

Culture Confusionism Study to Increase Employee Performance

Case Study of PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi, and PT Persada Subur Makmur in Pekanbaru

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Abstract

This study aims to know that Confucian culture can improve employee performance. Empirical evidence found clarity of the phenomenon about Confucian culture that occurred in the three study companies above so that Confucian culture can increase employee performance.

This dissertation is expected to contribute to the development of economics, especially human resource management that is exploring the potential of eastern culture that is simple but has a high philosophical value which later became the work ethos that can be entrenched.

This research is conducted by using qualitative method, that is approach that leads to circumstances and individuals holistically with inductive pattern, that is collecting, identifying, formulating, analyzing and discussing proposition, and Conclusion and Suggestion. From the results of analysis and interpretation of findings related data this research shows that Confucian Culture Able to Improve Employee Performance and appropriately run as a work culture. It is recommended to the researcher to do research with mixed method so that it is expected to get different result and more deeply.

Keywords: Culture, Confucianism, Employee work

I. Introduction

In general the success of a commercial organization is built on a strong character that is steady and has the right goal. Individual characters can be constructed from the learning model; Where learning is understood as a process of change that begins early on. Confucius

(551-479 BC) has taught "in education there is no discrimination" that learning must begin early. While working, learning should not be forgotten; Must take time (Sugiarto, 2012).

The view of Confucius was made a philosophy of life by Chinese people around the world. Wisdom of roots Confucius, policy words became the guidance for Confucianism. The rationale of the Chinese in the character of thinking is so simple, that the elderly of the Chinese families are how to use the "quick way" to achieve the kind of success expected in life. The Chinese family's living values are achieving "comfortable living and good eating," which can be translated as business success.

The ethnic Chinese involvement with trends in trade is hard to match other nations in the world. This group has its own distinctive and skill in managing trade management (Ann, 2013). Ethnic Chinese are not only gifted with the talent of trading, but also proficient in running the process, developing, and maintaining and creating something new from the process, development and existence of their business. This is in accordance with the Chinese life philosophy dikutif from The Sampoerna Legacy "First generation established business. Second generation makes much money. Third generation lose it. "

The philosophy of "comfortable living, good eating" is not in harmony with the reality facing ethnic Chinese in all corners of the world. We know the small trading towns built by ethnic Chinese "Chinatown". Chinatown was originally formed because of a homogeneous community conducting activities especially trading activities. They have their principles for them, because they are homogeneous.

The philosophy and thoughts of Confucianism are the basic ideologies to change their lives and their families. A strong ideology is a strength in dealing with problems (Barker, 2004). The Chinese believe that just by working hard and daring to open up opportunities, they will succeed. Success and failure depend on attitudes, efforts, and beliefs (Ann, 2013).

The teachings of Confucianism have been reinterpreted and given a new breath as the foundation of the spirit entity for the Chinese to engage in trade and business. Building a business community based on the Confucian philosophy is meant to mean building a business empire based on a cultural concept. Therefore, the teachings of Confucianism can be interpreted as the teaching behavior (affective) humans, especially the Chinese.

The Chinese have principles in running the business wheel; That the value of work or action is more advanced than the values of consideration. Therefore, the Chinese are more principled on action behavior rather than prioritizing the intellectual concept. The pattern of action is what is then called culture, as stated by Koentjaraningrat (2009), that the whole system of ideas, actions and the work of human beings in the life of society which is made man himself by learning.

Cultural relations with performance can be explained in the study (Alharbi Mohammad Awadh & Alyahya, Mohammed Saad, 2013: 168) "The knowledge of culture has been gained through understanding and beliefs on the basis of large groups. Culture is defined as a mixture of values, sets, beliefs, communications and explanations of behavior that provide guidance to people.

Culture is defined as a mixture of values, mindsets, beliefs, communication and explanations of behaviors that provide guidance to people, so that indicators of employee performance

improvement can be seen from several aspects as described above, namely the value mix, thinking patterns, beliefs, communication and Behavior.

Basically Confucius and all who represent him as Confucius and Mencius (Mengzi) refer to the traditional cultural values of attaching importance to human capital, interpersonal relations and harmonious development (He). From the perspective of corporate management, however, all the core thinking posed by Confucian culture such as Ren (Humanity), Yong (Courage), He (harmony), Zhong (Loyalty), Li (Kesusilaan), Xin (Honesty) and Qin (Hygiene) Closely related to modern management philosophy and operational behavior, and could provide sources of contemporary business management culture and practice (Wenzhong Zhu, 2008).

Asian nations born and great with mythos and myths and doctrines with virtues of inheritance culture form are also able to create the paradigm of thinking that is reversed with the Western people. Westerners say that "Technology is expensive". Initially it is so, but for Asians like Korea, Japan and China as the nation with the largest population of the world, the paradigm of Western thinking is not appropriate.

The Asian nation is oriented towards the thinking of output achieved, while the West thinks there is a process of how to produce output. The target of thinking of Asians is the virtue of the ancestors so that the statement appears, "High Technology is very cheaper".

Japan has gone a step ahead and feared the West as the toughest competitor in grabbing the market share of the business. The results of Japanese production technology is considered to outperform most of the Asian countries such as Korea and China so that for a while Japan as a market leader in Asia.

China as a large country capable of emerging as a country with high-tech super cheap. This is because the Chinese people's thinking base is output-oriented. The Chinese think that quantity as the determinant of the amount of profit collected, while the West people are oriented to quality with a limited quantity and a relatively long time. For Asians, functional values are more advanced than economic value.

This phenomenon is brought to the Chinese ethnic thinking model in Indonesia, including the peniaga who have business units in the country. There are many phenomena that refer to the above phenomenon. PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur Pekanbaru as the object of research, based on observation, in the process of performing commercial functions have adopted and implemented Confucianism teachings to employees with the intent or purpose to improve employee's positive work behavior itself. Confucianism is also recognized as a religion, so in this context, the limitation of his research is that Confucianism is meant to be a culture that can not be equated with a religion that is culturally appropriate. Confucian restrictions are necessary, because in practice, employees at PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi, and PT Persada Subur Makmur Pekanbaru are companies that practice the doctrines of Confucianism.

The central issue of the above description is how employees are able to realize real performance through Confucian culture. The desired tradition within the company studied in this study is that the founders want Confucian management to be able to bring a better performance impact on employees who are embodied as a new generation. However, in the

second generation, the ability to create a good work culture is not necessarily manifested due to the many barrier factors that exist within the organization of the company.

The Company strives to achieve good, optimal performance through employee performance. In order to measure it, the monitoring sheets compiled into benchmarks of performance appraisals produced for a given time period.

Related to the performance of PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi, and PT Persada Subur Makmur; The authors do pre-research on the problems in improving employee performance. Pre-conducted research on employees of both companies.

When the researchers conducted a survey on the company PT Bengkalis Kuda Laut on Friday, June 19, 2015 about the training sessions that are being done, the authors get explanation from the trainer that the motivations and training activities are always inserted with Confucian words that claimed to belong to think the businessman Ethnic Chinese.

Pre-survey results indicate that employees working in these three companies perform management functions based on a pattern of thinking and acting but the organizational culture that runs is a Confucian culture that is part of Chinese culture.

From the existing phenomena it can be concluded that the Chinese culture of Confucianism as a basis or guidelines of employee work in improving the behavior of productive work obtained after the employees themselves have worked and joined the company.

The results of the analysis on employee performance on Confucian cultural studies in company group of PT Bengkalis Kuda Laut company can be seen from four SWOT perspective is as follows:

Table 1. SWOT Analysis At PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur

<i>(Strength)</i>		
PT Bengkalis Kuda Laut	PT Tri Perkasa Tunggal Abadi	PT Persada Subur Makmur
- Confucian culture is holistic	- Kofusianism as a philosophical teaching	- Productivity, innovation, high creativity
-The existence of emotional attachment of employees to the Confucian culture applied	- The culture of Confucius is run openly	- Reward on high employees
- Training is done regularly	- Existence of training that run	- Information is always open
-Employees are motivated and a change of work behavior in a good direction	-Employees are motivated by training	- High motivation for self-employment by access
<i>(Weakness)</i>		

- The mindset is still carrying the pattern of ethnicity	- Level managers still think traditional	- Traditional semi-traditional way of thinking
- The notion that Confucianism is a non-cultural teaching	- Thinking superiorly	- Not running seniority
- Confucianism is considered an ethical teaching	- It does not combine traditional management with modern management	- Running open management
<i>(Opportunity)</i>		
- There is some information about the progress of Chinese culture	- Information about the Confucian culture is easily accessible	- Accessed via the internet or the web
- The progress of the shiny East economy to China	- Media as a facilitator for Information	- The media as a base reinforces Confucian cultural ethics
-The existence of shifting patterns of Western-style entrepreneurship to the East	- The existence of shifting patterns of Western-style entrepreneurship to the East	- Prioritize technology as a base
- The tale of China's economic market is the basis of the world economy in Asia	- The tale of China's economic market is the basis of the world economy in Asia	- Orientation of the economic market controlled by China as the base of world economy in Asia
- The large Asian population as capital to develop the Confucian culture	- The large Asian population as capital to develop the Confucian culture	- Population as the market base (market share) to enter into the real market.
<i>(Threat)</i>		
- Many training offerings from outside agencies smelled of modern management	- Many training offerings from outside agencies smelled of modern management	- The training offer is general
- The issue of technology-based management	- The issue of technology-based management	- Management issues are technological

-Confidence in Western management is superior	-Confidence in Western management is superior	-More understanding of modern management than conventional management
-Institutions or educational institutions more taught modern management	-Employees are more modern educated	-Employees are less motivated to learn
-No special institution teaches Confucian management	-No special institution teaches Confucian management	-Do not dare run Confucianism openly

Source: Research Results, 2016.

1.1 Research focus

Based on the background and phenomenon that has been described in the previous chapter, this research is focused on:

- 1) Implementation of Confucian culture on improving employee work.
- 2) The research focuses on PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi, and PT Persada Subur Makmur in Pekanbaru.
- 3) Chinese cultural values are focused only on the teachings of Confucian ethics as a work culture.
- 4) The research method used is qualitative approach with interpretive descriptive pattern.

1.2 Reason of Research

The research focuses on PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru. The reasons for locus selection in both companies are:

A. A good working culture will affect employee performance and will improve the overall performance of the company.

B. Empirical data as a reference that the greatest motivational force against Chinese people engaged in commerce is Confucianism (Ann Wan Seng, 2013: 70). Confucianism is a doctrine that obeys the father's mother and respects the elder. The teachings of Confucianism are ethical teachings so that they are interpreted and executed as good business ethics.

1.3 Formulation of the Problem

Taking into account the research background, the formulation of the problem is as follows:

- a. How is the implementation of Confucian culture in the company of PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru.
- b. What is the Confucian culture that should work in PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru.
- c. How the performance of employees at PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru.
- d. Constraints faced in strengthening Confucian culture at PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru.

e. How to strengthen the Confucian culture strategy in an effort to improve performance at PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru.

1.4 Benefits of Research

Usefulness of this research is expected to contribute knowledge both theoretically and practically as follows:

1.5 Theoretical Benefits

This research is applied able to give contribution in the theoretical aspect (science) that is:

- 1) As an important contribution and broaden the horizon for the study of management science in developing the business, so that can be used as a reference for the development of human resources research in the future.
- 2) Provide an important contribution and expand the study of management science related to business improvement.
- 3) Adding a new concept that can be used as a reference for further research on the perception of the application of organizational culture in improving employee performance.

1.6 Practical Benefits

This study is also expected to provide practical contribution (in order) that is input suggestions to the management company that is PT Bengkalis Kuda Laut in Pekanbaru, or other similar business institutions in implementing organizational culture. Especially those related to Confucian culture in an effort to improve employee performance.

- A. The results of this study can be used as a contribution of the mind to the ethnic Chinese community to improve the quality in running the business.
- B. The results of this study can be used to improve understanding of the application of Confucian ethics in management so that it can be useful for the company.
- C. The results of this study can improve the performance of ethnic Chinese business in running the business, so as to obtain optimal results.
- D. The results of this study can be used as a benchmark performance of ethnic Chinese entrepreneurs in running a business.

2. Literature Review, Framework for Thinking, Study Proposition

2.1 Literature Review

2.1.1 Human Resource Management

The main subject of human resource management is directed to the discussion of the understanding, objectives and functions of human resource management that have high relevance to the performance of company management. Human Resources (HR) is the largest capital of any organization owned by his name, both profit-oriented and non-profit; HR is considered the most important factor in running the wheel of the organization. HR is still considered as the most important factor of organizational management. Good corporate governance based on business as well as non profit still rely on human resources as a work management amplifier.

Many experts who provide different definitions of management, from a management perspective are viewed as processes, management as a function, as well as management as an

art. Utilization of existing resources within an organization to achieve corporate objectives effectively and efficiently by optimizing all support resources.

Weihrich and Koontz (2005: 4), define the management as follows:

"Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish seized aims."

Follet (2007), defines that management is the art of getting things done through others. Nickels, McHugh and McHugh, define management as a process done to achieve organizational goals through a series of activities in the form of planning, organizing, directing, and controlling people and other organizational resources. Ernie & Kurniawan (2005), mentioning the art or process in accomplishing something related to the achievement of goals is called management.

Hani Handoko (2011: 4) that human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve the results of both individual and organizational goals.

Notoadmodjo (2009: 85) that human resource management is planning, organizing, distributing and supervising activities, procurement, development, compensation, integration, maintenance and release of human resources in order to achieve various goals of individuals, organizations and communities.

Erni Tisnawati Sule and Saefullah (2005: 13), Human Resource Management is the application of management based on its function to obtain the best human resources for the business we run and how the best human resources can be maintained and keep working with us with quality work Which are always constant or growing.

Bernardin and Russell (2006: 2) stated that Human Resource Management deals with recruitment, selection, development, compensation, retention, and promotion of employees within an organization. Bernardin and Russel emphasize more on the human resource management function that affirms the organization. Edwin B. Flippo's scope is broader, human resource management functions not only limited to the organization, but also include the goals of individuals and society.

2.1.2 Function and Purpose of Management Science

Management functions are the basic elements that will always exist and embedded in the management process that will be used as a reference by managers in carrying out activities to achieve the objectives, namely:

- 1) Planning (planning) is to think what will be done with the source owned.
- 2) Organizing (organizing) is done with the aim of dividing a large activity into smaller activities.
- 3) Direction (directing) is an action to make sure all group members try to achieve goals in accordance with managerial and business planning.
- 4) Controlling
- 5) Control is a process of measuring performance, comparing actual results with plans and taking the necessary corrective actions.

According to Fahmi (2011: 2), that the purpose and benefits of management science as a

supporter in managing the organization, both profit and non profit organizations are:

- 1) Able to provide direction achievement in a measurable and systematic manner so that the expected work can be done based on time schedule.
- 2) Be able to place the organization within a framework that puts forward the concept of efisein and effectiveness.
- 3) Make the organization apply management concepts that meet the agreed standards so that the clients and business mothers are sympathetic and trust in the organization of the company.

In general, running a human resource management (MSDM) activity is usually two parties, namely the specialization of MSDM, such as personnel management and operational leadership (head of department, supervisor, etc.), as responsible for effective use of various resources.

2.1.3 High Performance Human Resource Management Practices

Suwatno and Priansa (2011: 33) that the business strategy will succeed if the organization is able to manage and improve the quality of competency-based human resources through the improvement of knowledge, skills and human resources capabilities. Raymon A. Noe in Suwatno (2011: 34) High-performing management practices include employee selection, performance management, training, job design, and compensation. Raymon is in fact the same as the stage in running human resource management procedures.

2.1.4 Organizational Theory

Kirst-Ashman (2008: 102), Organizations are " (1) social entities that (2) are goal directed, (3) are designed as deliberately structured and coordinated activity systems, and (4) are linked to the external environment.

Organizations are (1) social entities (2) purpose-directed, (3) deliberately designed structured and coordinated activity systems, and (4) related to the external environment. Robbins (2008: 4), the organization is a consciously coordinated social entity, with a relatively identifiable boundary working on a relatively continuous basis of achieving a common goal or a set of goals. Ivancevich (2007: 19-20), the organization includes a number of processes that contribute to the effective performance of the organization, its dossiers, the communication process, the decision-making process, the leadership appearing in all organizations. Fred Luthans (2011: 20) gives the following definition: Organizational behavior is the understanding, prediction, and management of human behavior in organization. Organizational behavior is the understanding, forecasting, and management of human behavior within the organization. In accordance with what Schemerhorn defines, et.al. (2010: 4), Organizational behavior is the study of human behavior in organization. Organizational behavior is a study of human behavior in organization

2.1.5 Organizational Culture

Organizational culture is concerned with how employees understand the cultural characteristics of an organization, and are not related to whether employees like the characteristics. Organizational culture is a descriptive attitude, not like a more evaluative job satisfaction. Research on organizational culture seeks to measure how employees view their

organization: Does it encourage teamwork ?; Does it value innovation? Is pressing the initiative? Pabundu Tika (2008: 7-8), that the type of organizational culture can be distinguished based on the information process and its objectives, namely:

1. Based on the Information Process by Robert E.Quinn and Michael R. McGrath, consisting of the following:

- Rational culture; Is the process of individual information assumed as a means for the intended performance objectives (efficient, productivity, and profit or impact).
- Ideological culture; Intuitive information processing (from deep knowledge, opinion and innovation) is assumed as a means for revitalization purposes (outside support, resource acquisition and growth).
- Culture of the consensus; Collective information processing (discussion, participation, and consensus) is assumed to be a means for cohesion goals (climate, morale, and teamwork).
- hierarchical culture; Formal information processing (documentation, computation, and evaluation) is assumed as a means for sustainability goals (stability, control, and coordination).

2. Based on its purpose, according to Taliziduhu Ndraha, the organizational culture consists of:

- Corporate organizational culture; Habits that formed from the beginning in the company in shaping the character of the company.
- Culture of public organizations; Habits that are used as references to behavior relating to public services.
- Culture of social organization; Habits undertaken in social interaction groups.

Stephen P. Robbins (2008), divides the organizational culture into five functions:

- A. Role to set limits
- B. Delivering a sense of identity for members of the organization
- C. Facilitate the emergence of a wider commitment than one's individual interests.
- D. Improve social system stability because it is a social glue that helps unify the organization.
- E. As a control and a rational mechanism that guides and shapes attitudes and behaviors of employees.

Schein (2010), divides the organizational cultural functions based on the stages of its development:

- A. The initial phase is the stage of organizational growth.
- B. The mid-life phase of the organization; At this stage organizational culture serves as an integrator because of the emergence of new sub-cultures as identity crisis credentials that lead to changes in organizational culture.

C. Adult phase; Organizational culture can be a barrier to innovation because it is oriented to the greatness of the past and a source of value for complacency.

Robert Kreitner and Angelo Kinicki (2010), divide the four functions of organizational culture, namely:

- A. Provide an organizational identity to its employees
- B. Ease collective commitment
- C. Promote the stability of social systems
- D. Establish behavior by helping managers feel their presence.

2.1.6 Working Culture

Work culture is a philosophy based on the view of life as values that become attributes, habits and also the drivers of being cultivated in a group and reflected in attitudes into behaviors, ideals, opinions, views and actions that manifest as work. Work culture is usually actualized in several conditions; Creative and innovative full of ideas and love challenges, high moral values that have a sense of mastering the field of work and responsiveness. Work culture is a system of values, perceptions, behaviors and beliefs embraced by each individual employees and groups of employees about the meaning of work and refleksi in activities to achieve organizational and individual goals. Suparyadi (2015: 466), the element of work culture consists of attitudes toward work and work behavior.

2.1.7 Organizational Commitment

Meyer and Allen in Khaerul Umam (2010: 259), there are three factors that influence the process of the formation of worker commitments are personal, organizational, and non-organizational factors. Porter and Streers in Good (2010) identifies several factors that influence organizational commitment, namely one's need for achievement, one's attitude toward organization, education, organizational dependence and perception of personal role in the organization. Zurnali (2010) argued that the opinion of Allen and Meyer is often used by researchers in the field of Organizational Behavior and Psychological Sciences. Sudarmanto, (2009: 102) suggests an indicator of commitment often used Allen & Meyer Affective Commitment, Continuance Commitment, and Normative Commitment.

2.1.8 Performance

Performance is a performance or can be equated with work performance that is the result of performance. August W. Smith in Suwatno (2011: 196) states, "Performance is the output of derives from processes, human otherwise," Performance is the result of a human process.

2.1.9 Confucian Culture

Through ceremonies, human beings express what they want in their minds. By studying the ritual ceremony means we are studying the values that are very important in the community group (2010: 12). Chinese culture is the masterpiece of the Chinese people in a very long history of development, and is a crystallization of the intelligence and creativity of the Chinese. The challenge of Chinese culture in the era of globalisasi that is the onslaught of Western culture is very dasyat, so many people feel anxious young generation will throw away the Chinese tradition. Chinese culture can not be separated from the tradition of ritual. Thomas Dea explains, the ritual is a symbolic transformation of experiences that can not be

properly expressed by other media. Because it comes from the primary needs of man, it is a spontaneous activity in the sense of beta, it is born without intention, without being adapted to a conscious goal. Growth without a design, the pattern is completely scientific (2009: 18). The assertion of Koentjaraningrat's statement is done by C. Wissler, C. Kluckhohn, A. Davis, or A. Hoebel in Koentjaraningrat, mentions all actions should be attuned by human beings to learning behavior (2009: 145). This means that learning is meant to learn from behavior. Behavior that is carried out for generations and treated equally with the value of the treatment and the same recognition, the same meaning, and followed together, then it becomes a tradition.

Giving qualitative meanings can universally affect the concept of tradition adopted by Chinese society. Meaning and symbols of belief develop and run side by side with the homogeneity of the main beliefs of Chinese society, Confucianism and Taoism. Alo Liliweri mentions dominant culture is a culture that is very prominent in a society so that the appearance of culture as if it is above or control other cultures, the culture as if set (2007: 112). Soerjono Soekanto explains that the culture of every nation or society consists of large elements as well as small elements that are part of a unanimity that is as a whole (2012: 191). Bronislaw Malinowski in Soerjono Soekanto, well-known as one of the pioneers of functional theory in anthropology, calls the norm system which enables cooperation between members of society in the effort to dominate the surrounding world, is part of the main elements of culture itself (2012: 192).

Thus, Chinese culture is the masterpiece of the Chinese in its long history of development, and it is the crystallization of Chinese people's intellect and creativity. In history for thousands of years, Chinese culture has always shone, and has a tremendous influence on Chinese people both past and present. In addition, with the aftermath of the silk road during the Han dynasty, Chinese culture also contributed to and influenced Western history and culture. Especially now, in this modern era, where communication globally does not encounter obstacles, its spreading is unbelievably fast, and its influence is also increasingly widespread for the world. Now, people from other parts of the world are increasingly interested in Chinese culture, for example to learn Mandarin, everywhere people who are interested in learning Mandarin more and more day. Schools, courses, classes for learning Mandarin are becoming more and more open. This is one example of language, not to mention cuisine, performing arts, literary works such as the Sun Zi (Sunzi Bingfa) war art book, The Three Kingdoms Story (san guo yanyi), Very popular with people.

For a long time, people focused only on the disputes between groups and the problems of economic development, and neglected our attention to history and culture, customs and traditions, and regarded the best and superior as feudalism trash, let alone Until the anti-culture one, so in the minds of the Chinese people there is no concept of culture, and do not know what is morality and character. Anthony, 2014: 37.

2.2 Framework for Thinking

Based on the above theories then the researcher illustrates that the implementation of Confucian culture in the company can improve employee performance, so researchers describe in the form of framework as follows:

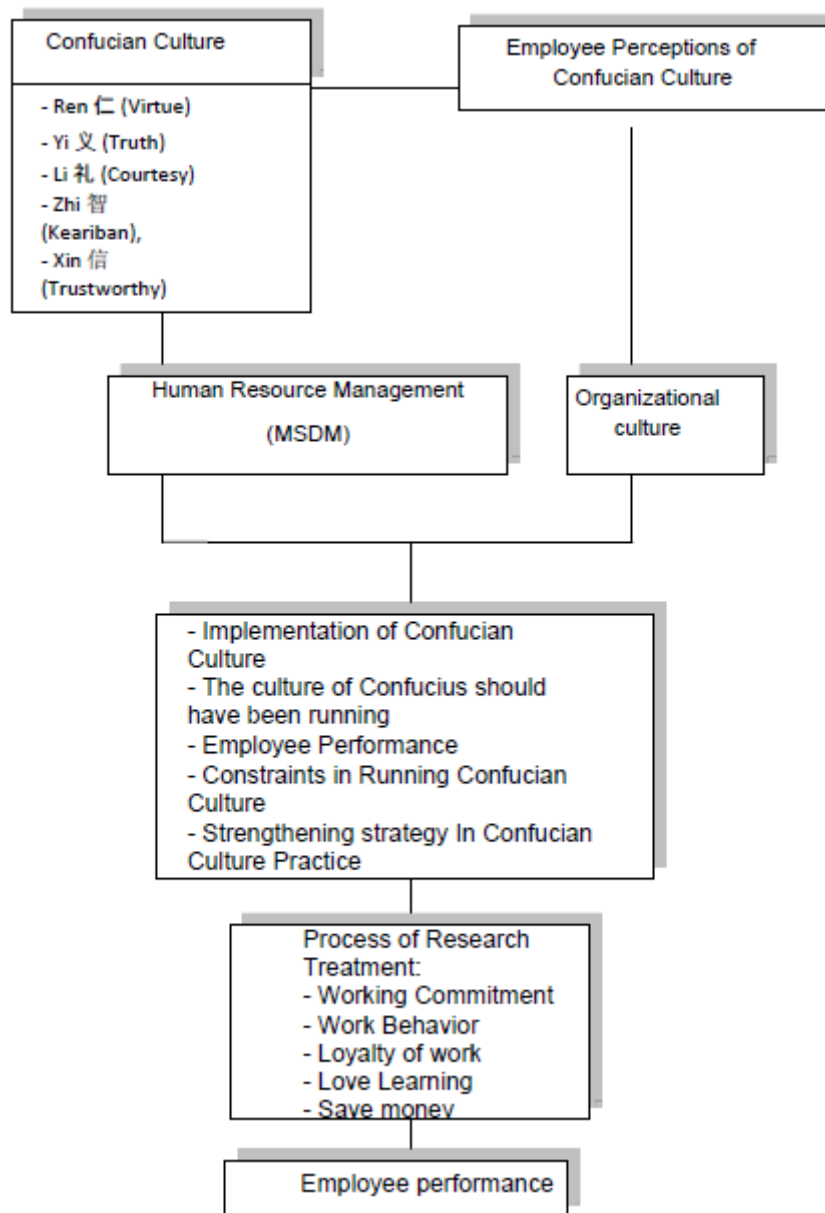


Figure 1. Researcher Thinking Framework

Source: Prepared Research, 2015.

2.3 Study Propositions

Propositions raised in this study are as follows:

- 1) Implementation of Confucian Culture in PT Bengkalis Kuda Laut Company, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru not yet optimal.
- 2) Confucian culture that should be run in PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru not well understood.
- 3) Performance of employees at PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru not yet optimal.

- 4) There are constraints faced in strengthening Confucian culture in PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi, and PT Persada Subur Makmur in Pekanbaru.
- 5) The formulation of Confucian Culture Strengthening Strategy is needed to improve the performance of PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru.

3. Research Methodology

3.1 Reasons for Using Qualitative Research Methods

In this research, the method used is qualitative descriptive analytical by exploring the items of research variables.

To answer the appropriate problems in this study, qualitative analysis of research data is considered in accordance with the following considerations:

- 1) Qualitative analysis is more adaptive and more appropriate when finding more complex problems;
- 2) Qualitative analysis is more sensitive and flexible;
- 3) Using qualitative analysis possible relationship between respondents and researchers. Researchers are directly involved in the problems that became the object of his research. Researchers in any condition must remain objective in processing data obtained from respondents.

3.2 Study Objectives: Explanatory Research

Research using a qualitative approach, as mentioned earlier, essentially seeks to find descriptive explanations, and test the theories used in more depth based on the findings and interpretations of existing data in the field. In this context, this research also attempts to create a description describing strategic implementation in a holistic and holistic framework.

3.3 Multicase

The research was conducted using multycase (study on three cases), in addition to investment and evidence of an existing theory, the object studied were PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru.

3.4 Research Design

The research design is as follows:

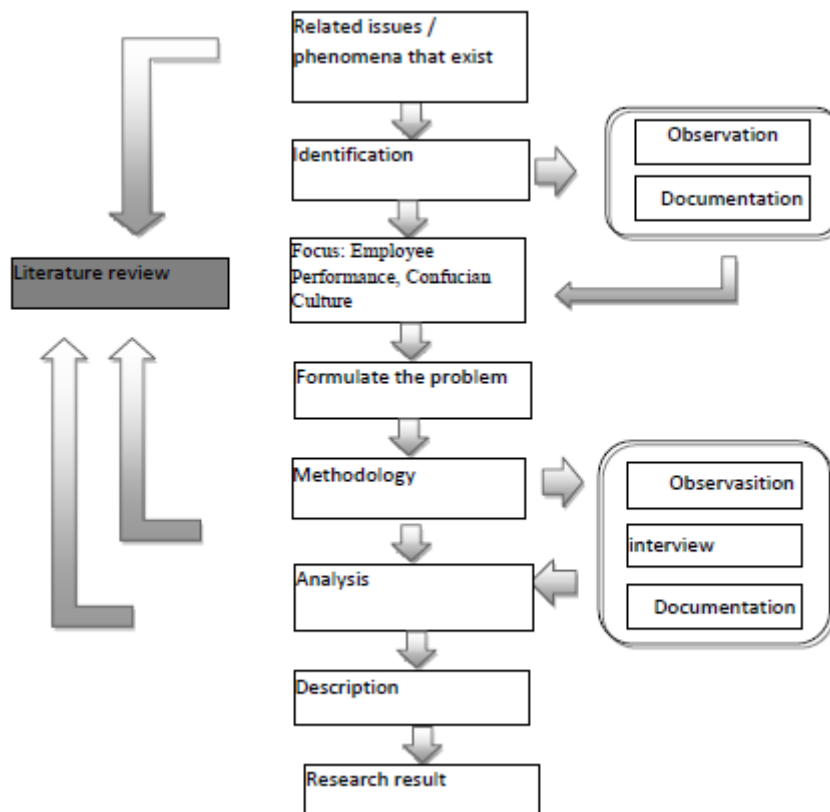


Figure 2. Research stages

3.5 Operationalization of Concepts

The researcher sets limits on the operational concepts on these research variables for focus and not widespread discussion.

Table 2. Operationalization of research concepts

No	Konsep	Deskripsi
1	<i>Ren</i> (Virtue)	It is a person's own noble nature of morality, love, virtue, truth, self-knowledge, subtle manners, compassion, humanity. This is the most noble and noble human nature (Rarick, 2007; Kuncoro, 2013). Derivatives of <i>Ren</i> concepts are: <ul style="list-style-type: none"> - Respectful and devoted to parents (Xiao) - Mutual respect or appreciation of either your employees or customers. - Consumers come from all sectors - Empathy and selflessness - Priority honesty

2	<i>Yi(Truth)</i>	<p>Yi - Truth / Justice / Obligation is one's personal noble nature in solidarity and always defends the truth. When Ren is upheld, Yi must accompany him.</p> <ul style="list-style-type: none"> - Do the job properly as well as possible - The action taken is not due to consideration of personal gain due to consideration for the benefit of the crowd. - Divide the work of employees in accordance with the role and function - Make decisions based on the truth <p>(Book of Lun Yu).</p>
3	<i>Li(Appropriateness Appropriate Behavior)</i>	<p>Li (Courtesy) can be translated as a person's noble personal nature of ethics, manners, manners, and manners. Initially Li was only associated with the proper behavior in religious ceremonies, but later extended to the customs and traditions of society, which include:</p>
		<ul style="list-style-type: none"> - Diligent to worship and be grateful; - Provide freedom of worship to employees - Give good examples to employees - Speaking, thinking and acting according to their roles and capacities
4	<i>Zhi (Wisdom)</i>	<p>Behavioral behavior is interpreted as a person's personal noble nature wise and understanding. Confucians coupled the wisdom of a person by always being patient in taking action, preparing, looking ahead, and taking into account all the possibilities that will happen. It is:</p> <ul style="list-style-type: none"> - Clinical work and discipline <ul style="list-style-type: none"> - Keep learning - Patience and loving work - Have good interpersonal - Simple and thrifty life - Be careful, passionate and not easily give up - Full preparation and able to take into account all the possibilities that will happen - Be humble in order to always improve <p>(Kuncoro, 2013).</p>

5	<i>Xin (Trustworthy)</i>	<p>Xin is the personal nature of a person who is always confident (confident in his firmness), trustworthy others both behavior and speech, and always keep the promise. The limitations are:</p> <ul style="list-style-type: none"> - Trustworthy behavior - Customer satisfaction is the main thing - Maintaining the quality and good reputation of the company <p>(Kuncoro, 2013)</p>
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Source: Prepared Research Results, 2016.

3.6 Unit of Analysis

The unit of analysis in this study is the organization of PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi, and PT Persada Subur Makmur is a Chinese owned company belonging to ethnic Chinese domiciled in Pekanbaru.

3.7 Data Linkage With Proposition

The linkage of data with propositions is an important activity to be revealed scientifically. This is done to provide guidance for this research to be more focused and focused on the purpose of research, which is related to the performance of employees. In search of the data the researcher will perform a snowballing process against the propositions presented in Table 2 below which shows the relevant data and how relevant the data is with the study proposition.

Implementation of Confucian culture in the company of PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi, and PT Persada Subur Makmur in Pekanbaru.

Confucian culture that should be understood in PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru.

Performance of employees at PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru.

Constraints faced in strengthening Confucian culture at PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi, and PT Persada Subur Makmur in Pekanbaru.

Strategy to strengthen Confucian culture in effort to improve performance at PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi and PT Persada Subur Makmur in Pekanbaru.

Table 3. Data Link with Proposition

No	Proposition	Relevant Data	Description	Source
1	Implementation of Confucian culture within the company as a whole is not yet optimal	1. Management policies and strategies 2. Management of Confucian Cultural-Based Management 3. Data on Parameter Implementation of Confucian Cultural Based Management 4. Constraints in implementing Culture-Based Management	Implementation of Culture Based Management has not been done in an integrated manner by integrating all related sectors, due to the constraints faced in the field (policy, activity, Management, and human resource constraints). Implementation of culture-based management has not been running simultaneously, still carried out separately is still implemented on training program, so it has not been effective in supporting the improvement of employee performance	1) Internal judgment interview.

2	Confucian culture should work in improving employee performance.	<ol style="list-style-type: none"> 1. Openness of intercultural communication 2. Negative stereotypes 3. Superiority 4. Motivation 	<p>Conditions on members of the organization are still extropert, 1) due to the lack of trust values implanted among fellow members of the organization that the values of Chinese culture has not been fully transformed to the daily interaction.2)</p>	<ol style="list-style-type: none"> 1) Expert interview Judgment 2) Interview with Internal Judgment Expert
3	Performance of employees has not been in accordance with Confucian culture.	<ol style="list-style-type: none"> 1. Data on employee characteristics. 2. Response decision makers 3. Data on community responses about the culture and Confucianism 	<p>Customers, policymakers, corporate and community leaders declare with different perceptions. Some already know about Chinese culture and Confucianism as a business model. 1) But there are still many employees who have not and only know that the business culture and business skills of ethnic Chinese are the same as innate talent.2) 3)</p>	<ol style="list-style-type: none"> 1) Interview with Expert judgment 2) Interview with employees 3) Interview with employees

4	Constraints faced in strengthening Confucian culture	<p>1. Data on the implementation of culture-based management, which consists of parameters: business culture.</p> <p>2. Data on Confucian parameters embedded in work life and behavior: Chinese-style education, Teaching Business to children, economic, hard-working, and unyielding customs.</p> <p>3. Data on competitiveness potential in equivalent / similar business field.</p> <p>Theory of Cultural and Confucian values on the organization's management system.</p>	<p>Relevant data based on observations in the field in an integrated manner.</p> <p>Confucianism work ethic is observed simultaneously and continuously between researcher and object of observation continuously until certain time in penguilan decision enough sense researcher.</p>	<p>Field observation and documentation study.</p> <p>Integrated observations of researchers.</p>
5	Strategy for strengthening the Confucian culture in an effort to improve employee performance.	<p>1. Data about employee performance</p> <p>2. Employee training data related to Confucian culture</p> <p>3. Employee matrix data related to performance.</p>	<p>Employee performance is measured by monitoring sheets and daily work reports accumulated by their leaders.¹⁾</p>	<p>Documentation.</p> <p>1) Interview with expert judgment.</p>

Source: Prepared Research Results, 2015.

3.8 Criteria Interpretation of Findings

Determining Interpretation Criteria the findings of the data in this study are formulated as follows: relevant sources, interpretations, correct methods, formulation of defined issues, and data relevance.

Quality Research Design Criteria

To know that a study meets both criteria, tested in its proof of four spec are: (1) construct validity; (2) internal validity; (3) external validity; (4) realibility.

Construct Validity

The validity of the construct is one of three relevant tests.

Internal Validity

Internal validity test, in this test is conducted on condition that this research is explanatory or even causal study.

Reliability

The purpose of reliability testing is to minimize errors and biases that may occur in a study.

Types and Data Sources

In case study study there are several kinds of data source that can be used, such as: interview, documentation, direct observation (observation), and Focus Group Discussion (FGD).

Interview

The purpose of the interview is to get information where the interviewer asks questions to be answered by the interviewee.

Questionnaire

Used as completeness to obtain data for research.

Documentation

The technique of data collection through documentation study is defined as an effort to obtain data and information in the form of written notes / drawings stored in connection with the problems studied (Rully Indrawan & PoppyYaniawati, 2014: 139).

Observation

Observations used are limited participation observation.

Focus Group Discussion (FGD)

The purpose of focus discussion is to obtain data from relevant and competent parties in their field in a limited discussion forum (Rully Indrawan & Poppy Yaniawaty, 2014: 140).

Data analysis technique

In this study the authors analyze the data obtained from various data sources and with the process of searching and compile data systematically, which includes on the processes as follows:

- 1) Selection of conceptual frameworks for research problems and relationships with previous research;
- 2) Formulate research problems;
- 3) Selecting and defining the measurements of variables in this context is the implementation of the Confucian culture of the enterprise in improving the performance of employees;
- 4) Selecting the sampling procedures and techniques used;
- 5) Developing tools and techniques for collecting data;

- 6) Creating coding, as well as organizing editing and processing data;
- 7) Analyze and as well as the selection of statistical procedures for generalizing and statistical inference. Qualitative data analysis, following the concepts given by Miles and Huberman in the analysis of qualitative data is done interactively and continuously in every stages of the research so that thoroughly, and the data until saturated with the data reduction, display and conclusion data;
8. Reporting the results of research, discussion and interpretation of data, generalization, deficiencies in the invention, and suggest some suggestions and future research work (Nasir: 2009).

Triangulation

Triangulation techniques, mean the collection of different data to obtain data from the same source. Triangulation of sources means obtaining data from different sources with the same technique.

TOWS / SWOT Analysis Process

TOWS / SWOT analysis by Pearce and Robinson (2008: 202), "Most commonly used as a logical framework that directs discussion and reflection on the situation and alternatives of a company." The important step in TOWS / SWOT analysis is environmental scanning, then group into In internal factor analysis summary (IFAS) and external factor analysis summary (EFAS).

TOWS / SWOT Matrix

Strengths-Weakness-Opportunities-Threats-SWOT Matrix.

- **SO (SO Strategy)** strategies leverage the company's internal strengths to benefit from external opportunities. Positions where internal strength can be used to take advantage of various trends and external events.



- **WO strategies (WO strategies)** aim to improve internal weaknesses by taking advantage and benefits of external opportunities.



• **WO Strategies (WO Strategies)** use the power of a company to avoid or reduce the impact of external threats.



• **ST Strategies (ST Strategies)** are defensive points directed at reducing internal weakness and avoiding external threats.



While the TOWS / SWOT table is shown by the following table.

Table 4. TOWS / SWOT Matrix

IFAS	(Strength)	(Weakness)
PFAS (Internal Strengths)	STRATEGY SO Create strategies that use internal strengths to take advantage of opportunities	STRATEGY WO Create strategies that minimize weaknesses to take advantage of opportunities

(Threats)	STRATEGIST Create strategies that use the power to deal with threats	STRATEGI WT Create strategies that minimize weaknesses and avoid threats
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Source: Hunger and Wheelen (2003)

4. Result of Discovery and Discussion

Findings

From the results of data collection and information sourced from the results of interviews with external parties, internal, observation, expert judgment and filling questionnaires at the middle level as well as the results of discussion presented a description based on each proposition to the three companies namely PT Bengkalis Kuda Laut, PT Triperkasa Tunggal Abadi, And PT Persada Subur Makmur in Pekanbaru as follows.

Confucian Culture In Improving Employee Performance at PT Bengkalis Kuda Laut Pekanbaru

PT Bengkalis Kuda Laut Pekanbaru in carrying out management functions is strongly influenced by the Confucian culture. The management functions start from the planning function, in which the management of PT Bengkalis Kuda Laut Pekanbaru seeks to best practice the philosophical values of Confucian thought.

Confucian Culture In Improving Employee Performance in PT Triperkasa Tunggal Abadi Pekanbaru

Company management of PT Triperkasa Tunggal Abadi Pekanbaru made a revamping effort on the managerial line that is by entering a culture that is considered able to hurt the workers behavior. The culture that is diamkudkan is Confucian culture which is considered as an applied culture and is expected to form a specific character in the workers.

Confucian Culture In Improving Employee Performance in PT Persada Subur Makmur Pekanbaru

Evidence of the application of Confucian culture in the company of PT Persada Subur Makmur, level managers must implement family values among fellow employees. Since all employees must be humanized, the principle of workers' philosophy is that human beings treated the same must be carried out in the view of Confucius.

Implementation of the Five Values of Social Relations at PT Bengkalis Kuda Laut Pekanbaru

In accordance with operational limitations of the concept shown, the authors take the values of the Five Confucian Social Relationships that are considered able to contribute to the performance of employees so that there is a significant change between the initial performance with the expected outcomes.

Implementation of the Five Values of Social Relations at PT Triperkasa Tunggal Abadi Pekanbaru

Unconditional conduct means that the employees who have worked in PT Triperkasa Tunggal Abadi are formally bound through the employment contract. That is, anything outlined in the

job description is a guideline to work unconditionally.

Implementation of the Five Values of Social Relations at PT Persada Subur Makmur Pekanbaru

In general, the practice of Five Confucian Social Relations in the company of PT Persada Subur Makmur Pekanbaru is similar to that done in other companies in this research.

Implementation of Confucian Culture on Employee Behavior in PT Bengkalis Kuda Laut Pekanbaru

In general, consciously or unconsciously, the relevance between the company values with the Five Confucian Values will inevitably take place by itself because of the similarity of indicators.

Implementation of Confucian Culture on Employee Behavior in PT Triperkasa Tunggal Abadi Pekanbaru

The existence of a modern conventional management style that has undergone evolution as a result of the Confucian culture, gradually forming its own character. The orientation of Confucian philosophy is productive behavior.

Implementation of Confucian Culture on Employee Behavior In PT Persada Subur Makmur Pekanbaru

In the company values group of PT Bengkalis Kuda Laut, logo K-L-P-B-K-L; A forty-one item of value that should be executed by all employees. Company values are necessities that must be run on the same conditions.

Confucian Culture Which Should Walk In PT Bengkalis Kuda Laut Pekanbaru

Culture that should walk is a culture culture that refers to the understanding of Confucian culture. Confucianism is not only interpreted as a teaching of belief, but as a cultural teaching that is a life ethic that teaches how humans behave towards other human beings. Therefore, the emergence of Five Social Relations that basically have in common with the company value PT Bengkalis Kuda Laut.

Confucian Culture Which Should Walk In PT Triperkasa Tunggal Abadi Pekanbaru

PT Triperkasa Tunggal Abadi is a company located within PT Bengkalis Kuda Laut as the parent company, generally anything that runs and enforces in one company will be the same as applied to other subsidiaries. There is a cultural resemblance in the PT Bengkalis Kuda Laut with the existing in PT Triperkasa Tunggal Abadi Pekanbaru.

Confucian Culture Which Should Walk In PT Persada Subur Makmur Pekanbaru

As it is well known that the board of directors is sometimes the same person, the policies that run also belong to the culture of Confucianism which has the same structure of implementation implementation.

Employee Performance At PT Bengkalis Kuda Laut Pekanbaru Not Optimal yet

A good employee performance assessment is not only seen from the results it does, but also seen from the employee process in completing the work. Performance is the result of work, the result of the whole process of a person in doing his job.

Employee Performance At PT Triperkasa Tunggal Abadi Pekanbaru Not Optimal yet

The achievement that the company wants to reach in its operational totality is performance.

Qualitatively measured performance only focuses on the dimensions of Ren, Yi, Li, Zhi, and Xin. Employees at PT Triperkasa Tunggal Abadi Pekanbaru, overall measured by Monitoring Sheet, but basically nonverbal parameters is stronger.

Employee Performance At PT Persada Subur Makmur Pekanbaru Not Optimal

Confucian ethics always leads to a qualitatively measured human behavior. If the employee's behavior is properly assessed in Confucius's view, then it can be called good; Or vice versa, if Confucianism views it as unfavorable, the performance of the employee is poor.

Conflicting Conflicts Bufaya Conflicts facing PT Bengkalis Kuda Laut Pekanbaru

The objective of the implementation of Confucian culture is that the employees of this group of study companies become productive ie that there is a significant change that is the transformation of the work ethic from previously not considered or less productive to productive.

Constraints of Confirmation of Confucian Culture Faced by PT Triperkasa Tunggal Abadi Pekanbaru

Another obstacle described in this proposition is that there is no trainer yet correctly mastered how to transfer Confucius's inner skills to the trainees.

Constraints of Confucian Culture Strengthening PT Persada Subur Makmur Pekanbaru

This becomes an obstacle when internal corporate circumstances and situations do not allow for the specific teaching of Confucian culture because Confucius is considered biased, which holds perception as a religion or belief.

Strategy for Strengthening Confucian Culture in Effort Improving Performance at PT Bengkalis Kuda Laut, Pekanbaru.

Strategies for implementing Confucian-based company values are bound to face many of the challenges in the field as outlined in the proposition 4 above.

Strategy of Confucian Culture Strengthening in Effort Improving Performance at PT Triperkasa Tunggal Abadi Pekanbaru

The cultural strategy of Confucius is run more as a communication strategy between superiors and subordinates, between subordinates and superiors, as well as larger groups of workers.

Strategy of Confucian Culture Strengthening in Effort Improving Performance at PT Persada Subur Makmur Pekanbaru

Although PT Persada Subur Makmur Pekanbaru is in the same company group as the other two companies in this study, the strategy is completely different.

5. Discussion

Performance according to Confucian values is a performance capable of accommodating the values contained in the Five Confucian Relationships. As described above, the performance appraisal of the PT Kurnia Bengkalis group of companies is more emphasis on eating Confucianism. Expectations of researchers in the form of propositions is a culture that is not running Confucianism optimal. If the Confucian culture runs optimally, it is expected that the performance of employees will be good; Poduktif behavior as expected initially will be

achieved.

However, the measures of performance appraisal that are associated with the Five Social Relations (Confucian ethos) are conducted qualitatively. The appraisal process is done as it should, but the emphasis of performance is still on the perspective of the superior's outlook.

The goal of implementing Confucian culture is that the employees of this group of study companies become productive. The desire of company management is a significant change that is transformation of work ethic from previously considered not or less productive to be productive. However, attention is a matter of behavior so closely related to Confucian cultural values that exploit the Five Social Relations (Five Confucian Working Ethics).

Another obstacle described in this proposition is that there is no trainer yet correctly mastered how to transfer Confucius's inner skills to the trainees. The ability of people to know the teachings, the values of Confucianism and work ethic is obtained through reading books, or short seminars that are also not necessarily fully understood.

Another obstacle is that the measuring tool on the progress of mastery of the progress of people knowing and running the Confucian ethic has not been obtained. In the meantime, the assessment of employee progress in the group of companies studied is still qualitative.

Efforts to strengthen Confucian culture of self workers / employees with the hope that there is a change in attitude and behavior in an effort to increase work productivity. That is to say, the desired hope is that every worker within him already exists in the spirit of the Confucian work ethic which contains the values of Ren (Virtue), Yi (Truth), Li (Courtesy), Zhi (wisdom), and Xin (Trustworthy).

The strengthening of Confucian culture fundamentally in PT Triperkasa Tunggal Abadi Pekanbaru is different from cultural strengthening done at PT Bengkalis Kuda Laut and PT Persada Subur Makmur. The cultural strategy of Confucius is run more as a communication strategy between superiors and subordinates, between subordinates and superiors, as well as larger groups of workers.

Management seeks to improve employee performance by implementing effective communication strategies, working efficiency and later will be assessed by perception (qualitative). Assessment conducted in combination is usually set forth in the Monitoring Sheet, but still valid internally.

6. Conclusions and Recommendations Conclusions

Bengkalis Kuda Laut. Some opinions from internal companies clearly state that the work culture, especially the Confucian culture is indeed carried out, but not yet fully understood by employees who work in the company. The employees at PT Bengkalis Kuda Laut, PT Persada Subur Makmur and PT Triperkasa Tunggal Abadi Pekanbaru, feel that during their work there is under the shadow of the Confucian ethos of work even though it is indirectly. The corporate culture values embodied in the company culture values are considered to be the embodiment of the Confucian work ethic. The assumption is run entirely by employees who fully understand the items of the company values.

1) Management establishes the points of the company culture values that become the guidelines of ethics and employee ethics in the six symbols of the group of companies that is K-L-P-B-K-L in this research is an effort to strengthen work behavior. However, the obstacle

faced is the role of management that does not formulate clearly and describe to employees that the work culture that is run Confucianism is the culture as it should be desired management.

2) Confucian culture is expected to contribute influence to workers' behavior. Employee performance is not measured quantitatively, but qualitatively. The basic measurement of employee performance is how big the employee is able to implement some things such as working on time, ability to complete a given job, the ability to translate orders or job disposition.

3) There are obstacles encountered in running the Confucian culture in the group of companies PT Bengkalis Kuda Laut Pekanbaru that many employees who do not know clearly what really is the work culture Confucianism.

4) With the strategy of incorporating Confucian cultural values in corporate cultural values with the aim of achieving employee performance for good change. Delta changes that make the values of Confucianism as an effective value implemented / applied in the management system of the company group PT Bengkalis Kuda Laut Pekanbaru. However, from the results of the research is known that the strategies implemented such as providing lighting, understanding and brief explanations and motivational symbols such as Confucianism wisdom of roots, was not valid or run entirely.

7. Suggestion

The research suggestions are as follows:

1) In order for the implementation of the Confucian culture to proceed as it should be, it is necessary to develop integrally Confucianism especially on the values of Confucian social relations consisting of Ren (Virtue), Yi (Truth), Li (Courtesy), Zhi (Wisdom) And Xin (Trustworthy).

2) Confucianism culture formula will clearly bring different meanings to work behavior and influence the work result in the form of work productivity as a whole.

3) The company wants optimal employee performance, therefore the Confucian cultural values embodied in the five social relations (Ren, Yi, Li, Zhi, and Xin), form the basis or guidelines for employee behavior so that employees can be motivated So that performance optimization achievement is fulfilled.

4) Strengthening the weak Confucian culture, it is necessary to have a guideline in studying Confucian culture and presented in the company's management system openly.

5) Normative strategy will not be able to boost employee productive behavior, but must run a strong strategy of personality and done continuous improvement in order to instill the doctrine on the basics of behavior that eventually became a work culture.

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