

# Analysis of Effect of Organizational Culture and Organization Commitment to Performance of PT Aisan Nasmoco Industry Employees

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## Abstract

This research aims to know the influence of organizational culture, organizational commitment toward employee's performance of PT Aisan Namasco Industri. The population of this research is consisted of 1357 respondents by sample obtained in this study amounted to 93 respondents were distributed to employees of PT Aisan Nasmoco Industri. The method of data analysis uses quantitative analysis test which is consist of validity test, reliability test, classic assumptions test and hypothesis test. Independent variables in this research are of Organizational Culture and Organizational Commitment. The dependent variable in this research is the Employee Performance. The results of this research shows that either simoultantly or partially the variable of organizational culture and organizational commitment influence to the performance of employee of PT Aisan Nasmoco Industri significantly and positively. It has been proven from the result of (F) simoultant test and the result of (t) partial shows shows significant point of the two independent variables that support the hipotesys. Therefore, the accepted assumption is there is influence between organizational culture and organizational commitment to employee performance.

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

## Background

Issues about the employee's performance is an issue that need to be considered enterprise, because the employee's performance will affect the productivity of companies in the face of competition with the times. Therefore, by having quality human resources is essential to the company's goals can be achieved and can increase the performance of employees within a company. If the human resources of motivated, creative and able to develop innovations, then the performance will become even better.

The performance of employees in a company can be influenced by various factors, including the organizational culture and organizational commitment. Employees who are essentially social beings can not live alone and there will be interaction with each other. When the interaction is established, it will arise cultures that formed within the scope of a particular organization. Robbins (2010), expressed his views on the creation and survival of an organization's culture is derived from the philosophy of its founder, then the values are influenced strongly by the specific criteria for selection. In accordance with the views Robbins, employees accustomed to interact with each other in a continuous period of time will cause a certain culture which over time will be the identity of the organization.

Performance becomes something interesting discussion because researchers wanted to examine the performance of employees at PT. Nasmoco Aisan Industry, where PT. Nasmoco Aisan Industry is a company engaged in the industrial component of four-wheeled vehicles and two-wheeler industry located in the area EJIP Cikarang and had stood since 1997. In its activities PT. Nasmoco Aisan industry is currently undergoing a transition from a small company that is familial become a medium-scale enterprise (middle) professional.

**Table 1.1**

### EMPLOYEE GROWTH IN TRANSITION PT. ASISAN NASMOCO INDUSTRY

Years	2007	2009	2011	2013	2015
Number of Employees	305	465	979	1085	1357

Sourcess; *HR Department of PT Aisan Nasmoco Industri*

Based on the background described above, then the research problems can be formulated as follows:

- 1) Does organizational culture influence on the performance of employees of PT Aisan Industry Nasmoco?
- 2) What influence organizational commitment to employee performance PT.Aisan Nasmoco Industry?
- 3) Is the organizational culture and organizational commitment influence on employee performance PT.Aisan Nasmoco Industry?

## Literature Review

Performance is the output generated by functions or indicators of a job or a profession in a given time measured through work, work behavior, and personal qualities associated with the job (Wirawan, 2015: 05). The term is also used to demonstrate the performance of the output of the company or organization, tools, management functions (production, marketing, finance) or the output of an employee (Wirawan, 2015: 06). Medium

according Rival (2009: 65) states that the employee's performance as a function of motivation and the ability to complete a task or job.

Cultural organizations have the broad sense. According Luthans (2003: 108), an organization's culture norms and values of the organization will behave in accordance with the prevailing culture in order to be accepted by the environment. Organizational culture can be viewed as a system. Robbins (2003: 305) explains that organizational culture refers to a certain system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning, if observed more carefully is the main set of characteristics that are valued by the organization.

Hunt et al. (In Valentine et al., 2002: 77) states that organizational commitment is generally interpreted as the interest of employees in relation to an organization. The explanation being widely according Mowday et al. (In Steve, 2002: 133) organizational commitment can be seen in employees who serve the organization in accordance job and work wholeheartedly for the sake of the organization and they will maintain membership in the organization. Further Meyer and Allen (in Steve, 2002: 133) defines the organization's commitment as a concept that has three dimensions: the affective, continuance, and normative commitment. framework Thought

Based on the theory supporting and formulation of the problem as mentioned above, the following is a framework of thought that serves to determine the flow and reflects the thinking is the basis for formulating hypotheses.

### **Hypothesis**

In this study, researchers wanted to know whether the level of performance is dependent on the dependent variable high and low scores on the independent variable is defined in this study is the organizational culture and organizational commitment. In this study, the hypothesis being developed are:

#### **Hypothesis 1:**

Ho: There is no partial effect between the variables of organizational culture and organizational commitment to employee performance.

Ha: There is a simultaneous influence between the variables of organizational culture and organizational commitment to employee performance.

#### **Hypothesis 2:**

Ho: There is no partial effect variable organizational commitment to employee performance.

Ha: There is a simultaneous influence between variable organizational commitment to employee performance.

#### **Hypothesis 3:**

Ho: There is no partial effect between the variables of organizational culture on employee performance.

Ha: There is a simultaneous influence between the variables of organizational culture on employee performance.

### **Research Methods**

#### **Characteristics Profile of Respondents**

The collection of data on research conducted by distributing questionnaires to employees of PT Aisan Nasmoco Industry both in factory 1 or factory 2. The questionnaire was distributed to respondents began on November 20, 2015 and distribution techniques, there are two ways, namely by membagian via e-mail to the respondent the operation of which is often located in the office and through hard copy questionnaire for respondents who are outside the operation of the Office. Collecting return the questionnaire in the form of hard copy made by the author on December 7, 2015, while the e-mail sent back partially by the respondents and on December 30, all the respondents either given using e-mail or hard copy has been sent back the questionnaire which is in the contents.

Author spreading questionnaires to 110 respondents, however, when the process of collecting only 102 respondents who returns the questionnaire. Six respondents were not in place when I pulled back a questionnaire. After re-checking of the questionnaires have been collected, it turns out there are two respondents who did not provide complete answers to the questionnaire so total that can be used as many as 100. The magnitude of the rate of return the questionnaire can be seen in the table:

The independent variables in this study is the organizational culture and organizational commitment, the dependent variable is the performance of employees. This type of research uses explanatory research using questionnaires as a tool to retrieve the data. The population in this study were employees of PT. Aisan Nasmoco Industry. The sampling technique using proportional random sampling is the sampling method has members / components are not homogeneous and stratified proportionally by using employees of PT. Aisan Nasmoco Industry totaling population sample of 1357 people and 93 people. Using a Likert scale of measurement. Validity assessed on the corrected item total correlation greater than r table. While the reliability tests with Cronbach Alfa. Analysis of the data used in this study is simple and multiple regression, and t and F test.

## Results and Discussion

According Sugiyono (2014: 238) descriptive statistics are statistics used to analyze data in ways that describe or depict the data that has been collected as it is without intending to apply to general conclusions or generalizations. In this study, to test descriptive statistics using SPSS Version 21. The output obtained are as follows;

TABLE: DESCRIPTIVE STATISTICS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Org. Culture	93	63	97	78.13	7.358
Org. Commitment	93	16	36	28.09	4.664
Employee Performance	93	48	75	61.12	4.632
Valid N (listwise)	93				

Sources: Primary data processing with SPSS Ver 21, 2015

In the above table shows an overview of the variables in this study. Variable X1 (organizational culture), based on the answers of respondents with number twenty questions and five alternative answers (1, 2, 3, 4 and 5) produces the minimum value of the answers of 63 and a maximum value of 97 with an average score of respondents was 78.13 and the standard deviation 7358. X2 (organizational commitment), based on the answers of respondents with number nine questions and five alternative answers (1, 2, 3, 4 and 5) produces the minimum value of the answers of 16 and a maximum value of 36 with an average score of respondents was 28.09 and the standard deviation of 4,664. Variable Y (the performance of employees), based on the answers of respondents to the number of fifteen questions and five alternative answers (1, 2, 3, 4 and 5) produces the minimum value of answers 48 and a maximum value of 75 with an average score of respondents was 61.12 and the standard deviation of 4,632.

## Test Results multicollinearity

Multicollinearity is a situation where between two or more independent variables in regression models occur linear relationship was perfect or near perfect. A good regression model requires no multicollinearity (Priyatno, 2010). Multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good model that should not happen Tolerance value above 0.1 and VIF under pengolaham 10. From the results obtained table data using SPSS multicollinearity testing can be seen in the table as follows:

TABLE : TABLE: RESULTS MULTICOLONIERITY TEST  
 Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	44.671	5.476		8.158	.000		
1 Org. Culture	.203	.063	.323	3.225	.002	.994	1.007
Org. Commitment	.021	.099	.021	.209	.835	.994	1.007

a. Dependent Variable: Performance

Sources: Primary data processing with SPSS Ver 21, 2015

Based on the output of the tests performed on SPSS note that:

Tolerance value of all the independent variables (0994) is greater than 0.10.

VIF all independent variables (1,007) is smaller than 10.00.

Looking at the results above, it can be concluded that the regression model is free of multicollinearity and data is fit for use in the regression model

## Multiple Linear Regression Analysis

Linear regression analysis is used to determine the influence of free variable with the dependent variable. For the regression independent variables consist of two or more, the regression is called regression. In the regression analysis results can be seen in the following table:

TABLE: MULTIPLE LINEAR REGRESSION ANALYSIS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	44.671	5.476		8.158	.000
1 Budaya_Org	.203	.063	.323	3.225	.002
Komint_org	.021	.099	.021	.209	.835

a. Dependent Variable: Kinerja

Sumber: Pengolahan data primer dengan SPSS Ver 21, 2015

Based on Table 4:12, the multiple linear regression equation systematically as follows:  $Y = 44\ 671 + 0.203X_1 + 0.021X_2 + \epsilon$

The regression equation have the following meanings:

1. Constant ( $\alpha$ )

Constants in this study amounted to 44 671, which means that if all the variables of independently have a value of zero (0) then the value of the dependent variable (Y) is positive 44 671.

2. An organizational culture on employee performance

The regression coefficient figures show a positive organizational culture of -0203. The coefficient of the positive value indicates the positive influence of organizational culture terhadap Nasmoco performance of employees of PT Aisan Industry. This means that any increase in the organizational culture of the unit, the performance of employees will rise by 0.203 assuming that the other independent variables from the regression model is fixed.

3. Organizational Commitment terhadap employee performance

The regression coefficient of organizational commitment is equal to 0.021. The coefficient of the positive value indicates that the organizations commitment to a positive effect on employee performance PT Aisan Industry Nasmoco. This means that any increase in the leadership style of the unit, the performance of employees will rise by 0021 assuming that the other independent variables of the regression model is fixed

**Test The coefficient of determination (R2)**

Seeing the splendor model (the model's ability to explain the variation of the dependent variable by variation of the independent variable), namely by looking at the coefficient of determination, or R2 (R-square). If the R2 value greater (closer to 1), means that the model can be said to be good or the better the model's ability to explain the influence of the independent variables studied the dependent variable. If the value of R2 is getting smaller (close to 0), means the ability of the model to explain the influence of the independent variables studied against increasingly dependent variable lemah. Setelah conduct tests using SPSS, the following output pengambilan as basis for the decision;

TABLE: COEFFICIENT DETERMINATION

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325 <sup>a</sup>	.106	.086	4.429

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

b. Dependent Variable: Performance

Sources: Primary data processing with SPSS Ver 21, 2015

Based on the above table, the coefficient of determination (Adjusted R Square) is 0086. This demonstrates the ability of the independent variable is organizational culture and organizational commitment in explaining the performance of employees is 8.6%. While the rest (100% - 8.6%), ie 91.4% explained by factors other than the independent variables.

Simultaneous Significance Test (Test Statistic F)

According Ghozali (2011), the basis for decision making in the F test by comparing the value of F arithmetic with F table:

a. If the  $F_{table} > F_{arithmetic}$ , then  $H_0$  rejected and  $H_1$  accepted.

b. If the  $F_{table} < F_{arithmetic}$ , then  $H_0$  and  $H_1$  accepted.

Hypotheses to be used in this research are:

a.  $H_0: \beta_1 = \beta_2 = 0$ , meaning that independent variables simultaneously (together)

no significant effect on the dependent variable.

b.  $H1: \beta_1 \neq \beta_2 \neq 0$ , meaning that the independent variables simultaneously (together) have a significant effect on the dependent variable.

TABLE TEST SIGNIFICANCE 4:13 SIMULTANEOUSLY  
 (TEST STATISTICS F)

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	208.353	2	104.176	5.311	.007 <sup>b</sup>
Residual	1765.346	90	19.615		
Total	1973.699	92			

a. Dependent Variable: Performance

b. Predictors: (Constant), Komint\_org, Budaya\_Org

Sources: Primary data processing with SPSS Ver 21, 2015

Based on the analysis with SPSS and refers to kurvadiatas appears that by ANOVA or F test obtained F count equal to 5,311 and if we look at the F table: 3:10. From the above results, we can draw the conclusion that F count > F table and we can reject Ho. This means that organizational culture and organizational commitment together significantly influence employee performance.

**Individual Parameter Significance Test (Test Statistic t)**

Test of t, basically shows how far the influence of the independent variables individually in explaining the variation of the dependent variable (Ghozali, 2011). Dasar decision in this test are as follows:

a. By comparing the value of t arithmetic with t table ( $\alpha = 5\%$ )

- If the table  $t > t$ , then H0 rejected and H1 accepted

- If the table  $t < t$  then H0 and H1 accepted

b. By using the probability figure of significance.

- If the significance value  $< 0.05$ , then H0 is rejected and H1 accepted.

- If the significance value  $> 0.05$  then H0 and H1 rejected.

Partially, following output of the data processing is done using SPSS;

TABLE: SIGNIFICANCE OF INDIVIDUAL PARAMETERS  
 (TEST STATISTICS t)

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	44.671	5.476		8.158	.000
1 Org. Culture	.203	.063	.323	3.225	.002
Org. Commitment	.021	.099	.021	.209	.835

a. Dependent Variable: Performance

Sources: Primary data processing with SPSS Ver 21, 2015

In this partial test, there are two hypotheses that seek authors carefully. First about the influence of organizational culture on employee performance and second about the influence of organizational commitment to employee performance.

a. Analysis of the influence of organizational culture on employee performance PT Aisan Nasmoco industry based on the results of the calculations were performed using SPSS, for X1, t-count value it is at 3,225 and the value of t-table view by using the table of percentage point distribution t get the value t-table 1986.

b. Analysis of the influence of organizational commitment to employee performance PT Aisan Nasmoco Industry.

Based on the results of the calculations were performed using SPSS, for variable X2 her t-count value is at 0209 and the value of t-table view by using the table of percentage point distribution t get the value t-table 1986. According Ghozali that one way to make decisions is by comparing the t table with t, to test this hypothesis we can decide that the value t table  $< t$  and significant value 0835 (greater than 0.05), which means that the commitment of the organization does not have a significant influence on employee performance PT Aisan Nasmoco Industry.

**Discussion**

Organizational culture is an important thing to be applied within a company or organization. Organizational culture is both very effective it will improve the performance of employees in an organization.

Organizational Culture at PT. Aisan Industry Nasmoco quite good, this shows that organizational culture is strong enough for the organization, so that it can implement the rules and the role / job / position specific to the employee. while working.

Organizational culture positive and significant effect on employee performance. The better the culture of the organization being run, then the employee's performance level will increase. Conversely the less well-run organization culture, the level of employee performance will also decrease.

Organizational commitment also plays a role in improving the performance of employees, because if Organizational commitment is not strong, then the employees will feel less motivated to work so that its performance will be low. High performance can be supported with organizational commitment at PT. Aisan Industry Nasmoco seen from employee awareness, meaningful organization, a willingness on the success of the organization and the organizational consequences ..

Organizational culture and organizational commitment together showed a significant result on employee performance derived from the results of multiple linear regression tests. Where the organizational culture variable amounted to 0.203 and 0.021 of organizational commitment variable. Organizational culture is good, the results can be seen from the table regression analysis between organizational culture with employee performance, when applied properly, the cultural level of the employee's performance will be higher. Organizational Commitment will then make the appropriate employee performance levels will be high, komitmen strong organization, the results can be seen from the regression analysis between organizational commitment to employee performance, organizational commitment is very strong if the level of employee performance will be higher.

## Conclusions And Recommendations

### Conclusion

Influence of Organizational Culture on Employee performance is significant, meaning that the stronger the culture that is applied in the organization, the more increases the resulting performance of employees so that testing is able to accept the first hypothesis and allegations of influence is unacceptable. This means there are earnest efforts of the organization to be more firm in applying bureaucratic procedures as the role / job / position specific to the employee. However, there is still the perception that low, the indicator of the role of culture or culture of bureaucracy.

Influence of Organizational Commitment to employee performance showed a significant effect, meaning that the higher the employees' commitment to the organization, the higher the performance is generated, so that the second hypothesis testing with allegations of influence of organizational commitment to employee performance is acceptable. This gives a sense that there should be an effort on the part of management to raise awareness among employees to be more tied to the company, due to the higher employee engagement towards Integration will lead to the more loyal employees to ensure the company. However, there is still the perception that low, the indicator attachment to the organization.

Testing of organizational culture and organizational commitment together also have a significant effect, means that the higher the organizational culture and employee commitment to the organization, it will be able to improve employee performance. It can be concluded that the test is capable of receiving a third hypothesis that allegations of influence between organizational culture and organizational commitment bersam together on employee performance is acceptable.

### Suggestion

Based on the results obtained, the suggestions can be submitted by the author to the PT. Aisan Nasmoco Industry are as follows:

PT. Aisan Nasmoco Industry have to change the culture of the less well entrenched as more firm in applying bureaucratic procedures, such as lack of clarity on the part of the organization in implementing the role and the role / job title / position-specific that it will achieve maximum performance.

Should at least be an effort on the part of management to raise awareness among employees to be more tied to the company, just as notably the willingness of employees to do all the work for the betterment of the company leader charged

The management need to make changes in fostering a strong culture at each of the policies pursued. One of them by supporting the ideas of subordinates on every policy implemented is to involve subordinates so it will improve the confidence of subordinates to increasingly provide support to the company.

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