

The Influence of Organizational Culture on Employee Performance with Organizational Commitment as Mediation Variable

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Abstract

The purpose of this research is to analyze the effect of organizational culture on employee performance mediated by organizational commitment. This research was conducted on employees of PT. BPRS Bhakti Sumekar Sumenep with a total of 58 respondents. The sampling technique uses the total sampling technique. Data collection was carried out using a questionnaire technique. The data analysis technique uses path analysis and the SPSS 25 program. The results of this study indicate that organizational culture shows strong results, organizational commitment shows high results and employee performance shows high results. There is a significant influence between organizational culture influencing employee performance, organizational culture influencing organizational commitment, organizational commitment influencing employee performance, and organizational commitment mediating the influence of organizational culture on employee performance, meaning that increasing organizational commitment can increase the influence of organizational culture on employee performance.

Keywords: Organizational Culture, Employee Performance, Organizational Commitment

Abstrak

Tujuan dari penelitian ini adalah untuk menganalisis pengaruh budaya organisasi terhadap kinerja karyawan yang dimediasi oleh komitmen organisasi. Penelitian ini dilakukan pada karyawan PT. BPRS Bhakti Sumekar Sumenep dengan jumlah responden 58 orang. Teknik pengambilan sampel menggunakan teknik total sampling. Pengumpulan data dilakukan dengan menggunakan teknik kuesioner. Teknik analisis data menggunakan analisis jalur dan program SPSS 25. Hasil penelitian ini menunjukkan bahwa budaya organisasi menunjukkan hasil yang kuat, komitmen organisasi menunjukkan hasil yang tinggi dan kinerja karyawan menunjukkan hasil yang tinggi. Terdapat pengaruh yang signifikan antara budaya organisasi berpengaruh terhadap kinerja pegawai, budaya organisasi berpengaruh terhadap komitmen organisasi, komitmen organisasi berpengaruh terhadap kinerja pegawai, komitmen organisasi memediasi pengaruh budaya organisasi terhadap kinerja pegawai, artinya peningkatan komitmen organisasi dapat meningkatkan pengaruh budaya organisasi terhadap pegawai pertunjukan.

Kata Kunci: Budaya Organisasi, Kinerja Karyawan, Komitmen Organisasi

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INTRODUCTION

The company's commercial competition to increase human resources continues because the existence of qualified personnel supports the company's competitive success. The quality of employee work determines whether the organization is able to achieve company goals. One of the factors that can be used to measure the achievement of company goals is employee performance. (Robbins, 2015) states that efficiency is the result achieved by employees in their work according to certain work criteria. When measuring performance, this is reflected in employee performance metrics, including quality and quantity of employee work, punctuality, efficiency, and employee independence. In a parent company, employee performance is very important, because it relates to company results and competitive value against other companies. One of them is at PT. BPRS Bhakti Sumekar Sumenep, one of the Sharia banking companies owned by the Sumenep Regency Government, runs its business based on Sharia principles and can assist the community in savings, distribution, and other financial activities. The performance results from PT. BPRS Bhakti Sumekar experienced increases and decreases in achieving its monthly target. In reality, there is no data showing the percentage of achievement that is in accordance with the set targets. This decrease in achievement is an indication of a decrease in the quantity of work which certainly indicates a decrease in employee performance. This problem is caused by employees who are less than optimal at work and still require a mutually agreed work concept. The agreed concept/work system will become an aspect of culture and organizational guidelines that will unify the behavior and actions of employees equally so that this will improve employee performance. Moreover, the existence of a good and aligned organizational culture will form a strong commitment to the goals and orientation of organizational performance results. This is supported by the results of research conducted by Nadhiroh (2019) that organizational culture influences employee performance which is mediated by organizational commitment. Good performance cannot be separated from the cultural role that is formed and embraced by every member of the organization.

Kusumawardani (2017) states that organizational culture as an employee perspective and behavior reflects the ingrained level of cultural internalization. According to Robbins (2015), organizational culture has indicators that have a significant effect on improving employee performance, including; Innovation and risk-taking, attention to detail, results-oriented, people-oriented, team-oriented, aggressiveness, and stability. Trisnaningsih (2007) also found that when an employee has a good understanding of organizational culture supported by a high level of commitment (loyalty) within the organization, their performance will increase. According to Busro (2008) organizational commitment is not just formed, there are three indicators that influence it, including employee desires, employee needs, and employee obligations to survive. Employees who have a strong culture will have a great influence on their work results and with the commitment that is formed, employees will always have self-confidence and a desire to do their job well without supervision because employees can control themselves. Referring back to PT. BPRS Bhakti Sumekar Sumenep, the phenomenon of the quantity of target performance that is not optimal because the socialized corporate cultural values are considered unable to be fully understood and implemented in carrying out company activities. Some employees are not aware of the teamwork that has been established together and has become the culture of the organization. Some employees just do their job and don't think about the goals the company has set for themselves. In fact, this makes the work carried out less effective so that the goals set by the company are not achieved. From the organizational culture that is applied to trigger employee performance to maximize goal achievement. PT. BPRS Bhakti Sumekar added that the cultural values of the organization are contained in the name of the company itself, namely "BHAKTI" (Developing,

Harmonious, Trustworthy, Satisfaction, Transparent, Integrity). This culture is determined by the company, where some of the points are that all company employees are required to practice values through deliberations on problems that occur internally as determined by the company. PT. BPRS Bhakti Sumekar also realizes that all employees have a strong foundation of commitment to the values of honesty, responsibility, quality, professionalism and innovation. In addition, the transparency of work carried out by each division provides for the development of good communication among fellow employees, so that a corporate culture like this shapes employee performance for the better.

Another phenomenon was found in pre-research which explained that the commitment of employees of PT. BPRS Bhakti Sumekar is still indicated quite well with its loyalty to continue working at PT. BPRS Bhakti Sumekar, despite offers from competitors. From the results of the company's pre-research, it was explained that not a few employees remained loyal to work at PT. BPRS Bhakti Sumekar, although there were several employees who decided to resign for various personal reasons. The number of employees who survive is currently 58 employees. This proves that employee commitment is still considered good enough to remain loyal to serve PT Bhakti Sumekar. This phenomenon is based on a sense of loyalty, a sense of trust, appropriate salary income, and a sense of responsibility that must be completed to the company. Of course, this positive indication of employee commitment will have an impact on improving employee performance at PT. Bhakti Sumekar. Based on the data and phenomena described above, the authors are interested in conducting research with the title "The Influence of Organizational Culture on Employee Performance with Organizational Commitment as a Mediation Variable at PT. Sharia People's Financing Bank (BPRS) Bhakti Sumekar Sumenep".

LITERATURE REVIEW

According to Luthans (2011), organizational culture is a pattern of basic assumptions made, discovered or developed by certain groups when they adapt to external problems and internal integration that have worked quite well and are highly valued and therefore passed on to new members. way of realizing, thinking and feeling about a problem. The company's internal organizational culture also contributes to the development of effective teamwork. According to Robbins & Judge (2015) indicators of organizational culture are innovative ability and willingness to take risks, attention to detail, result orientation, people orientation, team orientation, aggressiveness and stability. According to Mangkunegara (2007: 112) states that employee performance is the result of qualitative and quantitative work performed by employees in carrying out their duties in accordance with the responsibilities assigned to them. Meanwhile, according to Robbins (2017: 260) defines efficiency as the results achieved by employees in their work according to certain work criteria. According to Robbins (2015) There are three indicators to measure individual employee performance including quality, quantity, timeliness.

According to Luthans (2006), organizational commitment is a strong desire to remain a member of a particular organization, a desire to conform to organizational desires, and a strong belief and acceptance of organizational values and goals. In other words, organizational commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process in which members of the organization express their concern for the organization and its continued success and progress. According to Kreitner (2011), organizational commitment is a reflection where employees recognize the organization and are committed to its goals.

The impact of organizational culture on performance by (Bersade's, 1997) research result a strong organizational culture improves the performance of entrepreneurial organizations because it produces a very high level of employee motivation. This theory is supported by the results of research from (Patulak et al, 2014) which says that organizational culture has a positive effect on employee performance. (Allen, n.d.) defines organizational commitment as a psychological construct characteristic of the relationship between organizational members that influences an individual's decision to remain a member of the organization. Means that good organizational commitment will create high performance enthusiasm for members of the organization. This theory is supported by research from (Putriana, 2015) which says that commitment has a positive effect on employee performance. Research Karisma (2019), Fitri (2018), states that organizational culture has a significant effect on employee performance. The better the organizational culture, the better the performance of these employees. According to Arifudin's (2020), organizational culture has a significant effect on organizational commitment. So if the organizational culture is good then organizational commitment is also good. Research Solissa (2019) states that organizational commitment has a positive and significant effect on employee performance. The results of the study by Anggara (2020) show that organizational culture has a positive and significant effect on employee performance and organizational commitment is an intermediate variable. Based on this discussion, the hypothesis proposed is:

H1: Organizational culture has a direct effect on employee performance

H2: Organizational culture influences organizational commitment

H3: Organizational commitment affects employee performance

H4: Organizational culture has an indirect effect on employee performance through organizational commitment

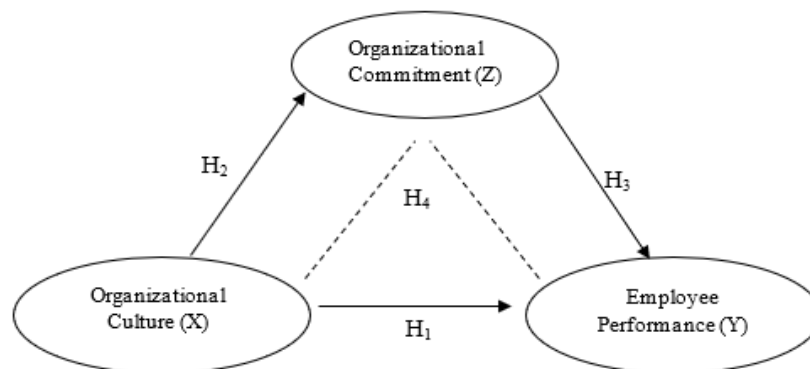


Figure 1. Research Framework Model

RESEARCH METHODS

The research location was conducted at PT. BPRS Bhakti Sumekar Sumenep, on Jl. Trunojoyo No. 137, Karangrawa, Bangselok, Kec. Sumenep City, Kab. Sumenep which is one of the sharia banking companies owned by the Sumenep Regency Government which carries out business activities based on sharia principles and can assist the community in saving funds, channeling funds and other activities. The population used in this study were office employees of PT. BPRS Bhakti Sumekar, totaling 58 employees of the Business Sector or Marketing division. Sampling in this study using non-probability sampling technique with total sampling. The sample used in this study is the entire population in the Business Sector, namely 58 samples. The type of research used in this study is "explanatory research" with a quantitative approach. The type of data used in this study is quantitative data in which this data is measured on a numerical scale or numbers obtained through a statistical

approach. The data source for this study uses primary data obtained by distributing questionnaires to respondents and using secondary data which is data taken from existing data. The data collection technique used in this research is a questionnaire. The measurement scale used is the Likert scale. The data analysis technique used has several stages, namely the scale range and path analysis. The data that has been obtained is processed using IBM SPSS Statistics software.

RESULTS AND DISCUSSION

The results of the characteristics of the respondents showed that the respondents in this study the most recent education is the D3/S1 category with the number 55 respondents, the number of employees who work > 7 years is 28 respondents or equal to 48.28% of the total number of division personnel marketing were men with an age range of 20-35 years and working experience of more than 7 years. The demographic details of the respondents can be seen in table 1.

Table 1. Characteristics of Respondents

Category	Item	Total	Percentage
Gender	Man	37	63,70%
	Woman	21	36,21%
Age	20-25	4	10%
	26-30	12	40%
	31-35	10	30%
Length of Service	1-3	13	22,41%
	4-7	18	29.31%
	>7	28	48,28%

Source: Data processed by the author (2023)

To find out whether a statement item is valid or not, by looking at the r count value in the total column and then comparing it to the r table, if the r count > r table value then the statement for each item is declared valid and vice versa. The value of r table at a significance of 5% or 0.05 with a total of n = 58, obtained an r table of 0.258. The results of the validity test can be seen in Table 2 as follows:

Table 2. Validity and Reliability

Variable	Item	r-count	r-table	Cronbach's Alpha	Alpha Coefficient	Information
Employee Performance (Y)	Y1.1	0,630	0,258	0,776	0,60	Valid and Reliable
	Y1.2	0,675	0,258	0,776	0,60	Valid and Reliable
	Y1.3	0,773	0,258	0,776	0,60	Valid and Reliable
	Y1.4	0,818	0,258	0,776	0,60	Valid and Reliable
	Y1.5	0,705	0,258	0,776	0,60	Valid and Reliable
Organizational Culture (X)	X1.1	0,901	0,258	0,801	0,60	Valid and Reliable
	X1.2	0,901	0,258	0,801	0,60	Valid and Reliable
	X1.3	0,839	0,258	0,801	0,60	Valid and Reliable
	X1.4	0,868	0,258	0,801	0,60	Valid and Reliable
	X1.5	0,733	0,258	0,801	0,60	Valid and Reliable
	X1.6	0,881	0,258	0,801	0,60	Valid and Reliable
	X1.7	0,894	0,258	0,801	0,60	Valid and Reliable
Organizational Commitment	Z1.1	0,915	0,258	0,805	0,60	Valid and Reliable
	Z1.2	0,794	0,258	0,805	0,60	Valid and Reliable
	Z1.3	0,907	0,258	0,805	0,60	Valid and Reliable
	Z1.4	0,917	0,258	0,805	0,60	Valid and Reliable
	Z1.5	0,844	0,258	0,805	0,60	Valid and Reliable
Z1.6	0,879	0,258	0,805	0,60	Valid and Reliable	

Based on Table 2, it can be seen that the r-count value of all instruments is greater than the r-table value, so it can be concluded that all employee performance, organizational culture, and organizational commitment used in this study are declared valid or it can be said that statement items can measure employee performance, culture organization, and organizational commitment. The reliability test is used to measure the consistency of the questionnaire, if the Cronbach's Alpha value is > 0.60 then the items proposed can be said to be reliable, and vice versa. The reliability test results above show that all statements for each variable in this study are declared reliable because the Cronbach Alpha value is greater than 0.60, so it can be concluded that all instruments in this research survey can be said to be consistent in data collection.

Table 4. Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		126
Normal Parameters, b	Mean	.0000000
	Std. Deviation	2.09051770
Most Extreme Differences	Absolute	.079
	Positive	.033
	Negative	-.079
Test Statistics		.079
asympt. Sig. (2-tailed)		.054c

Based on the results of the calculation of the normality test, it can be seen that the significance level is greater than 0.05, which is 0.054. Thus, the distribution of data on the variables of social media, brand image, and repurchase intention is normally distributed and can be used in research.

Table 5. Multicollinearity Test Results

Coefficientsa			
1	Model	Collinearity Statistics	
		Tolerance	VIF
	Organizational Culture	0,650	1.539
	organizational commitment	0,650	1.539

Based on the results of the multicollinearity test calculation, it can be seen that the VIF value is < 10 and the tolerance value is greater than 0.1 so that there is no correlation between the independent variables in this study or in other words the independent variable is symptomatic of multicollinearity.

Table 6. Heteroscedasticity Test Results

Coefficient		
Model	Sig.	Information
1 (Constant)		
Organizational Culture	.0,610	There is no heteroscedasticity
organizational commitment	0,572	There is no heteroscedasticity

Based on the calculation of the heteroscedasticity test, a significant value was obtained on the social media variable of 0.469 and the brand image variable of 0.341. That is, the two variables have a

significant value > 0.05 and it can be concluded that in this study there was no heteroscedasticity or homoscedasticity.

Table 6. Hypotheses Test Results

Variable	t-count	t-table	Sig
X→Y	7,678	0,000	Significant
X→Z	5,492	0,000	Significant
X→Y→Z	11,927	0,000	Significant

T-test is used to determine the partial influence of organizational culture variables on employee performance. T-test calculation results for hypothesis 1 shows that the value of organizational culture is t-count of 7.687 and a significance of 0.000. with a t-table of 2.00324, which means that the t-count $>$ t-table and a significance <0.05 , then H1 is accepted. It is concluded that organizational culture has a positive and significant effect on employee performance. These results are in accordance with previous research (Kharisma, 2019). Organizational culture is able to improve employee performance by increasing employee innovation and thoroughness at work.

The results of the calculation of the T test for hypothesis 2 show that the value of organizational culture is t-count of 5.492 and a significance of 0.000. with a t-table of 2.00324, which means that the t-count $>$ t-table and a significance <0.05 , then H2 is accepted. It is concluded that organizational culture has a positive and significant effect on organizational commitment. These results are in accordance with previous research (Anggara, 2020). From this study it can be seen that the normative commitment of employees has a good impact in the form of increasing a sense of loyalty and feeling bad when they leave the company. T-test calculation results for hypothesis 3 shows that the value of organizational commitment t-count is 11.927 and a significance of 0.000. with a t-table of 2.00324, which means that the t-count $>$ t-table and a significance <0.05 , then H3 is accepted. It is concluded that organizational commitment has a positive and significant effect on employee performance. These results are in accordance with previous research by Lisdiana (2018) that employee performance increases when organizational commitment increases.

The Sobel test is used to test hypothesis 4 which states that organizational culture has a positive effect on employee performance through organizational commitment. The assessment on the Sobel test is if the z value is > 1.96 (absolute value). The z value is 5.00474113 > 1.96 (absolute z value) meaning it is significant. This means that the fourth hypothesis which states that organizational culture has a positive and significant indirect effect on employee performance through organizational commitment as a mediating variable is acceptable. The conclusion regarding the significant indirect effect of organizational culture variables on employee performance through organizational commitment as a mediating variable with a t-count value greater than t-table is accepted and proven true. This is in accordance with previous research (Solissa, 2019). It means that organizational culture has a positive and significant effect on employee performance through organizational commitment as a mediating variable, meaning that when organizational culture increases, organizational commitment increases, along with increased organizational commitment, so employee performance also increases.

CONCLUSION

Based on the results of data analysis related to the influence of organizational culture on employee performance with organizational commitment as a mediating variable, the result of this research was organizational culture variables at PT. BPRS Bhakti Sumekar Sumenep is in the strong category, the employee performance variable is in the high category, and the organizational

commitment variable is in the high category. Organizational culture has a positive and significant effect on employee performance at BPRS Bhakti Sumekar. It can be said that the stronger the understanding of organizational culture that is applied, the higher the performance of employees at BPRS Bhakti Sumekar. Organizational culture has a positive and significant effect on organizational commitment to BPRS Bhakti Sumekar employees. It can be said that a strong organizational culture can increase organizational commitment to BPRS Bhakti Sumekar employees. Organizational commitment has a positive and significant effect on employee performance at BPRS Bhakti Sumekar. This means that the higher the organizational commitment of employees can improve employee performance at BPRS Bhakti Sumekar. Organizational commitment mediates organizational culture on the performance of BPRS Bhakti Sumekar employees. It can be concluded that the stronger the organizational culture, the employees are able to form high organizational commitment as well, thereby increasing the performance of employees at BPRS Bhakti Sumekar.

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