

The Influence of Organizational Cultural, Organizational Commitment to Performance with Competitive Advantage as Intervening Variable Industrial Era 4.0 (Case Study at Multi Garmentama Company)

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Abstract

In today's industrial revolution 4.0, many industries faced rapid change, heightened uncertainty, and the difficulty of controlling the environment. Therefore, the companies must focus on culture and good work commitment to gain a competitive advantage. This research aims to determine whether or not the influence of organizational culture and organizational commitment to performance through Competitive Advantage in Multi Garmentama company in the industrial era 4.0. Population and sample of 179 employees by census method. The data collection method uses a questionnaire with a Likert scale. The analysis is done with a descriptive analysis of research variables, classic assumption tests, and hypothesis testing. Hypothetical testing is conducted with linear regression analysis, track analysis, and Sobel testing through the SPSS 20.0 for windows program. The result is that the organization's culture has a positive and significant effect on Competitive Advantage, the organization's culture has a positive and significant effect on performance, the culture of the organization has a positive and significant effect on performance through Competitive Advantage. Organizational commitment has a positive and significant effect on Competitive Advantage organizational commitment has a positive and significant effect on performance, organizational commitment to positive and significant effects on performance through Competitive Advantage.

Keywords: *Organizational Culture, Organizational Commitment, Competitive Advantage, Performance.*

INTRODUCTION

Research Background

Growth and development in the era of industrial revolution 4.0 took place very quickly. In addition to producing ease in human life, this change also causes the formation of job competition to become uneven due to the application and application of artificial intelligence. In Indonesia, the development of Industry 4.0 was driven by the Ministry of Industry so that Indonesia could compete with other countries in the industrial part. Industrial Revolution 4.0 is

defined as part of the changes to improve and integrate the digital world with the industrial sector so that the production process can run using the internet to be a major part (Airlangga Hartarto, 2018). Today, the industrial sector contributes to GDP by 20 percent, then to the taxation of about 30 percent, and exports up to 75 percent. In the manufacturing industry in Indonesia engaged in the garment, this industry continues to grow according to the large needs of the community so that the profit gained is very promising.

The analysis unit in this research is the Multi Garmentama Company. Multi Garmentama Company is an industrial company engaged in garments. In fact, total garment sales at Multi Garmentama Company continue to decline. Based on the data that has been processed, the total garment sales of Multi Garmentama Company from 2016 to 2018 continue to decrease. From 2016 to 2017, there was a significant decrease in total sales of 37% and continued with a decrease in sales in 2017 to 2018 of 29%. The phenomenon of declining garment sales at Multi Garmentama Company may be related to the Competitive Advantage and the performance of company that have not formed properly.

Research Identification

Based on the description stipulated from the phenomenon. Very much in the face of the industrial era 4.0, therefore the company is urged to keep up with the rapidly changing times and so very strict to achieve the common goal, especially in Multi Garmentama company which is to increase consumer demand to increase its sales in the future. Based on the above description it is suspected that the organizational culture and organizational commitment still does not go well so it affects the performance and excellence of competing in Multi Garmentama company that are still not good.

Research Purpose

The issues that will be discussed in this study are: (1). Does the culture of the organization affect the excellence of competing in Multi Garmentama's Company during the industrial revolution era 4.0. (2) Does the organization's commitment to Competitive Advantage in Multi Garmentama's Company during the industrial revolution era 4.0. (3) Does the culture of the organization affect the company performance of Multi Garmentama's Company during the industrial revolution era 4.0 (4) Does the organization's commitment affect the performance of Multi Garmentama's company during the industrial revolution era 4.0 (5) Does competitive advantage affect the company performance of Multi Garmentama's Company during the industrial revolution era 4.0 (6) Does Organizational Culture affect the Corporate Performance of Multi Garmentama's Company through the advantages of competing as intervening variables in the era of industrial revolution 4.0 (7) Does the Organizational Commitment affect the Company Performance of Multi Garmentama's Company through the advantages of competing as intervening variables in the era of the industrial revolution 4.0.

Literature Review

According to Robin & Judges (2008:256). The culture of the company is based on the method of meaning shared by the employees who split our company with other company. This program of shared meaning, when taken into view together, embodies some of the characteristics that are judged by the part of the company. With the following dimensions: (1) Innovation and

risk-taking. (2) Attention to detail. (3) The orientation of the result. (4) The orientation of the person. (5) Team orientation. (6). Aggressiveness. (7) Stability.

According to Dyahrini, Wien (2018). The company's commitment is a condition in which employees can hold on to other company with their hopes and requests to fight for employees within the scope of the company precisely work. With the following dimensions: (1) Loyalty. (2) Identification. (3) Company objectives (4) Personal value. (5) Corporate involvement (6) Emotional desire. (7) The original remains.

Porter's opinion (Jatmiko, 2004:143) Competitive advantage is three common plan benchmarks that company can afford to gain an edge in competing: Product differentiation strategies and focus strategies. With the following dimensions (1) low-cost strategies. (2) Differentiation strategy (product differentiation). (3) Focus strategy.

According to Kaplan and Norton (1996:67). Measurement of management capabilities and systems looked at the company from 4 points of view, namely financial, consumer, internal business processes, and training and development to improve plan decisions to achieve the company's wishes, giving managers an understanding of business performance. With the following sections: (1) Financial perspective. (2) Customer perspective. (3) Internal business process perspective. (4) Learning and growth perspective.

Research Methodology

The research method used in this study is a quantitative method using statistical analysis and regression analysis. This research was conducted at Multi Garmentama Company. The data source is by disseminating a questionnaire that has passed the validity and reality test. The questionnaire consists of organizational culture with 7 dimensions and 27 question points, organizational commitment with 7 dimensions 21 question points, excellence competing with 3 dimensions and 10 questions, and organic performance with 4 dimensions and 13 questions adopted from the library review above. The population in this study includes a workforce at Multi Garmentama Company of 179 workers. The technique used in sampling is saturated samples that take the entire population in this study, a data processing is done with a statistical package for the Social Sciences (SPSS) as a tool to perform advanced statistical analysis.

The Data Analysis Technique used in this study is the Descriptive Statistical Analysis. The results of the study will describe the results of the data from the classic assumption test consisting of the heteroscedasticity test, normality test, and linearity test. Test the hypothesis, then the Path Analysis and Sobel test to test the Intervening variable.

Results and Discussion

Descriptive Statistical Analysis

Research data is formulated in three types through average values and standard deviations (Anas, 2006:176):

Table 1. Trend Category

No.	Organizational Culture	Frequency		Category
	Interval Class	Absolute	Relatively (%)	
1	$104,66 < X$	58	32	Good
2	$77,34 \leq X \leq 104,66$	96	53,6	Good Enough
3	$X < 77,34$	25	14	Not Good

Total		179	100	
No.	Organizational Commitment	Frequency		Category
	Interval Class	Absolute	Relatively (%)	
1	$76,66 < X$	72	40,2	Good
2	$51,34 \leq X \leq 76,66$	72	40,2	Good Enough
3	$X < 51,34$	35	19,6	Not Good
Total		179	100	
No.	Organization Performance	Frequency		Category
	Interval Class	Absolute	Relatively (%)	
1	$49,66 < X$	19	10,6	Good
2	$35,34 \leq X \leq 49,66$	111	62	Good Enough
3	$X < 35,34$	49	27,4	Not Good
Total		179	100	
No.	Competitive Advantage	Frequency		Category
	Interval Class	Absolute	Relatively (%)	
1	$38,33 < X$	27	15,1	Good
2	$27,67 \leq X \leq 38,33$	107	59,8	Good Enough
3	$X < 27,67$	45	25,1	Not Good
Total		179	100	

Source: SPSS Output (processed data: 2020)

Classic Assumption Test

1. Multicholinerity Test

The value indicating Multicholinerity is tolerance value ≤ 0.10 or VIF value ≥ 10 (Ghozali, 2009). If the VIF value is not up to 10 and the tolerance value is not low than 0.1, then it can be said to be multicholinerity free.

Table 2. Multicholinerity Test Results

Variable	Tolerance	VIF	Description
Organizational Culture	0,551	1,813	Multicholinerity Free
Organizational Commitment	0,220	4,547	Multicholinerity Free
Competitive Advantage	0,262	3,819	Multicholinerity Free

Source: Processed Data 2020

2. Heteroskedastity Test

Table 3. Heteroskedastity Test Results

Variable	Sig	Description
Organizational Culture	0,882	No heteroskedastity
Organizational Commitment	0,848	No heteroskedastity
Competitive Advantage	0,170	No heteroskedastity

Processed data source: 2020

The test results in Table 3 are done with the Glejser test showing that the sig value. All variables are higher than the sig value 0.05, which means there is no heteroskedasticity.

3. Normality Test

**Table 4. Normality Test Result Output
 One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		179
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	5.08834172
Most Extreme Differences	Absolute	.042
	Positive	.027
	Negative	-.042
Kolmogorov-Smirnov Z		.557
Asymp. Sig. (2-tailed)		.916

a. Test distribution is Normal.

b. Calculated from data.

Source : Output SPSS

From the SPSS output data above, it can be seen that the Asymp value. Sig. (2-tailed) of 0.916 is greater than 0.05, so data can be said to be distributed normally.

4. Linearity Test

Table 5. Linierity Test Results

Model	Sig	Description
KB*BO	0,469	Linear
KB*KO	0,768	Linear
KIN*BO	0,423	Linear
KIN*KO	0,648	Linear
KIN*KB	0,184	Linear

Source: Processed Data 2020

The SPSS output on the 5-variable table consisting of organizational culture, organizational commitment, competitive superiority, and enterprise performance results in a value of significance above 0.05, so it can be summed up in the form of linear functions.

Hypothesis Test

Hypothesis testing requires two basic techniques, namely simple regression analysis techniques and path analysis techniques. To facilitate the calculation of hypothetical testing using the terms, namely BO (Organizational Culture), KO (Organizational Commitment), KB (Competitive Advantage), KIN (Performance).

Hypothesis Test (simple regression analysis)

Table 6. Recapitulation of Hypothetical Regression Test Results 1-5

Hypothesis	Variable	r price and r ²		t price		Sig	Coefficient	Constant
		r	r ²	t count	t table			
1	BO-KB	0,586	0,343	9,611	1,973	0,000	0,241	8,972
2	KO-KB	0,859	0,738	22,326	1,973	0,000	0,329	9,760
3	BO-KIN	0,586	0,344	9,633	1,973	0,000	0,288	13,061
4	KO-KIN	0,690	0,476	12,688	1,973	0,000	0,315	19,269
5	KB-KIN	0,716	0,513	13,655	1,973	0,000	0,854	13,253

Source: Output SPSS 2020

Based on Table 6 can be specified the Regression Line equation as follows: (1) $KB = 0.241BO + 8,972$; (2) $KB = 0.329KO + 9.760$; (3) $KIN = 0.288BO + 13.061$; (4) $KIN = 0.315KO + 19.269$; (5) $KIN = 0.854KB + 13,253$; this equation gives an idea of if the free variable is getting more positive it will increase the bound variable, and vice versa.

If (r) or the correlation coefficient is positive value means the resulting influence is positive refresher as well as vice versa. The determination coefficient value or (r²) indicates how much dependent variables are affected. Based on the results of the data analysis can be known as the correlation coefficient value on the hypothesis (1) amounting to 0.586 and the elimination coefficient of 0.343 (34.3%). In hypothesis (2) coefficient value. Correlation of 0.859 and determination coefficient of 0.738 (73.8%) then in hypothesis (3) correlation coefficient value of 0.586 and value in the determinant coefficient of 0.344 (34.4%) while in hypothesis (4) coefficient value. Correlation showed a total of 0.690 and a determination coefficient of 0.476 (47.6%). And in hypothesis (5) correlation coefficient value of 0.716 and determination coefficient of 0.513 (51.3%). This indicates that the entire hypothesis in Table 6 has a positive influence.

The significance test aims to determine the significance of intervariable influences. The criteria used are if the sig value. < 0.05, the resulting influence is significant, if the value of Sig. Exceeding 0.05, the influence possessed is insignificant. In Table 6, can be known as the value of Sig. in the entire hypothesis, a total of 0.000, which means it is smaller than 0.05. This indicates the intervariable influence of the entire hypothesis is significant. Table 6 showing hypothesis (1) to hypothesis (5) is proven and accepted.

Hypothesis Test (track analysis and Sobel test)

Table 7. Recapitulation of BO*KB Regression Test Results

Model	Unstandardized Coefficients		t price		Sig.	r price and r ²	
	B	Std. Error	t count	t table		R	R Square
(Constant)	8,972	2,435	3,685	1,973	0,000	0,586	0,343
BO	0,241	0,025	9,611		0,000		

Source: Output SPSS 2020

Table 8. Recapitulation of BO*KB*KIN Regression Test Results

Model	Unstandardized Coefficients		t price		Sig.	r price and r ²	
	B	Std. Error	t count	t table		R	R Square
(Constant)	6,993	2,484	2,816	1,973	0,005	0,745	0,555
BO	0,125	0,030	4,100		0,000		
KB	0,676	0,074	9,152		0,000		

Source: Output SPSS 2020

Based on Table 7 and 8 can be created regression equation (1) namely: $KB = 0.241BO + 8,972$ and regression equation (2): $KIN = 0.125BO + 0.676KB + 6.993$

In Table 7, the value of the organization's unstandardized cultural coefficient of 0.241 is the p2 value. With a significance of 0.000 means the culture of the organization affects the superiority of competing in this industrial era 4.0. In Table 8, the value of the unstandardized coefficient for an organizational culture of 0.125 is used as a p1 value and a competitive advantage of 0.676, which is a p3 value. Then $e1 = \sqrt{1 - 0,343} = 0.81055536$ indicates the number of variances of competing advantage variables not described by organizational culture variables and $e2 = \sqrt{1 - 0,555} = 0.66708320$, which are made large variances of performance variables and are not explained by competing advantage variables and organizational cultural variables.

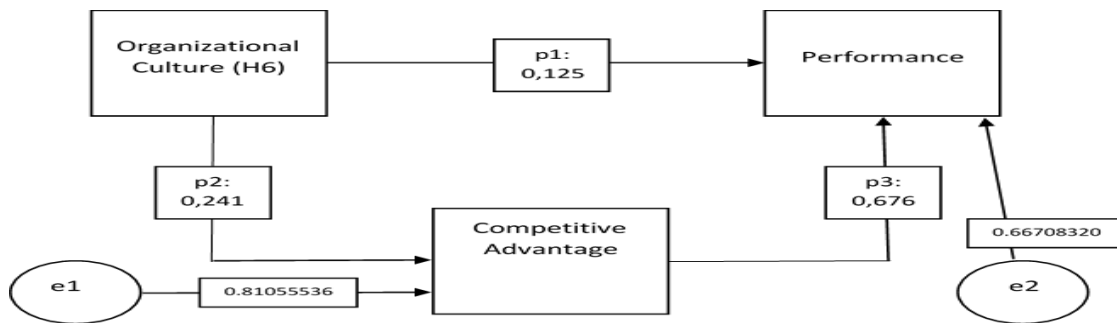


Figure 1. Analysis of BO to KIN Path through KB

Figure 1 shows that in the era of the industrial revolution 4.0, Organizational Culture was able to directly influence the company's performance could also have an indirect effect from the culture of the organization to the excellence of competing as an intervening variable and then to the corporate performance of Multi Garmentama Company. The amount of this influence can be calculated as follows: (1) $Bo * KIN = p1 = 0.125$ (2) indirect influence $BO * KB * KIN = p2 * p3 = 0.162916$ (3) Total influence $= p1 + (p2 * p3) = 0.287916$

It can be known that the indirect influence of BO to KIN through KB is greater than the direct influence of BO to KIN. This indirect influence will be tested by Sobel test (Ghozali, 2011:255) as follows:

$$Sp2p3 = \sqrt{p3^2 Sp2^2 + p2^2 Sp3^2 + Sp2^2 Sp3^2}$$

$$= \sqrt{(0,676)^2 (0,025)^2 + (0,241)^2 (0,074)^2 + (0,025)^2 (0,074)^2}$$

$$= 0.02463907579435559916513063244067$$

Calculates the statistical t value or t value of the count, by:

$$t = \frac{p2p3}{sp2p3} = \frac{0.162916}{0.02463907579435559916513063244067} = 6.61209$$

The result of t count = 6.6126, which means exceeding the t table value of 5%, amounting to 1,973 conclusions taken with the mediation coefficient of 0.162916 is significant, which means there is an influence of mediation. Thus hypothesis 6 that reads There is a positive and significant influence of Organizational Culture through Competitive Advantage in the Company Performance of Multi Garmentama Company in the era of industrial revolution 4.0. Proven and acceptable.

Table 9. Recapitulation of KO*KB Regression Test Results

Model	Unstandardized Coefficients		t price		Sig.	r price and r ²	
	B	Std. Error	t count	t table		R	R Square
(Constant)	9,760	1,029	9,483	1,973	0,000	0,859	0,738
KO	0,329	0,015	22,326		0,000		

Source: Output SPSS 2020

Table 10. Recapitulation of KO*KB*KIN Regression Test Results

Model	Unstandardized Coefficients		t price		Sig.	r price and r ²	
	B	Std. Error	t count	t table		R	R Square
(Constant)	13,791	2,014	6,848	1,973	0,000	0,731	0,534
KO	0,130	0,046	2,843		0,005		
KB	0,561	0,120	4,686		0,000		

Source: Output SPSS 2020

Based on Table 9 and 10 can be created the first regression equation is: the first regression equation is: $KB = 0.329KO + 9,760$ and the regression equation (2) $0.130KO + 0.561KB + 13,791$

In Table 9, the value of the unstandardized coefficient of organizational commitment of 0.329 of this value is the p2 value. With 0.000 significance means the organization's commitment affects Competitive Advantage in this 4.0 industry era. In Table 10, the value of the unstandardized coefficient for the organization's commitment of 0.130 is the p1 value, and the competitive advantage of 0.561 is the p3 value. Then $e1 = \sqrt{1 - 0,738} = 0.51185935$ indicates the number of variances of competing advantage variables not described by the organizational commitment variable and $e2 = \sqrt{1 - 0,534} = 0.68264192$ which is made into a large variance of performance variables and is not explained by competing advantage variables and organizational variable commitments.

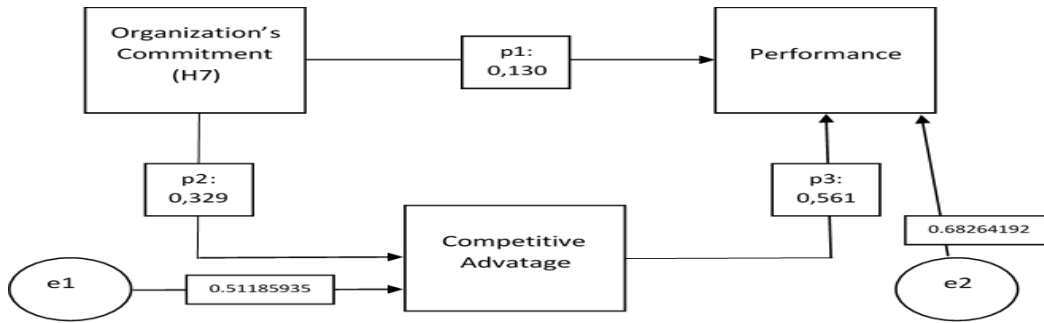


Figure 2. Analysis of KO to KIN Path through KB

Figure 2 in the era of industrial revolution 4.0, the organization's commitment can directly influence the company's performance and can also have an indirect effect from the organization's commitment to Competitive Advantage as an intervening variable and then to the performance of Multi Garmentama company. The amount of this influence can be calculated as follows: (1) $KO * KIN = p1 = 0.130$ (2) indirect influence $KO * KB * KIN = p2 * p3 = 0.184569$ (3) Total influence $= p1 + (p2 * p3) = 0.314569$

It can be known that the indirect influence of KO to KIN through KB is greater than the direct influence of KO on KIN. This indirect influence will be tested its significance through Sobel test as (Ghozali, 2011:255) follows:

$$Sp2p3 = \sqrt{p3^2 Sp2^2 + p2^2 Sp3^2 + Sp2^2 Sp3^2}$$

$$= \sqrt{(0,561)^2 (0,015)^2 + (0,329)^2 (0,120)^2 + (0,015)^2 (0,120)^2} = 0.04040696258072363449100751924328$$

Calculates the statistical t value or t value of the count, by:

$$t = \frac{p2p3}{sp2p3}$$

$$= \frac{0.184569}{0.04040696258072363449100751924328} = 4,56775$$

The result of t count = 4.56775, which means exceeding the t table value of 5%, amounting to 1,973 conclusions taken with the mediation coefficient of 0.162916 is significant, which means there is an influence of mediation. Thus hypothesis 7 reads, there is a positive and significant influence of Organizational Culture through Competitive Advantage in the Company Performance of Multi Garmentama company in the era of industrial revolution 4.0 proven and acceptable.

Conclusion
Conclusion

Based on the results of the study, it can be concluded that all hypothesis in this study is proven and acceptable especially there is a positive and significant influence of Organizational Culture through Competitive Advantage on the Company Performance of Multi Garmentama company in the era of industrial revolution 4.0. So that Competitive Advantage strengthens the influence

of organizational culture on the company performance of Multi Garmentama company in the era of industry 4.0. And there is a positive and significant influence of Organizational Commitment through Competitive Advantage in the Corporate Performance of Multi Garmentama company during the industrial revolution era 4.0. So that Competitive Advantage strengthens the influence of Organizational Commitment to the Company Performance of Multi Garmentama company in the era of industry 4.0.

The culture of the organization and the commitment to Multi Garmentama company in the industrial era 4.0 is good enough, this should be a concern for the leaders and managers to improve the quality of the organization's culture to be better to be able to compete in this era of industry 4.0, especially in improving the organizational cultural dimension and organizational commitment that has been described in this research and there is a direct influence of organizational culture and organizational commitment to the company's performance through Competitive Advantage. This influence can be enhanced through increased competitive advantage. The strategy that can be done is a focus strategy that is to focus on the target market segment. Then the differentiation strategy is to create uniqueness and good price on products and cost advantage strategy. Competitive advantage makes Multi Garmentama company.

Suggestions

Based on the conclusions of the research results, the organizational culture and organizational commitment of Multi Garmentama company can still be developed and also still need to be improved its role in the industrial era 4.0, namely in terms of its management to be better. For these developments are carried out through the dimensions of Organizational Culture, Organizational Commitment, Competitive Advantage and Performance of Multi Garmentama company as stated above. One of them for the leadership of Multi Garmentama company conducts organizational activities under the plan must always be implemented. Also included for affiliated levels, for example in business development and technology industry 4.0 to be able to support the success of the company's activities. Also, the leadership cooperates in business and technology development with other parties as partners of garment company.

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