

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE IN ACHIEVING SDG'S 8

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Abstract

The purpose of this study is to determine the effect of Organizational Culture and Organizational Commitment on Employee Performance at PT Emax Fortune International. The object of this study is employees who work at PT Emax Fortune International. This study was conducted on 42 respondents using saturated sampling techniques. Based on the results of this study, it shows that for the Organizational Culture variable there is a positive and significant influence on Employee Performance and for the Organizational Commitment variable there is a positive and significant influence on Employee Performance for achieving goals SDGs 8.

Keywords: Organizational Culture, Organizational Commitment and Employee Performance.

INTRODUCTION

The human resources can become the main drive and it needs for the effective performance in order to achieve the company's goals. According to Hasibuan (2010), the performance is a result of work achieved by a person in carrying out the tasks assigned to him based on the skills, the experience, the seriousness and the time. Achieving optimal tasks is the result of the employees' performance through the implementation of good teamwork or individuals as well as the opposite of failure to achieve the goals that have been formulated; it is also the result of the performance of the individuals or the teams that are not optimal. The performance in an organization is very important to make the company get advancement. Therefore, the company needs a performance design that is a description of the level of achievement of the implementation of an activity or policy program in realizing the goals, the vision goals and the mission of the organization which was outlined through the strategic planning for the development of an organization.

One the things that affects the employee performance is the organizational culture. According to Moeljono and Sudjarmiko in Mariam (2009), defining the organizational culture is a set of the corporate values that arises in the form of collective behavior of corporations and members of their organizations. The organizational culture is very influential on the behavior of members of the organization because the value system in the organizational culture can be used as a reference of the human behavior in the organization which is oriented to the achievement of the objectives or the performance results that have been previously determined.

This organizational commitment is very important to the various achievements of the employee performance. According to Astuti et al. (2013), the organizational commitment is one of the factors affecting organizational success to face of more complex environments; the employees with strong organizational commitment will identify their business with the organization's business; the more serious the employees in the workplace, the better they can pursue organizational goals.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Human resources are the most important resource in determining the success of an organization. Human resources currently play an increasingly large role in the success of a company in order to provide competitive advantages by creating goals, strategies, innovations, and achieving goals. Therefore, HR management is needed that is able to manage and handle various problems related to personnel. Human resource management as a science that explores the process of optimizing employee utilization in order to achieve company goals effectively and efficiently (Budianto et al., 2020).

In working, employee performance is highly considered. This is because employee performance plays an important role in the process of achieving goals and progress of the company. Therefore, many companies conduct performance assessments on their employees as evaluation material. Performance assessments function to measure employee performance and help organizations to check the progress of the goals and objectives desired by the organization. Performance assessments in HR management play an important role in supporting the success of the organization. Performance assessment is one of the important tasks that must be carried out by a manager or leader (Apriyanti, 2023).

One of the things that influences employee performance is organizational culture. Organizational culture is the characteristics that exist and are maintained in an organization or in the daily life of society, which cannot be separated from the cultural ties that emerge. Organizational culture refers to behavioral norms (Ismail, 2018) and values that are understood and accepted by all members of the organization and become the basis for organizational rules. With the implementation of a good organizational culture, it is hoped that an organizational commitment will be created that can make the company progress both through individual and team performance. This organizational commitment is very important for various employee performance achievements. Organizational commitment is one of the areas in the study of organizational behavior, namely that which is implemented in the form of employee partisanship or loyalty to the organization. Employees and organizations have reciprocal responsibilities and mutual commitments that are interrelated (Dhir et al., 2019).

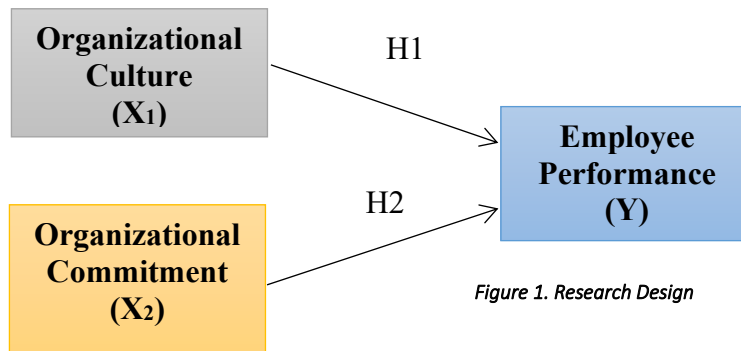
Research conducted by Li (2014) "Impact of Leisure Farm Resource Base on Organizational Commitment and Performance" regression analysis tools, Alfa Cronbach's, Pearson Correlation Analysis, shows that there is a positive and significant influence between organizational commitment and performance. Research conducted by M. A. Hakim (2015) "The Influence of Organizational Culture, Organizational Commitment on Performance: A Study at the Konawe Selatan Regency Hospital, Southeast Sulawesi" shows that there is a positive and significant influence between organizational culture and organizational commitment on employee performance. These positive results are in line with research from Nikpour (2017), while negative results are shown by research from Harwiki (2016). The factors explained above must be of special concern for organizations in facing competitive competition with other organizations in the current era of globalization. A company organization based on organizational culture values and an employee's organizational commitment to improve employee performance. So the purpose of this study is to determine the influence of organizational culture and organizational commitment on employee performance at PT Emax Fortune Internasional.

Hypothesis 1.1: the Organizational Culture has a positive and significant effect on the Employee Performance.

Hypothesis 1.2: The Organizational Commitment has a positive and significant impact on the Employee Performance.

RESEARCH METHODS

1. Research Design



2. Population And Sample (Research Target)

According Sugiyono (2014), the population is a generalization consisting of the objects / the subjects that have certain qualities and characteristics set by the researcher to be studied and then drawn conclusions from them. Based on this understanding, the population in this study are all employees of PT Emax Fortune International as many as 42 people.

According Sugiyono (2014), the research sample is part of the amount and the characteristics possessed by the population. When the population is large, and research is not possible to study everything in the population, for example due to limited funds, manpower and time, the researchers can use samples taken from the population. Because the population is relatively small, this study uses all members of the population; it is called saturated sample research and in this respect the researchers took a sample of 42 to be the respondents.

3. Data Collection and Instrument Development Techniques

In conducting this research, the researcher conducted data collection through field research to see the actual facts of the issues discussed; it is necessary to do the field research to obtain primary data directly from the respondents. Through this questionnaire, we will collect the data in the form of the written answers from the respondents on a number of questions asked in the questionnaire. According Sugiyono (2014), the method for measuring the questionnaire is to use the Likert scale. The Likert scale is used to measure the attitudes, the opinions and the perceptions of a person or group of people about the social phenomena.

4. Data Analysis Techniques

The respondents are grouped by gender: the male and the female; in this study there were 42 respondents and we can obtain data in the form of 34 respondents or 81.0% of the respondents in this study were men and as many as 8 respondents or 19.0% of the respondents in this study were women. So it can be concluded that most the employees of PT Emax Fortune International are male. In the description of respondents by age, those of less than 20 years is just 1 respondent or 2.4%; the age between 21 years - 30 years are 19 respondents or 45.2%; the age of 31-40 years are 12 respondents or 28.6%; the age between 41 years - 50 years is 8 respondents or 19.0%; the age of over 50 years there are 2 respondents or 4.8%. In general, the employees working for PT Emax Fortune International are at the age of 21-30 years.

The description of the respondents which is based on the high school education level are 30 respondents or 71.4%, the diploma program there are 4 respondents or 9.5%, the bachelor degree there are 7 respondents or 16.7%, and the master degree there are 1 respondent or 2.4%. So it can be concluded that most of the employees of PT Emax Fortune International is from the high school degree. The description of the respondents based on the work experience of the employees less than 5 years there are as many as 26 respondents or 61.9%, between 5-10 years there are as many as 15 respondents or 35.7%, and between 11-15 years there are just 1 respondent or 2.4%. So it can be

concluded most of the employees who work at PT Emax Fortune International have worked for there less than 5 years. The description of respondents based on the position of the employees who work as a staff there are 35 respondents or 83.3%, the supervisors there are as many as 2 respondents or 4.8%, the leader level there are 2 respondents or 4.8% and the managerial level there are 3 respondents or 7.1%.

RESULTS AND DISCUSSION

Based on the results of research by using the SPSS program version 23, the researcher found that there were 42 respondents dominated by men with the number of 34 people. Then, the highest number at the age level between 21-30 years there were 19 persons; from the level of education of high school there were as many as 30 people; from the level of work length of time of less than 5 years, it was found that there were 26 people; from the job level, it was found that there were 35 employees belonging to staff level.

CONCLUSION

Based on the results of the analysis and the discussion that has been done in the previous the chapter, then we obtained the following conclusions:

1. The organizational culture has a positive and significant impact on the performance of the employees at PT Emax Fortune International. This means that if the organizational culture increases then the employee performance will also increase, on the contrary if the organizational culture decreases, the employee performance decreases.
2. The organizational commitment has a positive and significant impact on the performance of the employees at PT Emax Fortune International. This means that if the organizational commitment increases, then employee performance will also increase. Otherwise if the organizational commitment decreased then the performance of employees decreased.

Based on the results of research in the conclusion of this study then the researcher gives some suggestions as follows:

- a. For PT Emax Fortune International, the company must perform and implement the team work to facilitate the employees in achieving the achievement of the targets set by the company.
- b. For PT Emax Fortune International, the employees are happy to be part of the company. If the level of the organizational commitment is optimal then the employee provides all their capabilities to work hard for the company's progress.

For the next researchers, they can do a similar research and hopefully further the researchers can study and analyze how big influence of the organizational culture and the organizational commitment to the employee performance simultaneously and partially well as well as it is assisted with the moderating or the intervening variable as a direct relation between the independent variable with the dependent variable which may be influenced by other variables outside of this study.

Equation

In the multiple linear regression analysis test results we can obtain the multiple linear regression equation with 2 independent variables as follows:

$$1. \quad y = \alpha + b_1X_1 + b_2X_2 \quad (1)$$

$$2. \quad y = 7,196 + 0,496 X_1 + 0,488 X_2 \quad (2)$$

3. Figures and Tables

Table 1. Multiple Linear Regression Analysis Test

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.196	4.163		1.729	.092
	BO	.496	.148	.418	3.349	.002
	KO	.488	.134	.453	3.627	.001
a. Dependent Variable: KK						

Source: Primary data processed by using the SPSS 23.

The constant value of 7,196 indicates the magnitude of the employee performance if the level of the organizational culture and organizational commitment has a value of 0.

The coefficient of regression of the organizational culture variable that equals to 0,496, showing the influence of organizational culture to the employee performance; positive regression coefficient indicates that the organizational culture influence in one direction against the employee performance. It also means that the better organizational culture, the better it will cause the improvement of the employee performance.

The regression coefficient of the organizational commitment variable of 0.488 indicates that the influence of the organizational commitment to the employee performance, the positive regression coefficient which indicates the organizational commitment influences the employee performance. This means that any increase in the organizational commitment will cause improvement of the employee performance.

Table 2. Reliability Test Result

No	Research Variable	The number questions	Cronbach's Alpha	Margin of the Cronbach's Alpha	Remarks
1	Organizational Culture	8	0,627	0,60	Reliable
2	Organizational Commitment	9	0,603	0,60	Reliable
3	Employee Performance	10	0,754	0,60	Reliable

The purpose of the Reliability Test is to know if the questionnaire which has been obtained to be consistent and stable from time to time. The condition is: If the cronbach's alpha is > 0.60, then it can be said that it is reliable. Based on the above table shows that all research variables have Cronbach's Alpha value > 0.60 which means that all variables studied are reliable.

Table 3. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	BO	.648	1.543
	KO	.648	1.543
a. Dependent Variable: KK			

Based on the multicollinearity test result showed that the tolerance and the VIF value for each independent variable that is organizational culture (X1) is 0,648 and the VIF 1,543, the organizational commitment (X2) equals to 0,648 and the VIF value is 1,543, both the independent variables have the tolerance value above 0, 10 and the VIF value below 10.00. So it can be concluded that there is no multicolonierity between the independent variables.

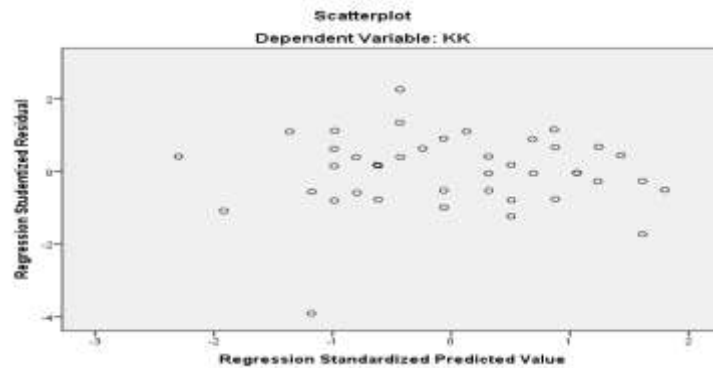


Figure 1. Heteroscedasticity Test

We can say that in the regression model there is no heteroscedasticity when the data spread and make an irregular pattern. We can see that the spots spread randomly, and they do not form a certain clear pattern. This means that there is no heteroscedasticity.

Table 4. Coefficient of Determiniation Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.585	2.186
a. Predictors: (Constant), KO, BO				
b. Dependent Variable: KK				

In the test results of the coefficient of determination or the adjusted R square value (R²) of 0.585 or 58.5% which means that the contribution of the employee performance which can be explained by the organizational culture variables and the organizational commitment. The remaining value of 41.5% can happen due to other factors outside of this research.

Table 5. Simultaneous Test (F Test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	286.134	2	143.067	29.928	.000 ^b
	Residual	186.437	39	4.780		
	Total	472.571	41			
a. Dependent Variable: KK						
b. Predictors: (Constant), KO, BO						

We can see that the significant value of 0.000 or less than 0.05 or the H₀ is rejected and the H_a is accepted, and also the F value counted 29,928 > from the F table is 3,23 then the H₀ is rejected

and the H_a is accepted; it can be stated that the organizational culture and the organizational commitment together affect the performance of the employees. This means that the regression model used is correct.

Table 6. Partial Test (T Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.196	4.163		1.729	.092
	BO	.496	.148	.418	3.349	.002
	KO	.488	.134	.453	3.627	.001
a. Dependent Variable: KK						

Based on the result of the partial test, we obtained the organizational culture with value of significance of ($0,002 < 0,05$), hence the result of the decision is that the H_0 is refused and the H_a is accepted; this also means that the partially organizational culture (X_1) has significant effect to the employee performance (Y).

The partial test of the organizational commitment with significance value of ($0,001 < 0,05$), hence the result of this decision is that the H_0 is refused and the H_a is accepted; it means the partially organizational commitment (X_2) has the significant effect against the employee performance (Y).

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