Volume 18 Issue 37
Originally issued as A11



Global Journal of Management and Business Research: A Administration and Management
Volume 18 Issue 11 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

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Keywords: *organizational culture, commitment, job satisfaction, employee performance.*

GJMBR-A Classification: *JEL Code: E24*



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The Effect of Organizational Culture and Commitment to Performance of Employees with Working Satisfaction as Moderation Variables in Pt. Bank Mandiri (Persero) Area Medan

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Abstract- The banking climate in the current era of economic globalization has caused all banks including Bank Mandiri to compete to be the best. One of them is by improving organizational performance through improving employee performance. One of the factors of success in achieving the target of lending as an indicator of organizational performance is largely determined by the performance of employees. Improvement in employee performance is absolutely necessary to pay attention to several aspects including organizational culture, organizational commitment and job satisfaction. This research used a quantitative research with the population are employees of PT. Bank Mandiri (Persero), Tbk Medan Business Banking Area Imam Bonjol, totaling 40 people and the population as research samples. Data analysis used to test the effect of intervening variables is used path analysis. Organizational culture and organizational commitment have a positive effect on employee performance at PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. Organizational culture and organizational commitment have a positive effect on employee job satisfaction at PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. Organizational culture, work organizational commitment has a very strong influence on employee performance through variable job satisfaction as a moderating variable on employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. It is suggested to the management to be able to increase employee commitment, among others: providing solutions and motivation for conditions that are not going well, improving the behavior and way of thinking of employees in upholding the values that exist in the organization's vision and mission. Likewise, the promotion system is adjusted to the work results of employees.

Keywords: organizational culture, commitment, job satisfaction, employee performance.

I. Introduction

Organizational performance will not be optimal without optimal employee performance support. This suggests that employee performance factors are key to the progress and success of the organization. The performance of the organization is essentially a result of the work requirements that must be met by employees. The company's performance is determined by qualified employees (Fauzi, et al., 2016). Employee performance is one of the capital for the company to achieve its goals. So that employee performance is something that should be considered by the company leader (Rahardjo, et al., 2015). While Sulistiyani and Rosidah (2003) in Rifansyah (2016) suggested that performance is an outcome record that results from certain employee functions or activities carried out over a certain period of time. Related to the performance of employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol's Business Banking Area for 2015 is Rp. 160 billion / month is given to 24 Relationship Managers and 16 Assistant Relationship Managers cannot be reached every month. In fact, the realization of lending tends to decrease every month. Likewise for 2016 there was a significant decrease in each month, even there was no achievement of the target at all.

Decreasing performance of Relationship Managers and Assistant Relationship Managers is a phenomenon where employees should spend all their abilities for the progress of the company but this does not happen can also be caused by not absorbing the organizational culture properly. Not achieving this target unit can be used as an indication that the performance of the Relationship Manager and Assistant Relationship Manager has not been able to reach the desired standard.

Regarding the above, the researcher in this study will discuss three factors that are identified to affect employee performance, namely organizational culture, organizational commitment and job satisfaction as stated by Fauzi, et al., (2016) that the factors that influence employee performance are motivation, organizational culture, compensation, leadership, job satisfaction, discipline, work environment and organizational commitment.

Kotter & Heskett (2013) explain that organizational culture is believed to be one of the key variable factors of organizational performance success. To be able to manage the organization properly requires

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clear understanding and attention to organizational culture. In accordance with the context of empowering human resources, in order to produce professional employees with high integrity, there is a need for standard references imposed by an organization.

The second factor that is identified that influences employee performance is organizational commitment. A high commitment to the organization will increase the responsibility and sincerity of employees in carrying out their duties. Employees who have a high commitment to the organization will work wholeheartedly and will fight for the progress of the organization, because they are aware of being part of the organization (Burhan, et al., 2013).

The third factor that is identified that affects employee performance is job satisfaction. Indriyani (2015) said that employee performance will emerge if employees feel comfort and satisfaction at work. In the opinion of Robbins (2003) in Rahardjo, (2016) the term job satisfaction refers to the general attitude of an individual to the work he does. A person with a high level of job satisfaction shows a positive attitude towards the work itself while someone who is not satisfied with his job shows a negative attitude towards the job.

II. Literature Review

a) Performance

An organization is established because it has goals to be achieved. In achieving its objectives, each organization is influenced by organizational behavior which is a reflection of the behavior and attitudes of the actors found in the organization, the most common activity assessed in an organization is employee performance, namely how employees do everything related to a job, position or role in organization (Sutrisno, 2013).

Sutrisno (2013), more explicitly stated that employee performance is the result of employee work seen in the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization. The company's performance is largely determined by the performance of qualified employees (Indriani and Waluyo, 2012).

b) Organizational culture

Organizational Culture can be defined as a system of values, beliefs, assumptions, or norms that have long been valid, agreed and followed by members of an organization as a code of conduct and solutions organizational problems. (Sutrisno, 2013).

Robbins & Coulter (2010) states that "Organizational culture or organizational culture is a set of values, principles, traditions and ways of working that are shared by and influence the behavior and actions of members of the organization". In most organizations, the values and practices that are shared (shared) have developed rapidly along with the times and really greatly affect how an organization is run.

Organizational culture becomes the main identity or character of the organization that is maintained and maintained. Strong culture is a useful tool for directing behavior, because it helps employees to do better work so that every employee at the beginning of his career needs to understand the culture and how that culture is implemented.

c) Organizational Commitment

The management of an organization must be required to increase growth and / or better progress over time. To support that, all depends on top management commitment (top management). Because commitment is the determination of decision making in achieving the stated goals (Edison, et al, 2016).

The high level of organizational commitment is related to high employee performance (Syauta et al., 2012; Fitriastuti, 2013). Research conducted by Ghorbanpour, et. al., (2014) shows that organizational commitment has a positive and significant effect on employee performance. Organizations that are able to give full attention and make employees believe in the organization will gain employee commitment (Lee, et al., 2012).

d) Job satisfaction

Robbins (2010) defines job satisfaction as a general attitude of an individual towards his work where in the job a person is required to interact with colleagues and superiors, follow organizational rules and policies, meet performance standards.

Job satisfaction is a positive attitude of employees towards their work, which arises based on an assessment of the work situation (Umam, 2010). A pleasant work situation can be formed if the nature and type of work must be carried out according to the needs and values ofthe employee. Thus, satisfied employees prefer the work situation to dissatisfied employees who do not like the work situation.

III. Methods

This research was used a quantitative method with the population were employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol's Business Banking Area, totaling 40 people. As for the sample in this study, employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol's Business Banking Area, totaling 40 people.

As for obtaining data, information and information from researchers do it in the following ways: 1) Interview, namely the data collected is obtained by direct communication with the object of research. 2). Questionnaire, which is a data collection technique by creating a list of questions related to the problem being examined by employees.

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Data Analysis using Path Analysis According to Ghozali (2011), to examine the effect of intervening variables, path analysis method is used. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships between variables (model causal) that have been determined previously.

IV. Results and Discussion

a) Results

i. *Partial Influence on Employee Performance.*

Data processing results are summarized in Table 1, as follows:

Table 1: Coefficient of Determination I Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,844[a]	,712	,696	1,319	,712	45,682

a. Predictors: (Constant), Komitmen, Budaya Organisasi

b. Dependent Variable: Kinerja

Based on first Table it is known that R = 0.844, which means that the relationship between organizational culture and organizational commitment simultaneously on employee performance is 84.0%. When referring to the interpretation of the degree of closeness of the relationship according to (Sugiyono, 2010), the degree of closeness of this relationship is very strong, because it is in the interval 0.80 - 1.00.

R Square obtained by 0.712 means 71.20% employee performance can be explained by organizational culture and organizational commitment while 28.80% can be explained by other factors not examined by this study.

The results of the t test in this study are summarized in Table 2, as follows:

Table 2: Partial Tests on Employee Performance Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,234	2,040		1,585	,121
Organizational Culture	,270	,046	,633	5,880	,000
Organizational Commitment	,215	,077	,302	2,805	,008

a. Dependent Variable: Performance

Based on the output of Table 2, the significance value of organizational culture variables = 0,000 <from 0.05, so Ho's decision is rejected which means that organizational culture has a significant effect on employee performance.

The significance value of organizational commitment variables on output Table 2. = 0.008 <from 0.05, so Ho's decision is rejected which means that organizational commitment has a positive and significant impact on employee performance.

ii. *Partial Influence on Employee Job Satisfaction*

Data processing results as summarized in Table 3, as follows:

Table 3: Determination Coefficient II Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,860[a]	,739	,725	2,164	,739	52,315

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,860[a]	,739	,725	2,164	,739	52,315

a. Predictors: (Constant Organizational Commitment, Organizational Culture

Based on Table 3 it is known that R = 0.860, which means that the relationship between organizational culture and organizational commitment simultaneously to employee job satisfaction is 86%. When referring to the interpretation of the degree of closeness of the relationship according to (Sugiyono, 2010), the degree of closeness of this relationship is very strong, because it is in the interval 0.80 - 1.00.

R Square obtained by 0.739 means 73.90% employee job satisfaction can be explained by organizational culture and organizational commitment while 26.10% can be explained by other factors not examined by this study.

The results of the t test in this study as summarized in Table 4, as follows:

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Table 4: Partial Tests on Employee Job Satisfaction Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,209	3,346		1,557	,128
Organizational Culture	,561	,075	,764	7,446	,000
Organizational Commitment	,186	,126	,152	2,479	,048

a. Dependent Variable: Work Satisfaction

Based on the output of Table 4, the significance value of the organizational culture variable = 0.00 <from 0.05, so Ho's decision is rejected which means that the organizational culture has a positive and significant effect on employee job satisfaction.

The significance value of organizational commitment variables in output Table 4. is = 0.048 <from 0.05, so Ho's decision is rejected which means that organizational commitment has a positive and significant influence on employee job satisfaction.

iii. *Effect of Intervening Variables*

Table 5: Partial Test of the Role of Moderation Variables

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.688	12.018		-.224	.824
	Organizational Culture (X1)	-.959	.408	-2.247	2.350	.025
	Organizational Commitment (X2)	-1.465	.677	-2.061	-2.163	.038
	Work Satisfaction	.424	.348	.730	1.217	.232
	X1X3	.022	.011	3.838	2.079	.045
	X2X3	.042	.017	3.615	2.409	.022

From Table 5 shows that the value of sig-t which is smaller than α = 0.05 is the value of 0.045 <0.05 in the organizational culture variable and the s-t value of 0.022 <0.05 in the organizational commitment variable. This means that organizational culture influences work performance and satisfaction disrupts the influence of organizational culture on performance. Then job satisfaction significantly mediates the influence of commitment to employee performance.

Influence of X1 (Organizational Culture) through X3 (Job Satisfaction) to Y (Employee Performance)

Direct influence = b3 = -2,247

Indirect influence through X3 = 3,838

The total effect of the path coefficient = b3 + X3 = -2,247 + 3,838 = 1,591

Based on these calculations it is known that the value of direct influence is -2,247 and indirect effect 3,838 which means that the indirect effect is greater than the direct influence. These results indicate that indirectly X1 has a significant effect on Y and is positively influenced by the variable X3.

Influence of X2 (Organizational Commitment) through X3 (Job Satisfaction) on Y (Employee Performance)

Direct influence = b4 = -2,061

Indirect influence through X3 = 3.615

The total effect of the path coefficient = b4 + X3 = -2,061+ 3,615 = 1, 554

Based on these calculations it is known that the value of direct influence is -2,247 and indirect effect is 3,615 which means that the indirect effect is greater than the direct influence. These results indicate that directly X2 has a significant effect on Y and the X3 variable positively moderates.

Effect of X3 (Job Satisfaction) on Y (Employee Performance)

The significance value of X3 is 0.730> 0.005 so it can be concluded that directly X3 has no significant effect on Y. In determining whether or not there is a mediating or intervening effect in the model, it can be seen from the following criteria:

1. If the value of the effect of the total path coefficient> the value of its direct influence, then there is an intervening / mediation relationship.
2. If the value of the influence of the total path coefficient <value of the direct influence, there is no intervening / mediation relationship.

Based on these criteria, the following results are obtained:

1. The effect of the total path coefficient X1 (Organizational Culture) through X3 (Job Satisfaction) on Y (Employee Performance) of 1,591> the value of the direct influence is -2,247 so that it can be concluded that there is an intervening / mediation relationship.
2. The effect of the total path coefficient X2 (Organizational Commitment) through X3 (Job Satisfaction) on Y (Employee Performance) is 1.358> the direct influence value is -2.061 so it can be concluded that there is an intervening / mediation relationship.

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V. Discussion

a) *Organizational Culture and Organizational Commitment have a significant effect on Employee Performance*

The results show that the significance value of the F test is 0.000 at α = 0.05, this significance value is less than 0.05 so Ho's decision is rejected and Ha is accepted so that it can be said that the organizational culture and organizational commitment variables of PT. Bank Mandiri (Persero), Medan Imam Bonjol's Business Banking Area simultaneously has a significant effect on Employee Performance.

This can be interpreted if organizational culture is applied consistently and supported by good organizational commitment, it will further encourage the performance of employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

The results of the study prove the significance value of the variables of organizational culture and organizational commitment through the test = 0.000 <from 0.05. This value shows that Ho is rejected and Ha can be accepted, so it can be said that organizational culture variables have a positive and significant effect on employee performance variables. The better and more consistent the existing organizational culture currently is, it will be able to improve the performance of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

Thus this study supports research conducted by (Syauta, et. Al, 2012; Hakim, 2015 and Burhan Arif, et al., 2013) empirically prove that organizational culture significantly influences employee performance. Conducive and pleasant organizational culture and good organizational commitment will be able to be a force capable of directing employee behavior towards achieving performance in order to achieve organizational goals. This behavioral support will be the basis for employees to be able to do a job well.

Organizational culture is considered an asset that can improve organizational performance through improving employee performance. Organizational culture in this case always has a positive impact on the life of the company, as well as organizational commitment to its employees.

b) *Organizational Culture and Organizational Commitment Significantly Affect Employee Job Satisfaction*

The results show that the significance value of the F test is 0.000 at α = 0.05, this significance value is less than 0.05 so Ho's decision is rejected and Ha is accepted so that it can be said that the organizational culture and organizational commitment variables of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol's Business Banking Area simultaneously has a significant effect on employee job satisfaction. This can be interpreted if the organizational culture is applied consistently and supported by good organizational commitment, it will further encourage the work satisfaction ofemployees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

The results of the study prove that the significance value of the variables of organizational culture and organizational commitment through the test = 0.000 <from 0.05. This value shows that Ho is rejected and Ha can be accepted, so it can be said that the variables of organizational culture and organizational commitment have a positive and significant effect on employee job satisfaction variables. The better and more consistent the existing organizational culture currently is, it will be able to increase the job satisfaction of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

This study supports research conducted by (Syauta, et. Al, 2012; Hakim, 2015 and Burhan Arif, et al, 2013) empirically prove that organizational culture significantly influences employee job satisfaction.

c) *Organizational Culture Affects Job Satisfaction Mediating the Effect of Organizational Culture on Employee Performance*

The results showed that the s-t value of the organizational culture variable was = 0.025 or <α = 0.05, from the interaction of the independent variables (organizational culture) and job satisfaction variables, the organizational culture variables tended to improve employee performance. Based on the descriptive test results of respondents' perceptions, it is known that the current organizational culture at PT. Bank Mandiri (Persero) has been good, although there are still some employees who answered that they did not agree to some of the statements contained in the research questionnaire. Thus this study has different results with the research conducted by Seno Sumowo (2016) empirically proving that the interaction between job satisfaction and organizational culture has a significant positive effect on employee performance.

Organizational culture as values that helps organizational members understand acceptable actions and which are not acceptable in the organization or organizational value system and will affect the way the work done and the way employees behave are good, in other words that with the leadership encourage employees to be active in making a new idea or idea for the development of the organization has formed an employee interest in pursuing the field of work that is being done so that with a growing active attitude and employee interest in the work will contribute to the implementation of the vision and mission in an organization and support the existence of work programs that exist within an organization.

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Leadership encouragement to be able to work faster and in accordance with the tasks that have formed the sincerity of the employees in completing the task burden that is carried out so that with the encouragement from the leadership and sincerity as a commitment from the employees will create a work accuracy in accordance with the time given and increasing the quality and quantity of the work that is in an organization. Coordination with co-workers in completing an existing work within the organization will form mutual assistance among employees in working, this attitude is very important in shaping the commitment of an employee to his organization so that coordination is built and help each other among its employees as an important role in growing commitment will create capabilities and work programs that are in line with the expectations of an organization in building and improving overall organizational performance.

d) Job Satisfaction Mediates the Effect of Organizational Commitment to Employee Performance

The results showed that the s-t value of the organizational commitment variable was = 0.038 or <beta of the interaction of the independent variables (organizational commitment) and job satisfaction variables, so the variable organizational commitment through job satisfaction could improve employee performance. Thus this study supports research conducted by Debora Jublianty Anniversary, et al (2014) empirically prove that the interaction between job satisfaction and organizational commitment has a significant positive effect on employee performance.

Organizational commitment as the degree to which employees believe and want to accept the goals of the organization and will remain or will not leave their organization is good, in other words that there is a strong commitment to maintaining membership in the organization.

The understanding of each regulation that is used as a guide in conducting an examination, and the completion of tasks or jobs even though the leader is not in the office, has established a proactive attitude in seeking new work procedures and creativity in helping to improve organizational integrity, and creating extra willingness or effort besides work that has been determined, to help the success of the organization and increase work achievement in accordance with organizational expectations.

VI. Conclusion

Organizational culture and organizational commitment have a positive effect on employee performance at PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. Organizational culture and organizational commitment have a positive effect on employee job satisfaction at PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area. Organizational culture, work organizational commitment has a very strong influence on employee performance through variable job satisfaction as a moderating variable on employees of PT. Bank Mandiri (Persero), Tbk Medan Imam Bonjol Business Banking Area.

Based on the results of the analysis of the answers from respondents and verification of the research hypotheses, it can be suggested the following things, the Company can pay more attention to the employee job satisfaction achieved. Likewise, the praise given by superiors to subordinates positively so as to provide motivation to work better, giving positive rewards to employees is a good way to encourage and make them increasingly want to be engaged with the company.

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