

Kekuatan budaya perusahaan dan keandalan (reliability) kinerja perusahaan : sebuah penelitian pada corporate sub-cultures dan kinerja divisi-divisi di PT Telkomsel = The strength of corporate culture and the reliability of firm performance : a research on corporate sub-cultures and performances at PT. Telkomsel's divisions

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Abstrak

This research is aimed to test two hypotheses: (a) the strength of division cultures effects the reliability of the performances of PT Telkomsel's divisions and (b) the effects of the strength of division cultures on the performances of PT Telkomsel's divisions decline after the implementation of changes in the key performance indicators ("KPI") and targets. Since PT Telkomsel's corporate targets are detailed into divisional targets, it is important for PT Telkomsel to be able to predict its company-wide performances through the reliability of its divisional performances.

Based on organizational theories suggesting the importance of variability in firm performance and prior researches evidencing that strong cultures can enhance the reliability of firm performances, the writer conducted a research in PT Telkomsel using the following research methodology. Primary data for the independent variable of the strength of the division cultures were collected through questionnaires distributed to employees stationed minimum one semester in the same division.

The questionnaires used Likert scale of one to five, indicating the weakest to the strongest cultures. Data for the dependent variable of the reliability of divisional performances are obtained from reports on each division monthly performance scores, produced by Department of Performance Management of PT Telkomsel. The reliability of division performance is indicated by the calculated standard deviation of each division monthly score during the observed periods. The smaller the standard deviation, the more reliable the performance. These data of the two variables were then analyzed using statistical tools of regression and Pearson Co-relation coefficient.

The results of this research concluded that there is a strong relation between the strength of division culture and the reliability of 2003 divisional performances. The effect of the strength of division culture on the reliability of performance declined during the first quarter of 2004, after the changes in KPI. Even though the reasons why the effect declined still need to be verified by further researches, the writer suggests that PT Telkomsel provide sufficient time for learning and socialization processes for divisions with strong cultures, before the company imposes on changes.