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## **Organizational Culture - Work Behavior Association: Administrative Analysis in a Stated Owned Company, Central Java**

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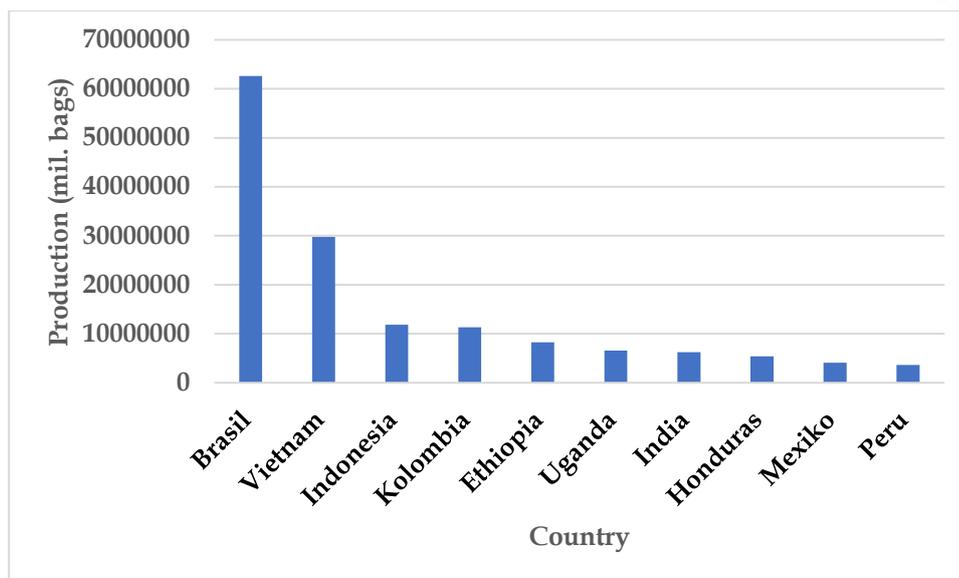
### **ABSTRACT**

This study aimed to analyze organizational culture, the work behavior of production employees, and the relationship between organizational culture and employees' work behavior in coffee production. Determining the research location was purposely done considering that the factory is an active factory operating in producing and processing agricultural products. Respondents in this study used the survey method, in which collect 101 sample of field labors from the population. Data collection was done by interview using a questionnaire. Analysis of the data used is a correlation. The organizational culture analyzed here includes the production process, payment of employee salaries, the value of the type of work, rules, beliefs held in work, decision-making processes, and taboos. The results showed that organizational culture in the form of rules, payment of employee salaries, work beliefs adopted at work, decision-making processes, and taboos simultaneously affected employee work behavior. In contrast, the value of work type had no relationship to employee work behavior. The company should provide training and rewards for employees to improve employee work behavior and enhance employee performance.

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### **A. INTRODUCTION**

Coffee is an internationally traded commodity in the world. Data from the United States Department of Agriculture (USDA), the global coffee production reached 170 million bags per 60 kg of coffee in the 2022/2023 period. This number increased by 2.8% from the previous period when it was recorded that 165.37 million bags of coffee were produced in 2021/2022 (CNBC Indonesia, 2023).



Source: Databoks (2023)

Figure 1. Top-ten worldwide of coffee-producing countries

It can be seen in Figure 1 that Indonesia is one of the largest coffee producers worldwide, thus the country is required to respond to rapid market competition and economic development that has triggered competition. Reported by CNBC Indonesia (2023), the country becomes the third largest coffee producer in the world in 2022/2023, with the production of 11.85 million bags of coffee. Coffee is a type of drink that is popular with Indonesians, the amount of coffee consumption in the country continues to increase every year. One of the reasons why coffee consumption is increasing is that many young people are starting to switch from tea to coffee. Apart from that, they also appreciate specialty of locally produced coffee

Apart from that, the technique of making typical Indonesian coffee by roasting where raw coffee beans (green beans) are converted into roasted coffee beans through the coffee roasting process has become a coffee heritage in Indonesia, even recognized worldwide. Companies need to increase competitiveness to survive and have an advantage in achieving company goals. Increasing competitiveness can be done by creating a workforce that fits the company's criteria, has advantages, and can improve performance and production results. Excellence and improvement of production performance can be pursued through collaboration between human resources in the company. One way is to follow the rules and work steps implemented by the company. The company's steps in maintaining good cooperation between employees is a crucial way to create habits, work behavior, and culture that exist in the company so that the goal is that the company's performance can increase. The company's production process can run according to what has been set. An organization or company must own human resources and be maintained (Samsudin, 2009). Therefore, the role of human resources is directly involved and can be regarded as an organizational culture in a company.

Organizational culture is an employee activity carried out repeatedly in the company environment to produce what employees usually do. Organizational culture consists of the techniques and methods used by a person in establishing relationships with people who work in factories and with other groups. The purpose of organizational culture is to direct human resources to achieve company goals. Organizational culture has several aspects, namely the production process, how to pay employee salaries, the value of the type of work, rules, job beliefs held at work, decision-making processes, and taboos (Umam, 2022).

The production process method is the step of processing using a particular technology to complete production activities according to the expected goals. How to pay employee salaries is a method of payment of salaries made by the company to employees. The value of the type of work is the ability of employees based on the division of tasks in the organizational structure, where the duties of employees are based on the knowledge and skills they have in their field of work. Rules are regulations in work

that are needed to provide discipline for employees in creating good order so that factory activities run according to objectives. The belief adopted is that work is believed to be accurate, is considered good, and provides benefits in the factory. The decision-making process is solving problems to get the best solution, which is an essential role of the leader. Taboo is an act that is inappropriate for employees to do because it is detrimental to themselves and the company. The coffee company considers the company's internal and external conditions. Attention to internal conditions: human resources, waste production management, and administration. Attention to external conditions, namely the factory and community relationship. A good company must pay attention to social and environmental issues, such as human rights violations, education, labor, and environmental issues, such as the greenhouse effect, illegal logging, and water pollution (Azizah & Cahyaningtyas, 2020).

The relationship between organizational culture and the work behavior of production employees, namely organizational culture that has become a habit and is carried out repeatedly by employees, will shape the behavior of these production employees. Strength explains that a solid corporate culture will guide individuals and groups in the same direction, create a comfortable work environment, and provide freedom to innovate for employees. This positively impacts company performance in general (Huru et al., 2020). Activities carried out repeatedly at the coffee company are the method of the production process, how to pay employee salaries, the value of the type of work, rules, beliefs held, decision-making processes, and taboos. The production process method is carried out by production employees, which requires firm behavior in carrying out continuous work. How to pay employee salaries is the process of paying salaries by the company to employees, which is carried out following the work section. The value of the type of work is the position following the behavior, namely knowledge, attitudes, and skills employees possess. Employee requirements are company criteria in carrying out work related to education, skills, mental and physical (Lasmahadi, 2002). Rules are regulations in work that apply to all employees to form discipline in realizing good employee attitudes and achieving factory goals. Job beliefs held in work are considered reasonable and proper, called values. Beliefs and expectations produce norms that shape the behavior of a person and group (Utomo, 2022). The decision-making process is usually carried out by deliberation and decided by the leader; this requires knowledge of employees in conveying aspirations and developing skills. Taboo is something inappropriate to do, such as lying, injustice, and environmental issues.

Employee work behavior is a person's efforts to carry out activities in the work environment. Work behavior is how people can actualize themselves through attitudes in the work environment (Silalahi et al., 2021). The purpose of employee work behavior is to support running a sound employee work system. Behavior can be measured by things that can support employees' activities, character, and achievements. A person's behavior consists of knowledge, attitudes, and skills that shape a person's character (Saleh, 2020).

PTPN-IX is one of state-owned companies that plays agribusiness in the market. The company implements a production pattern from upstream to downstream from land management, seed preparation, annual plant planting, plant maintenance, harvesting, and production process to marketing. The company processes coffee fruit into green beans. There needs to be an appropriate system for creating human resource management so that companies can achieve goals. The company's goals can be seen from the organizational culture managed by human resources. Human resources are potential assets that must be managed and developed. Human resource management is an activity within a company that can be implemented effectively to achieve company goals. Implementing human resource management is very important because with the division of labor and responsibility, cooperation and formal ties are formed within the company. The company employees apply organizational culture to achieve company goals. Research on the work behavior of production employees is vital to determine the impact of the organizational culture at the company in supporting the smooth production process and good employee behavior. This is related to good culture. Therefore, the company requires knowledge and analysis of the relationship of organizational culture to the work behavior of production employees to achieve company goals.

This study aimed to perform an administrative analysis that evaluate (1) the organizational cultures covering aspects of production process, wage payment, type of work, regulation, work beliefs, decision-making process and taboos, (2) the work behavior of production employees, and (3) the relationship of organizational culture to the work behavior of production employees at the coffee

company. This administrative study here is expected to make the company more efficient and profitable by evaluating administrative aspects of agribusiness, including finance and employee productivity, and developing strategies and procedures to improve them.

## B. METHOD

This study was conducted in 2022 and it was based on the data of survey collected in 2019-2020 at one of the field sites of PT. Perkebunan Nusantara IX. The company carries out agribusiness processes from upstream to downstream, that processes coffee fruit into green bean coffee. This study adopted a survey method, which collected data from a certain number of samples drawn the population (Nurdin & Hartati, 2019). The sample collected from the population was 101 field labours, and the sampled labours observed in this study became the respondents. Data were compiled by interviewing the employees using a structured questionnaire. The structured questionnaire contains a list of questions related to the variables in the study, which would be tested on employees with characteristics similar to the research respondents.

Human resource management theory by Dessler (2020) underlies the analysis of this study; and this study adopted an administrative analysis (Lunenburg & Ornstein, 2021). The analysis covers various responsibilities and organizations in areas of business operations in the company. Administrative analysis is aimed at locating and collecting appropriate information, which involve working with company officials to retrieve reports and projections, dialogue with or observing employees in action.

The descriptive analysis method was carried out to obtain data about what happened and compare it with the existing literature. Data analysis to explain organizational culture includes the production process, how to pay employee salaries, the value of the type of work, rules, adhered beliefs, decision-making processes and taboos, and employees' work behavior based on knowledge, attitudes, and behavior. Descriptive analysis explains and discusses the respondent's answers to the given questionnaire.

The research variable data categories, according to Saifuddin (2020), are as follows: high category, all respondents who have a score of  $X < (M - 1SD)$ ; medium category, all respondents who have a score  $(M - 1SD) < X < (M + 1SD)$ ; low category, all respondents who have a score lower than the score  $(M + 1SD) < X$ , where mean  $(M) = \frac{1}{2}$  (highest score + lowest score); standard deviation  $(SD) = \frac{1}{4}$  (highest score - lowest score); quantitative analysis method using a Likert scale. The Likert scale is a psychometric scale commonly used in research questionnaires in the form of surveys. Likert questions are positive questions to measure positive interest and negative questions to measure adverse interest. Positive questions are scored 4, 3, 2 and 1. Hostile questions are scored 1, 2, 3, and 4 (Taluke et al., 2019). The Likert scale answers consist of strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).

This analysis was carried out by measuring the data with a score of 1-5, tabulating the data using the worksheet, and analyzing the correlation. The data obtained is measured using a score. Scores are given ranging from 1-5. A score of 1 means very low, a score of 2 means low, a score of 3 means moderate, a score of 4 means high, and a score of 5 means very high.

A validity test was conducted to determine whether the questionnaire was valid. The rule of validity is that if  $r_{\text{count}} > r_{\text{table}}$  with 0.05, then the measuring instrument is declared valid, and vice versa. If  $r_{\text{count}} < r_{\text{table}}$ , then the measuring instrument is invalid. If the test results show that the data is not valid, then the questions on the questionnaire are replaced until the data becomes valid.

The reliability test was carried out to measure the extent to which the measuring questionnaire used can be trusted. Cronbach's Alpha value can be used to determine whether a research instrument is reliable (Rahman et al., 2022). The research instrument is declared reliable if the Cronbach Alpha value is  $> 0.07$  (Sarmanu, 2023). If the test results show that the data is unreliable, then the questionnaire questions are replaced until the data becomes reliable.

Hypothesis: Supposedly, the data on the production process, how to pay employee salaries, the value of the type of work, rules, work beliefs held in work, the decision-making process, and taboos

are valid. This study put a hypothesis that organizational culture has association with work behavior indicated by seven variables of production process, payment for salaries, type of work, regulations, job beliefs, decision-making processes, and taboos. The correlation test used was Rank-Spearman correlation analysis with the help of the SPSS 22 program. Rank-Spearman correlation analysis was conducted to determine the relationship between organizational culture and the work behavior of company employees. According to Hajarisman & Herlina (2022), Spearman's Rank correlation aims to test the correlation hypothesis from data that has a minimum variable scale of ordinal scale (ranking). The Spearman Rank correlation coefficient formula is as follows:

$$r_s = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}$$

where  $r$  is the Rank-Spearman correlation coefficient,  $d$  is the difference in ranking, and  $n$  is the number of pairs in the rank. The correlation number lies between 0-1. The size of the correlation number determines the strength or weakness of the relationship between the two variables. Correlation can be positive and negative. The positive correlation shows the same direction of the relationship between variables. That is, if the first variable is significant, then the second variable will be larger. A negative correlation shows the opposite direction.

To determine whether or not there is a real relationship between organizational culture and employee work behavior, the real asymptote (opportunity) with a significant level of 5%.

The hypothesis used for the real test is:

$H_0: r_s = 0$  (no relationship)

$H_1: r_s \neq 0$  (there is a relationship)

The decision-making criteria determine the relationship of organizational culture to employee work behavior. If the probability ( $p$ ) < 0.05, then  $H_0$  is rejected. The relationship between the two variables is significant. The size of the correlation number determines the strength or weakness of the relationship between the two variables. According to Hajariswan & Herlina (2022), a table for determining the level of closeness of the relationship between variables can be seen in Table 1.

**Table 1.**  
**Level of the close relationship between variables**

Value interval	Meaning
0-0.25	Weak
>0.25-0.5	Fair
>0.5-0.75	Strong
>0.75-1	Very strong

*Source: analysis result*

## C. RESEARCH FINDING AND DISCUSSION

### *Characteristics of Respondents*

Respondent identity is used to determine the diversity of respondents in the study. Respondent identities discussed in this study include age, gender, education level, work length, and production employees' work division. Based on the respondents' identity, the condition of the employees as respondents in the research is described. Respondents amounted to 101 production employees working at the company.

Employee by gender is one of the factors related to production activities in the company. The gender composition of employees as research respondents can be seen in Table 2. It can be seen that the majority of respondents were male, which accounted for 83%. This shows that those who hold the role of managing coffee production are men. Most female employees are production employees in the quality control and sorting department. The work of female employees includes clerkship, quality control, and sorting.

**Table 2.**  
**Composition of employees by gender**

Gender	Number	Percentage
Male	83	82.93
Female	18	17.07
N Total	101	100

*Source: analysis result*

Employee age is one of the factors related to production activities in the company. The age of employees as research respondents can be seen in Table 3. It can be seen that the majority of the company employees were between 26 and 57 years old. The youngest employee is 26 years old, and the oldest is 57 years old.

**Table 3.**  
**Composition of employees by age group**

Age group	Number	Percentage
21-30	14	14.63
31-40	14	14.63
41-50	35	34.15
51-60	36	36.59
Total	101	100

*Source: analysis result*

Young employees are expected to increase enthusiasm and ability to work. Younger employees have a more dynamic mindset, thus enabling faster adoption of information and technology. It can be seen from the young employees working in the processing section. Employees who are of productive age make work results faster because they have more substantial energy so that work can be completed properly.

Older employees are expected to increase enthusiasm and ability to work and become role models for younger employees. Older employees have experience in work. Experienced employees allow for more detailed and tenacious work and more mature consideration.

**Table 4.**  
**Composition of employees by education level**

Tingkat Pendidikan	Number	Percentage
Elementary School	34	33.66
Junior High School	28	27.72
Senior High School	39	38.61
Total	101	100

*Source: analysis result*

The educational level of employees is one of the factors related to the mindset of employees. The level of education can be related to the ability of employees to accept technology, information, and innovation to carry out their work. The educational level of employees as research respondents can be seen in Table 4. It can be seen that the education level of the company employees is 34 people, 28 junior high school people, and 39 senior high school people. The majority of company employees graduated from high school. Educational history is related to the mindset of employees at work. Length of work or experience is one indicator that supports work behavior carried out by employees. The longer the working time, the more experience employees have and the more skilled they are in doing the job.

**Table 5.**  
**Composition of employees by working period (year)**

Working period	Number	Percentage
0 - 10	64	63.41
11 - 20	22	21.95
21 - 30	7	7.32
31 - 40	7	7.32
Total	101	100

*Source: analysis result*

The duration of the respondent's work can be seen in Table 5. Working as a company employee is mostly between 0-10 years. Generally, work experience working as an employee of a technical assistant, deputy assistant, clerk, processing, engineering work, as well as quality control and sorting. Length of work is when a person carries out the work related to skills and decision-making processes. Employees with long experience have faced many obstacles during the work process and can determine solutions to these obstacles.

#### ***Data Reliability***

Based on the reliability test, the resulting Cronbach's alpha value is 0.785 for Y and 0.798 for X, which are more significant than 0.7. This means that the production employee work behavior and the questionnaire on production processes, how to pay employee salaries, work type values, rules, job beliefs held at work, decision-making processes, and taboos are reliable.

#### ***Employee Wage Payment***

The method of payment made by the company is the payment of salaries using cash and non-cash. Payment of employee salaries using payroll because the payroll process is easier and faster so that employees can receive salaries at the right time. Payroll is an electronic employee payroll system through direct transfers to employee accounts based on the right time. Meanwhile, the payment of wages for wholesale workers through cash is considered easier and more convenient. The finding follows the opinion of Nuryanti and Fauzan (2021) who states that a payment strategy should be applied by providing accessible services in the payment system for consumer transactions to companies. The company requires the purchase of needs that are not production input factors; the factory sends a letter to the administrative office regarding these needs and will then be given money in cash by the office.

#### ***Job Type Value***

The value of the type of work is based on the division of tasks in the organizational structure. The organizational structure of the company is based on coordination, management, and division of tasks to achieve its goals. The organizational structure shows the division of labor and integrated functions or activities, which are often referred to as coordination. Position determination is seen in a person's knowledge and skills in a particular field and the need for a position in the organization. This

phenomenon follows the opinion of Kuspriatni (2020), who states that position determinants are organizational structure, organizational size, technology, and environment. The company has a clear organizational structure so that work is carried out on a performance-line basis.

According to Lasmahadi (2022), the desired employee requirements for work are related to education, expertise, and mental and physical requirements. The company employees can carry out their duties or work by implementing corporate values. Employees, namely Integrity, implement the corporate values of the company: harmony between words and actions in carrying out responsibilities. Mr. Budi, as the coordinator, oversees and records production results honestly and as is – enthusiasm: showing high enthusiasm in carrying out every task and obligation. Sorting employees have work and overtime on Sundays. Teamwork: willingness and ability to work together in achieving company goals. Employees in the sorting section, quality control section, and packaging section complete the work promptly so that they can achieve the desired work results. Caring: feeling and showing empathy and a sincere attitude of helping all stakeholders. If an employee is sick, he is visited. At the end of January, one of the employees got sick while working. Another employee was quickly taken to a hospital using an office car, and the company held a recitation.

Company innovation: careful in reading opportunities and able to develop new steps and create a conducive climate for implementation to produce higher added value. The company created a coffee museum, and documentary room that produced 25g-250g ground coffee to attract visitors and generate added value. These values are related to creating a sense of kinship between employees and realizing the cooperation of the employees.

### **Regulation**

The rules that apply to the company are standard operating procedure (SOP). The SOP is a series of steps and regulations that have been standardized on an activity and adequately executed so that activities can run according to the objectives. The company has regulations that employees obey, for example, coming to the factory on time. Activities at the company started at 06.00. However, at 05.40, employees arrived to clean up the factory environment, starting from the office, production room, museum, prayer room, documentary room, and parking lot. This is relevant to the opinion of Utono (2022), who states that employees will have good discipline, work morale, efficiency, and effectiveness.

Regulations for production activities at the company are contained in the SOP, quality management system, and environmental management system, which employees adhere to achieve company goals. This follows the opinion of Manoy et al. (2021), who stated that company regulations are defined as a set of rules made by a company leader to create order between leaders and employees to create harmony in work. Production rules such as coffee processing methods and occupational health and safety regulations such as wearing personal protective equipment are implemented in company activities. The company applies the rules of time discipline, the discipline of completing work, the discipline of dressing, discipline of attitude and behavior for running activities and achieving goals. This supports the opinion of Rahayu & Susilowati (2023) who states that the rules and regulations of the company, one of which is discipline, show respect for employees.

### **Adopted Belief**

The belief held by company employees is a decision that is adhered to and trusted for the truth in carrying out activities. The company applies trust in the environmental management system, SOP and quality management system. The operational control beliefs adopted have the following objectives.

As a reference for implementing operational control activities related to environmental aspects, environmental policies must achieve environmental goals and objectives. This procedure applies to all activities that are an environmental aspect of the company, such as managing factory waste used as fertilizer for coffee plantations so that it is usable and does not pollute the environment. The waste is processed into fertilizer and reused to cultivate coffee plantations. This supports the opinion of Rivai (2019), which states that the orientation to the organization's interests is to increase efficiency and effectiveness in job satisfaction obtained by employees and the work environment, namely regarding things or ways that are socially acceptable or based on societal values. Employees feel satisfied because

things that cause anxiety from environmental pollution can be resolved with waste treatment, and it is a reasonable effort by employees. This follows the opinion of Utomo (2022), which states that these beliefs and expectations produce norms that can shape a person's behavior and a group's behavior.

Based on the validity test, the variables of the production process method, how to pay employee salaries, the value of the type of work, rules, job beliefs held in work, decision-making processes, and taboos are valid. The value of  $r$  count is more significant than  $r$  table ( $r$  count  $>$   $r$  table) with a significance of 0.05. The number of  $N$  used is 41, then  $df = N(101) - 2 = 99$ , and we obtained  $r$  table 0.3081. The value of the  $r$  table can be seen in the table  $r$  statistical table.

### Work Behavior

Employee work behavior includes the knowledge, attitudes, and skills of employees. Employee behavior includes discipline, honesty, politeness, good communication, prompt learning and adaptability, hard work, and productivity. It is known that the majority of the work behavior of production employees is in the very high category of 95.2%. The work behavior of production employees in the high category is 4.8%. This means that the production employees of the company have very high work behavior at work. The work behavior of production employees is viewed from three aspects, namely knowledge, attitudes, and skills.

**Table 6.**  
**Work behavior and knowledge of employees**

	Criterion	Number	Percentage
Behavior	High	2	2.4
	Very high	5	4.9
	Very high	7	7.3
	Very high	2	2.4
	Very high	81	80.5
	N Total	101	100
Knowledge	Very high	2	2.4
	Very high	5	4.9
	Very high	10	9.8
	Very high	84	82.9
	N Total	101	100

Source: analysis result

Table 6 shows that employees have very high knowledge, which accounts for 100%. Knowledge that is based on work that is done repeatedly will give employees the ability to do so. Employee knowledge is based on ability in the entire production process, so it is included in the category of having very high knowledge. This follows the opinion of Mariyono et al. (2018; 2019), which states that a person's behavior is related to the level of knowledge, where if a person's knowledge is good, it is hoped that it will be applied to daily practice.

Employees learn things related to the company and are open to getting employee knowledge. Some employees learn ISO training, which is helpful for them to know things that exist in the company. This follows the opinion of Muhajirin and Ali (2023), who state that training increases the acceptance of information, thereby opening up one's knowledge and skills.

Based on Table 7, the company employees have a very high attitude (100%). Employees have a responsible, honest, and polite attitude. Employees have very high skills (100%). Employees have skills in their respective fields of work. Production process employees have skills in the production process. According to Purnawanto (2020), a person's skill mastery is assessed based on its depth and variation. No employees have high, medium, low, or deficient knowledge. According to motivation theory in Silalahi et al. (2021), the highest motivation is when a person has self-actualization needs, namely the urge to become someone proficient in covering growth, achieving one's potential, and self-fulfillment.

**Table 7.**  
**Attitude and motivation of employees**

Indicators	Criterion	Number	Percentage
Attitude	Very high	2	2.4
	Very high	2	2.4
	Very high	10	9.8
	Very high	5	4.9
	Very high	81	80.5
	Total	101	100.0
Motivation	Very high	7	7.3
	Very high	94	92.7
	Total	101	100

*Source: analysis result*

Based on the validity test, the work behavior of production employees is valid. The value of  $r$  count is more significant than  $r$  table ( $r$  count  $>$   $r$  table) with a significance of 0.05. The number of  $N$  used is 101, then  $df = N(101) - 2 = 99$ , and we obtained  $r$  table 0.308.

*The Relationship between Organizational Culture and Work Behavior*

Seven variables were used in this study to see the relationship between organizational culture and the work behavior of production employees at the company. The seven variables, namely the production process, payment, type of work, regulation, beliefs, decision-making processes, and taboos, can be seen in Table 8.

**Table 8.**  
**Estimated correlation among analyzed variables**

	Variables	Correlation	Sig.
1	Production process	-	-
2	Payment	0.626	0.001*
3	Type of work	0.066	0.704 <sup>n</sup>
4	Regulation	0.948	0.001*
5	Beliefs	0.425	0.005*
6	Decision-making	0.574	0.001*
7	Taboo	0.507	0.002*

\* denotes significant at 0.01; <sup>n</sup> denotes insignificant

Based on the results of the data analysis provided in Table 8, we know that the rule variable (0.948) has a significant and positive relationship with the work behavior of production employees with an extreme degree of closeness. The variables of how to pay employee salaries (0.626), decision-making processes (0.574), and taboos (0.507) are significantly and positively related to the work behavior of production employees with a substantial degree of closeness. The work belief variable held at work (0.425) has a significant and positive relationship with the work behavior of production employees with a relatively strong degree of closeness. The variable value type of work is not significantly related to the work behavior of production employees (0.066) because it does not have a close relationship. The production process method variable cannot be analyzed because it has constant data, so the analysis results of the relationship with employee work behavior do not appear.

## D. CONCLUSION AND RECOMMENDATION

### Conclusion

Coffee production in Indonesia plays an important role in the economy of the country as it is international traded commodity providing foreign exchange. The production of coffee requires developed human resource, and thus a study of human resource related to work behavior and cultural organization is required. This study analyzed the association of both factors. Based on the analysis and discussion, we sum up as follows.

- Organizational culture consists of the variables of the production process, how to pay employee salaries, the value of the type of work, rules, adhered beliefs, decision-making processes, and taboos carried out by employees under the prevailing culture in the company.
- The work behavior of production employees in terms of knowledge, attitudes, and skills is of good value because employees have the knowledge and ability to complete work, have a responsible attitude, are honest and polite, and have skills in their respective fields of work.
- The organizational culture, which consists of how to pay employee salaries, rules, adhered beliefs, decision-making processes, and taboos, is significantly and positively related to the work behavior of production employees. The value of the type of work is not significantly related to the work behavior of production employees because there is no close relationship. The production process method cannot be analyzed because it has constant data, so the analysis results of the relationship with employee work behavior do not appear.

### Recommendation

In order to enhance human resources in the company, based on the findings of this study we suggest some recommendations as follows.

- The company needs conduct training for production employees, for example, in the use of renewable technology, increasing the ability to work well with colleagues and the courage to make decisions and solve problems. The company is expected to provide opportunities for employees to develop employee behavior through knowledge, attitudes, and skills. With an increase in employee behavior, the performance is expected to increase. Providing incentive for the process and results of work is also needed to increase morale so that employees become workers who have added value. The incentive could be monthly incentives, annual cash bonuses, or other items.
- For forthcoming researchers, adding or using other variables related to employee performance, such as work competence supported from organizational leaders and others, is recommended.

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### Declaration

The authors declare that there is no conflict of interest in this stydy, since this is a scientific and academic wrting.

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