



The effect of organizational culture and organizational commitment on employee performance at Bank CIMB Niaga Tbk Branch Pondok Gede Bekasi

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ABSTRACT

This study aims to determine and analyze the performance of employees at Bank CIMB NIAGA, Tbk Pondok Gede Branch, Bekasi. In this regard, how employees can work well with the influence of organizational culture and organizational commitment. So against this, this study aims to show the significance of the influence of organizational culture and organizational commitment on employee performance. The number of samples used as many as 56 people using population research theory in taking samples. Data collection was done by using a questionnaire method. The data analysis technique used is multiple linear regression analysis using Statistical Product and Service Solution (SPSS). Multiple linear regression equation produces the equation $Y = 9.157 + 0.151 X_1 + 0.641 X_2$. The results of this study found that the variables (organizational culture and organizational commitment) simultaneously affect work motivation and the value of F-Calculate (41.550) > F-Table (3.172). The results of the correlation analysis of determination (R Square) of 0.611 indicate that the variables of organizational culture and organizational commitment can contribute 61%. 39% influenced by other variables not examined. The most dominant variable affecting performance is the organizational commitment variable between the two variables with a t-count value (5.141) > t-table (2.005). While the organizational culture variable is not significant with the value of count (1.098) < t-table (1.672).

Keywords: Organizational Culture, Organizational Commitment, Employee Performance

1. INTRODUCTION

Financial institutions face various challenges in the era of globalization, which eventually creates tough competition among financial institutions. This will indirectly encourage companies to maintain themselves in the midst of this competition and in order to survive, they must become the most superior financial institutions that are able to compete with other financial institutions.

One of the problems faced by banking companies today with the growing development of the banking world in Indonesia is the

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Organizational Culture

Culture is essentially a process of integration of human behavior that includes thoughts, words, and actions with the learning process. In human life is influenced by the culture in which they are located. The same thing will happen in an organization or company, the mix of all values, beliefs, and behaviors of each member of the organization will form the organizational culture.

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Understanding organizational culture according to Robbins (2016) is a shared value system in an organization that determines the level of how employees carry out activities to achieve organizational goals.

According to Mangkunegara (2010), organizational culture is a set of assumptions or belief systems, values, and norms developed within the organization that is used as behavioral guidelines for its members to overcome problems of external adaptation and internal integrity. While Stoner and Gilbert (2012) explain that organizational culture is defined as the shared norms, values, and understandings (culture) of members of several organizations that support tight control at the top. Another view of organizational culture is wrong. An important element in a company that essentially leads to behaviors that are considered appropriate, binds and motivates every individual in it.

According to Horrisson in his view, he divides 4 types of organizational culture as follows: (Busro, 2018)

1. Culture of power (power culture)

This culture focuses more on a small number of leaders whose more power in governing. An employee or employee needs strict and correct regulations and leadership in setting all orders and policies. Because this involves belief and a firm mental attitude to advance organizational institutions.

2. Role culture

This culture has something to do with bureaucratic procedures, such as organizational regulations and clear specific roles or positions because they are believed to provide certainty to the duties and functions of each member of the organization

3. Support culture (support culture)

This culture seeks to integrate shared values within the organization. The supporting culture is determined by the leadership when the organization/institution is established which is outlined in the vision and mission of the organization.

4. Achievement culture

This achievement culture makes organizational members compete to get success in carrying out their work, and this makes organizational members try to be even better.

Organizational Commitment

Organizational commitment is a behavioral dimension that can be used as a measure and assessment of the strength of members within an organization in carrying out their duties and obligations to the organization. Commitment can be seen as a value orientation towards the organization that shows individuals think about, pay attention to and prioritize their work and organization. Individuals voluntarily give all efforts and mobilize and develop their potential to help the organization achieve its goals.

(A. Frimaasa, SH Lawu, 2020) quoting Griffin defines organizational commitment as a psychological state that characterizes the employee's relationship with the organization or its implications that affect whether employees will remain in the organization or not, which is identified in three components, namely: affective commitment, continual commitment, and normative commitment.

Employee commitment to the organization is a behavioral dimension that can be used to measure and evaluate the strength of employees in surviving and carrying out their duties and obligations to the organization. Commitment is seen as a value orientation towards the organization that shows individuals think about and prioritize their work and organization. Individuals will try to give all the effort they have to help the organization achieve its goals. (Mathins and Jackson, 2011).

According to Luthans (2006) organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive by the wishes of the organization, as well as certain beliefs and acceptance of the values and goals of the organization. In other words, it is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its success and continuous progress.

Furthermore, (A. Frimayasa, SH Lawu, 2020) by adapting Griffin stated that if workers feel bound by existing organizational values then they will feel happy at work so that his performance can increase, an individual who has a high commitment is likely to will see himself as a true member of the organization, and to see himself as a long-term member of the organization. In contrast, individuals who have low commitment are more likely to see themselves as outsiders, and they do not want to see themselves as long-term members of the organization. A committed employee indicates identification with the organization's goals, feelings about belonging to the organization, and a sense of loyalty. Committed employees feel the value and importance of integrating individual and organizational goals.

Commitment to the organization is a form of attitude in which individuals feel part of the organization and feel like they want to remain part of the organization and earnestly give their time, opportunities and devote all their potential without feeling compelled to keep trying to realize what they want. become the goals of the organization and have pride in being part of the organization.

Commitment has important benefits for the organization, with commitment in the organization will avoid high employee turnover costs, reduce employee supervision and increase the effectiveness in the organization.

Employee Performance

One thing that is very important in achieving company goals is employee performance. Performance or work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Within the organizational framework, performance is the result of an evaluation of the work being carried out compared to predetermined criteria, individual performance or staff performance needs attention, because individual performance will contribute to group performance and ultimately organizational performance (A. Frimaasa, A. Kurniawan, MR .Shinta.2018).

According to Bintoro and Daryanto (2017) performance is influenced by three factors, namely: 1) Individual ability, which includes talents, interests, and personality factors. Skill level is the raw material possessed by a person in the form of knowledge, understanding, ability, interpersonal competence, and technical skills; 2) Effort devoted, where the effort that employees devote is when they work, their attendance, and motivation. The level of effort is a picture of the motivation shown by employees to complete the job well. Therefore, if the employee has the skill level to do the job, he or she will not perform well if only a little effort ; 3) Organizational Environment, wherein the organizational environment, the company provides facilities for employees including training and development, technology, and management equipment. Mangkunegara (2017) performance is the result of work both in quality and quantity achieved by an employee in carrying out tasks by the responsibilities given to him. While Rivai (2015) performance is defined as the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results.

Performance is the result of work both in quality and quantity that has been achieved by employees, in carrying out their duties by the responsibilities given by the organization, and the results of their work are adjusted to the work expected by the organization, through applicable employee performance criteria in the organization.

Aspects of employee performance can be seen as follows: a) work results, how a person gets something he does. b) discipline, namely accuracy in carrying out tasks, how a person completes his work by the demands of the time needed. c) responsibility and cooperation, how someone can work well even in the presence or absence of supervision. The above aspects are in line with. Mangunegara (2017) that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him.

The success or failure of a performance that has been achieved by the company can be seen from the level of employee

performance individually or in groups. With the assumption that the better the employee's performance, it is expected that the company's performance will be better.

II. METHODOLOGY

The type of research used is quantitative research. Quantitative research can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses (Sugiyono, 2011). Population according to Sugiyono (2011) is a generalization area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. Then the sample according to Sugiyono (2011) is part of the number and characteristics possessed by the population. This study was conducted to measure the performance of existing employees at Bank CIMB Niaga, Tbk Branch Pondok Gede Bekasi Plaza Pondok Gede No.1 Blok H-1. This research was conducted for 6 months, starting from January - June 2021. The number of samples taken in this study was 56 people who are employees of Bank CIMB Niaga, Tbk Pondok Gede Bekasi Branch.

III. RESULT AND DISCUSSION

VALIDITY TEST

The validity test is used to test the extent to which the accuracy of the measuring instrument can use the concept of the symptom or event being measured. A validity test is used to measure whether or not a questionnaire is valid, a questionnaire is said to be valid if the statement or item on the questionnaire can reveal something that will be measured by the questionnaire. The validity test is calculated by comparing the value of the r table, if $r \text{ count} > r \text{ table}$ (at a significance level of 5%) then the statement is declared valid.

Table 1. Organizational Culture Validity Test (X1)

Indicators	r - Count	r - table	Description
X1.1	0.584	0,209	Valid
X1.2	0.751	0,209	Valid
X1.3	0.670	0,209	Valid
X1.4	0.585	0,209	Valid
X1.5	0.751	0,209	Valid
X1.6	0.765	0,209	Valid
X1.7	0.714	0,209	Valid
X1.8	0.569	0,209	Valid
X1.9	0.687	0,209	Valid
X1.10	0.601	0,209	Valid

Source: data processed by SPSS 21.0

In the table above, it can be seen that the total item correlation coefficient is greater than the critical number or r count > from r table (at a significance level of 5%) then all statements on the Organizational Culture variable are declared valid, so they can be used as research instruments.

Table 2. Organizational Commitment Variable Validity Test (X2)

Indicators	r - Statistics	r - table	Description
X2.1	0.530	0,209	Valid
X2.2	0.629	0,209	Valid
X2.3	0.718	0,209	Valid
X2.4	0.662	0,209	Valid
X2.5	0.765	0,209	Valid
X2.6	0.741	0,209	Valid
X2.7	0.736	0,209	Valid
X2.8	0.711	0,209	Valid
X2.9	0.798	0,209	Valid
X2.10	0.749	0,209	Valid

Source: data processed by SPSS 21.0

In the table above, it can be seen that the total item correlation coefficient is greater than the critical number or r count > from the r table (at a significance level of 5%) then all statements on the organizational commitment variable are declared valid, so they can be used as research instruments.

Table 3. Employee Performance Variable Validity Test (Y)

Indicators	r - Count	r - table	Description
Y.1	0.665	0,209	Valid
Y.2	0.771	0,209	Valid
Y.3	0.766	0,209	Valid
Y.4	0.720	0,209	Valid
Y.5	0.715	0,209	Valid
Y.6	0.641	0,209	Valid
Y.7	0.722	0,209	Valid
Y.8	0.756	0,209	Valid
Y.9	0.695	0,209	Valid
Y.10	0.781	0,209	Valid

Source: data processed by SPSS 21.0

In the table above, it can be seen that the total item correlation coefficient is greater than the critical number or r count > than r table (at a significance level of 5%), then all statements on the performance variable are declared valid.

The validity test concludes that each item of each questionnaire is valid/valid/feasible to be used for testing the variables in this study.

Reability Test

The results of the reliability test calculation show that a construct, if it produces a Cronbach Alpha (α) value for each variable, is greater than 0.600, so it can be concluded that the item for each variable is reliable (Purwanto, 2007). Below, the results of the reliability test calculations are presented in tabular form for each variable (X1, X2, and Y).

Table 4. Reliability Test Result

Variables	Cronbach's		
	Alpha	r - table	Information
X1	0.862	0,600	Reliable
X2	0.885	0,600	Reliable
Y	0.895	0,600	Reliable

Source: data processed by SPSS 21.0

The reliability test results in the table above show that all variables have a large enough Cronbach Alpha coefficient, which is above 0.600, in this study the Cronbach Alpha value is X1 (0.862), X2 (0.885), Y (0.895), so it can be said that all the concepts of measuring variables from the questionnaire are reliable (reliable) so that the next item in each of these variables is feasible to be used as a measuring tool.

Normality Test

The normality test aims to test whether the regression model, the dependent variable, and the independent variable both have a normal distribution or not. A good regression model is to have a normal or close to normal data distribution. In this discussion, the One Sample Kolmogrov-Smirnov test is used using a significance level of 0.05. The data is said to be normally distributed if the significance is greater .than 5% or 0.05.

**Table 5. Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		56
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	2.44939816
Most Extreme Differences	Absolute	.110
	Positive	.057
	Negative	-.110
Kolmogorov-Smirnov Z		.110
Asymp. Sig. (2-tailed)		.087

- Test distribution is Normal.
 - Calculated from data.
 - Lilliefors Significance Correction.
- Source: data processed by SPSS 21.0

Based on data processing using the normality test with the Kolmogrov-Smirnov Test formula, the KSZ value is 110 and Asymp. Sig 0.087 is greater than 0.05, so it can be concluded that the data is normally distributed

Multicollinearity Test

Problems that may arise in the use of multiple regression equations are multicollinearity, which is a condition in which the independent variable is correlated with other independent variables. A good regression model should not be a correlation between independent variables.

The existence of multicollinearity can be seen from the tolerance value or the value of the variance inflation factor (VIF). If the tolerance value is below 1 and the variance inflation factor (VIF) value is not more than 10, the model is free from multicollinearity.

Tabel 6. VIF
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Organizational culture	.435	2.301
Organizational Commitment	.435	2.301

a. Dependent Variable: performance
Source: data processed by SPSS 21.0

The VIF value for the organizational culture and job satisfaction variables are both 2.301, while the Tolerance value is 0.435. Because the VIF value of the two variables is not greater than 10, it can be said that there is no multicollinearity in the two independent variables.

Based on the classical assumptions of linear regression with OLS, a good linear regression model is free from multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance and residual from one observation to another observation remain, then it is called homoscedasticity and if the variance is different it is called heteroscedasticity. A good regression model is that there is no heteroscedasticity. The results of heteroscedasticity testing are carried out as follows.

Heteroscedasticity Test Results

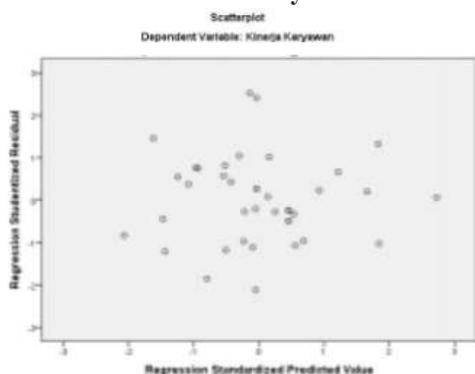


Figure 1. Scatterplot

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to predict a change in the value of the dependent variable if the value of the independent variable increases or decreases. In this study, multiple linear regression analysis was used because the variables studied in this study consisted of two independent variables and one dependent variable. The following is a calculation based on SPSS 21 for windows as follows:

Table 7. Multiple Linear Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Sd. Error	Beta	t		Tolerance	VIF
1 (Constant)	9.157	4.172		2.195			
Organizational culture	.151	.137	.143	1.098	.277	.435	2.301
Organizational Commitment	.641	.125	.668	5.141	.000	.435	2.301

a. Dependent Variable: performance
Source: data processed by SPSS 21.0

Based on the table above, the following regression formula can be obtained:

$$Y = 9.157 + 0.151 X_1 + 0.641 X_2$$

a. A constant value of 9.157 can be interpreted that if the value of organizational culture (X_1) = 0, organizational commitment (X_2) = 0 then the value of employee performance (Y) = 9.157

b. The regression coefficient (X_1) of 0.151 means that organizational culture has a positive effect on employee performance, this shows that if each increase in the X_1 variable (organizational culture) one unit, then the Y variable (employee performance) will increase by 0.151 with the assumption that the independent variable another is fixed.

c. The regression coefficient (X_2) of 0.641 means that organizational commitment has a positive effect on employee performance, this shows that if each unit increases in the X_2 variable (organizational commitment), the Y variable (employee performance) will increase by 0.641 with the assumption that the independent variable another is fixed.

Partial Test (t Test)

The t-test is used to determine whether the independent variables partially have a positive effect or not on the dependent variable. The significant degree used is 0.05. If the significant value is less than the degree of confidence, then we accept the alternative hypothesis, which states that an independent variable partially affects the dependent variable.

T-test analysis is also seen from the Coefficients table above.

1. Organizational Culture (X_1) on employee performance (Y)

In the Coefficients model 1 column, there is a significant value of 0.277. The significance value is greater than the probability value of 0.05 or the value of $0.277 > 0.05$, then H_1 is accepted and H_2 is rejected. Variable X_1 has t-count that is 1,098 with t-table 2,005 so t-count < t-table it can be concluded that the Organizational Culture variable (X_1) has no positive effect on employee performance (Y).

Table 8. Simultaneous TestANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	517.382	2	258.691	41.550	.000 ^a
	Residual	329.975	53	6.226		
	Total	847.357	55			

a. Dependent Variable: Y
Source: data processed by SPSS 21.0

Simultaneous testing of X1, X2 against Y: from the table, the F-count value is 41.550 with a probability value (sig) = 0.000. The value of F-count (41.550) > F-table (3.172) and sig is less than the probability value of 0.05 or the value of 0.000 < 0.05, then H1 is accepted, meaning that simultaneously the two independent variables have a positive effect on employee performance.

Coefficient of Determination (R²)

The coefficient of determination is carried out to determine the ability of the independent variable to contribute to the fixed variable in percentage units.

The value of determination is between 0 and 1. The smaller the value of R² means the ability of the independent variables to explain the dependent variable is increasingly limited. The coefficient of determination value shows the percentage of variation in the value of the dependent variable that can be explained by the resulting regression equation. For analysis using SPSS output can be seen in the following table:

Table 9. Coefficient DeterminationModel Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.781	.611	.596	2.493	1.629

a. Predictors: (Constant), Organizational Culture, Organization Commitment

b. Dependent Variable: Employee Performance
Source: data processed by SPSS 21.0

Based on the table above, it can be concluded that organizational culture and organizational commitment have an effect of 61% on employee performance, while 39% are influenced by other variables not examined. Because the coefficient value is close to 1 (0.600), it can be concluded that the independent variables contribute strongly to the dependent variable.

Based on the results of the analysis that has been described previously, it is explained that simultaneously the two independent variables, organizational culture, and organizational commitment have a positive effect where the following two variables have a close relationship to employee performance. this is caused by various factors, namely employee support facilities such as inadequate work equipment, leaders who are less able to

control, ineffective information and communication, this is evidenced by the results of partial organizational culture SPSS data processing which found that organizational culture in this study influential but not significant. On the other hand, organizational commitment in this study contributes to employee performance, or based on the results of the partial test, organizational commitment has a positive effect on employee performance. supporting as follows; Companies often provide appropriate salaries and companies provide a reward for career development for outstanding employees, this is what makes an organizational commitment in the companies studied have a positive influence on employee performance.

IV. CONCLUSIONS

1. Variable X1 has t-count that is 1,098 with t-table 2,005 so t-count < t-table it can be concluded that the Organizational Culture variable (X1) does not have a positive effect on employee performance (Y) partially, or H2 is rejected in this case organizational culture does not have a strong influence on employee performance at Bank CIMB NIAGA, Tbk Pondok Gede Bekasi Branch.

2. Organizational Commitment (X2) has a positive effect on employee work performance (Y). It can be seen that the t-count value is 5.141 with t-table 2.005 so t-count > t-table and the significance value is smaller than the significance level (α) 0.05 (0.000 > 0.05), then partially organizational commitment variable (X2) has a positive effect on performance employee (Y) then H3 is accepted or has a strong influence and can improve employee performance at Bank CIMB NIAGA, Tbk Pondok Gede Bekasi Branch.

3. Simultaneous Testing simultaneously X1, X2 against Y: from the table obtained F-count value of 41.550 with a probability value (sig) = 0.000. The value of F-count (41.550) > F-table (3.172) and the value of sig is less than the probability value of 0.05 or the value of 0.000 < 0.05, then H1 is accepted, meaning that simultaneously the two independent variables have a significant effect on employee performance.

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