

## Organizational Culture and Organizational Commitment as Determinant Variables of Employee Performance



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**ABSTRACT:** Employee performance in higher education is determined, among other things, by organizational culture and organizational commitment. This research aims to examine the influence of organizational culture and organizational commitment simultaneously or partially on employee performance, as well as finding out the variables that have a dominant influence on employee performance at the Faculty of Health Sciences, Brawijaya University, Malang, Indonesia. The research population was 32 people, because the population was less than 100, the research sample was taken from the entire population. Data collection uses a questionnaire that is distributed directly to respondents. The analysis tool uses multiple linear regression. Meanwhile, hypothesis testing uses the F test to prove the simultaneous influence of the independent variable on the dependent variable and the t test to prove the partial influence of the independent variable on the dependent variable. The results of the research conclude that organizational culture and organizational commitment simultaneously or partially influence employee performance, it's just that the organizational culture variable has a stronger influence on employee performance than the organizational commitment variable.

**KEYWORDS:** Organizational culture, Organizational commitment and Employee performance

### I. INTRODUCTION

Human resources are the main component for the operational continuity of an organization so that it can survive in a dynamic and difficult to predict economic, social and technological environment. The success of an organization in achieving its goals, one of which depends on the capacity of human resources and the governance carried out. Therefore, organizations need to improve the quality of HR governance on an ongoing basis so that they can survive and develop in the long term.

The success of an organization in realizing the targets set is closely related to the contribution of employees in carrying out the work for which they are responsible. If the organization is supported by employees who are strongly committed, have productive work behavior, have strong discipline and adhere to the organization's work ethics, then organizational goals can be achieved easily (Robbins & Judge, 2017). Because human resources are the main component for the continuity and progress of an organization (Dessler, 2020).

In higher education, the strategic components that support organizational success are lecturers and educational staff. These two components determine the smoothness and improvement of the operational quality of educational implementation. For this reason, good HR management is a necessity for improving the performance of educational staff so that they contribute optimally to improving service quality. In order to achieve targeted performance, it is necessary to design good governance so that employees are motivated to contribute to achieving organizational goals. This is because improving employee performance, especially in government in the public service sector, needs to be considered, because it is part of good government governance (Nugroho et al., 2022). For this reason, every government apparatus must provide good services to the community, therefore government officials must work together to create good public services (Institute of State Administration, 2008).

However, the phenomenon of the performance of educational staff not being optimal in State Universities is still found, especially if they are faced with a dense volume of tasks that need to be completed quickly. Employees cannot complete work on time, respond slowly to stakeholder input, so this condition can slow down the achievement of organizational goals. The phenomenon of less than optimal employee performance is caused, among other things, by organizational culture, leadership style, compensation and organizational commitment (Robbins & Judge, 2017) so that this condition has an impact on the slowness in achieving organizational goals.

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Furthermore, several variables that also influence employee performance include motivation, competence, career path, leadership, salary and compensation, organizational culture and organizational commitment (Robbins & Judge, 2017; Dessler, 2020). Various research results show that organizational culture and organizational commitment have a positive and significant effect on employee performance. The research results of Huda and Farhan (2019) prove that organizational culture does not have a significant effect on employee performance and Organizational Citizenship Behavior (OCB), but organizational commitment has a positive and significant effect on performance and OCB.

Apart from organizational culture, organizational commitment also influences employee performance. The results of research by Halilintara and Sobirin (2022) show that training and organizational commitment have a positive and significant effect on employee performance. Research by Harrison and Hubbard (1998), Hendri (2019) and Huynh, T. N., & Hua, N. T. A. (2020) shows that organizational commitment has a direct or indirect effect on employee performance. This means that organizational commitment directly or along with other variables plays an important role in optimizing employee work.

Based on the explanation above, the objectives of this research are as follows: (1) To examine the simultaneous influence of organizational culture and organizational commitment on employee performance; (2) To examine the influence of organizational culture on employee performance; and (3) To examine the effect of organizational commitment on employee performance.

## **II. LITERATUR REVIEW AND HYPOTHESIS**

### **Organizational Culture**

The word culture in organizational culture not only refers to tradition, but also includes the unique characteristics of an organization. This characteristic can be said to be organizational culture. Organizational culture is also a system of values, beliefs or norms that have long been in effect, agreed upon and followed by members of the organization as a guide for behavior and solving organizational problems. According to Robbins and Judge (2017), organizational culture is a system of shared meaning held by members that differentiates an organization from other organizations. This system of shared meaning is a set of main characteristics valued by an organization.

Meanwhile, Schein (2010) defines organizational culture as a pattern of basic assumptions that can be learned by an organization in solving the problems it faces and making external adjustments and internal integration that have been carried out and are considered valuable so that they are taught to members of the organization. Organizational culture cannot simply be understood and seen by outsiders, but can be understood and felt through the behavior of its members and the values they adhere to. Based on the theories of these experts, it can be concluded that organizational culture is a shared meaning of values, beliefs, traditions and unique ways of thinking shared by all members of an organization and expressed in the form of behavior in the organization.

The function of organizational culture is to differentiate it from other organizations and to guide the behavior of organizational members. According to Wibowo (2016), the functions of organizational culture include: (1) giving members an organizational identity, (2) facilitating collective commitment, (3) increasing the stability of the social system, and (4) shaping the behavior of organizational members. According to Robbins and Judge (2017) there are five functions of organizational culture, as follows: (1) determining boundaries; (2). contains a sense of identity for members of the organization; (3) facilitating the emergence of commitment to something greater than individual interests; (4) increasing the stability of the social system; and (5). acts as a sense making and control mechanism that guides and shapes employee attitudes and behavior.

Furthermore, Robbins and Judge (2017) stated that the indicators used in examining organizational culture include: a) innovation and risk taking, namely the extent to which innovation and risk taking are implemented by employees. b) attention to detail, namely the extent to which precision, analysis and attention to detail are applied by employees. c) results-oriented, namely the extent to which the company succeeds in focusing on the results obtained, not on the techniques or processes used to achieve the desired results. d) people-oriented, namely the extent to which decisions taken by upper management take into account the effects on members in the organization. e) team-oriented, namely the extent to which employees carry out work as a team.

### **Organizational Commitment**

Organizational commitment is a provision mutually agreed upon by members of the organization regarding guidelines, implementation and goals to be achieved in the future. Organizational commitment can be seen from various points of view so that each expert has a different opinion. One definition of organizational commitment is explained by Robbins and Judge (2017) that organizational commitment is a condition where an employee sides with an organization and its goals, and intends to maintain membership in that organization. Meanwhile, according to Luthans (2011), organizational commitment is: (1) a strong desire to become a member of a group, (2) a high willingness to work for the organization, (3) a certain belief and acceptance of the values and goals organization. Based on this opinion, it can be concluded that organizational commitment is an individual's willingness to remain a member of the organization in any situation and obey the rules imposed within the organization.

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Furthermore, individual commitment in the organization can be seen from several parameters, namely: affective commitment, continuance commitment and normative commitment. Affective commitment refers to the desire to be attached to an organization or an employee's emotional attachment. Identification and participation in the organization arises when employees want to be part of the organization because of the same emotional connection with the organization. Continuance commitment is awareness of the costs that must be borne (both financial and other losses) if the individual leaves the organization. Meanwhile, normative commitment arises from the values within organizational members. Employees remain members of the organization because they realize that commitment to the organization is something they should do. This type of commitment is more due to the moral values that employees have personally.

The dimensions of organizational commitment reflect a psychological state, namely the desire, need and commitment to be involved in an organization, which resides within the individual and is the result of various individual experiences while active in the organization. Individuals are committed to organizations because they feel that the organization is useful to them.

### **Employee Performance**

Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. According to Sutrisno (2016), employee performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve organizational goals. Meanwhile, Mangkunegara (2017) states that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore, Armstrong and Baron (2005) argue that performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and economic contribution. Based on these various opinions, it can be concluded that performance is a work result achieved by employees through several aspects and stages to achieve it with the aim of improving the employee's own performance.

There are several dimensions to measure employee performance in contributing to achieving organizational goals. According to Miner (1998) to assess performance, there are dimensions that become benchmarks, namely: (1) quality, namely the level of errors, damage, accuracy; (2) quantity, namely the number of jobs produced; (3) use of time at work, namely the level of absenteeism, tardiness, effective working time; (4) cooperation with other people in work. Furthermore, to measure employee performance, performance indicators also need to be established. This indicator can clarify: (1) what, how much and when activities are carried out; (2) creating a consensus built by various related parties to avoid errors in interpretation during the implementation of policies/programs/activities and in assessing their performance; (3) building a basis for measuring, analyzing and evaluating organizational performance. Apart from that, in an organization performance indicators are also a reference source for employee performance. According to Sedarmayanti (2019) that performance indicators are quantitative and/or qualitative measures that describe the level of achievement of a predetermined target or objective.

According to Priansa (2018), there are several performance indicators, namely: (1) quantity of work, namely the volume of work refers to the amount of work produced by employees during a certain time period and labor productivity; (2) quality of work, which refers to thoroughness, precision, neatness and completeness in managing organizational tasks; (3) independence, namely the employee's ability to work independently and complete tasks with minimal help from other people; (4) initiative, namely regarding considerations of independence, flexibility in thinking, and willingness to take responsibility; (5) adaptability, regarding the ability to respond to needs and circumstances; and (5) cooperation, related to considerations of the ability to work together.

In government organizations, as the key to implementing accountable governance, human resource management is a priority. In Law no. 5/2014 12 concerning state civil servants explains that government officials in carrying out their work must be based on the principles of professionalism, proportionality, accountability, as well as effectiveness and efficiency so that improvements in bureaucratic performance can be achieved. Referring to this explanation, it can be concluded that the performance indicators of the state civil apparatus include: 1. professionalism, 2. proportional, 3. accountable, and 4. effective and efficient.

### **The Influence of Organizational Culture and Organizational Commitment on Performance**

Employee performance can be achieved due to various influencing variables. According to Anwar (2017), the factors that influence employee performance are divided into 2 groups, namely: (1) Internal factors, namely factors that are related to a person's nature, for example ability, work ethic and personality. (2). External factors are factors that influence a person's performance that come from the environment, such as colleagues, subordinates, leaders, work facilities and organizational climate. Elements within a person can also be values that are believed to guide work behavior. These values can come from organizational culture or a person's commitment to the organization. Organizational culture is a company's personality that grows by a value system that gives rise to norms regarding behavior that are reflected in the perceptions, attitudes and behavior of people in the organization, thus culture influences most aspects of organizational life. According to Sutrisno (2010) that optimally managed organizational culture as a management tool will encourage employees to behave positively, dedicatedly and productively. Cultural values are invisible, but are a force that drives productive work behavior.

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Furthermore, Kreitner and Kunicki (2014) also stated that individual performance is greatly influenced by national culture which is the inspiration for organizational culture. If a company has a good organizational culture, it can increase job satisfaction and improve performance. On the other hand, if the organizational culture is unhealthy, it will trigger a decrease in job satisfaction and employee performance, which will affect the organization's performance. In line with this opinion, research results from Mohamed and Abubakar (2013) found that there was a moderate and positive correlation between organizational culture and employee performance. The research results of Sulistiawan et al. (2017) also proves that organizational culture has a significant effect on employee performance.

Apart from organizational culture, a person's commitment to the profession or organization where they work is often a very important issue. Some organizations even include an element of commitment as one of the requirements for holding a position or position offered in a job advertisement. This shows that commitment is an important component that workers need to have. Work commitment cannot be separated from the form of relationship between employees and their jobs or professions at work for the business goals achieved by the company (Rozikin, 2012).

Organizational commitment reflects employees' attitudes towards the organization and the ongoing process in which they express concern for the organization and its progress continuously and consistently. According to Luthans (2011) there is a strong positive relationship between organizational commitment and employee performance. The research results of Khan (2010) and Yousef (2016) also prove that organizational commitment has a strong influence on employee performance. The stronger the employee's organizational commitment, the greater their contribution to the organization where they work. Furthermore, the simultaneous influence of organizational culture and organizational commitment on employee performance is also proven by the research results of Tanuwibowo (2014) and Muis et.al (2018).

Based on the literature review, the following research hypothesis can be formulated.

H1: There is a simultaneous influence of organizational culture and organizational commitment on employee performance

H2: There is a positive and significant influence of organizational culture on employee performance.

H3: There is a positive and significant influence of organizational commitment on employee performance.

### III. RESEARCH METHODS

The research approach uses explanatory research, namely testing the relationship between independent variables, namely organizational culture (X1) and organizational commitment (X2) and the dependent variable, namely employee performance (Y). The research population was 32 educational staff at the Faculty of Health Sciences, Brawijaya University, Malang, Indonesia. Because the population was less than 100, the research sample took the entire population of 32 people.

The operational definition of variables is as follows:

a. Organizational culture (X1) is a system of values, beliefs, norms and habits that is owned by an organization and followed by all its employees. The organizational culture indicators include: innovation and risk taking; paying attention to detail; results oriented; people-oriented; team oriented; aggressiveness; and stability

b. Organizational commitment X2) is the totality of employee attitudes towards the organization in carrying out work in accordance with the organization's expectations. Indicators of organizational commitment, including affective commitment; continue commitment; and normative commitment.

c. Employee performance (Y) is the result of employee achievements in carrying out certain work qualitatively and quantitatively in accordance with the standards set by the organization. Performance indicators include: quantity of work; quality of work; dependability; initiative; adaptability; cooperation.

The data collection method uses a questionnaire distributed to respondents. The instrument for measuring research variables uses a Likert scale with a variety of answers: strongly agree is given a score of 5; agree was given a score of 4; disagree given a score of 3; disagree given a score of 2; and strongly disagree was given a score of 1.

Before carrying out statistical tests, it is necessary to test data validity, data reliability and classic assumptions consisting of multicollinearity, heteroscedasticity and normality (Ghozali, 2017). Meanwhile, data analysis uses multiple linear regression with a regression equation.

$$Y = a + b_1x_1 + b_2x_2 + e$$

Y : Employee performance

a : Constant

b<sub>1</sub>, b<sub>2</sub> : Regression coefficients

x<sub>1</sub> : Organizational culture

x<sub>2</sub> : Organizational commitment

e : standard error

Next, the coefficient of determination (R<sup>2</sup>) and hypothesis testing are carried out which include: simultaneous significance test (F test) and partial test (t test) with a significance value of 5%. If the significance value of p-value <0.05 means the hypothesis is accepted. Conversely, if the p-value significance value is > 0.05, it means the hypothesis is rejected.

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### IV. RESULTS

#### Validity test

The validity test is used to measure how accurate the respondent's answers are to a test using a questionnaire. To test the validity, Product moment correlation was used with the table correlation value (0.349). The results of the validity test can be seen in the following table.

**Table 1. Validity Test Results**

Variabel	Indicator	Validity Coefficient	r table	Conclusion
Organizational Culture	X1.1	0.629	0.349	Valid
	X1.2	0.454	0.349	Valid
	X1.3	0.678	0.349	Valid
	X1.4	0.675	0.349	Valid
	X1.5	0.665	0.349	Valid
	X1.6	0.545	0.349	Valid
	X1.7	0,374	0.349	Valid
	X1.8	0.662	0.349	Valid
Organizational commitment	X2.1	0.790	0.349	Valid
	X2.2	0.820	0.349	Valid
	X2.3	0.486	0.349	Valid
	X2.4	0.707	0.349	Valid
	X2.5	0.380	0.349	Valid
	X2.6	0.688	0.349	Valid
	X2.7	0.505	0.349	Valid
Employee performance	Y1	0.570	0.349	Valid
	Y2	0.682	0.349	Valid
	Y3	0.625	0.349	Valid
	Y4	0.602	0.349	Valid
	Y5	0.652	0.349	Valid
	Y6	0.532	0.349	Valid

Based on table 1, it can be seen that all correlation coefficient values have a total score ( $r_{IT}$ ) > table correlation value (0.349); so that the question items on the variables of organizational culture, organizational commitment and employee performance are declared valid.

#### Reliability Test

Reliability refers to the understanding that a research instrument can be trusted as a data collection tool. To find out the reliability of a research instrument, you can look at the reliability coefficient value between 0 – 1. If the coefficient value is close to 1, the instrument is more reliable. The measure used to show that the statement is reliable, if the Cronbach Alpha value is > 0.6. Reliability test results for research variables are presented in the following table.

**Table 2. Reliability Test Results**

Variable	Reliability Coefficient	Conclusion
Organizational Culture	0,712	Reliabel
Organizational commitment	0,725	Reliabel
Employee performance	0,618	Reliabel

Based on table 2, it can be seen that the reliability test for each research variable has a Crombach Alpha value > 0.6; so it can be concluded that all question items are declared reliable.

Meanwhile, the results of the classical assumption test, which consists of a multicollinearity test, aim to see the correlation between each variable. To detect multicollinearity, look at the Variance Inflation Factor (VIF) value; If the VIF value < 10 indicates there is no multicollinearity. Next, the heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. To determine heteroscedasticity, the scatterplot method is used. If the graph plot shows no clear pattern, then it is said that heteroscedasticity does not occur. Meanwhile, the normality test aims to assess the distribution of data in a group of data or variables, whether the data distribution is normally distributed or not. To test this, the Kolmogorof-Smirnov approach is used. If the value of asymp. sig (2-tailed) Kolmogorof-Smirnov model > 0.05 means the data is normally distributed. The results of the classical assumption test can be seen in the following table.



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**Table 3. Classic Assumption Test Results**

Information	Test equipment	Results	Conclusion
Multicollinearity Test	<i>Variance Inflation Factor</i>	1.617	Multicollinearity did not occur
Heteroscedasticity Test	<i>Scatterplot</i>	Irregular image	Heteroscedasticity does not occur
Normality test	Kolmogorof-Smirnov	0.707	Normal data

Based on table 3, it is known that the multicollinearity test shows a result of <10, this means that there is no correlation between the independent variables or multicollinearity does not occur. Meanwhile, the results of the heteroscedasticity test show that the graph plot does not have a clear pattern, so it can be said that heteroscedasticity does not occur. Furthermore, the results of the normality test show that the alpha value is > 0.05, so it can be said that the data is normally distributed.

### Hypothesis Test Results

#### Multiple Linear Regression

In this research, multiple linear regression analysis techniques were used to test the degree of influence of the independent variables organizational culture (X1) and organizational commitment (X2) on the dependent variable, namely employee performance (Y). The statistical test results are as follows.

**Table 4. Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.752	.540		1.392	.175
Organizational culture	.444	.160	.443	2.770	.010
Organizational commitment	.386	.166	.373	2.330	.027

Dependent Variable: Employee performance

The regression equation from the estimation results of multiple linear regression analysis is:

$$Y = 0.752 + 0.444 X1 + 0.386 X2 + E$$

This equation means that a constant value of 0.752 indicates that if the organizational culture and organizational commitment variables are constant, the magnitude of the change in employee performance will be 0.752. Meanwhile, the coefficient for the organizational culture variable is 0.444 and has a positive sign, indicating that organizational culture has a positive effect on employee performance. This means that the stronger the organizational culture, the more employee performance will increase. Meanwhile, the coefficient for the organizational commitment variable is 0.386, this indicates that organizational commitment has a positive effect on employee performance. This means that the stronger the individual's commitment to the organization, the greater the employee's performance will increase.

#### Testing the Coefficient of Determination

The coefficient of determination measures how strong the model's ability is to explain variations in the dependent variable. The coefficient of determination is shown by the adjusted R<sup>2</sup> value.

**Table 5. Coefficient of Determination Test Results**

Model	R	R Square	Adjusted R Square	Error of the Estimate
1	.735 <sup>a</sup>	.540	.509	.27459

Predictors: (Constant), Organizational culture, Organizational commitment

Based on table 5, it is known that the contribution of organizational culture and organizational commitment variables to employee performance is 0.509. This means that the contribution of organizational culture and organizational commitment variables to employee performance variables is 50.9%, while the remaining 49.1% is the contribution of other variables not included in this research model.

### Hypothesis Test

#### The simultaneous influence of organizational culture and organizational commitment on employee performance.

The results of statistical tests prove that there is a simultaneous influence of organizational culture and organizational commitment on employee performance. The test criteria state that if the significance value is < level of significance (0.05), then there is a

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significant simultaneous influence of organizational culture and organizational commitment on employee performance. The statistical results are as follows.

**Table 6. F Statistical Test Results**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.570	2	1.285	17.039	.000 <sup>b</sup>
Residual	2.187	29	.075		
Total	4.756	31			

Based on table 6, it is known that the simultaneous test results produce a value of  $F_{count} = 17.039$  with a significant value of  $0.000 < 0.05$ . This means that there is a simultaneous positive and significant influence of organizational culture and organizational commitment on employee performance, so that hypothesis 1 is declared accepted.

### The partial influence of organizational culture and organizational commitment on employee performance.

Partial testing is used to prove the partial influence of organizational culture and organizational commitment on employee performance. The test criteria state that if  $t_{count} \geq t_{table}$  or significant value  $<$  level of significance (0.05), then there is a positive and significant influence of organizational culture and organizational commitment on employee performance. The partial test results can be seen in the following table.

**Table 7. Results of the t statistical test**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.752	.540		1.392	.175
Organizational culture	.444	.160	.443	2.770	.010
Organizational commitment	.386	.166	.373	2.330	.027

#### a. Dependent Variable: Employee performance

Based on table 7, it is known that the partial test results produce calculated  $t_{values} = 2,770$  and  $2,330$  with a significant value  $<$  0.05. This means that there is a positive and significant influence of organizational culture and organizational commitment on employee performance, so it can be said that hypothesis 2 and hypothesis 3 are accepted.

## V. DISCUSSION

### The influence of organizational culture and organizational commitment on employee performance.

The research results prove that organizational culture and organizational commitment have a simultaneous effect on employee performance. This influence is positive, meaning that strengthening organizational culture and organizational commitment can simultaneously improve employee performance. The results of this research are in line with the theory put forward by Robbins and Judge (2017) and Luthans (2011) that organizational culture and organizational commitment influence employee performance simultaneously or partially. This means that the role of these two variables in influencing employee performance can take place partially or simultaneously. This can also be interpreted that the collaboration of a strong organizational culture with high organizational commitment will improve employee performance at the Faculty of Health Sciences, University of Health Sciences, Brawijaya University. As is known, performance is the result of work achieved by employees in accordance with standard tasks set by the organization. Employee performance needs to be maintained and even improved so that organizational performance can also increase. To improve employee performance, among other things, by strengthening organizational culture and organizational commitment. Because by strengthening organizational culture, employee work behavior will follow the norms that apply in the organization in order to increase their contribution to the organization. Meanwhile, employee commitment to the organization is needed to strengthen their attitude that contributing to the organization is a necessity that must be maintained in order to maintain the continuity and even development of the organization. This argument is in accordance with the opinion of Robbins and Judge (2017) as well as the research results of Tanuwibowo (2014) and Muis et.al (2018) that organizational culture and organizational commitment have a simultaneous influence on employee performance. Therefore, if the Faculty of Health Sciences, Brawijaya University seeks to improve employee performance, this can be done through strengthening organizational culture and organizational commitment.

### The influence of organizational culture on employee performance

The research results prove that organizational culture has a positive and significant effect on employee performance. This influence is positive, meaning that strengthening organizational culture can have a positive impact on improving employee performance. The

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results of this research are in line with the theory put forward by Schein (2010) and Robbins and Judge (2017) that organizational culture influences employee performance. As is known, organizational culture is the values, principles, traditions and ways of working shared by members of an organization as a reference for how they act and find solutions to organizational problems. A strong organizational culture will support the development of employee performance and motivate them to achieve common goals. For this reason, organizations should create a strong organizational culture that is in accordance with the company environment so that employees increase their contribution to efforts to achieve organizational performance. This explanation strengthens the research results of Mohamed and Abubakar (2013) that there is a moderate positive correlation between organizational culture and employee performance and also the research results of Sulistiawan et al. (2017) who found that organizational culture was proven to have a significant effect on employee performance. Furthermore, the results of this research also prove that organizational culture has a stronger influence on employee performance compared to organizational commitment. This data can be seen from the results of statistical tests that the t value of the organizational culture variable is 2,770 while the organizational commitment variable is 2,330. This means that optimizing employee performance at the Faculty of Health Sciences, Brawijaya University can be done by prioritizing strengthening organizational culture rather than increasing employee commitment to the organization.

### The influence of organizational commitment on employee performance

The research results prove that organizational commitment has a positive and significant effect on employee performance. This influence is positive, meaning that strengthening organizational commitment can have a positive impact on improving employee performance. The results of this research are in line with the theory put forward by Robbins and Judge (2017) that organizational commitment influences employee performance. Organizational commitment is the relative strength of an individual's involvement in a particular organization. This is indicated in the form of consistent belief in the goals and values of the organization, willingness to undertake certain efforts for the benefit of the organization and a strong desire to continue being a member of the organization. Individuals who are committed to the organization will have positive feelings towards the organization, show a desire to maintain their membership in the organization and have strong beliefs and perceptions of the organization's values and goals and are willing to work optimally for the organization (Steers & Porter, 2017). In an agency, committed employees are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in the organization. Employees who have a strong belief in the values and goals of the organization will be willing to make optimal efforts on behalf of the organization and have a strong desire to remain as members of the organization. Employees with strong commitment and a psychological bond with the organization will be willing to contribute optimally to achieving organizational goals (Musabah et al., 2017). Employees who have a strong commitment to the organization will stay in the organization under any conditions and are willing to develop the organization. The research results of Utari and Heryanda, (2021) and Cahyani et al. (2020) proves that organizational commitment has a positive and significant effect on employee performance. Therefore, if the Faculty of Health Sciences, Brawijaya University seeks to improve employee performance, this can be done through strengthening employee commitment to the organization.

## VI. CONCLUSIONS

Employee performance is an important component for improving the quality of service at the Faculty of Health Sciences, Brawijaya University. Increased employee performance can be caused by organizational culture and strong organizational commitment. The position of organizational culture and organizational commitment as independent variables has been proven to have a positive and significant effect simultaneously or partially on employee performance. When organizational culture and organizational commitment are strengthened, it will have a positive impact on improving employee performance. The role of organizational culture as an independent variable has a stronger influence on employee performance than organizational commitment. For this reason, if leaders at the Faculty of Health Sciences, Brawijaya University try to improve employee performance, they can prioritize strengthening organizational culture compared to increasing organizational commitment.

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