all employees.

3. **High Workload:** Employees in air conditioning workshops are often faced with high workloads, especially during summer or during hot weather. This can interfere with efforts to promote a culture that aligns with employee well-being.
4. **Time Pressure:** A lot of work in an AC workshop has to be completed quickly, especially if there are customers waiting. This can make it difficult to prioritize training, cultural communication, or activities that support harmonization.
5. **Communication Problems:** Sometimes, there are obstacles in communication between management and employees in AC workshops. Management needs to ensure that the values and culture of the organization are well explained and understood by all employees.
6. **Inconsistent Supervision:** Inconsistent supervision or lack of supervision can hinder cultural harmonization. Employees may feel less motivated if they don't feel monitored or valued.
7. **Technological Change:** The automotive industry, including car air conditioners, is experiencing rapid technological development. Employees may feel threatened by these changes or not ready to keep up, which can disrupt cultural harmonization.
8. **Team Competition:** Sometimes, competition between employees in an air conditioning workshop can be an obstacle to cultural harmonization. This can hinder effective collaboration and teamwork.
9. **High Customer Demands:** Customer satisfaction is a top priority in an air conditioning workshop. Employees may feel burdened by high customer demands, which can hinder efforts to achieve cultural harmonization.
10. **Change of Owner or Management:** When an air conditioning workshop experiences a change of owner or management, this can affect the existing organizational culture. Employees may need to adapt to these changes, which can be challenging.

To overcome these obstacles, it is important to have a mature strategy in place in building a strong organizational culture, ensuring good training, effective communication, and supportive management. Recognition and appreciation of employees' contributions can also motivate them to contribute in achieving harmonization of organizational culture and better performance.

How to Shape Harmonization of Organizational Culture and Employee Performance

Although leadership plays an important role in shaping organizational culture, there is a lack of research investigating how leadership styles contribute to organizational culture harmonization and its impact on employee performance. At Top's Isha Jaya AC Mobil, clear and open communication is key to bridging the cultural gap. The company must regularly communicate with employees about the values, vision, and norms implemented in the organization.

Organizational culture and employee needs are not static, they can change over time. Therefore, companies must be prepared to continuously adjust their organizational culture to remain relevant and support employee performance. The gap between the company's expectations of employees and the reality of employee performance, as well as the gap between values and norms in organizational culture and employee behavior or attitudes. Here are some ways to reset or overcome this gap:

1. Evaluate Current Organizational Culture:

First, the company needs to conduct an in-depth evaluation of the current organizational culture. This can involve interviews with employees, organizational culture surveys, or analysis of internal documents to understand existing values and norms.

2. Identify Needs and Expectations:

Once the current organizational culture is understood, companies need to identify their needs and expectations for employee performance. This includes defining expected performance standards and identifying required competencies.

3. Organizational Culture Change:

If there is a mismatch between organizational culture and expected employee performance, companies need to make changes in their culture. This could mean recommunicating values, introducing training or development programs that support those values, or creating incentives that encourage appropriate behavior.

4. Employee Training and Development:

It is important to provide appropriate training and development to employees so that they can understand and internalize the organizational culture. This can include work ethics training, leadership development, or communication training.

5. Measuring and Monitoring Employee Performance:

It is important to have an effective performance measurement system that allows the company to monitor employee performance on a regular basis. This can include annual performance reviews, project evaluations, or the use of KPIs (Key Performance Indicators).

6. Open Feedback:

Companies should promote an open feedback culture where employees feel comfortable providing input on the organizational culture and their performance. This can help companies to continuously adapt and correct existing gaps.

7. Leader Commitment:

The leader in the organization must be a good example in supporting the desired organizational culture. They must commit to practicing those values in their daily actions.

8. Periodic Reevaluation:

Companies need to periodically reevaluate organizational culture and employee performance to ensure that gaps do not arise again or if they do, are addressed immediately.

Addressing the gap between organizational culture and employee performance is an ongoing challenge in human resource management. This requires long-term commitment, cooperation between all stakeholders, and a sustainable approach to ensure that organizational culture and employee performance are always mutually supportive and beneficial.

CONCLUSIONS AND RECOMMENDATIONS

An organizational culture that aligns with company values, norms, and goals can improve employee performance in an air conditioning workshop. It creates a work environment that supports, motivates, and empowers employees to achieve better results. Car air conditioning workshops have unique constraints, such as varying skill levels, time pressure, and high workload. Understanding these obstacles is the first step to overcoming them and achieving cultural harmonization.

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