

The Influence of Organizational Culture, Organizational Commitment and Work Environment on Employee Performance at the Research Center Sungei Putih – Rubber Research Center

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ABSTRACT

This study aims to determine the influence of organizational culture, organizational commitment and work environment on employee performance at the Sungei Putih Research Center-Rubber Research Center, both partially and simultaneously. This study uses a quantitative approach with a sample of 84 employees. The analysis technique used is multiple linear analysis technique. The results of the study show Organizational culture has a positive and significant effect on employee performance at Sungei Putih Research Center-Rubber Research Center. So if the organizational culture is high or increasing, then performance can increase. Conversely, if the organizational culture is low or decreasing, then performance will decrease. Organizational commitment has a positive and significant effect on employee performance at Sungei Putih Research Center-Rubber Research Center. So if organizational commitment increases, then performance will also increase. Conversely, if organizational commitment is low or decreasing, then performance will decrease. The work environment has a positive and significant effect on employee performance at Sungei Putih Research Center-Rubber Research Center. So if the work environment is high or increasing, then performance can increase. Conversely, if the work environment is low or decreasing, then performance will decrease. Organizational culture, organizational commitment, and work environment have a positive and significant effect on employee performance at Sungei Putih Research Center-Rubber Research Center. So if organizational culture, organizational commitment, and work environment are high or increasing, then performance can increase. Conversely, if organizational culture, organizational commitment, and work environment are low or decreasing, then performance will decrease.

Keyword : Organizational Culture, Organizational Commitment, Work Environment, Employee Performance

INTRODUCTION

In today's work world, the success of a company is highly dependent on the ability to produce the best output to achieve the goals that have been set. To achieve this, companies need various resources, including capital, materials, machines, and most importantly, human resources (employees). Human resources play a vital role in determining the success of an organization, because humans are not only valuable assets but also dynamic elements that must be developed and maintained properly. Therefore, special attention to employees is very important so that they can provide maximum contribution in achieving organizational goals. Employee performance is one of the main aspects that reflects the success of an organization in achieving its goals. Performance can be interpreted as the results of work or the level of success of a person in carrying out tasks according to the responsibilities given. Many factors influence employee performance, such as organizational culture, organizational commitment, and work environment. These three factors are considered interrelated and have a significant influence on employee productivity. Organizational culture, as a set of values, norms, and rules applied in a company, shapes the character of employees and provides guidance in carrying out their duties. Research by Riswanto (2013) shows that organizational culture and organizational commitment have a close relationship

with employee performance, where a strong culture and high commitment encourage optimal performance. A strong organizational culture can create a conducive work environment, strengthen relationships between employees, and encourage employees to give their best performance. However, a weak organizational culture can be an obstacle in achieving company goals. In addition, organizational commitment also plays an important role in improving employee performance. This commitment reflects employee loyalty to the company and their involvement in achieving organizational goals. Employees with high commitment tend to be more motivated to work well, obey the rules, and show high responsibility for their work. Another factor that is no less important is the work environment. A supportive work environment, both physically and non-physically, can create a sense of comfort and security for employees, thereby increasing work enthusiasm and productivity. Conversely, an inadequate work environment can reduce employee performance and hinder the achievement of organizational goals. Nugroho's research (2016) also found that a supportive work environment significantly improves employee performance, creates a sense of comfort, and fosters motivation to work better. In addition, Afandi (2018) revealed that a conducive work environment provides a sense of security and allows employees to work optimally. The results of these studies strengthen the argument that these three factors are not only interrelated, but also have a significant influence on the overall success of the organization.

At Sungei Putih Research Institute – Rubber Research Center, issues related to organizational culture, organizational commitment, and work environment have become concerns that need to be addressed. Organizational culture that has not been fully implemented, low commitment of some employees, and less than optimal work environment conditions are challenges that affect employee performance at the institution. Based on this background, this study aims to analyze the influence of organizational culture, organizational commitment, and work environment on employee performance at Sungei Putih Research Institute – Rubber Research Center.

LITERATURE REVIEW

Performance

According to Afandi (2018:83) Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. According to Mangkunegara (2018) the definition of performance (work achievement) is the work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Rivai (2012:309), performance is real behavior displayed by each person as a work achievement produced by employees according to their role in the company. According to Afandi (2018:89) employee performance indicators are: 1) Quantity of work results, 2) Quality of work results, 3) Efficiency in carrying out tasks, 4) Work discipline, 5) Initiative, 6) Accuracy, 7) Leadership, 8) Honesty, and 9) Creativity.

Organizational culture

Organizational culture according to Sutrisno (2019) is a system of values, beliefs, assumptions or norms that have long been in effect, agreed upon and followed by members of the organization as a guideline for behavior and problem solving. According to Robbins and Judge (2015) organizational culture is a system of sharing meaning carried out by members of the organization that distinguishes the organization from other organizations, organizational culture is a value that is understood together and becomes a reference for each member in acting and interacting. According to Umi, et al. (2015:03) there are 4 indicators of organizational culture, namely: 1) Norms, 2) Dominant values, 3) Rules, and 4) Organizational climate.

Organizational Commitment

According to (Griffin, 2017) organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization. An individual who has a high commitment is likely to see himself as a true member of the organization. According to (Robbins & Judge, 2017) stated that: Organizational commitment is a condition where an employee sides with a particular organization and its goals and desires to maintain membership in the organization. Meanwhile, according to (Kaswan, 2017) the definition of organizational commitment is as follows: Organizational commitment can be considered as the level of employee dedication to the organization where he works and the willingness to work on behalf of/for the interests of the organization, and the possibility of maintaining his membership. According to (Julistia, 2015), indicators of organizational commitment include: 1) Pride in the company, 2) Willingness to side with/sacrifice for the company, and 3) Loyalty to the company.

Work environment

According to Sutrisno (2019: 132) it is explained that the work environment is all the work facilities and infrastructure around employees that can affect work. According to Afandi (2018: 65) the work environment is everything that is around employees and can affect them in carrying out the tasks assigned to them, for example with air conditioning (AC), adequate lighting and so on. Sedarmayanti (2017: 135) states that the work environment is a place where there is a group where there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. According to Afandi (2018: 70), work environment indicators are: 1) Air, 2) Color, 3) Lighting, and 4) Sound.

RESEARCH METHODS

This study uses a quantitative approach with an associative research type. Associative research aims to connect two or more variables in order to analyze the relationship or influence between these variables. The variables studied include independent variables, namely organizational culture (X1), organizational commitment (X2), and work environment (X3), and dependent variables, namely employee performance (Y). The operational definition of these variables is based on relevant indicators and is measured using a Likert scale. The population in this study were all employees of the Sungei Putih Research

Center - Rubber Research Center, totaling 84 people. This study used a saturated sampling technique, where all members of the population were sampled. Data collection was carried out using two methods, namely documentation studies and questionnaires. Documentation studies were used to obtain data related to population characteristics, while questionnaires were distributed to respondents using Google Forms. The questionnaire was designed using a Likert scale with five answer options, ranging from strongly agree to strongly disagree, to measure respondents' perceptions of the research variables. The analysis technique used in this study was Multiple Linear Regression. Linear regression analysis is used to determine the effect of independent variables on dependent variables.

RESULTS AND DISCUSSION

Results

Classical assumption testing is conducted to ensure that the regression model used is the Best Linear Unbias Estimation (BLUE). There are three classical assumption tests in this study: The results of the normality test through the PP plot and histogram show that the data in the regression model is spread around the diagonal line, follows a normal distribution pattern, and the histogram graph is bell-shaped. Thus, the normality assumption is met. The results of the multicollinearity test show the Variance Inflation Factor (VIF) value from table 4.10, all independent variables have VIF values below 4, namely: Organizational Culture: VIF = 1.223, Organizational Commitment: VIF = 1.145, Work Environment: VIF = 1.092. These results indicate the absence of multicollinearity in the regression model. Heteroscedasticity testing is conducted using residual scatterplots. The results show a random distribution of points, without a particular pattern, both above and below the Y axis. This indicates the absence of heteroscedasticity in the regression model. The t-test is used to determine the effect of each independent variable partially on the dependent variable. The result is that organizational culture has a positive and significant effect on performance. So in this study H_a is accepted and H_o is rejected. Organizational Commitment has a positive and significant effect on performance. So in this study H_a is accepted and H_o is rejected. Work environment has a positive and significant effect on performance. so that in this study H_a is accepted and H_o is rejected. Simultaneous tests are conducted to determine the combined effect of independent variables on the dependent variable. From the table, the values obtained conclude that Organizational Culture, Organizational Commitment, and Work Environment simultaneously have a positive and significant effect on Performance.

The results of the determination test (F Test) show The F count value is 12.234 while the F table is 2.72 with sig. $0.000 < \alpha = 0.05$ or $F_{table} 12.234 >$ from $F_{count} 2.72$ obtained a significance value of 0.000 <from the probability value of 0.05. Showing H_o is rejected and H_a is accepted, meaning Organizational Culture (X1), Organizational Commitment (X2) and Work Environment (X3) have a positive and significant effect on Performance (Y) at the level of $\alpha = 0.05$. The result of the R Square value is known to be 0.314 or 31.4% shows that around 31.4% of the Performance variable (Y) is influenced by Organizational Culture (X1), Organizational Commitment (X2) and Work Environment (X3). The remaining 34.2% is influenced by variables not examined in this study.

Discussion

The Influence of Organizational Culture on Performance

There is an influence of the Organizational Culture variable (X1) on Performance (Y) as shown by the t count of $3,313 > t_{table} 1.989$ with a probability of $sig\ 0.001 < \alpha = 0.05$. With such a relationship, it means that the higher/better the variable X1 (Organizational Culture) the higher/better the variable Y (Performance), thus H_0 is rejected and H_a is accepted which shows that there is a positive and significant influence between organizational culture and employee performance at the Sungei Putih Research Center-Rubber Research Center. The results of this study indicate that an organizational culture that supports innovation, teamwork, and customer orientation can improve organizational performance. Therefore, managers must pay attention to and manage organizational culture strategically, so that it is in line with the goals and strategies of the organization. Efforts that can be made include through training, socialization of values, and role models from leaders. The results of this study are in line with previous studies conducted by (Waridin & Masrukhin, 2012) and (Adi, 2012) which state that organizational culture has a positive influence on performance.

The Influence of Organizational Commitment on Performance

There is an influence of variables Organizational Commitment (X2) on Performance (Y) is shown by the calculated t of $2,505 > t_{table} 1.989$ with a probability of $sig\ 0.014 < \alpha = 0.05$. With such a relationship, it means that the higher/better the variable X1 (Organizational Commitment) then the Y variable (Performance) will be high/good. Thus H_0 is rejected and H_a is accepted which indicates that there is a positive and significant influence between organizational commitment and employee performance at the Sungei Putih Research Institute-Rubber Research Center. Employees with high affective commitment have better performance compared to employees with low continuance or normative commitment (Suhartini, 2015). Employees with high affective commitment show lower absenteeism, higher productivity, and lower turnover rates. Many studies have shown that organizational commitment has a positive influence on employee performance (Mathieu & Zajac, 1990; Riketta, 2002; Jaramillo et al., 2005).

The Influence of Work Environment on Performance

There is an influence of the work environment variable (X3) on performance (Y) as shown by the calculated t of $4,835 > t_{table} 1.989$ with a probability of $sig\ 0.000 < \alpha = 0.05$. With such a relationship, it means that the higher/better the variable X3 (work environment, the higher/better the variable Y (Performance). Thus, H_0 is rejected and H_a is accepted, which shows that there is a positive and significant influence between the work environment and employee performance at the Sungei Putih Research Center-Rubber Research Center. A good, calm and comfortable work environment will create satisfaction for employees in carrying out their duties. According to Edy Sutrisno (2013, p. 118), the work environment is the entire work facilities and infrastructure around employees who are doing work that can affect the implementation of work. The results of this study are in line with research conducted by (Student, 2015), (Cape, 2018), (Khair, 2018), (Bahri, 2019), (Andriany, 2019), (Farisi & Fani, 2019); (Yusnandar, 2019) and (Saripuddin, 2017), (Nabawi, 2019), (Cape, 2018) which states that the work environment influences employee performance.

The Influence of Organizational Culture, Organizational Commitment and Work Environment on Performance

The F count value in the table above is 12.234 while the F table is 2.72 with $\text{sig.} 0.000 < \alpha = 0.05 \text{ or } F_{\text{count}} 12.234 >$ from $F_{\text{table}} 2.72$ obtained a significance value of 0.000 <from the probability value of 0.05. Showing H_0 is rejected and H_a is accepted, meaning Organizational Culture (X1), Organizational Commitment (X2) and Work Environment (X3) have a positive and significant effect on Performance (Y) at the level of $\alpha = 0.05$. Organizational culture is one of the important factors that can influence performance employees in a company. A strong and positive organizational culture can encourage employees to work more productively and effectively, which will ultimately improve the overall performance of the organization. Organizational commitment is one of the important factors that can affect employee performance. Employees who have a high organizational commitment tend to work more productively and effectively, and have a lower turnover rate. The work environment is one of the important factors that can affect employee performance. A conducive and comfortable work environment can encourage employees to work more productively and effectively.

CONCLUSION

From the results of the previous discussion, it can be concluded that Organizational culture partially has a positive and significant effect on employee performance at Sungei Putih Research Center-Rubber Research Center. Organizational commitment partially has a positive and significant effect on employee performance at Sungei Putih Research Center-Rubber Research Center. Work environment partially has a positive and significant effect on employee performance at Sungei Putih Research Center-Rubber Research Center. Organizational culture, organizational commitment, and work environment simultaneously have a positive and significant effect on employee performance at Sungei Putih Research Center-Rubber Research Center.

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