



Organizational Commitment as Mediating Organizational Culture and Work Engagement on Performance

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ABSTRACT

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This study aims to analyze the influence of organizational culture, work involvement, commitment and its influence on employee performance. The samples taken were all employees of the Ambon State Christian Institute of 60 respondents. The results of this study indicate that: (1) organizational culture has a positive and significant effect on organizational commitment, (2) work involvement has a positive and significant effect on organizational commitment, (3) organizational culture has a positive and significant effect on employee performance, (4) engagement work does not have a positive and significant effect on employee performance, (5) organizational commitment has a positive and significant effect on employee performance. (6) Organizational culture influences performance with organizational commitment as a mediating variable.

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1. Introduction

Today's increasingly sharp competition requires every organization to strive to create a competitive advantage that can ensure survival and is sustainable, difficult to imitate (immutability) and the development of the company in the long term (longtime life cycle). If you don't immediately highlight your advantages, it will be very difficult for the company to win the business competition. From several factors of company resources including physical capital resources, organizational capital resources, human capital resources, human capital resources or human resources are now recognized as important and become the focus of many companies. Human Capital is an investment facing the era of global competition (Al Ghazawi, 2012) where competitors do not only come from the business world, but also competition appears in other sectors such as the education, health, and other sectors. To get a good work result and in accordance with the goals of the organization, every leader of an organization can be sure to have a set of rules and regulations set forth in the form of a policy. This policy is made with the intention that each component of the organization carries out its duties in accordance with the goals that have been set and will certainly improve employee performance.

Organizational commitment is a condition where an employee takes sides with an organization and its goals, and intends to maintain its membership. A person's high involvement in a job means siding with a particular job, while high organizational commitment means siding with the organization that recruited the individual (Robbins and Judge, 2013). Commitment is seen as a value orientation towards the organization that shows individuals really think about and prioritize their work and organization. Individuals will try to give all the effort they have in order to help the organization achieve its goals. (Mathins and Jackson, 2006). Likewise, what was said by Nasution (2017), that employees who have a strong commitment will stay with the employee organization (Inayatullah & Jehangir, 2002). The results of research on the effect of organizational commitment on employee performance from Hueryren Yeh, Hong (2012), namely Organizational Commitment will positively and significantly affect job performance, indicate that employees are willing to stay and devote themselves to achieving work goals because they have the same values and goals in the organization. ,

Strong commitment will form positive behavior that is implemented in accordance with the values in the organizational culture. Organizational culture is a set of value systems(values), beliefs, assumptions or norms that have long been in effect, are agreed upon and followed by members of an organization as behavioral guidelines and solving organizational problems (Darodjat, 2015). Priansa and Garnida (2013) argue that organizational culture is a value system that is developed and applies within an organization, which makes it unique as an organization. In several studies by Cengiz, Yilmaz and Ercan Ergun(2008), it has been identified that culture influences organizational performance. Organizational culture exhibits a variety of social phenomena that help define an organization's character and norms, including organizational dress, language, behavior, beliefs, values, assumptions, status and authority symbols, myths, ceremonies and rituals, respect and subversion (Scott et al. , 2003). The literature on organizational culture is rich and diverse. Most claim that culture is related to organizational performance. Although there are some experts who question the relationship between culture and performance. But there is insufficient evidence to show that organizational culture is associated with organizational performance. (Ogbonna and Harris, 2000).

The decline in the level of a person's performance in an organization is also caused by the lack of employees involved in a job. Therefore, the organization should involve employees more often in every job, so that the employees involved become more committed to their work and increase performance, so it is said that the organization is successful. Sethi (2016) states that someone who is not involved in participating in his organization will assume that work is not important for self-esteem and has no emotional attachment to the organization which in turn has a negative impact on declining performance. Job involvement is the level of work experienced by employees that affects self-esteem and performance. Saxena (2015) explains that job involvement is related to individual psychology which is important for individual image. Job involvement is related to personal characteristics and the nature of the task that can increase social factors such as teamwork, decision-making participation, how much employees support organizational goals, show achievements and progress in their work (Bakker et al, 2008) When employees are given the opportunity to contribute through ideas -ideas and suggestions in making a decision, which can increase the performance that employees are involved in making optimal decisions from various perspectives (Kemelgor, 2010) Various studies have shown a significant relationship between employee engagement and employee performance among others Dajani, (2015) and Kim et al. (2013). The results of other studies stated that work involvement as a mediator in relation to

performance.). The relationship between engagement and performance not only has a direct relationship, but is mediated by various other factors (Karatepe and Ngeche, 2012).

2. Method

This study examines and analyzes the influence between organizational culture, job involvement and performance, where commitment is a mediating variable. The research location is the Ambon Christian Institute of Religion. The size of the sample used is 60 people. To measure respondents' answers, the Likert scale was used. The Likert scale is a psychometric scale commonly used in questionnaires. According to Sugiyono (2017), the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. In this study, there are three types of variables used, namely the independent variable, namely Organizational Culture and Employee Involvement, the intervening variable, namely Organizational Commitment, and the dependent variable is Performance. The data analysis technique in this study used Partial Least Square (PLS).

3. Results and Discussion

Feasibility Test Model of the influence of Organizational Culture Variables (X1) with Performance (Y) and the Effect of Compensation Variables (X2) with Performance, as well as the Effect of Organizational Culture and Compensation on Performance Mediated by Work Motivation (Z)) using Warp PLS 5.0. Hypothesis testing is based on the results of the PLS SEM model analysis containing all Supporting Variables for Hypothesis Testing

Table 1.

Average Variance Extracted (AVE)	
Variable	Average Variance Extracted
X1 (Organizational Culture)	0.768
X2 (Work Engagement)	0.788
Y2 (Work Engagement)	0.738
Y (Organizational Commitment)	0.770

Based on the table data above, it is known that the AVE value of the X1 variable (Organizational Culture) is 0.768, the X2 variable (Work Involvement) is 0.788, the Y2 variable (Employee Performance) is 0.738, and the Y1 variable (Organizational Commitment) is 0.770. and these variables can be said to be valid based on a predetermined standard value

Table 2

Composite Reliability	
Variable	Composite Reliability
X1 (Organizational Culture)	0.971
X2 (Work Engagement)	0.957
Y2 (Work Engagement)	0.971
Y (Organizational Commitment)	0.953

Based on the table data above, it can be seen that the composite reliability value of all research variables is > 0.7 . Variable X1 (Organizational Culture) 0.971, X2 (Work Involvement) 0.957, variable Y2 (Employee Performance) 0.971 and variable Y1 (Organizational Commitment) 0.953. These results indicate that each variable has met composite reliability so that it can be concluded that all variables have a high level of reliability.

Table 3
Cronbach Alpha

Variable	Cronbach Alpha
X1 (Organizational Culture)	0.966
X2 (Work Engagement)	0.946
Y2 (Work Engagement)	0.968
Y (Organizational Commitment)	0.940

Based on the table data above, it can be seen that the Cronbach Alpha value of all research variables is > 0.7 . Variable X1 (Organizational Culture) 0.966, X2 (Work Involvement) 0.946, variable Y2 (Employee Performance) 0.968 and variable Y1 (Organizational Commitment) 0.940. So it can be concluded that all of the variables are reliable

Hypothesis testing in this study was carried out by assessing the T-Statistic value and the P-Values value. The research hypothesis can be stated to have a positive and significant effect if the value of the T-Statistic is greater than the T-table value, namely 1.67 and the value of the P-Values is less than 0.05

Table 4
Direct Influence

Hypothesis	Influence	T-Statistics	P-Values	Results
H1	Organizational culture → Commitment Organizational	3.441	0.001	Received
H2	Work Engagement → Commitment Organizational	4.118	0.000	Received
H3	Organizational culture → Performance	5.486	0.000	Received
H4	Work engagement → Performance	0.947	0.334	Rejected
H5	Organizational Commitment → Performance	3.381	0.001	Received

The data above shows that the T-Statistic value of 3.441 is greater than the T-Table value of 1.67 and the P-Values value of 0.001 which is smaller than the significance value of 0.05. It means that organizational culture has a positive and significant effect on Organizational Commitment, which means that organizational culture is able to increase Organizational Commitment. This means that Hypothesis 1 is accepted. Furthermore, the T-Statistic value of 4.118 is greater than the T-Table value of 1.67 and the P-Values value of 0.000 which is smaller than the significance value of 0.05. It means that work involvement has a positive and significant effect on organizational commitment, which means that work involvement can increase organizational commitment. Thus, Hypothesis 2 is accepted. The T-Statistic value of 5.486 is greater than the T-Table value of 1.67 and the P-Values value of 0.000 which is greater than the significance value of 0.05. So it means that organizational culture affects employee performance, which means organizational culture is able to improve employee performance. It means that Hypothesis 3 is accepted. The T-Statistic value of 0.947 is smaller than the T-Table value of 1.67 and the P-Values value of 0.334 which is greater than the significance value of 0.05. So it means that work involvement has no effect on employee performance, which means that compensation is not able to improve employee performance. Thus Hypothesis 4 is rejected. Furthermore, the T-Statistic value of 3.381 is

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greater than the T-Table value of 1.67 and the P-Values value of 0.0001 which is smaller than the significance value of 0.05. So it means that organizational commitment has a positive and significant effect on employee performance,

Table 5
Indirect Influence

Hypothesis	Influence	T-Statistics	P-Values	Results
H6	Organizational culture → Commitment Organizational → Employee Performance	2,132	0.033	Received
H 7	Work involvement → Organizational Commitment → Performance	2,881	0.004	Diterima

The explanation for the T-Statistic value is 2.132, which is greater than the T-Table value of 1.67 and the P-Values value of 0.033, which is smaller than the significance value of 0.05. It means that organizational commitment can mediate the influence of organizational culture on employee performance. Thus Hypothesis 6 is accepted. Furthermore, the T-Statistic value of 2.881 is greater than the T-Table value of 1.69 and the P-Values value of 0.004 which is smaller than the significance value of 0.05. This means that organizational commitment can mediate the effect of work involvement on employee performance. This means that Hypothesis 7 is accepted.

The IAKN Ambon institution provides support to its employees. IAKN Ambon is committed to implementing organizational culture to the fullest. One of its forms is by innovating and giving birth to new ideas so that services to students can be carried out properly. IAKN employees realize that the institution where they work is a place for them to serve, so a culture of love for work will be able to give birth to a work culture that upholds the dignity of employees and the dignity of the institution. Service culture is still a priority. In addition, a culture of detail and thoroughness in work must color IAKN employees who serve the interests of students and lecturers. In this case, concerning matters of an academic nature, they must be responded to with high seriousness and responsibility. . The maximum implementation of organizational culture in the behavior of IAKN employees is what creates a high sense of commitment to the IAKN institution. That is why organizational culture plays a very important role in building organizational commitment. The results of this study are in line with previous studies conducted by Pawirosumarto (2016) where the research results obtained that organizational culture has a positive and significant effect on organizational commitment.

The relationship between work involvement and organizational commitment at IAKN Ambon, namely the high level of employee work involvement will increasingly show a high commitment to the organization. Employees will be more committed to carrying out their work if the organization involves employees proportionally and fairly in every work. By itself, employees will be more motivated and committed to complying with company regulations and be more responsible for their work. The emergence of commitment in a person also depends on how well he involves himself and realizes that work is a gift and a responsibility that must be carried out. The results of this study are supported by research conducted by Muhamad Rizky Nur Kurniawan (2015) and Chughtai, AA

Furthermore, the results which state that organizational culture has a positive and significant effect on employee performance indicate that IAKN Ambon in carrying out its responsibilities as a higher education institution requires employees who can show high performance in each working period. By

referring to organizational culture, high performance will be seen if employees feel that the application of organizational culture by institutions, lecturers and employees has been able to produce innovative changes. And performance is seen in completing tasks according to job descriptions and job specifications. The more the implementation of organizational culture is well implemented, the employee performance will increase.

Talking about the relationship between work involvement and performance, it is realized that the fairly high involvement of IAKN employees does not automatically improve the performance of IAKN employees. The performance of IAKN employees does not only depend on employee work involvement. Employees must really have loyalty and a sense of love for the work they do. Thus, work involvement cannot make a significant contribution to the increase in the performance of IAKN employees. Ching (2015) states that job involvement is the level of work experienced by employees that affects self-esteem and performance. Saxena (2015) explains that job involvement is related to individual psychology which is important for individual image.

Employee performance is also influenced by organizational commitment. When organizational commitment, namely Affective, Normative and Sustainable Commitment, has a high value, employee performance also has a high value. For employees who work at IAKN Ambon, commitment to the organization has been seen in their respective areas of duty, whether it's in the academic, HR or financial divisions. With a high commitment that is part of the promise and statement of attitude to support the work, IAKN employees will show positive work practices and achievements. The results of this study support the research conducted by Stephen L. Fink (2015)) showing that commitment to work, commitment to colleagues and organizational commitment have a relationship with employee performance.

High organizational commitment becomes a supporting variable where organizational culture can affect employee performance. Implementation of organizational culture felt by employees makes organizational commitment increase, and the impact of increased organizational commitment is increased performance. The results of this study are strengthened by previous research conducted by Kartingsih (2017) which has research results on organizational commitment mediating the relationship between organizational culture and employee performance. Meanwhile, for work involvement, it is clearly proven that the work involvement of IAKN Ambon employees can improve employee performance with organizational commitment as an intervening variable. Good and effective work involvement can be felt by employees and is able to increase organizational commitment, and if employees are committed, it will result in higher employee performance. The results of this study were strengthened by Demerouti, E., & Cropanzano, R (2010). Shows the results that work involvement has a positive effect on performance with organizational commitment as a mediating variable.

4. Conclusion

1. Organizational Culture has a positive and significant effect on Organizational Commitment. So every perceived increase in organizational culture, the employee's organizational commitment has increased.
2. Job involvement has a positive and significant effect on Organizational Commitment. So every increase in employee work involvement, the perceived organizational commitment will increase.
3. Organizational culture has a positive and significant effect on employee performance. So the

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increasing implementation of organizational culture, this will increase the level of employee performance.

4. Employee work involvement has no effect on increasing employee performance. Employee performance does not only increase when employees are involved in work, but there are other factors that affect the performance
5. Organizational Commitment has a positive and significant effect on employee performance. When the employee's organizational commitment increases, it will increase the employee's performance.
6. Organizational Commitment mediates the relationship between organizational culture and employee performance.
7. Organizational Commitment mediates the relationship between job involvement and employee performance.

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