



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 5.2
IJAR 2020; 6(2): 111-115
www.allresearchjournal.com
Received: 25-12-2019
Accepted: 27-01-2020

Fashin Pratama
Master of Management,
Universitas Krisnadwipayana
Jakarta, PO BOX 7774/Jat
Cm 13077 Jakarta, Indonesia

Wagiarto Hoesin
Master of Management,
Universitas Krisnadwipayana
Jakarta, PO BOX 7774/Jat
Cm 13077 Jakarta, Indonesia

Guswandi
Master of Management,
Universitas Krisnadwipayana
Jakarta, PO BOX 7774/Jat
Cm 13077 Jakarta, Indonesia

Correspondence Author:
Fashin Pratama
Master of Management,
Universitas Krisnadwipayana
Jakarta, PO BOX 7774/Jat
Cm 13077 Jakarta, Indonesia

Effect of organizational culture and work environment to organizational performance through organization commitments as a variable of mediation in PT. Bank Mandiri Taspen

Fashin Pratama, Wagiarto Hoesin and Guswandi

Abstract

This research is to examine and analyze the effect of the work environment and organizational culture on organizational performance through organizational commitment at PT Bank Mandiri Taspen. The population and study sample were all company employees as many as 63 people. The sampling technique uses a saturated sample technique with data analysis using path analysis.

The results showed that the variable of organizational commitment could mediate between the variables of the work environment and organizational culture on organizational performance.

Keywords: Work environment, organizational culture, organizational commitment, organizational performance

Introduction

One important problem in the development of a company or organization is the problem of organizational performance. Performance is a management style in managing performance-oriented resources that carry out open and sustainable communication processes by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals. According to Rivai and Sagala (2003: 548) argued that: "Performance is a function of motivation and ability to complete one's tasks or work duly have a certain degree of willingness and level of ability.

In some areas, organizational performance can also be measured from other things such as strategic planning, operations, finance, legal and organizational development. In developing institutions or organizations it is a must to survive in the competitive world climate. Understanding organizational performance refers to the ability of employees to carry out overall tasks that are their responsibility. These tasks are usually based on indicators of success that have been applied. As a result, it will be known that an employee is at a certain level of work. The levels can vary in terms. Performance can be grouped beyond the target, according to the target or below the target. Departing from the things referred to as a whole for the work of an employee.

One of the national level companies that are developing is PT. Bank Mandiri Taspen. This company is a subsidiary of PT. Mandiri Bank. The company's product is to provide savings for retirees in the future. The company has good performance because it has a sufficient level of profit. The level of profit achievement is one measure in achieving company performance. Factors affecting organizational performance are the work environment and organizational culture. The work environment is the social, psychological, and physical life in a company that influences workers in carrying out their duties. Human life is inseparable from the various environmental conditions, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various conditions of the surrounding environment. Likewise, when doing work, employees as humans cannot be separated from the various conditions around where they work, namely the work environment. During work, each employee will interact with various conditions contained in the work environment.

The work environment is something that is around the workers and that affects themselves in carrying out the tasks that are assigned (Nitisemito, 1992: 25) ^[2]. Furthermore, according to Sedarmayati (2009: 1) ^[17], the work environment is the entire tool and tool faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as groups. Another factor that influences organizational performance is organizational culture. Organizational culture as the dominant values disseminated in the organization is used as an employee work philosophy that guides the organization's policies in managing its employees and consumers. According to Robbins (2003) ^[16], strong organizational culture is a culture in which the core values of the organization are held intensively and widely shared by members of the organization.

Literature Review

Work Environment

The work environment is the social, psychological, and physical life in a company that influences workers in carrying out their duties. Human life is inseparable from the various environmental conditions, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various conditions of the surrounding environment. Likewise, when doing work, employees as humans cannot be separated from the various conditions around where they work, namely the work environment. During work, each employee will interact with various conditions contained in the work environment.

The work environment is something that is around the workers and that affects themselves in carrying out the tasks that are assigned (Nitisemito, 1992: 25) ^[2]. Furthermore, according to Sedarmayati (2009: 1) ^[17], the work environment is a whole of tools and materials faced, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups.

The condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. Suitability of the work environment can be seen as a result of a long period furthermore unfavorable work environments can require more labor and time and do not support obtaining an efficient work system design (Sedarmayanti, 2001: 12).

According to Bambang (1991: 122) ^[5], the work environment is one of the factors that affect an employee's performance. An employee who works in a work environment that supports him to work optimally will produce a good performance, conversely, if an employee works in an inadequate work environment and does not support to work optimally will make the employee concerned become lazy, get tired quickly so that performance the employee will be low.

From some of the above opinions, it can be concluded that the work environment is everything that is around the employee at work, whether physical or non-physical, directly or indirectly, which can affect him and his work at work.

Organizational Culture

Drucker cited by Tika (2010: 4) ^[13] the organizational culture is the body of the solution to external and internal problems, that has worked consistently for a group and that

is taught to new members as the correct way to perceive, think about and feel concerning those problems "(organizational culture is the subject of resolving external and internal problems whose implementation is carried out consistently by a group which then bequeaths to new members as the right way to understand, think, and feel about the problems associated).

Meanwhile, Gibson, quoted by Wibowo (2016: 15) ^[19], organizational culture as what is felt by workers and how this perception creates patterns, beliefs, values, and expectations ". Following Mangkunegara (2005; 133) ^[1] organizational culture is a set or assumption or system of beliefs, values, and norms developed in organizations that serve as guidelines for the behavior of its members to overcome the problem of external adaptation and internal integration, Armstrong (2005) ^[4] organizational or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can no longer be articulated, but rather shapes and determines how people behave and get things done "

Robbins (2003) ^[16] suggests that organizational culture as the dominant values disseminated in the organization is used as an employee work philosophy that serves as a guide for organizational policies in managing employees and consumers. According to Robbins (2003) ^[16], strong organizational culture is a culture in which the core values of the organization are held intensively and widely shared by members of the organization.

Organizational Commitment

According to Cherrington (1995) ^[6] organizational commitment as a personal value, which is sometimes referred to as a loyal attitude to the company. Robbins (2003) ^[16] argues that organizational commitment is one of the attitudes that reflect feelings of like or dislike for the organization at work.

Organizational commitment is the attitude of employees who are interested in the goals, values and objectives of the organization which are shown by the existence of individual acceptance of the values and goals of the organization and have a desire to be affiliated with the organization and willingness to work hard for the organization to make individuals feel at home and still want to stay in the organization for achievement of organizational goals and sustainability.

Meyer and Allen (1993) ^[3] put forward three components of organizational commitment:

- a. Affective Commitment occurs when employees want to be part of an organization due to emotional attachments or feel they have the same values as the organization,
- b. Continuance Commitment, i.e. the willingness of individuals to stay afloat in organizations because they do not find other jobs or because of certain economic rewards.
- c. Normative Commitment arises from employee values. Employees remain, members of the organization because there is an awareness that commitment to the organization is the right thing to do.

Organizational Performance

Understanding organizational performance refers to the ability of employees to carry out overall tasks that are their responsibility. These tasks are usually based on indicators of success that have been applied. As a result, it will be known

that an employee is at a certain level of work. The levels can vary in terms. Performance can be grouped beyond the target, according to the target or below the target. Departing from the things referred to as a whole for the work of an employee. Understanding organizational performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Moehriono, 2010: 60) ^[11]. Mangkuprawira (2009: 218-219) said that performance is a matter, or the level of the overall success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets, or targets or criteria that have been determined in advance and have been agreed together. According to Wibowo (2010: 19), performance is a management style in managing performance-oriented resources that carry out open and sustainable communication processes by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals. According to Rivai and Sagala (2003: 548) argued that: "Performance is a function of motivation and ability to complete one's tasks or work duly have a certain degree of willingness and level of ability. According to Richard *et al.* (2009) ^[15], organizational performance is something that is produced by the

organization which includes the results (outcomes) namely financial performance such as earnings as measured by return on assets, return on investment and so on, market performance such as market share expansion, and sales. Besides, the return from the shareholder is the return of the shareholder and the economic growth of the shareholder. In some areas, organizational performance can also be measured from other things such as strategic planning, operations, finance, legal and organizational development. In developing institutions or organizations it is a must to survive in the competitive world climate.

Research Methods

Research Time and Location

The research will be conducted in October-December 2019 by taking location at PT. Bank Mandiri Taspen.

Research Design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. The relationship between variables can be described in the form of path analysis diagram as follows: The research conceptual framework can be explained as follows:

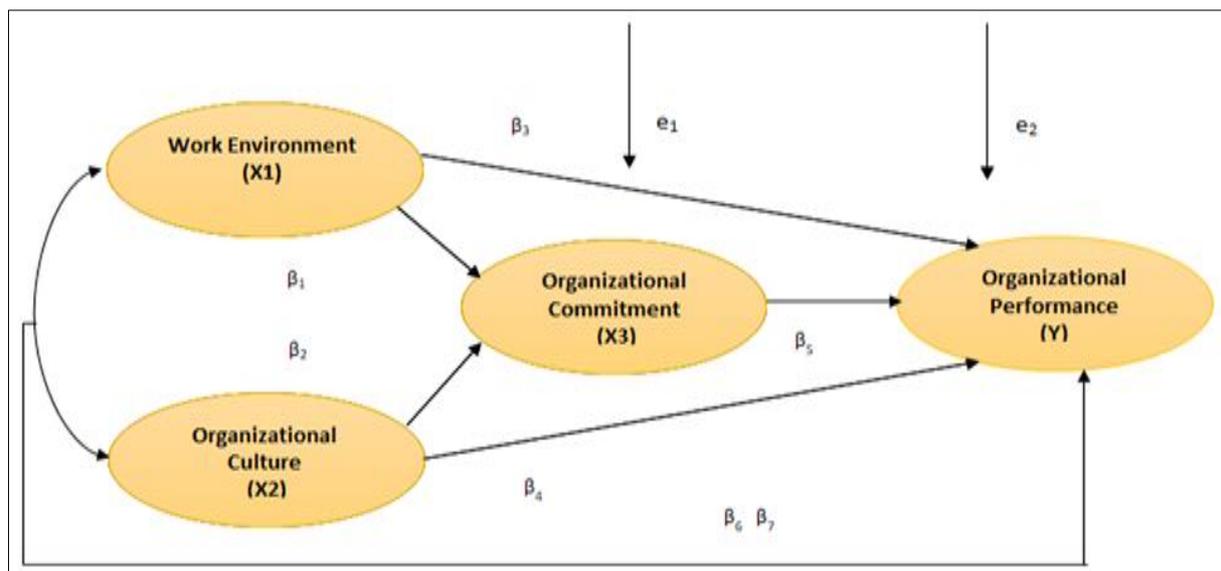


Fig 1: Overall Path Analysis

Population and Samples

The population in this study is employees who work in the office of PT. Bank Mandiri Taspen. While the sample used included 63 employees who worked at the company's office. This sampling uses the saturated sample method because it uses all employees in the company office.

Research Results and Discussion

Effect of Work Environment on Organizational Performance

The results of the analysis of the influence of the work environment on organizational performance note that the coefficient of the work environment is 0.534. T value of 4.929. The significance value is 0.00. This significant value is smaller than 0.05. This means that the work environment variables partially influence organizational performance.

The magnitude of the influence of the work environment on organizational performance can be a known r-square value of 0.312. This means that the influence of the work environment variable on performance is 31.2% and the rest is influenced by other variables not included in the equation model.

Effect of Work Organization Culture on Organizational Performance

The results of the analysis of the influence of organizational culture on performance partially note that the coefficient of organizational culture is 0.625. T value of 6.258. The significance value is 0.00. This significant value is smaller than 0.05. This means that organizational culture variables partially affect organizational performance. The magnitude of the influence of organizational culture on organizational

performance can be a known r-squared value of 0.391. This means that the influence of organizational culture variables on organizational performance by 39.1% and the rest is influenced by other variables not included in the equation model.

Influence of Organizational Commitment on Organizational Performance

The results of the analysis of the influence of organizational commitment on organizational performance partially note that the coefficient of organizational commitment is 0.846. T value of 12.410. The significance value is 0.00. This significant value is smaller than 0.05. This means that organizational commitment variables partially affect organizational performance. The magnitude of the effect of organizational commitment on organizational performance can be a known r-square value of 0.716. This means that the influence of organizational commitment variables on organizational performance by 71.6% and the rest is influenced by other variables not included in the equation model.

Effect of Work Environment on Organizational Commitment

The results of the analysis of the influence of the work environment on organizational commitment partially note that the coefficient of the work environment is 0.663. T value of 6.909. The significance value is 0.00. This significant value is smaller than 0.05. This means that the work environment variables partially influence organizational commitment. The magnitude of the influence of the work environment on organizational commitment is known to the r-square value of 0.439. This means that the influence of organizational commitment variables on organizational performance by 43.9% and the rest is influenced by other variables not included in the equation model.

Effect of Organizational Culture on Organizational Commitment

The results of the analysis of the influence of organizational culture on organizational commitment partially note that the coefficient of organizational culture is 0.802. T value of 10.477. The significance value is 0.00. This significant value is smaller than 0.05. This means that organizational culture variables partially influence organizational commitment. The magnitude of the influence of organizational culture on organizational commitment can be a known r-square value of 0.643. This means that the influence of organizational culture variables on organizational commitment is 64.3% and the rest is influenced by other variables not included in the equation model.

Effect of Work Environment on Organizational Performance through Organizational Commitment Variables

Based on the partial path analysis above, it is known that the influence of the work environment on organizational performance is 0.534. The influence of the work environment on organizational performance through organizational commitment is $0.663 \times 0.846 = 0.560$. In this case, the indirect effect is greater than the direct effect so it

can be said that the work organization's commitment variable is intervening.

Effect of Organizational Culture on Organizational Performance through Organizational Commitment Variables

Based on the partial path analysis above, it can be seen that the direct influence of organizational culture on organizational performance is 0.625. While the influence of organizational culture on organizational performance through organizational commitment is $0.802 \times 0.846 = 0.678$. In this case, the direct effect is greater than the indirect effect so it can be said that the work organization commitment variable is not intervening.

Discussion

In previous studies, the work environment affects organizational performance. The higher the work environment, the greater the organizational performance. In other words, this influence is positive or unidirectional. This research was conducted at several companies (Oroh, 2016)^[18]. The results of this study are the same as the results of the research, the higher the work environment, the greater organizational performance.

In this study, organizational culture influences organizational performance. The influence of organizational culture on organizational performance was also carried out on several researchers. Based on research it is known that organizational culture influences organizational performance (Nawa, 2018).

In previous studies, organizational commitment affects organizational performance. Organizational commitment is also carried out in several studies. The higher organizational commitment to employees, the greater organizational performance (Laoh, 2016)^[7].

Conclusions and Recommendations

Conclusion

Work environment variables affect partially organizational performance. The value of r squared is 0.312. This means that the influence of the work environment variable on performance is 31.2% and the rest is influenced by other variables not included in the equation model.

Organizational culture variables affect organizational performance partially. The value of r squared is 0.391. This means that the influence of organizational culture variables on organizational performance by 39.1% and the rest is influenced by other variables not included in the equation model.

Variable organizational commitment partially affects organizational performance. The value of r squared is 0.716. This means that the influence of organizational commitment variables on organizational performance by 71.6% and the rest is influenced by other variables not included in the equation model. Work environment variables affect partially organizational commitment. The value of r squared is 0.439. This means that the influence of organizational commitment variables on organizational performance by 43.9% and the rest is influenced by other variables not included in the equation model. Organizational culture variables affect organizational commitment partially. The value of r squared is 0.643. This means that the influence of organizational culture variables on organizational commitment is 64.3%

and the rest is influenced by other variables not included in the equation model.

The influence of the work environment on organizational performance is 0.534. The influence of the work environment on performance through organizational commitment is $0.663 \times 0.846 = 0.560$. In this case, the indirect effect is greater than the direct effect so it can be said that the work organization's commitment variable is intervening.

The direct effect of organizational work culture on organizational performance is 0.625. While the influence of organizational work culture on organizational performance through organizational commitment is $0.802 \times 0.846 = 0.678$. In this case, the direct effect is greater than the indirect effect so it can be said that the work organization commitment variable is not intervening.

Recommendations

In improving organizational performance it is necessary to develop a work environment, organizational culture, and organizational commitment. The work environment needs to be improved by increasing the inspection of work equipment, and working atmosphere so that it is good and supports work activities.

Organizational culture also needs to be considered by paying attention to good cultures such as discipline, collaboration, and knowledge development. A bad culture such as being late, not serious and not committed should be corrected.

To improve organizational performance, organizational commitment also needs to be considered. Organizational commitment needs to be developed by taking into account the satisfaction of employees at work and the factors that cause them to stay in the organization.

References

1. Anwar AA, Prabu Mangkunegara. *Manajemen Sumber daya Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya, 2005.
2. Alex NitiseMITO S. *Manajemen dan Sumber Daya Manusia*, Bpfe Ugm, Yogyakarta, 1992.
3. Allen NJ, Meyer PJ, Smith CA. Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization, *Journal of Applied Psychology*, 1993, 78(4).
4. Armstrong Michael. *Manajemen Sumber Daya Manusia*. PT Elexmedia Komputindo. Jakarta, 2005.
5. Bambang Kusriyanto. *Meningkatkan Produktivitas Karyawan*. Jakarta: PT. Pustaka Binaman Pressindo, 1991.
6. Cherrington David J. *The Management of Human Resources (4th Edition)*. New Jersey: Prentice Hall Inc, 1995.
7. Chres FP, Laoh BT. Pengaruh Manajemen Pengetahuan, Keterampilan, dan Sikap Kerja Terhadap Kinerja Pegawai (Studi Kasus Pada PT. Nasional Nobu Bank Area Manado). *Jurnal Berkala Ilmiah Efisiensi*, 2016, 16(04).
8. Fendra Nawa dan Sesilya Kempa. Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. PLN (Persero) Wilayah Nusa Tenggara Timur. *Jurnal Manajemen AGORA*. 2017; 5(3):1-9.
9. Krishnan VR. Impact of transformational leadership on followers' influence strategies. *The Leadership & Organization Development Journal*. 2004; 25(1):58-72.
10. Mangkuprawira S Tb. *Manajemen Sumber Daya Manusia Strategik*, Ghalia Indonesia, Bogor, 2011.
11. Moeherson. *Pengukuran Kinerja Berbasis Kompetensi*. Surabaya: Ghalia Indonesia, 2010.
12. Nguyen Ngoc, Anh Nguyen, Thi Ngoc, Chinh Do Phuong, Hong Le Thi Thuy, Son Le Ngoc *et al.* Factors Affecting Employee Creativity & its Impact on Organizational Innovation Capability in State-Owned Banks in Hanoi, Vietnam. *International School Vietnam National University*. 2015; 1(1):1-9.
13. Pabundu Tika. *Budaya Organisasi dan Peningkatan Kinerja Perusahaan*, Cetakan ke-3. Jakarta: PT. Bumi Aksara, 2010.
14. Richard Kathrins. *The Relationship of Leadership Style and Types of Organizational Cultures to the Effectiveness and Employee Satisfaction in Acute Care Hospital*. Dissertation. Faculty of the College of Business Administration of Touro University International, 2007.
15. Rivai Veithzal dan Sagala, Ella Jauvani. *Manajemen Sumber Daya Manusia untuk Perusahaan Dari Teori ke Praktik*. Jakarta: PT Raja Grafindo, 2009.
16. Robbins Stephen P. *Perilaku Organisasi*. Edisi Sembilan, Jilid 2. Edisi Bahasa Indonesia. PT Indeks Kelompok Gramedia, Jakarta, 2003.
17. Sedarmayanti. *Sumber Daya Manusia dan Produktivitas Kerja*, cetakan kedua. Bandung: Mandar Maju, 2009.
18. Wansaga Jerry Brianly, Sem G Oroh, dan Greis M Sendow. Analisis Merit Sistem, Pengembangan Karir, Keterlibatan Kerja terhadap Kinerja Karyawan di PT. Angkasa Pura 1 (Persero) Manado. *Jurnal Berkala Ilmiah Efisiensi*, 2016.
19. Wibowo. *Manajemen Kinerja*, Edisi Kelima, PT. Rajagrafindo Persada Jakarta-14240, 2016.