

## THE EFFECT OF ORGANIZATIONAL CULTURE AND SPIRIT AT WORK ON THE PERFORMANCE OF INDONESIAN FARMER COOPERATIVE (KPI) EMPLOYEES IN MEDAN CITY

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### *Abstract*

*Cooperatives are a place for a group of people to cooperate to improve the economic welfare together. Cooperatives have professionally managed human resources who can help balance the Indonesian economy and the growth of the cooperative's sales targets. The Indonesian Farmers Cooperative (KPI) in Medan City, which has not yet maximized the performance produced by the members of the cooperative which resulted in a decrease in sales produced by the cooperative. The researcher discusses the Influence of Organizational Culture and Spirit at Work on Employee Performance of the Indonesian Peasants Cooperative (KPI) in Medan City. The form of research used in this research is quantitative by using the associative approach method. The results of this study indicate that the variables of organizational culture and work spirit together affect employee performance variables. It can be seen in the results of the Simultaneous test (F test) which shows that the F statistic value obtained is 49.966, which means that the f statistic value is greater than the F table value, namely  $49.966 > 3.32$  or based on a significant value that is  $0.000 < 0.05$ . Determination test shows that R is 0.877 or 87.7%, the remaining 24.6% is influenced by other variables that are not explained in this study. In conclusion, the organizational culture variable (X1) and the work spirit variable (X2) have a positive and significant effect on employee performance.*

**Keywords:** Cooperative, Organizational Culture, Performance, Work Spirit

### 1. INTRODUCTION

Cooperatives are a place for a group of people to cooperate to improve the economic welfare together. In cooperatives, economic activities are carried out together and help each other for common interests and goals, where cooperatives are a people's economic movement based on the principle of kinship. Cooperatives develop into organizations that strengthen and unify the positions and positions of members, especially in the social and economic fields.

Cooperatives have professionally managed human resources who can help balance the Indonesian economy and the growth of the cooperative's sales targets. Good employee performance is very important for the development of cooperatives. Employee performance has a significant impact on a cooperative's ability to succeed, so cooperatives should raise their standards. The quality and amount of work that has been completed by an employee in carrying out his duties in accordance with the obligations assigned to him is an employee's performance (also called work performance). Knowledge, skills, abilities, experience and drive are prerequisites for every employee.

The Indonesian Farmers Cooperative (hereinafter referred to as KPI) in Medan City is one of the companies that has formed the basis of performance for its workers. This

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cooperative focuses on creating a people's economic movement and is a production cooperative. A cooperative that has been operating since 2017 in Medan City. KPI is a specific type of producer cooperative. KPI buys raw materials from farmers to be processed first by the cooperative and then sold. KPI allows farmers to earn profits by selling their crops directly to consumers at a fair market price. Currently, KPI operates a number of industrial units, including screen printing and Medan Coffee Drink.

At the time the researchers conducted a preliminary investigation of the growth of the Indonesian Farmers Cooperative (KPI) Medan City was already performing quite well. However, if members are aware and willing to develop the business units owned by KPI Medan City, performance can be further improved. It can be seen from the results of the Medan City KPI sales list below:

**Table 1. Result of Sales List of Indonesian Farmers Cooperative (KPI) Medan City**

| Business unit   | Sale         |               |               |
|-----------------|--------------|---------------|---------------|
|                 | 2018         | 2019          | 2020          |
| Drinking coffee | Rp63.800.650 | Rp108.745.220 | Rp141.368.786 |
| Screen printing | Rp46.958.905 | Rp60.314.085  | Rp58.865.547  |

Source: Indonesian Farmers Cooperative (KPI) Medan City (2022)

Based on the pre-research, the researchers obtained information that the cooperative business that has decreased is the screen printing business, this is because there are some employees who lack self-awareness at work, lack of aggressiveness in marketing services, making the screen printing business decrease every year. The lack of employee discipline towards consistent sales from the screen printing unit causes the cooperative's employee performance to be poor. Discipline is the most important HRM (Human Resource Management) operative function (Ismaya, 2022). The better the employee discipline in the cooperative, the higher the employee's performance. On the other hand, without good employee discipline, it is difficult for cooperatives to achieve optimal results. Just like other businesses, the Indonesian Farmers Cooperative (KPI) of Medan City needs people who have high self-awareness and discipline to increase productivity (Abdi, 2021).

Research conducted by Okpara (2015) explains that employee self-awareness is very closely related to the effectiveness of employees in carrying out their work. This can be explained that if the awareness of employees is low, it will certainly affect their performance. Employee performance is not just a thought related to one area. Rather it is a concept that focuses on the general life satisfaction of employees. The organizational culture and work spirit applied by cooperatives to employees should aim to encourage employees to be able to produce good performance. According to Rivai & Mulyadi (2012) these two factors have a significant influence, but there are still differences in the way Medan City KPI employees interpret organizational culture and work spirit. As a result, the cooperative's performance has not been maximized with the efforts of its members which causes a decrease in sales.

Based on the phenomenon and description of the importance of organizational culture support and strong work spirit on employee performance above, the researcher is interested in conducting a study entitled "Influence of Organizational Culture and Work Spirit on the Performance of Indonesian Farmers Cooperative Employees (KPI) in Medan City" so that this research can be a material for consideration and input for the Indonesian

Farmers Cooperative (KPI) in Medan to determine the influence of organizational culture and work spirit on employee performance.

## **2. LITERATURE REVIEW**

### **2.1. Previous Research**

According to Hatta, religion and state issues must be separated, while according to Daliar Noor, state/government intervention in religious matters is limited to the scope of administration. A similar opinion was expressed by Jazim Hamidi and M. Husnu Abadi who stated that state or government intervention on religion was limited to mere administrative matters including: facilities, facilities, and infrastructure (Mujahidin, 2012). So, it's not about the matter of religion or in other words the state does not interfere and does not want to interfere in the affairs of sharia and the worship of religions in Indonesia.

### **2.2. Organizational culture**

Culture and organization each have a different meaning as well as organizational culture. According to Sutrisno (2018) Culture is a belief as a strong determinant of a person's attitude and behavior, and a measurable influence when people are motivated to respond to their cultural environment. According to Rernawan in Mathis, R, L & Jackson, J (2011) Organizational culture is a social unit that occurs in a group of people who interact with each other in a predetermined pattern so that goals and boundaries can be separated within the organization.

Organizational culture of the organization plays an important role, every organization has a unique culture in running the organization's wheels. According to Robbins, S. P & Judge (2013), organizational culture is the meaning or interpretation held by its members in a system that distinguishes the organization from other organizations. Fahmi (2017) In order for strengths to become the pride of the group when dealing with organizational goals, organizational culture is the process of combining different organizational cultures and behavioral patterns introduced by each individual into new norms and philosophies.

Based on the description above, organizational culture is created because of the gathering of individuals who have backgrounds, egos, emotions, and personalities, and each individual brings a different culture and the interactions produced by the culture itself. Organizational culture which will contain norms and values that lead to member behavior which is expected to improve the quality of the organization and can achieve common goals.

Robbins in Wibowo (2017) there are seven characteristics of organizational culture, namely:

- 1) Innovation and risk taking, namely the extent to which employees are encouraged to be innovative and take risks.
- 2) Attention to details, namely the extent to which employees are expected to show precision, analysis and attention to detail.
- 3) Outcome orientation, namely the degree to which management decides to focus on results, rather than on the techniques and processes used to achieve results.
- 4) People orientation, that is, the degree to which management decisions take into account the effects of outcomes on people in the organization.

- 5) Team orientation, namely the extent to which work activities are organized in work teams, rather than individuals.
- 6) Aggressiveness, that is, the degree to which people are aggressive and competitive rather than casual.
- 7) Stability, namely the extent to which organizational effectiveness emphasizes maintaining the status quo as opposed to development.

According to Busro (2018), organizational culture acts as a guide for employees to be able to behave towards their profession, adjust to their colleagues and work environment, and behave reactively to the policies of their leaders. Once practiced, it will develop a set of values, routines, and work ethic that is internalized by all employees. Employees will more easily receive recognition for improving work performance by determining these three things.

According to Meena et al. (2016), stated indicators of organizational culture, which include:

- 1) Self-awareness  
Members of the organization consciously work to get satisfaction from their work, develop themselves, obey the rules, and offer high quality products and services.
- 2) Aggressive  
Organizational members set challenging but realistic goals. They set work plans and strategies to achieve these goals and work on them with enthusiasm.
- 3) Personality  
Members are respectful, friendly, open, and sensitive to group satisfaction and are very concerned about aspects of customer satisfaction, both internal and external customers (every internal part must serve not be served).
- 4) Performance  
Members of the organization have the value of creativity, quality, quality, and efficiency.
- 5) Team orientation  
Organizational members work well together, and carry out effective communication and coordination with the active involvement of members, which in turn gets high satisfaction and mutual commitment.

### **2.3. Spirit at Work**

The spirit of work becomes a form of driving attitude for a person or group to carry out work on time and a sense of responsibility that has been assigned to him. According to Anoraga in Busro (2018) work enthusiasm is an inner atmosphere that is born to carry out work more actively so that work is completed faster and better and the cost per unit can be reduced, which means that work spirit is an attitude that is generated that can trigger activities to be more productive and finish quickly.

Furthermore, Nitisemito (2015) said that morale is a condition that motivates employees to do their work more quickly and effectively. Morale is also the attitude that people or groups have when they choose to work together and put all their skills into

getting the job done on time. Work spirit according to Bintoro & Daryanto (2017), is a manifestation of high morale, where morale is a type of responsibility that is raised internally and motivates people to work even harder. From several theories, according to experts, it can be concluded that work spirit is the willingness or availability that arises from individuals or groups to do work more enthusiastically in carrying out their duties, the work environment becomes a thing that supports morale, which leads to benefits for the organization.

Doing a job there must be a period of ups and downs in the spirit of completing work. Marpaung (2013) there are several factors that influence the high and low spirit at work, including;

- 1) Physical factors, closely related to physical conditions and the work environment.
- 2) The physical environment can affect comfort at work and make work morale awakened.
- 3) Social Factors, the relationship between employees and superiors in social, the establishment of communication makes each other mutually supportive and more professional, and there is no conflict or conflict.
- 4) Financial factors, employees will be more enthusiastic in working when they have wages commensurate with the results of their efforts, especially if they get health insurance, social security for workers, pension benefits.
- 5) Psychological factors, employees get peace at work, attitudes towards work, skills, interests and talents.

The work spirit from within an employee does not always appear, there are times when the spirit decreases. The factors that decrease employee morale according to Nitisemito (2015) are:

- 1) Low wages, wages that are below average or low make employees not enthusiastic about work, because the demands of their life needs are not met, which causes a decrease in morale.
- 2) Bad work environment, can interfere with the concentration of employees at work if the work environment is bad, making what is done is not as expected.
- 3) Lack of discipline at work. Indiscipline will hinder the completion of the work of employees who have been given a deadline.
- 4) Bad leadership style, the morale of working employees is affected if they face a bad leadership style, the leader is too authoritarian and only cares about the interests of the company and doesn't care about employees, then employee morale will continue to decline.
- 5) Lack of information, the lack of information obtained by employees will result in delays in completing work and enthusiasm in doing it, because the information needed is still very lacking.

Based on the opinion of several experts, there are many aspects that affect employee morale that are interrelated with each other. To get the best work results for the organization, the organization must limit the elements that can reduce employee morale and replace them with elements that increase morale. According to Jauhari (2015), the indicators of morale are:

- 1) Passion for work or enthusiasm.

Work enthusiasm is the deep pleasure that a person feels for the work he does.

2) Work discipline.

Work discipline is an attitude and behavior / behavior of a person in accordance with the rules that have been set by the organization, both written and unwritten.

3) Work accuracy.

Work accuracy is the accuracy of an employee in carrying out his work, so as not to experience errors / mistakes, so that the results are in accordance with predetermined standards.

4) Cooperation

Cooperation is a condition in which there is a harmonious working atmosphere between individuals and groups to achieve common goals and obtain the maximum use of work factors.

#### **2.4. Employee performance**

When an organization wants to progress or develop, it is required to have quality employees, each employee has the authority and responsibility as expected by the company and behaves according to their respective duties. Quality employees are employees whose performance reaches the target or the fulfillment of the goals set by the company. According to Mangkunegara (2017) defines employee performance (work achievement) as the quality and quantity of work that has been achieved by an employee in carrying out his duties in accordance with the responsibilities entrusted to him. While statement of Kasmir (2016) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities that have been given. Meanwhile, according to Busro (2018) performance is a successful job shown by employees with their efforts to fulfill their duties and obligations.

A collection of opinions from several experts states that performance is a result of work that has been achieved by an employee with predetermined standards within a certain period. The level of education, ability, work experience, motivation, customer satisfaction becomes an influence on performance. It is expected that performance can produce high-quality work with job standards. Companies looking for an employee's performance depends on the motivation and personal satisfaction of the employee. However, motivation is often a forgotten variable, it is the motivation of the employee's desire that causes him to take action to achieve goals.

The achievement of the goals of an organization is due to the performance of an employee. As for opinion of Afandi (2018) the factors that affect performance are:

- 1) Personality, abilities, and work interests
- 2) Clarity of the employee's role which is the level of understanding and acceptance of a person for the tasks assigned to him.
- 3) A worker's level of motivation is the energy that drives, directs and sustains behavior.
- 4) Competence, matters relating to the ability, knowledge that is the responsibility of the job.
- 5) work facilities, which provided by company to be a driving force for employee work.
- 6) Work culture becomes a habit that occurs in organizations that are carried out more than once.



- 7) Leadership, the attitude of directing and guiding employees.
- 8) Work discipline, respect, respect, obey and obey the rules that apply in the organization.

According to Wirawan (2012:5) the factors that affect employee performance include:

- 1) Internal factors of employees, employees who become institutions such as low human resources and so on.
- 2) The internal environmental factors of the organization come from the state of the workplace environment such as work relatives, facilities and so on.
- 3) External environmental factors of the organization, supporting factors that come from outside the work environment such as society and government.

Employee performance has several influencing factors such as internal factors related to employee internal factors such as existing and developing factors. Existing factors are in the form of a person's personal talents and characteristics, physical and mental conditions, including emotional. Developing factors such as work experience, knowledge, skills, enthusiasm, and work motivation.

Employee performance indicators serve to measure employee performance. The performance indicators according to Mangkunegara (2011) are:

- 1) Quality  
Quality of work is the result that can be measured from the level of efficiency and effectiveness of employees in doing work. Quality is evidence of how well an employee is doing his job.
- 2) Quantity  
The quantity of work is the form of a measure related to the amount of work in the form of numbers. Quantity of work is the amount of employee work that can be measured by how long an employee works in one day, the speed of time in completing tasks and responsibilities. It can be seen from the work given in accordance with the time and targets set by the company.
- 3) Task Implementation  
Task execution is the ability of an employee to carry out his work without errors and accurately. The implementation of tasks is seen whether or not an employee can be relied on in carrying out tasks in accordance with the instructions given and able to take the initiative in carrying out their duties.
- 4) Responsibility  
Responsibility is an awareness from within the individual in an act intentionally or unintentionally. Responsibilities in work are basic and it is the employee's obligation to carry them out.

## **2.5. Cooperative**

The word "cooperative" has meaning in Latin "*cooper*" or "corporation" in English. Cooperative in etymological sense comes from the word "cooperation, co" means together and "operation" means working or trying. Hence, when combined means working together for the common good.

Cooperatives are a gathering place for people who have a goal to improve the standard of living and welfare for its members and those around them. This is generally because people who work in cooperatives are people from disadvantaged economic groups who have fate and agree. In cooperatives, the principle of kinship comes first. The principle of kinship reflects the awareness of its members to do anything in mutual cooperation. In profit sharing, each member will receive his own share based on the contribution of his work or services so far.

According to the Law of the Republic of Indonesia No. 25 of 1992 Article 1 paragraph (1) concerning Cooperatives, Cooperatives are business entities consisting of several people or cooperative legal entities, with the basis of activities based on the principles of cooperatives as an economic movement for the people based on the principles of cooperatives. kinship. According to Maulidah (2012), cooperatives are associations consisting of individuals or legal entities that allow their members to enter and leave freely and have a family structure of cooperation in business activities to improve the physical welfare of its members.

Based on Law Article 3 Number 25 of 1992, cooperatives aim to promote the welfare of members, especially the general public and participate in building the national economic order by creating an advanced, just and prosperous society based on Pancasila and the 1945 Constitution.

## **3. RESEARCH METHODS**

### **3.1. Research Form**

The form of research used in this research is quantitative by using the associative approach method. This method emphasizes on testing theories through measuring research variables with numbers and conducting analysis with statistical procedures.

### **3.2. Research Location and Time**

The research location is in the Indonesian Farmers Cooperative (KPI) Medan City, which is located at Jl. Eka Rasmi VI No. 9, Medan. This research was conducted in April 2022.

### **3.3. Population and Research Sample**

The population in this study is the Employees of the Indonesian Farmers Cooperative (KPI) Medan City which consists of 33 employees.

The sampling method used in this study is the Non-Probability sampling method, this is a sampling technique that does not offer equal opportunities for each item or member of the population selected as a sample. The non-probability sampling method used is the saturated sample method.



### 3.4. Operational Definition

**Table 2. Operational Variables**

| Variable                    | Definition                                                                                                                                                                                                                                                                                                                   | Indicator                                                                                     | Scale  |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------|
| Organizational Culture (X1) | The collection of thoughts or habits that arise from within a person in the form of values and behavior which is then developed by the organization as a basic form of determining goals which will later be used as guidelines or norms so that they behave simultaneously to support growth and development. organization. | 1. Self-awareness<br>2. Aggressive<br>3. Personality<br>4. Performance<br>5. Team Orientation | Likert |
| Work Spirit (X2)            | The state of a person who pushes himself to work harder to finish faster. Enthusiasm in work is also an individual or group attitude aimed at achieving what is desired and taking advantage of it fully skilled.                                                                                                            | 1. Passion for work/enthusiasm<br>2. Discipline Work<br>3. Cooperation Work Accuracy          | Likert |
| Employee Performance (Y)    | The quality and quantity of work achieved by an employee in carrying out the duties and responsibilities assigned to him.                                                                                                                                                                                                    | 1. Quality<br>2. Quantity<br>3. Task Implementation<br>4. Not quite enough Answer             | Likert |

Source: Researcher (2022)

### 3.5. Variable Measurement Scale

This study is to measure the score or variable value of each question using a Likert scale. Sugiyono (2017), The Likert Scale can be used for social phenomena in measuring attitudes, perceptions or opinions of a person or group, using a Likert scale, the measured variables are converted into variable indicators and used as measuring points to compile instrument elements that can be used. in the form of a statement or question. The measurement table is as follows:

**Table 3. Likert Scale Instrument**

| Statement               | Score |
|-------------------------|-------|
| Strongly Agree (SS)     | 5     |
| Agree (S)               | 4     |
| Neutral (N)             | 3     |
| Disagree (TS)           | 2     |
| Strongly Disagree (STS) | 1     |

Source: Sugiyono (2017:136-137)

### 3.6. Data analysis technique

In research with this quantitative method, after the respondent's data is obtained and then the data is collected, it will be processed using the SPSS (Statistical Packages for the Social Science) 25.0 application. The data analysis technique used in this research is validity test and reliability test. Meanwhile, the data analysis method used in the form of classical assumption test, multiple linear regression analysis and hypothesis testing.

## 4. RESULTS AND DISCUSSION

### 4.1. Research result

#### 4.1.1. T test (Partial Test)

**Result 3. Partial Significance Test (T Test)**

| Model |                      | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|-------|----------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                      | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)           | 6.078                       | 4.134      |                           | 1,470 | .152 |
|       | Culture Organization | .382                        | .115       | .562                      | 3.333 | .002 |
|       | Spirit at work       | .212                        | .103       | .347                      | 2.061 | .048 |

Source: Primary Data Processing Results (2022)

Based on the results of the t test in the table above, it can be concluded that:

- 1) The test results for the organizational culture variable ( $X_1$ ) on employee performance (Y) obtained the tstatistic value of 3,333, the  $t_{\text{statistic}}$  value is greater than  $t_{\text{table}}$ , which is 1,697 ( $3,333 > 1,697$ ) with a significant value smaller than 0,05 ( $0,000 < 0,05$ ) and the regression coefficient is positive at 0,382. This shows that the organizational culture variable ( $X_1$ ) has a significant effect on employee performance (Y). on the following results it can be concluded that  $H_{a1}$  is accepted.
- 2) Based on the test results for the work spirit variable ( $X_2$ ), the  $t_{\text{statistic}}$  value is 2,061, which means the  $t_{\text{statistic}}$  value is greater than the  $t_{\text{table}}$  value, which is 1,697 ( $2,061 > 1,697$ ) with a significant value less than 0,05 ( $0,000 < 0,05$ ) and the regression coefficient is 0,212. This shows that the variable work spirit ( $X_2$ ) has a significant effect on employee performance (Y). In the following results it can be concluded that  $H_{a2}$  is accepted.

#### 4.1.2. Simultaneous Test (F Test)

**Table 4. Simultaneous Test Results**

| ANOVA <sup>a</sup> |            |                |    |             |        |                   |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1                  | Regression | 1052.036       | 2  | 526,018     | 47,364 | .000 <sup>b</sup> |
|                    | Residual   | 1077,274       | 97 | 11.106      |        |                   |
|                    | Total      | 2129.310       | 99 |             |        |                   |

Source: Statistical data processing results (2020)

Based on the results of data processing in the table above, it can be concluded that the  $F_{\text{statistic}}$  value obtained is 49.966, which means that the  $f_{\text{statistic}}$  value is greater than the  $f_{\text{table}}$  value, namely  $49.966 > 3.32$  or based on a significant value of  $0.000 < 0.05$ . These results explain that the independent variables, namely organizational culture ( $X_1$ ) and work spirit ( $X_2$ ) have an equal (simultaneous) effect on the dependent variable, namely employee performance ( $Y$ ).

#### 4.1.3. Coefficient of Determination Test

**Table 5. Coefficient of Determination Test Results**

| <i>Model Summary<sup>b</sup></i> |                   |                 |                          |                                   |
|----------------------------------|-------------------|-----------------|--------------------------|-----------------------------------|
| <i>Model</i>                     | <i>R</i>          | <i>R Square</i> | <i>Adjusted R Square</i> | <i>Std. Error of the Estimate</i> |
|                                  | ,877 <sup>a</sup> | ,769            | ,754                     | 2.45023                           |

Source: Primary Data Processing Results (2022)

The Adjusted R Square value or the coefficient of determination above shows that the organizational culture variable ( $X_1$ ) and work spirit ( $X_2$ ) can explain the employee performance variable ( $Y$ ) by 75,4% while the remaining 24,6% is influenced by other variables that are not explained in this research.

## 4.2. Discussion

### 4.2.1. The Influence of Organizational Culture ( $X_1$ ) on Employee Performance ( $Y$ )

Based on the data that has been tested previously, we can see that the statements on organizational culture variables ( $X_1$ ) and work spirit ( $X_2$ ) on employee performance ( $Y$ ) are valid and reliable so that we can use them in this study. In this study, organizational culture has five indicators, including self-awareness, aggressiveness, personality, performance, and team orientation. The most influential indicator in this study is the self-awareness of cooperative employees with the percentage of respondents' answers being 72,73%, followed by personality with a percentage of 60,61%. The results of this study indicate that high self-awareness in employees requires them to implement the existing organizational culture, and also their personality greatly affects performance.

The test results for the Organizational Culture variable ( $X_1$ ) on employee performance ( $Y$ ) obtained a  $t_{\text{statistic}}$  value of 3,333, the  $t_{\text{statistic}}$  value is greater than  $t_{\text{table}}$ , which is 1,697 ( $3,333 > 1,697$ ) with a significant value less than 0,05 ( $0,000 < 0,05$ ) and the regression coefficient is positive at 0,382. This shows that the organizational culture variable ( $X_1$ ) has a significant effect on employee performance ( $Y$ ). in the following results it can be concluded that  $H_{a1}$  is accepted, namely "There is an influence of organizational culture on the performance of the employees of the Indonesian Peasants Cooperative (KPI) Medan City".

Overall, it can be concluded that organizational culture ( $X_1$ ) on employee performance ( $Y$ ) shows a positive direction, because organizational culture in the Indonesian Farmers Cooperative (KPI) Medan City is very influential which can direct employees to make changes by producing good and profitable performance for the community. cooperatives, and vice versa if there is a lack of organizational culture applied by employees, employee performance will also decrease.

#### **4.2.2. The Influence of Work Spirit ( $X_2$ ) on Employee Performance (Y)**

Based on the data that has been tested previously, we can see that the statements on organizational culture variables ( $X_1$ ) and work spirit ( $X_2$ ) on employee performance (Y) are valid and reliable so that we can use them in this study. In this study, work spirit has four indicators, including enthusiasm, work discipline/enthusiasm, work thoroughness and cooperation. The most influential indicator in this study is the working accuracy of cooperative employees with the percentage of respondents' answers being 63,64%, followed by enthusiasm/enthusiasm when working with a percentage of 57,58%. The results of this study indicate that the accuracy of employees at work proves that they are passionate about work and produce good performance, and enthusiasm/enthusiasm at work is their attitude in showing the spirit of the work itself.

Based on the test results for the work spirit variable ( $X_2$ ), the  $t_{\text{statistic}}$  value is 2,061, which means the  $t_{\text{statistic}}$  value is greater than the  $t_{\text{table}}$  value, which is 1,697 ( $2,061 > 1,697$ ) with a significant value less than 0,05 ( $0,000 < 0,05$ ) and the regression coefficient is 0,212. This shows that the variable work spirit ( $X_2$ ) has a significant effect on employee performance (Y). In the following results it can be concluded that  $H_{a2}$  is accepted, namely "There is an influence of work spirit on the performance of the Indonesian Farmers Cooperative (KPI) Medan City employees".

According to the researcher's view, the work spirit that arises from individual employees and cooperative work groups really helps them to pay more attention to performance results and can be more responsible for what has been done. Employee work spirit is also very influential on the sustainability of the cooperative in the future.

#### **4.2.3. The Influence of Organizational Culture ( $X_1$ ) and Work Spirit ( $X_2$ ) on Employee Performance (Y)**

Based on the results of the research exposure above, we can see that organizational culture and work spirit have a significant effect on employee performance. Here we can see that organizational culture ( $X_1$ ) and work spirit ( $X_2$ ) variables are related or in line with employee performance. As we know, if the organizational culture and work spirit are positive, this will affect employee performance and provide the desired impact for the cooperative.

The results of this study indicate that the variables of organizational culture and work spirit together affect employee performance variables. It can be seen in the results of the Simultaneous test (F test) which shows that the  $F_{\text{statistic}}$  value obtained is 49,966, which means that the  $f_{\text{statistic}}$  value is greater than the  $F_{\text{table}}$  value, namely  $49,966 > 3,32$  or based on a significant value that is  $0,000 < 0,05$ . These results explain that the independent variables, namely organizational culture ( $X_1$ ) and work spirit ( $X_2$ ) have an equal (simultaneous) effect on the dependent variable, namely employee performance (Y). Determination test shows that R is 0,877 or 87,7% which is where the coefficient value shows the relationship between organizational culture and work spirit to employee performance is very close if the R value is close to one, the better the model will be. The value of the coefficient of determination above shows that the organizational culture variable ( $X_1$ ) and work spirit ( $X_2$ ) can explain the employee performance variable (Y) by 75,4%, the remaining 24.6% is influenced by other variables not explained in this study. In this case, it shows that  $H_3$  is accepted and  $H_0$  is rejected.

Based on this theory, it can be said that the existence of an appropriate organizational culture and work spirit at the Indonesian Farmers Cooperative (KPI) in Medan City will have an impact on increasing employee performance, and vice versa, the application of organizational culture and work spirit that is not appropriate will have an impact on decreasing employee performance. The application of organizational culture and work spirit is very important to be implemented in maintaining employee performance at the Indonesian Farmers Cooperative (KPI) Medan City.

## **5. CONCLUSION**

Based on the findings, it can be concluded that Organizational culture variable ( $X_1$ ) has a positive and significant effect on employee performance. The better the organizational culture and can be applied by cooperative employees, it will affect the performance of employees. Meanwhile, work spirit variable ( $X_2$ ) has a positive and significant effect on employee performance. This is shown when the higher the morale of the cooperative employees, the higher the performance results of the employees. As for the independent variables, namely organizational culture ( $X_1$ ) and work spirit ( $X_2$ ) have an equal (simultaneous) effect on the dependent variable, namely employee performance ( $Y$ ). The results of the coefficient of determination above show that the organizational culture variable ( $X_1$ ) and work spirit ( $X_2$ ) can explain the employee performance variable ( $Y$ ) by 75,4% while the remaining 24,6% is influenced by other variables not explained in this study.

Based on the analysis that has been done on employee performance by the Indonesian Farmers Cooperative (KPI) Medan City towards its employees, it can still be seen that the cooperative culture is less than optimal. It is suggested to the leader of the cooperative to take decisive action, namely to give a warning in the form of a warning to employees so that they have more self-awareness and aggressiveness to produce the desired performance. For example, by checking every work done by employees and also reprimanding employees if something is lacking in their work. This is done to make it easier for leaders to implement a good culture in the Indonesian Farmers Cooperative (KPI) in Medan City. There is a lack of employee spirit at work in the Indonesian Farmers Cooperative (KPI) Medan City which is decreasing day by day, which can be seen from the research, namely the lack of maximum discipline and thoroughness of the employees. Researchers suggest to employees of the Indonesian Farmers Cooperative (KPI) of Medan City to further maximize their performance by always being disciplined at work, for example, such as coming and coming home from work on time by complying with existing regulations, or cooperatives can apply absenteeism such as fingerprints that can make it easier for leaders. Employees must also consider thoroughness in their work, for example, such as double-checking what has been done before it is submitted or acting carefully in every action.

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