

# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON PERFORMANCE OF EMPLOYEES (Case Study : Employees Non Educative Widyatama University)

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The success of an organization depends on the performance of human resources, good performance is usually supported by the good organization culture and the high commitment of the employees there are concerned with. The purpose of this research was to know about the influence of organizational culture on the performance of employees, find out about the influence on performance, commitment and influence organizational culture and a commitment to employee performance to employees non education of Widyatama university, research methodology used is descriptive method i.e. research methods that are designed to obtain information about the status of a symptom when doing research. The results of the research there is influence between organizational culture performance of 51,2% there is influence commitment to the performance of 28,8% and between the culture of the organization and the commitment of 26,3% effect o performance.

Keywords : Organizational culture, commitment, and performance

## I. INTRODUCTION

A company can be successful if you have qualified human resources, the quality of human resources can be seen from the performance provided to company, good performance is influenced by the culture and commitment. Culture in fact is the foundation for an organization. If the foundation made not sturdy enough, then no matter how good a building, It will not be sturdy enough for it. Organizational culture affect how to do all the things in the organization. Not unlike the culture that influence the society, then the organizational culture will also influence the attitude and behavior of all members of te organization. A strong culture in the organization can provide the coercion or encouragement to members to act or behave as expected by the organization. (<http://www.bppk.kemenkeu.go.id>). According to Robbins and Judge (2008: 100) of organizational commitment (organizational commitment) is a condition in which an employee is favoring a particular organization

as well as the goals and desires to retain membership in the organization. Widyatama University as one of the organizations should be able to compete in business process certainly requires a good performance from its employees, the good performance obtained by the company can embed a strong culture and have employees who have a commitment to the good of the organization, because employees who are committed to the organization has the potential to improve the performance of either individual, group or organization. Therefore we are interested in studying the Influence of Organizational Culture and organizational commitment to employee performance at the University Widyatama.

## II. METHODOLOGY

The method used is descriptive method is the method of research designed to obtain information about the status of a symptom when the study was conducted.

### Population and Sample

#### Population

According Sugiyono (2010: 115) is the population is: "House of generalization which consists of object or subject that has a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions ". The population in this study are all non-academic administrative staff of Widyatama University, as many as 110 people

#### Sample

Understanding the sample according Soemantri (2006: 63) is: "The sample is a small part of members of the population are taken according to specific procedures that represent the population" .To determine the number of samples, using the formula Slovin quoted Sugiyono (2006: 67) with the following formula :

$$n = \frac{N}{1 + eN}$$

Explanations:

n = sample size

N = The population size

e = The error rate in reaching the sample members who tolerated The error rate is taken in this sampling of 5%.

Total sample taken 87 respondents

**Collection Techniques and Measurement Data**

Mechanical collection and measurement of data used in this study are to:

1. Interview, which is a technique used to obtain information from respondents by conducting question-and-answer directly.
2. The questioner (statement list), which is technique of data collection is done by filing a written statement to the list of respondents. Beads of statements contained in the questionnaire is given weight by measurement based on the Likert scale (Teguh, 2004) the following:

**Table 1  
Likert Scale**

Answer	Value
SS – Sangat Setuju	5
S – Setuju	4
R – Ragu-ragu	3
TS – Tidak Setuju	2
STS – Sangat Tidak Setuju	1

3. Observation, which is a technique of data collection is done by observing the objects of research directly

**Validity and Reliability Questionnaire**

**Validity test**

Validity test is done to determine the extent of the measuring instruments that have been prepared really measure what needs to be measured.

Validity is calculated by correlating the scores obtained by each item in question with the total score (Kerlinger in M Nazir, 1988: 175). The total score is the value obtained from the sum of all scores of items. The correlation between the scores of items with a total score must be significant by statistical measures. If it turns out scores of all the items are arranged based on the dimensions of the concept correlated with the total score, it can be said that the gauge has more validity.

The correlation formula used in this study is the correlation formula Product - Moment Pearson as follows.

$$r_{yx_i} = \frac{n \sum_{i=1}^n x_i y_i - \sum_{i=1}^n x_i \sum_{i=1}^n y_i}{\sqrt{n \sum_{i=1}^n x_i^2 - \left(\sum_{i=1}^n x_i\right)^2} \sqrt{n \sum_{i=1}^n y_i^2 - \left(\sum_{i=1}^n y_i\right)^2}}$$

Which are:

$r_{yx_i}$  = Pearson correlation coefficients between item instrument to be used with the variable in question

$x_i$  = Pearson correlation coefficients between item instrument to be used with the variable in question

$y_i$  = scores of all items in the variable instruments

$n$  = the number of respondents in the test instrument

**Reliability Test**

Reliability testing conducted on the questions that are valid to determine the extent of the measurement results remained consistent when measurements were taken back to the same symptoms. The determination of alpha reliability test using Cronbach Alpha ( $\alpha$ ) contained in SPSS program. If Cronbach Alpha is greater than 0.6 then the test equipment said to be reliable.

**III. RESULTS**

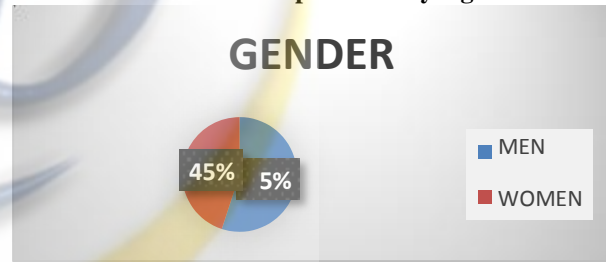
**Profile of Respondents**

The respondents of this study were employees of the University Widyatama non educative, earlier plan samples to be taken as many as 87 people but of the questionnaire we scatter, questionnaires returned only 60 questionnaires, so in this study we use a sample of 60 people.

**Profile of respondents by age**

Based on the age of female respondents as many as 55% and the remaining 45% of men.

**Figure.1  
Profile of Respondents by Age**



Source: processed data

According to the table 2 below we can see that by the age of majority respondents aged > 40 years, ie by 40%.

**Table 2.**

**Profile of respondents by age**

No	AGE	TOTAL	Percentage (%)
1	< 25 year	3	5
2	25-30 year	8	14
3	31-35 year	14	23
4	36-40 year	11	18
5	> 40 year	24	40
<b>TOTAL</b>		<b>60</b>	<b>100</b>

Source: processed data

**Profile of respondents by last education**

In Table 3 below can be seen that the percentage of the most recent education of Widyatama university employees are high school as many as 41%

**Table 3**

NO	LAST EDUCATION	Profile of Respondents by Last Education	PERCENTAGE (%)
1	SMA	25	41
2	SMK	1	2
3	D2	1	2
4	D3	14	23
5	S1	15	25
6	S2	4	7
<b>TOTAL</b>		<b>60</b>	<b>100</b>

Source: processed data

**Profile of respondents by tenure**

In Table 4 below can be seen that a large percentage of the employee for a work period Widyatama University is <5 Years as many as 31%

**Table 4.**

**Profile of respondents by tenure**

NO	TENURE	TOTAL	PERCENTAGE (%)
1	< 5 year	19	31
2	5-10 year	9	15
3	11-15 year	12	20
4	16-20 year	10	17
5	> 20 year	10	17
<b>TOTAL</b>		<b>60</b>	<b>100</b>

Source: processed data

**Validity and Reliability Test Results**

**Validity test results**

The validity of test results of each item of the questionnaire are as follows:

**Table 5**

**Validity Variable Cultural Organization (X1)**

Statement	Critical Value	R Table	Information
1	1	0.25	Valid
2	1		Valid
3	0.7		Valid
4	1		Valid
5	0.7		Valid
6	0.7		Valid
7	1		Valid
8	0.7		Valid
9	0.7		Valid
10	0.7		Valid
11	0.7		Valid
12	0.8		Valid
13	1		Valid
14	0.6		Valid
15	0.5		Valid
16	0.7		Valid
17	0.5		Valid
18	1		Valid

19	0.8		Valid
20	0.8		Valid
21	1		Valid
22	1		Valid
23	0.8		Valid

Source: processed data

**Table 6**

**Validity Test Commitment Variable (X2)**

Statement	Critical value	R Table	Information
1	0.66	0.25	Valid
2	0.81		Valid
3	0.66		Valid
4	0.30		Valid
5	0.69		Valid
6	0.61		Valid
7	0.78		Valid
8	0.61		Valid
9	0.74		Valid
Source: processed data	0.65		Valid

**Table 7**

Statement	Critical Value	R Table	Information
1	0.87	0.25	Valid
2	0.89		Valid
3	0.80		Valid
4	0.90		Valid
5	0.80		Valid
6	0.90		Valid
7	0.81		Valid
8	0.81		Valid
9	0.84		Valid
10	0.90		Valid
11	0.89		Valid
12	0.80		Valid
13	0.60		Valid
14	0.90		Valid
15	0.80		Valid
16	0.80		Valid
17	0.50		Valid
18	0.78		Valid

Source: processed data

**Reliability test results**

Reliability testing can be done together on all the questions for more than one variable. Reliability testing results obtained as follows:

**Table 8**

**Reliability Test Results Variable Organizational Culture**

**Reliability Statistics**

Cronbach's Alpha	N of Items
,950	23

Source: processed data

From the above table obtained reliability value of 0.950 is > than 0.60, so that all items in the questionnaire meets the reliable criteria.

**Table 9**

**Reliability Test Results Variable Commitment Reliability Statistics**

Cronbach's Alpha	N of Items
,856	10

Source: processed data

From the above table obtained reliability value of 0.856 is > than 0.60, so that all items in the questionnaire meets the reliable criteria.

**Table 10**

**Reliability Test Results Variable Performance Reliability Statistics**

Cronbach's Alpha	N of Items
,970	18

Source: processed data

From the above table obtained reliability value of 0.970 is > than 0.60, so that all items in the questionnaire meets the reliable criteria.

**Table.11**

**Respondents Answers Regarding Organizational Culture**

STATEMENT	1	2	3	4	5	AVERAGE
1	3	8	15	26	8	3.47
2	0	5	18	27	10	3.70
3	1	6	16	27	10	3.65
4	1	4	17	27	11	3.72
5	3	12	24	18	3	3.10
6	3	13	26	15	3	3.03
7	2	7	25	23	3	3.30
8	1	4	27	22	6	3.47
9	1	7	24	26	2	3.35
10	1	1	17	34	7	3.75
11	2	1	17	31	9	3.73
12	2	3	20	26	9	3.62
13	2	3	22	24	9	3.58
14	1	3	25	23	8	3.57
15	0	1	23	34	2	3.62
16	2	4	17	26	11	3.67
17	4	16	19	14	7	3.07
18	5	13	25	15	2	2.93
19	3	5	23	25	4	3.37
20	4	4	26	23	3	3.28
21	0	1	17	31	11	3.87

22	1	0	27	27	5	3.58
23	2	5	23	24	6	3.45
<b>Score Average</b>						3,47

Source: processed data

**Table 12**

**Respondents Answers About Commitment**

STATEMENT	1	2	3	4	5	AVERAGE
1	0	1	29	21	9	3.63
2	0	10	26	22	2	3.27
3	0	6	31	22	1	3.30
4	0	9	34	16	1	3.15
5	2	15	23	20	0	3.02
6	9	21	23	7	0	2.47
7	4	19	25	12	0	2.75
8	0	4	24	27	5	3.55
9	4	20	24	11	1	2.75
10	0	7	30	19	4	3.33
<b>Average Score</b>						3,12

Source: processed data

**Table. 13**

**Respondents Answers Regarding Performance**

STATEMENT	1	2	3	4	5	AVERAGE
1	1	0	10	41	8	3.92
2	1	1	10	39	9	3.90
3	1	0	17	36	6	3.77
4	1	1	12	40	6	3.82
5	1	1	12	37	9	3.87
6	1	2	14	36	7	3.77
7	1	2	21	31	5	3.62
8	1	3	20	32	4	3.58
9	0	3	11	39	7	3.83
10	1	1	12	33	13	3.93
11	1	1	16	34	8	3.78
12	1	1	19	30	9	3.75
13	0	0	18	25	17	3.98
14	1	0	14	36	9	3.87
15	1	1	7	36	15	4.05
16	1	1	7	41	10	3.97
17	0	2	22	33	3	3.62
18	1	0	10	38	11	3.97

Average Score 3,83  
Source: processed data

**Table 14**  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36,856	8,242		4,472	,000
	X1	,379	,101	,497	3,735	,000
	X2	,060	,273	,029	,219	,828

a. Dependent Variable: Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	,513 <sup>a</sup>	,263	,237	9,39117	,263	10,182	2	57	,000

a. Predictors: (Constant), X2, X1

**Table 15**  
Correlations

		X1	X2	Y
X1	Pearson Correlation	1	,520**	,512**
	Sig. (2-tailed)		,000	,000
	N	60	60	60
X2	Pearson Correlation	,520**	1	,288*
	Sig. (2-tailed)	,000		,026
	N	60	60	60
Y	Pearson Correlation	,512**	,288*	1
	Sig. (2-tailed)	,000	,026	
	N	60	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Table 16**

## REFERENCES

### Organizational culture

According Mangkunagara (2005: 113) culture of the organization is: "A set of assumptions or system of beliefs, values and norms developed within the organization guiding the behavior of its members to address the problems of external adaptation and internal integration. Destinations where the culture of an organization is to equip members with a sense of (identity) organization and lead to a commitment to the values espoused organisani (Kasali, 2006: 285)

### Characteristics of Organizational Culture

According to Robbins (1994: 480) there are ten key characteristics that can characterize the culture of the organization, namely:

1. The individual initiative, namely the level of responsibility, independence and interdependence that belongs to the individual
2. Tolerance to risk actions, namely the extent to which members of the organization are encouraged to act in an active, innovative, and take risks
3. Directions, namely the extent to which the organization clearly defines the goals and expectations regarding achievement
4. Integration, namely the extent to which units within the organization are encouraged to work in a way that is coordinated

5. The support of management, namely the extent to which leaders provide clear communication, assistance and support for their subordinates

6. Control, ie the number of regulations and direct supervision that is used to monitor and control the behavior of members of the organization

7. Identity, ie the degree to which members identify themselves with the organization as a whole rather than with a particular work group or with professional skills

8. Rewards system, namely the extent to which the allocation of rewards (a raise or promotion) based on performance criteria as opposed to seniority, favoritism, etc.

9. Tolerance to the conflict, namely the degree to which members of the organization are encouraged to express and criticism openly konflik

10. Patterns of communication, namely the degree to which organizational communication is limited by the formal hierarchy of authority

### Commitment

According to Robbins (2001: 123) commitment to the organization is a situation where an employee is in favor of an organization and its objectives, and intends to maintain membership in the organization;

### Dimensions of Organizational Commitment

Robbins and Judge (2008: 101) states that there are three separate dimensions of organizational commitment are:

1. Affective commitment (affective commitment) is an emotional feeling for the organization and belief in its values. For example: an employee Petco may have an active commitment to the company because involved with animals.

2. Continuous Commitment (continuance commitment) is the perceived economic value of persisting in an organization when compared to leaving the organization. An employee may be committed to an employer because he paid them high and that the resignation of the company would destroy his family.

3. Normative commitment (normative commitment) is an obligation to stay in an organization for reasons of moral and ethical. For example: an employee who has pioneered a new initiative may survive with an employer because she was leaving someone in a difficult situation when he left.

### Performance

Performance is a translation of the performance, which means job performance, job attainment, performance, or job performance (Rahadi 2010: 1)

### Employee Performance Measurement:

According to Gomez (Rahadi 2010: 36) in conducting research on the performance of the eight dimensions in measuring employee performance, namely:

#### 1. Quality Of Work

The quality of work achieved berdasarkansyarat-requisite suitability and readiness

2. Quantity Of Work

The amount of work done within a specified period

3. Job Knowledge

The breadth of knowledge on employment and skills

4. creativeness

Authenticity ideas raised and actions to resolve issues that arise

5. Cooperative

Willingness to cooperate with others or fellow members of the organization

6. Initiative

Spirit to perform new tasks and to enlarge its responsibilities

7. Dependability

Awareness for the trustworthy role in terms of attendance and completion work

8. Personal Qualities

Regarding the personality, leadership, hospitality and personal integrity

**IV. DISCUSSION**

The research showed the following data: The influence of organizational culture on performance of 51.2%, The influence of commitment to performance that is equal to 28.8%, The influence of organizational culture and commitment to performance by%. Also obtained his equation  $Y = 36,86 + 0.379 X1 + 0,60X2 + e$  addition of the results obtained by the data also found: Cultural organizations in Widyatama University is already well seen from the results the average of respondents' answers regarding organizational culture , commitment, and performance are in either category. The greatest value to the organization's culture is the statement of communication between employees is well established, and the lowest value of the standard of work has been socialized properly. The greatest value to existing commitments on the statement I am happy to work in this organization and the lowest score is on

the statement of my life would be in trouble if now I am out of this organization. The greatest value to the performance there on my statement always work honestly, and the lowest score is in my statement is always doing creative actions in support of the completion of my work.

**V. CONCLUSION**

Based on the research results can be concluded as follows:

1. The organizational culture influence on the performance of 51.2%
2. Commitment by 28.8% effect on performance
3. Organizational culture and commitment affects 26.3% of the performance

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