

## THE EFFECT OF ORGANIZATIONAL COMMITMENT AND IMPLEMENTATION OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

Murni Rahmawati, Kristin Juwita  
STIE PGRI Dewantara Jombang  
Correspondence: [purestie@gmail.com](mailto:purestie@gmail.com)

### Abstract

This study aims to determine the effect of organizational commitment and implementation of organizational culture on the performance of employees of PT. BPRS Lantabur. This type of research is verification using a quantitative approach. The population in this study were all employees of the funding and landing section of PT. BPRS Lantabur with a sample of 30 people and using a saturated sample technique. Data collection uses questionnaires while data analysis is done using linear multiple regression analysis. The results of this study are high organizational commitment can improve the performance of employees of PT. BPRS Lantabur and the implementation of a good organizational culture can improve the performance of employees of PT. BPRS Lantabur.

**Keywords:** Organizational Commitment, Organizational Culture Implementation, Employee Performance.

## A. INTRODUCTION

### Background

Human resources are an important factor in an organization. Whatever the form and goals of the organization cannot be separated from employees because employee performance has an impact on improving organizational performance. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets, or criteria that have been determined in advance and have been mutually agreed upon.

Employee commitment is one of the keys that determine the success or failure of an organization to achieve its goals. Mathis and Jackson in Sasono (2004) define organizational commitment as the degree to which employees believe and are willing to accept the goals of the organization and will stay or will not leave the organization. Employees who are committed to the organization tend to show a work attitude that is attentive to their duties, are responsible for completing tasks, and are loyal to the company. According to the results of research conducted by Ferryansyah (2013) states that organizational commitment has a significant effect on employee performance, but research conducted by Marsoit et al (2017) shows that organizational commitment does not affect employee performance. In addition, according to the results of research conducted by Mekta (2017) states that organizational commitment hurts employee performance.

Another factor that can affect employee performance apart from organizational commitment is organizational culture. According to Robbins (2006), organizational culture is a shared value system in an organization that determines the level of how employees carry out activities to achieve organizational goals. The application of a good organizational culture will facilitate employee performance. Therefore, organizational culture is very important, because it is the habits that exist in the organization. In essence, all organizations have a culture, but not all organizational cultures are equally strong in influencing the behavior and actions of employees. In this case, the culture that is embedded and implemented in the organization has a significant contribution to

employee performance. According to Pratiwi (2012) in his research explains that organizational culture has a significant influence on employee performance, but research conducted by Maabuat (2016) states that organizational culture does not affect performance. In addition, Srikaningsih's research (2017) shows that organizational culture hurts employee performance. When employees understand the values that exist in the organization, it will affect the way the employee works.

PT BPRS Lantabur is a company engaged in the financial sector that has been established for 12 years. The phenomenon that occurs in this company is the performance of employees in the funding (collection of funds) and lending (funding) divisions who work in the office is good, it can Judging from the quality of work, the employees of PT BPRS Lantabur in the funding and lending department can work as much as possible for the progress of the company. Employees can work according to the standards set by the company such as being friendly and polite to customers and satisfying service. In 2012 – 2017, the finance department was awarded the best financial performance at the BPR level from the info bank (in a row [redaksi@infobanknews.com](mailto:redaksi@infobanknews.com) ). This is inseparable from the role of funding and lending employees for their performance. The award certainly spurs employees to work better.

The good performance of employees cannot be separated from the implementation of organizational culture and the high work commitment of employees to the organization. Organizational culture at PT BPRS Lantabur is going well, as reflected in the company, namely before doing their respective jobs, every morning the company implements a performance evaluation and prays with all employees. In addition, every Legislative Friday, employees of PT BPRS Lantabur Tebuireng perform khatam Qur'an (Waqi'ah) and hold a recitation by inviting one of the scholars to be a lecturer. The flexible and familiar attitude of employees towards customers and their closeness to all groups of customers make them liked by many people. The company also implements a culture of praying in congregation in the prayer room, in this case, the leadership and employees take turns leading the prayer

. Employee commitment to work is very high. Based on the results of interviews with several funding and lending employees, most of the employees feel comfortable at work and do not want to work elsewhere, they think that the company helps the lives of the employees who work in the company.

#### **Problem Formulation**

1. Does organizational commitment affect employee performance?
2. Does the implementation of organizational culture affect the performance of employees of PT? BPRS Lantabur?

#### **Research Objectives**

1. To determine the effect of organizational commitment on employee bars Lantabur performance at PT.2. To determine the effect of implementing organizational culture on employee performance at PT. BPRS Lantabur.

## **B. LITERATURE REVIEW**

### **Organizational Commitment**

According to Robbins and Judge (2007), organizational commitment is a condition in which a person sided with the organization and its goals and desires to maintain membership in the organization. While Mathias and Jackson (2009) Organizational Commitment defines as the degree to which employees believe and

receptive objectives - objectives of the organization and will stay or not will leave the organization.

Allen and Meyer (1997) state that organizational commitment is an employee's identification of approval to achieve the unit's mission or the company's mission. So it can be explained that organizational commitment is an attitude of one's willingness to fully help the company achieve its goals.

Meyer, Allen (1997) suggests that there are three components of organizational commitment, both involving employees and leaders, namely:

- a. *Affective commitment* occurs when employees want to be part of the organization because of an emotional bond.

The following are indicators of affective commitment:

1. A desire for a career in the organization.
2. Trust in the organization.
3. Devotion to the organization.

- b. *Continuance commitment* arises when employees remain in an organization because they need a salary and other benefits, or because the employee cannot find another job. Continuous commitment is divided into several indicators, namely:

1. Employee love for the organization.
2. Desire to stay with the job.
3. Willing to sacrifice personal interests.
4. Employee engagement with work.
5. Not comfortable leaving the current job.

- c. *Normative commitment* (Normative Commitment), arises from the values in employees. Employees gradually become members of the organization because of the awareness that commitment to the organization is something that should be done. The following are indicators of normative commitment:

1. Loyalty to the organization.
2. Happiness at work.
3. Pride to work for the organization.

### **Implementation of Organizational Culture**

According to Robbins (2006), organizational culture is a shared value system within an organization that determines the level of how employees carry out activities to achieve organizational goals. Wirawan (2007) argues that organizational culture is the norms, values, assumptions, beliefs, philosophies, organizational habits and so on that were developed over a long time by the founders, leaders, and members of the organization that are socialized and taught to new members and applied in activities. organization so that it influences the mindset, attitudes, and behavior of organizational members in serving consumers and achieving organizational goals.

Meanwhile, according to Kreitner and Kinicki (2005), organizational culture is a shared value and belief that underlies organizational identity that functions as a giver of identity to members, promotes collective commitment, increases social system stability, and controls the behavior of organizations. Based on some of the definitions above, it can be explained that organizational culture is a value that is believed by all members and is used as a guide for carrying out activities within the organization. Organizational culture according to PT BPRS Lantabur is as follows:

1. Implementing cultural values based on Islamic shari'ah.

2. Flexibility and familiarity of employees with customers. It can be interpreted as the attitude of someone who is flexible or easy to adapt to the surrounding environment and is easy to get along with someone.
3. Employee performance evaluation. Used to ensure the achievement of company goals and objectives and also to find out the company's position and level of achievement of company goals, especially to find out if there is a delay or deviation so that it is immediately corrected so that the target or goal is achieved.

### **Employee Performance**

According to Pabundu (2010) Performance is the result of the work function/activity of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period. Hasibuan (2010) states that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time.

Meanwhile, according to Edison et al (2016), performance is the result of a process that refers to and is measured over a certain period based on pre-determined provisions or agreements. Performance is the result of the work of employees in terms of quality and quantity achieved in carrying out their duties by the responsibilities given to them. Based on some of the definitions above, it can be explained that performance is the result of individuals or teamwork in completing tasks by their responsibilities.

Meanwhile, Mangkunegara (2006) states that employee performance is measured using:

1. Quality of work, namely neatness, accuracy, and the relevance of work results without ignoring the volume of work. With good work quality, it can avoid the error rate in completing a job and the resulting work productivity can be beneficial for the progress of the company.
2. Quantity of work, namely the volume of work produced under normal conditions. The quantity of work shows the number of types of work carried out at one time so that efficiency and effectiveness can be carried out by company goals.
3. Responsibility, which shows how much employees can be responsible for their work, the facilities and infrastructure used, and their work behavior.
4. The initiative, which shows how much the employee's ability to analyze, assess, create and make decisions on solving problems at hand.
5. Cooperation, which is the willingness of employees to participate and cooperate with other employees vertically or horizontally inside and outside the work so that the work results are getting better.

### **Hypothesis**

**H1** : Suspected Organizational Commitment has a positive and significant effect on employee performance

**H2** : Suspected Implementation of Organizational Culture has a positive and significant effect on employee performance.

## **C. RESEARCH METHOD**

This research uses this type of research *verification*, according to Arikunto (2006) research *verification* wants to test the truth through data collection in the field. By using a quantitative approach, which can be interpreted as a research method that takes place on the philosophy of positivism, is used to examine certain populations or

samples, data collection uses research instruments, data analysis is quantitative/statistical, to test predetermined hypotheses. The measurement scale uses a scale *Likert*. The method used in this study is a survey method, where respondents are asked to fill out several statements in the form of a questionnaire. While the samples taken were employees of the Islamic Bank PT. BPRS Lantabur in the funding and lending division, totaling 30 employees.

This study uses an instrument test, namely the validity test and reliability test, classical assumption test. As well as using test the hypothesis that the t test and the coefficient of determination ( $R^2$ ) with SPSS24.

## D. RESULT AND DISCUSSION

### 1. Multiple regression analysis

Multiple regression analysis was conducted to determine the variables of organizational commitment (X1) and implementation of organizational culture (X2) on employee performance (Y). The results of the regression can be seen in the table below:

Table 3

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6907	2,525		2,735	.011
	X1	.182	.058	.434	3112	.004
	X2	.486	.148	.458	3.285	.003

Source: SPSS output attachment, 2018

Based on the results of the regression analysis are presented in the table then obtained equation as follows:

$$Y = 6.907 + 0.182 (X1) + 0.486 (X2)$$

The regression equation shows that the existence of organizational commitment and implementation of organizational culture has a positive influence on employee performance, meaning that the higher the organizational commitment and implementation of organizational culture, the employee's performance will also increase. , vice versa.

### 2. T- Test

test is used to test the effect of the independent variables partially on the dependent variable. The results of significant values can be seen in the following table:

Table 6  
The results of the t test

no.	Variable	T	Significant	Description
1.	Organizational commitment (X1)	3.112	0.004	Significant
2.	Implementation of Organizational Culture (X2)	3,285	0,003	Significant

Sources: Primary data are processed, 2018

4:10 According to the table above it can be explained that:

1. Testing the first hypothesis (H1)

Variable organizational commitment (X1) has  $t_{count} = 3.112$  and is significant at 0.004 because the value of  $t_{sig} = 0.004 < = 0.05$ . Thus it can be stated that organizational commitment affects employee performance. H1 is accepted.

2. Testing the second hypothesis (H2)

Organizational culture implementation variable (X2) has a  $t_{count} = 3.285$  and is significant at 0.003 because the value of  $t_{sig} = 0.003 > = 0.05$ . Thus it can be stated that the implementation of organizational culture affects employee performance. H2 is accepted.

**Determination Coefficient Testing ( $R^2$ )**

Table 7  
Determination value ( $R^2$ )

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	.741 <sup>A</sup>	.549	.516	1,669	1,758

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: SPSS output attachment, 2018

value *adjusted R<sup>2</sup>* of 0.516 means that the performance through this assessment is influenced by variables organizational commitment and implementation of organizational culture at 51.6%, and the rest influenced by other factors not examined in this study are  $100\% - 51.6\% = 48.4\%$  such as job satisfaction and work environment.

**3. Effect of Organizational Commitment on Employee Performance.**

Based on the results of the study, shows that high organizational commitment can improve the performance of funding and lending employees. so if the better the organizational commitment of employees it will improve employee performance at PT. BPRS Lantabur. This is supported by respondents' answers which show that commitment is high.

Organizational commitment is an attitude of one's willingness to fully help the company achieve its goals. The higher the involvement of employees in the work will encourage employees to make a better contribution. This can be seen from the attitude of the availability of funding and lending employees to be willing to work until retirement at PT. BPRS Lantabur. Funding and lending employees also believe in work operations such as the work done by employees. Employees are willing to provide energy and ideas for the advancement of PT. BPRS Lantabur. In addition, employees survive to work at PT. BPRS Lantabur without wanting to move to another place and willing to sacrifice personal interests for the sake of PT. BPRS Lantabur. Employees have a feeling of attachment to work and are loyal to work at PT. BPRS Lantabur. Employees also feel happy to work at PT. BPRS crash. High commitment will be able to affect the performance of employees to work harder as seen from being able to work according to standards and achieve targets, employees can work well together.

This is by the opinion of Putra (2015) which shows that organizational commitment has a positive and significant effect on employee performance.

#### **4. The Effect of Organizational Culture Implementation on Employee Performance.**

Based on the results of the study indicate that the implementation of organizational culture can improve the performance of funding and lending employees at PT. BPRS Lantabur. this is supported by respondents' answers which indicate that the implementation of organizational culture is going well, such as funding and lending employees carrying out cultural values that have been set by PT. BPRS Lantabur is like waqi'ah, praying in congregation. Funding and lending employees are also able to adapt to the environment in which they work. Funding and lending employees also feel familiar with all groups of customers and always evaluate performance together every morning before they carry out their respective jobs. This shows that the implementation of a good organizational culture will also increase employee performance, it can be seen from employees being able to work according to standards and being able to achieve work targets set by the company, employees are also able to work well together.

The implementation of organizational culture is a value that is believed by all members and is used as a guide for carrying out activities within the organization. The results of research that support this research are Sutrisno (2017) who explains that the implementation of organizational culture has a positive and significant effect on employee performance.

#### **E. CONCLUSION**

Based on the results of research and discussion, it can be concluded that:

1. High organizational commitment can improve employee performance in funding and lending at PT. BPRS Lantabur.
2. The implementation of a good organizational culture can improve the performance of funding and lending employees at PT. BPRS Lantabur.

#### **REFERENCES**

- Arikunto, Suharsimi. (2006). *Research Procedure A Practical Approach* (Revised Edition VI). Jakarta : PT Asdi Mahasatya,
- Allen, NJ & JP Meyer. (1997). *Commitment in The Workplace Theory Research And Application*. California: Sage Publications.
- Ferryansyah, MF, (2013). EFFECT OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE (Case study on PPPA DARUL QUR'AN) (Sharif Hidayatullah State Islamic University Jakarta).
- Ghozali, Imam. (2013). *Multivariate Analysis Application with IBM SPSS 21 program*. Edition 7. Semarang : Diponegoro University.
- Hasibuan, Malay SP, (2010). *Human Resource Management*. Revised Edition 12th Printing. Jakarta, Publisher: Sinar Graphic Offset
- Kneiter, Robert, Angelo Kinicki,. (2005). *Organizational Behavior 2*, Issue 5. Jakarta: Salemba Empat.

- Maabuat, SE (2016). The Influence of Leadership, Work Orientation, and Organizational Culture on Employee Performance (Study on Dispenda North Sulawesi UPTD Tondang. *Scientific Journal of Efficiency. Vol 16 No. 1. Pg 219-231.*
- Mathis, Robert, L. and Jackson, John H. (2009) ) *Human Resource Management* 10th Edition, Jakarta: Salemba Empat.
- Mekta, Q. H & Siswanto (2017). The Effect of Job Satisfaction and Organizational Commitment on Employee Performance at PT Indra Kelana Yogyakarta. *Profita Journal Edition 2.*
- Marsoit, P. Sendow, G. Rumokow. (2017). The Effect of Training, Work Discipline and Organizational Commitment on Employee Performance at PT. Indonesian Service Insurance. *EMBA Journal. Vol 5. No. 3. Pg. 4285-4294.*
- Mangkunegara, AP (2006). *Evaluation of Human Resources Performance.* Jakarta: Refika Aditama.
- Putra, SW (2015). "The Influence of Organizational Commitment, Organizational Culture, Leadership Style and Environment on Employee Performance in Small Industries". *Journal of Modernization Economics, 11(1), 62-77.*
- Pratiwi, Princess. (2012). The Influence of Organizational Culture and Empowerment on Organizational Commitment in Improving Performance. *Journal of Economics. Vol. 14 No.1 Pages 41 – 52.*
- Robbins, Stephen P. (2006). *Organizational behavior.* Jakarta: PT. Index, Scholastic Group.
- Robbins, Stephen P. and Judge, Timothy A. (2008). *Organizational Behavior* 12th Edition, Jakarta: Salemba Empat.
- Sugiyono. (2013). *Business Research Methods.* CV Alfabeta, Bandung
- Sutrisno, H. E ( 2017 ). The Influence of Organizational Culture, Work Stress and Commitment to Employee Performance CV. Bintang Karya Putra in Surabaya. *EQUITY (Journal of Economics and Finance), 14 (4), 460-477*
- Sasono, Eko. (2004). "Managing Work Stress, *Journal of Economic Focus*". Vol III No. 2 pages 48 – 56.
- Sriekaningsih, A. (2017). Influence of Leadership, Organizational Culture, and Work Environment and Job Satisfaction on Employee Performance in Tarakan City District. *Journal of Borneo Administrator. Volume 13. No. 1. pp. 57-71.*
- Tika, Pabundu. (2010). *Organizational Culture and Company Performance Improvement.* Jakarta: PT Bumi Aksara .
- Hero. (2007). *Organizational Culture and Climate.* Jakarta: Salemba Empat.
- <http://infobanknews.com/category/kumpulan-berita-bank-hari-ini/>