



CORPORATE CULTURE AND EMPLOYEE COMPETENCE EFFECTS ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AT BANK BXXXS TBK

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ABSTRACT

KEYWORDS

company culture; work commitment; employee competency; employee performance

Basically, performance is an individual thing because each individual will have a different level of performance according to the values that apply to each individual. The more aspects of work that are in accordance with individual wishes, the higher the level of performance. This study aims to analyze the effect of corporate culture, employee competence, on employee performance with organizational commitment as a mediating variable. The subjects of this study were BXXXS Bank employees in the Risk Management unit, with a population of 50 people. The data collection technique uses a questionnaire instrument with a Likert scale measurement. Data were analyzed using SmartPLS software version 3.3.7. The results of this study indicate that corporate culture has an effect on employee performance variables, corporate culture has no effect on work commitment variables, employee competencies have an effect on employee performance variables, employee competencies have had an effect on corporate culture variables have no effect on employee performance through work commitment and employee competence has no effect on employee performance through work commitment.

INTRODUCTION

The rapid development of science and technology has increased competition between institutions. In the 21st century, the challenge that is directly faced is globalization with all its implications. In order for a business entity to continue to exist, it must have the courage to face it, namely to face change and win the competition. Institutional resources, such as capital, methods and machines, cannot produce optimal results if they are not supported by human resources with optimal performance. So companies need employees who are able to work better and faster, and employees who have high performance are needed. To face intense competition now and in the future, companies need professional human resources. Therefore, Companies must strive to maintain and maintain existing human resources. Kasmir (2016) states that human resources will work optimally if managed properly.

This background causes BXXXS Bank to be ready to transform processes and people in terms of supporting the transformation of technology systems. In supporting process transformation, management provides program directions that are completely digital, so that all employees are required to see their work processes and activities again and can build the process more automatically, so that the entire process runs agile and fast, which can provide speedy service outcomes to customers. Likewise, business units are directed to create several program innovations and new products that are more dynamic and collaborate with other ecosystems or companies so that there is continuous collaboration of applications and data to provide appropriate services to customers with products that are on target. The speed of transformation requires that the Risk Management unit immediately provide the same

understanding of the implementation of risk management for all employees at Bank BXXXX, so that they have agility and adapt immediately in a timely, accurate and agile manner (Agility) in terms of conducting risk management studies of all strategies and processes. business. The Risk Management Unit creates a risk management curriculum and provides training to all employees in stages according to their positions, job roles and responsibilities.

With this background, the authors are interested in examining these variables with phenomena at the research site. BXXXX Bank is a bank a subsidiary of BXXX engaged in sharia banking. The working system, Bank BXXXX as the only sharia commercial bank in Indonesia that focuses on providing services to empower productive underprivileged customers and develop financial inclusion. The author finds the phenomenon of demands in the Risk Management unit that must work hard to improve the performance of its team members for the campaign on Risk Awareness. The author conducted brief interviews with the heads of the Risk Management unit division as many as 3 people who had certain positions in charge of team members and stated that there were directions for team members to improve their performance and intensively carry out campaigns regarding Risk Awareness in supporting people transformation according to the direction of the BXXXX Bank company in the past two years. last year. In the interview, the three people gave a lattice if the performance of the team members held by them, there is no expected increase in performance. According to them, it's about competence and corporate culture that affect the commitment of team members to work.

The survey was conducted using a brief questionnaire on employees in the Risk Management unit with a total of 15 people to see how the performance conditions of employees in the Risk Management unit and determine the factors to be studied. The following are the results of the pre-survey conducted by the researcher.

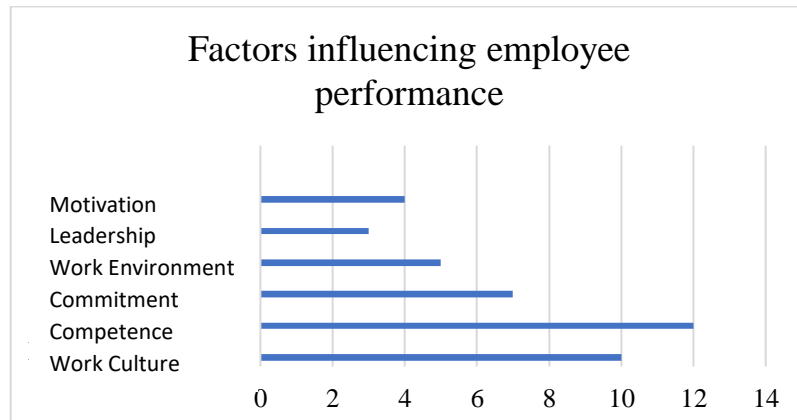


Figure 1. Factors influencing employee performance

Source: Results of pre-survey data processing of Bank BXXXX Risk Management unit (2022)

Of the 15 employees who filled out the pre-survey, it can be seen from the number of subjects that were chosen to be factors that influence employee performance and will be used as a research variable by the author. It was found that 12 employees felt that competence affected performance, then there were 7 employees who thought commitment affected performance. and 10 employees feel that corporate culture influences performance.

However, this differs from Setiawan, et al. (2014) with the results of research if organizational culture cannot affect performance, if employees have first been motivated by the organizational culture and leadership given. Similarly, Prakoso et al. (2017), there is no influence of organizational culture on organizational commitment. There is also research

conducted by Meutia et al. (2016) states that competence has no significant effect on performance. Martono (2018) states organizational commitment is not a moderating variable as evidenced by an increase in employee performance as a result of high organizational culture not being strengthened by organizational commitment. Because organizational commitment is normative and has been regulated in fixed work procedures, employees are bound by clear work assignment organizational regulations.

This research aims to; (1) identify and analyze the influence of corporate culture on employee performance at the Risk Management Unit at Bank BXXXS, (2) identify and analyze the influence of corporate culture on employee organizational commitment at the Risk Management Unit at Bank BXXXS, (3) identify and analyze the effect of employee competence on employee performance at the Risk Management Unit at Bank BXXXS, (4) identify and analyze the influence of employee competence on employee organizational commitment at the Risk Management Unit at Bank BXXXS, (5) identify and analyze the effect of organizational commitment on employee performance at the Risk Management Unit at Bank BXXXS, (6) identify and analyze the influence of corporate culture on employee performance through organizational commitment to the Risk Management Unit at Bank BXXXS.

RESEARCH METHOD

Research Design

In this study, this type of research uses quantitative research methods, where the data collected are numbers that will be analysed using statistics. This research is a basic research, namely basic research that has scientific research objectives to improve scientific theories and improve understanding or prediction of business or other phenomena.

In this study, the authors took the Risk Management Unit population as a sample of 50 employees who were considered valid respondents. Meanwhile, for the sake of implementing further understanding of the questionnaire, the researcher gave 1 week to fill out the questionnaire. The researcher also always communicates with the respondent so that the data provided is in accordance with the set deadline. The type of data that researchers use to ask questions to respondents is primary data using a questionnaire with a Likert scale with intervals of 1-5.

Data Collection Methods

The type of data collection method used by the author is primary data, namely data that comes from the original source which is obtained directly from the object under study. Primary data in this study came from respondents' responses or questionnaires given, and in taking the sampling using literature study techniques, interviews, and questionnaires.

Respondents' answers given through a questionnaire were measured using a Likert Scale which is included in the Ordinal measurement scale. The data collection method was carried out with the aim of collecting data and information to support this research. Data collection was obtained by distributing questionnaires to research respondents randomly by distributing a list of questions.

Data Analysis Methods

Data analysis is the processing of data obtained by using formulas or with existing rules in accordance with the research approach. Data obtained through questionnaires that have been filled in by respondents are then processed and analysed using data processing techniques to produce a conclusion on the problem under study. The data analysis method used in this study is as follows:

Descriptive Analysis

Sugiyono (2018) defining descriptive statistical analysis is an analysis conducted to determine the existence of independent variables, either only on one variable or more (stand-alone variable or independent variable) without making comparisons of the variable itself and looking for relationships with other variables.

Description of Respondents

Aims to describe the demographic characteristics of the respondents, which include age, education level, length of time being a member, position including frequency value, and percentage of each factor.

Instrument Test

Structural Equation Model - Partial Least Square (SEM-PLS)

Data management in this study will use the Partial Least Square (PLS) approach. PLS is intended for causal- predictive analysis in situations of high complexity and low theoretical support (Ghozali, 2014).

The goal of PLS is to find the optimal predictive linear relationship that exists in the data. Although PLS can also be used to confirm theories, it can also be used to explain whether or not there is a relationship between latent variables. According to Wold in (Ghozali, 2014) PLS is a powerful analytical method because it is not based on many assumptions or conditions, such as normality and multicollinearity tests. This method has its own advantages, including: the data does not have to be normally distributed multivariate.

Even indicators with categorical, ordinal, interval to ratio data scales can be used. Another advantage is that the sample size does not have to be large. The PLS approach is based on a shift in analysis from measuring model parameter estimates to measuring predictions that are relevant. So that the focus of the analysis shifts from only estimation and interpretation of significant parameters to the validity and accuracy of predictions.

Measurement Model Test (Outer Model)

The Outer Model, often called the Outer Relation or Measurement Model, defines how each indicator block relates to its latent variables. This model is used to determine the validity and reliability of indicators.

1) Convergent Validity

Testing the convergent validity of each construct indicator. According to Chin deep (Ghozali, 2014), an indicator is said to have good validity if the value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered sufficient. Based on this criterion, if there is a loading factor below 0.50, it will be removed from the model.

2) Discriminant Validity

Discriminant validity of the measurement model with reflective indicators is assessed based on the cross loading of measurements with constructs. If the construct's correlation with the measurement item is greater than the other construct measures, it indicates that the latent construct predicts the size of the block better than the size of the other blocks. Discriminant validity serves to measure the accuracy of the reflective model and for the AVE value of discriminant validity it is set at a minimum of 0.5 and better results are more than 0.5.

3) Composite Reliability

Composite reliability measures the true value of the reliability of a construct. A construct is said to be reliable if the Cronbach's alpha value must be more than 0.6 and the composite reliability value must be more than 0.7.

Structural Model Test (Inner Model)

The inner model (inner relation, structural model, or substantive theory) describes the relationship between latent variables based on substantive theory. The structural model (inner

model) is an evaluation of the Goodness of Fit Index or to test the hypothesis of a study. The structural model in SemPLS is first evaluated by using R² for the dependent construct, the path coefficient value or t-value for each path for the significant test between constructs in the structural model.

1) Goodness-Fit Model Test

The Goodness Of Fit test (model accuracy test) was conducted to measure the accuracy of the sample regression function in estimating the actual value statistically. R-square results of 0.67; 0.33 and 0.19 for the endogenous latent variable (the dependent variable) in the structural model indicates that the model is substantial, moderate and weak. In addition, the structural model is evaluated using Q-square. The Q-square value is used to see the relative effect of the structural model on observational measurements for latent variables (endogenous latent variables). If the value of Q² > 0 shows evidence that the observed values have been reconstructed properly, then the model has predictive relevance. Conversely, if the value of Q² < 0 indicates no predictive relevance.

2) Hypothesis Test

The use of hypothesis testing is to find out the significance seen by comparing the significance value that occurs with a level of uncertainty of 0.05. Or to find out whether it is significant or not significant from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared by the T-count.

RESULTS AND DISCUSSION

Results of Data Analysis

Measurement Model Test (Outer Model)

The Outer Model, often called the Outer Relation or Measurement Model, defines how each indicator block relates to its latent variables. This model is used to determine the validity and reliability of indicators. The stages of testing the measurement model (outer model) are carried out with the following steps:

1) Convergent Validity Test

To find out the ability of the instruments used in the research, the effectiveness of the researcher was tested. The researcher's validity test can indeed test whether the construct variables are highly correlated. Based on the rule of thumb used in this study, the parameters measured were load factor values greater than 0.7 and AVE greater than 0.5. The test results using SmartPLS will produce load factor values in the model path diagram and tables.

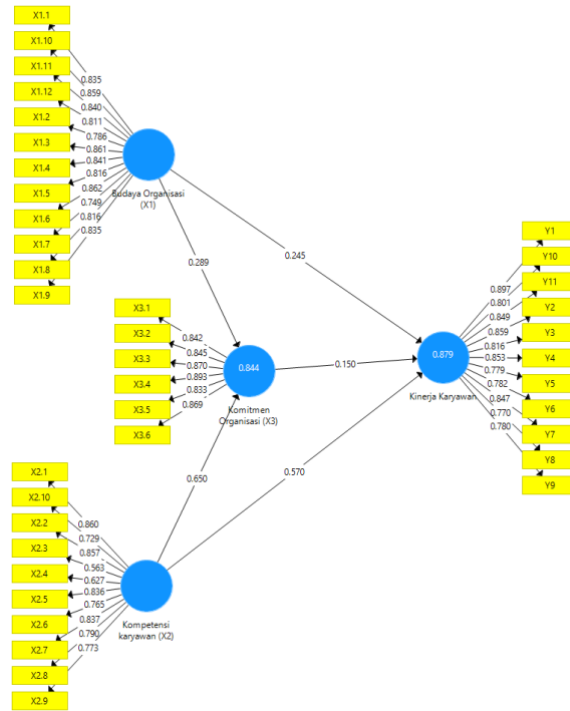


Figure 2. Convergent Validity Test

Source: Data processing output on SmartPLS 3.3.7 (2023)

Based on the analysis of the model path diagram above using SmartPLS, then generates loading factor values in the form of a path diagram model. It can be seen that there are indicators X2.3 and X2.4 which are below 0.7, which means that the indicator is declared invalid. Therefore, validity testing was carried out again by removing indicators X2.3 and X2.4. Following are the results of the second validity test using SmartPLS:

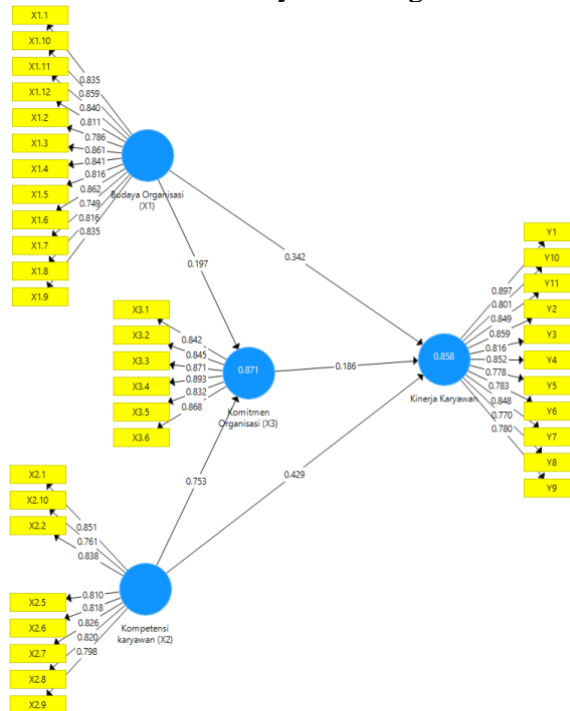


Figure 3. Second Convergent Validity Test

Source: Data processing output on SmartPLS 3.3.7 (2023)

Based on the analysis of the model path diagram above using SmartPLS, then generates loading factor values in the form of a path diagram model. It can be seen that all indicators are above 0.7, which means that the indicator is valid. Then, you can see the presentation of the data in the following Outer Loadings table:

Table 1. Outer Loading

Indicator	Outer Loading Value	Information
X1.1	0.835	Valid
X1.2	0.786	Valid
X1.3	0.861	Valid
X1.4	0.841	Valid
X1.5	0.816	Valid
X1.6	0.862	Valid
X1.7	0.749	Valid
X1.8	0.816	Valid
X1.9	0.835	Valid
X1.10	0.859	Valid
X1.11	0.840	Valid
X1.12	0.811	Valid
X2.1	0.851	Valid
X2.2	0.838	Valid
X2.5	0.810	Valid
X2.6	0.818	Valid
X2.7	0.826	Valid
X2.8	0.820	Valid
X2.9	0.798	Valid
X2.10	0.761	Valid
X3.1	0.842	Valid
X3.2	0.845	Valid
X3.3	0.871	Valid
X3.4	0.893	Valid
X3.5	0.832	Valid
X3.6	0.868	Valid
Y1	0.897	Valid
Y2	0.859	Valid
Y3	0.816	Valid
Y4	0.852	Valid
Y5	0.778	Valid
Y6	0.783	Valid
Y7	0.848	Valid
Y8	0.770	Valid
Y9	0.780	Valid
Y10	0.801	Valid
Y11	0.849	Valid

Source: Data processing output on SmartPLS 3.3.7 (2023)

It can be seen that organizational culture has a value between 0.749 - 0.862. The next results are employee competence with a value between 0.761 - 0.851, then organizational commitment with a value between 0.832 - 0.893, and employee performance between numbers 0.770 - 0.897. The results of the outer loadings table above show that all questions on each latent variable in this study can be understood by the respondents. By referring to the minimum number limit of more than 0.7, it means that the data is declared valid (Ghozali, 2014). So that all data, nothing is excluded and all data meets convergent validity.

2) Discriminant Validity Test

Discriminant validity of the measurement model with reflective indicators is assessed based on the cross loading of measurements with constructs. If the construct's correlation with the measurement item is greater than the other construct's measures, it indicates that

the latent construct predicts the size of the block better than the size of the other blocks. Discriminant validity serves to measure the accuracy of the reflective model and the AVE value of discriminant validity is set at a minimum of 0.5 and better results are more than 0.5.

Table 2. Cross Loading

Indicator	Organizational Culture (X1)	Employee competency (X2)	Organizational Commitment (X3)	Employee Performance (Y)	Information
X1.1	0.835	0.810	0.793	0.752	Valid
X1.2	0.786	0.703	0.655	0.754	Valid
X1.3	0.861	0.791	0.759	0.787	Valid
X1.4	0.841	0.731	0.716	0.720	Valid
X1.5	0.816	0.734	0.679	0.769	Valid
X1.6	0.862	0.777	0.773	0.705	Valid
X1.7	0.749	0.666	0.685	0.654	Valid
X1.8	0.816	0.708	0.691	0.717	Valid
X1.9	0.835	0.725	0.698	0.718	Valid
X1.10	0.859	0.736	0.745	0.726	Valid
X1.11	0.840	0.775	0.752	0.705	Valid
X1.12	0.811	0.751	0.708	0.806	Valid
X2.1	0.798	0.851	0.811	0.775	Valid
X2.2	0.723	0.838	0.752	0.799	Valid
X2.5	0.689	0.810	0.735	0.780	Valid
X2.6	0.754	0.818	0.813	0.689	Valid
X2.7	0.791	0.826	0.719	0.792	Valid
X2.8	0.724	0.820	0.774	0.765	Valid
X2.9	0.709	0.798	0.744	0.677	Valid
X2.10	0.676	0.761	0.715	0.641	Valid
X3.1	0.711	0.764	0.842	0.726	Valid
X3.2	0.676	0.740	0.845	0.719	Valid
X3.3	0.727	0.756	0.871	0.717	Valid
X3.4	0.754	0.841	0.893	0.808	Valid
X3.5	0.809	0.826	0.832	0.773	Valid
X3.6	0.812	0.850	0.868	0.796	Valid
Y1	0.818	0.818	0.787	0.897	Valid
Y2	0.773	0.776	0.771	0.859	Valid
Y3	0.783	0.758	0.772	0.816	Valid
Y4	0.696	0.713	0.658	0.852	Valid
Y5	0.648	0.715	0.705	0.778	Valid
Y6	0.726	0.677	0.746	0.783	Valid
Y7	0.793	0.805	0.745	0.848	Valid
Y8	0.636	0.691	0.637	0.770	Valid
Y9	0.655	0.679	0.642	0.780	Valid
Y10	0.671	0.745	0.742	0.801	Valid
Y11	0.810	0.817	0.755	0.849	Valid

Source: Data processing output on SmartPLS 3.3.7 (2023)

Based on the results of the discriminant validity test after model modification at the convergent validity stage, it can be seen in table 2 that all indicators have a cross loading value on the construct that is greater than the cross loading value on the other constructs so that it is declared valid. It can be concluded that the constructs of organizational culture, employee competence, organizational commitment and employee performance have good discriminant validity. Another way to see discriminant validity is to look at the AVE value. The AVE value is recommended to be greater than 0.5 from other indicators involving these latent variables.

Table 3. Average Variance Extracted

Variable	Average Variance Extracted (AVE)
Organizational Culture (X1)	0.683
Employee performance	0.676
Organizational Commitment (X3)	0.738
Employee competency (X2)	0.665

Source: Data processing output on SmartPLS 3.3.7 (2023)

3) Reliability Test

The reliability test is carried out by looking at the composite reliability value of the indicator block that measures the construct. This is necessary to find out whether the research instrument item, if used twice to measure the same symptoms, will provide relatively consistent measurement results. Composite reliability results will show a satisfactory value if it is above 0.7 (Ghozali, 2014). In Table 4 below it can be seen that all Cronbach alpha values show numbers above 0.81, which means that all the results are satisfactory and very reliable if the research instrument is used twice to measure all the same symptoms.

Table 4. Cronbach alpha

Variable	Cronbach's Alpha	Information
Organizational Culture (X1)	0.958	Reliable
Employee performance	0.952	Reliable
Organizational Commitment (X3)	0.929	Reliable
Employee competency (X2)	0.928	Reliable

Source: Data processing output on SmartPLS 3.3.7 (2023)

The second test can be by looking at the composite reliability value. In Table 5, where the composite reliability test is used to show the internal consistency of an indicator in the latent variable. In general, the value of composite reliability tends to be greater than Cronbach alpha. Composite reliability is considered reliable if the value is above 0.7.

Table 5. Composite Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X1)	0.958	0.958	0.963	0.683
Employee competency (X2)	0.928	0.929	0.941	0.665
Organizational Commitment (X3)	0.929	0.930	0.944	0.738
Employee Performance (Y)	0.952	0.954	0.958	0.676

Source: Data processing output on SmartPLS 3.3.7 (2023)

Structural Model Test (Inner Model)

The inner model (inner relation, structural model, or substantive theory) describes the relationship between latent variables based on substantive theory. The structural model (inner model) is an evaluation of the Goodness of Fit Index or to test the hypothesis of a study. The structural model in SemPLS is first evaluated by using R2 for the dependent construct, the path coefficient value or t-value for each path for the significant test between constructs in the structural model. The stages of testing the structural model (inner model) are carried out with the following steps:

1) Test the Coefficient of Determination/ R Square (R²)

Look at the R-Square (R2) value which is the Goodness of Fit (GoF) model test. In assessing the model with PLS it starts by looking at the R-Square (R2) for each dependent

variable. The coefficient of determination R-Square (R²) shows how much the independent variable explains the dependent variable. The value of R-Square (R²) is zero to one.

Table 6. Value of R Square (R²)

Indicator	R Square
Employee Performance (Y)	0.858
Organizational Commitment (X3)	0.871

Source: Data processing output on SmartPLS 3.3.7 (2023)

Based on Table 6 it can be seen that the R-square (R²) value of the employee performance variable is 0.858 and the organizational commitment variable is 0.871 which means that the employee competency and organizational culture variables affect employee performance by 85.8% while 87.1% is influenced by the commitment variable organization as a variable mediating employee competence and organizational culture on employee performance.

2) Test the Goodness of Fit Index

The purpose of testing the Goodness of Fit Index (GoF) is to validate the combined performance of the measurement model (outer model) and the structural model (inner model) obtained through calculations. GoF values range from 0-1 with the following interpretations: Low Goodness of Fit (GoF) = 0.1, Moderate Goodness of Fit (GoF) = 0.25 and Great Goodness of Fit (GoF) = 0.38. Then the GoF calculation for this study is as follows:

$$\begin{aligned} \text{GoF} &= \sqrt{(\text{AVE} \times \text{R}^2)} \\ &= \sqrt{((0.683 + 0.665 + 0.738 + 0.676) / 4) \times (0.858 + 0.871)} \\ &= \sqrt{(0.6905 \times 1.729)} = 1.0926 \end{aligned}$$

From the calculation results, the GoF Index value is considered large because the value is more than 0.38 (Ghozali, 2014). This shows that the overall model is appropriate.

3) Hypothesis Testing

After obtaining a structural model with good goodness of fit, the next step is to test the hypothesis. The hypothesis test can be seen using Bootstrap on SmartPLS by looking at the P or P Values with an error rate of 0.05.

Table 7. Path Coefficients

Structural Path	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture (X1) -> Employee Performance (Y)	0.342	0.341	0.113	3,012	0.003
Organizational Culture (X1) -> Organizational Commitment (X3)	0.197	0.200	0.105	1,865	0.063
Organizational Commitment (X3) -> Employee Performance (Y)	0.186	0.184	0.158	1.173	0.241
Employee competence (X2) -> Employee Performance (Y)	0.429	0.427	0.157	2,725	0.007
Employee competence (X2) -> Organizational Commitment (X3)	0.753	0.737	0.104	7,238	0.000

Source: Data processing output on SmartPLS 3.3.7 (2023)

Table 8. Total Indirect Effects

Structural Path	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture (X1) -> Employee Performance	0.036	0.037	0.041	0.880	0.379
Employee competence (X2) -> Employee Performance	0.140	0.138	0.121	1.151	0.250

Source: Data processing output on SmartPLS 3.3.7 (2023)

The results of the estimation of t-statistics are seen in the path coefficient (t-statistics) on the T-Table which will be used in formulating the T-value to be used with two tailed samples totaling 50 and the number of variables is 4, then $df = 50 - 4$ so that with a df value of 46 at an error rate of 5%, a standard value of 2.013 is obtained. The estimated value of the causal relationship from the structural model tested and the results of hypothesis testing with the t-value of each relationship is said to have a significant effect if the t-values ≥ 2.013 as follows:

Table 9. Hypothesis Test Results

hypothesis	Structural Path	t-values	Information	Conclusion
H1	Organizational Culture (X1) -> Employee Performance (Y)	3,012	data supports hypothesis	corporate culture influences employee performance variables.
H2	Organizational Culture (X1) -> Organizational Commitment (X3)	1,865	data not support hypothesis	corporate culture has no effect on the work commitment variable
H3	Employee competence (X2) -> Employee Performance (Y)	2,725	data supports hypothesis	Employee competence influences employee performance variables.
H4	Employee competence (X2) -> Organizational Commitment (X3)	7,238	data supports hypothesis	employee competence affects the work commitment variable.
H5	Organizational Commitment (X3) -> Employee Performance (Y)	1.173	data not support hypothesis	work commitment has no effect on employee performance variables.
H6	(X1)->(X3)->Employee Performance	0.880	data not support hypothesis	corporate culture has no effect on employee performance through work commitment.
H7	(X2)->(X3)->Employee Performance	1.151	data not support hypothesis	employee competence does not affect employee performance through work commitment.

Source: author data processing (2023)

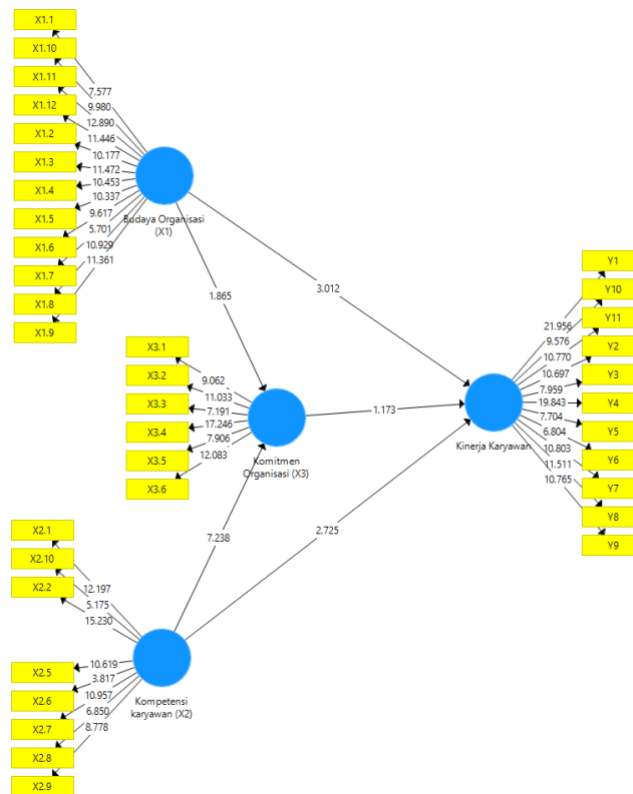


Figure 4. Bootstrap Test Results

Source: Data processing output on SmartPLS 3.3.7 (2023)

Discussion

Based on the results of the analysis after using SmartPLS, a discussion was carried out regarding the analysis that had been carried out. The influence of each research variable is associated with the theory of previous research.

Corporate culture influences employee performance

The existence of a corporate culture that is determined and implemented by the company that should be applied to employees is expected to support employee performance according to the work targets imposed by the company. In terms of the loading factor value on the corporate culture variable, the lowest value is seen on the X1.7 indicator with a value of 0.749 which indicates that respondents think that the leadership does not provide facilities or management support in supporting work so that it is optimal. This has an effect on employee performance as seen from the loading factor at Y8 with the smallest value of 0.770, which means that the respondent feels that the draft budget for work costs is not in accordance with the results obtained because they do not get adequate support to work optimally.

The research results of Prakoso et al. (2017) states there is a positive influence of organizational culture on employee performance. This result means that the stronger the organizational culture in the work unit, the employee's performance tends to increase. Also supported by the results of research from Bolung et al. (2021) states organizational culture formed from the values carried in the organization is indeed able to improve performance, therefore if organizational performance decreases, it means that the culture brought by the organization is still felt to be less attached to employees. According to Virgiawan, Riyanto, and Endri (2021) Good employee performance refers to activities carried out by employees that are informal in nature and work is carried out by employees at their own discretion and are willing to listen to the opinions of other workers. Leader behavior or supervisor performance is

represented by spontaneous behavior and extra roles in the workplace, further divided into positive behaviors such as involving teamwork to achieve outputs.

Corporate culture has no effect on organizational commitment

Organizational commitment usually forms the characteristics of organizational culture that are applied to employees. Usually, the culture that is formed becomes a habit that is carried out by employees at work so that it affects employee performance. In terms of the loading factor value on the corporate culture variable, the lowest value is seen on the X1.7 indicator with a value of 0.749 which indicates that respondents think that the leadership does not provide facilities or management support in supporting work so that it is optimal. This has no effect on organizational commitment as seen from the loading factor. At X3.5, the lowest score is 0.832, which means that the respondent feels that this organization has contributed a lot to the lives of its employees.

This is the same as the results of research by Ramanto and Sitio (2022) shows organizational culture has no effect on organizational commitment at PT. Carefastindo. So the research by the authors concluded that the corporate culture formed by Bank BXXXS did not affect organizational commitment. This is because corporate culture is something that is formed by a company that makes it a habit that is applied by every employee, while organizational commitment is more reflective and binding individually due to affective commitment, continuance commitment, and normative commitment which involve the emotions of each individual employee.

Employee competence influences employee performance

Employee competence will certainly adjust employee performance because competence is a benchmark for an employee's job duties, position level, and the size of the compensation that will be given. Sometimes educational background is indeed a requirement for a position but will be of added value if you have certain competencies to support performance in certain fields. In terms of the loading factor on employee competence, the lowest value is seen on indicator X2.10 with a value of 0.761 which indicates that the respondent considers the respondent's lack of strong interest in the work being carried out. This affects employee performance as seen from the loading factor at Y8, which gets the smallest value, namely 0.

Based on the results of Martono (2018) stated the higher the employee's competence, the higher the employee's performance, conversely the lower the employee's competence, the lower the employee's performance

Employee competence influences organizational commitment

Employee competence can affect commitment because competence is adapted to certain work fields, so commitments that have been formed and regulated by the company can also change in line with adjusting the competencies possessed by employees. In the loading factor value of the employee competence variable, the highest value is seen in the X2.1 indicator which is 0.851 which indicates that the respondent considers that he has sufficient knowledge at work. This affects organizational commitment as seen from the loading factor at X3.4, which gets the highest score of 0.893, which means that the respondent feels it will be too detrimental for employees to leave the company where employees already feel they have sufficient knowledge at work at this time.

Demands the results of research by Jan and Hasan (2020) state the indicator that contributes the most to the formation of employee competence is the skills possessed by employees and indicates that competence is a factor that must be maintained and maintained and developed according to the circumstances and conditions and employee competence has a positive and significant effect on organizational commitment. Employee competence needs to be improved, especially with regard to skills in carrying out the tasks entrusted to them. If the

Competency factor is really realized, then an increase in organizational commitment can be realized.

Organizational commitment has no effect on employee performance

Organizational commitment that has been formed supports as a guide in work and will affect employee performance. Because commitment is standard in nature and should be applied to employee work activities so that they always become compliance at work. On the loading factor value on the organizational commitment variable seen in X3.5, it gets the lowest score, namely 0.832, which means that the respondent feels that this organization has contributed a lot to the lives of its employees. This has no effect on employee performance as seen from the loading factor at Y8 with the smallest value of 0.770, which means that the respondent feels that the draft work budget does not match the results obtained.

The research results from Kharisma et al. (2019) states organizational commitment has no effect on employee performance at Springfield School. This also concludes the results of research by the author if BXXXS bank employees consciously separate work commitments from their performance. Performance has no effect on commitment which is indicated by the emotional condition of individual employees so that employees continue to carry out their duties as they should.

Corporate culture has no effect on employee performance through organizational commitment

The existence of organizational commitment made by the company affects the organizational culture which will affect employee performance. Organizational commitment is also related to the established corporate values. In terms of the loading factor value on the corporate culture variable, the lowest value is seen on the X1.7 indicator with a value of 0.749 which indicates that respondents think that the leadership does not provide facilities or management support in supporting work so that it is optimal. This has no effect on organizational commitment as seen from the loading factor. At X3.5, the lowest score is 0.832, which means that the respondent feels that this organization has contributed a lot to the lives of its employees. So, the employee's performance has no effect as seen from the loading factor at Y8, which gets the smallest value, namely 0.

According to Budiono (2016) organizational culture on employee performance with organizational commitment as an intervening variable has no effect. This is the same as the results of research by the author that BXXXS bank employees continue to carry out their duties even if the employee's emotional condition is disturbed related to their commitment to work at BXXXS bank.

Employee competence does not affect employee performance through organizational commitment

Organizational commitment can mediate employee competencies, because the competencies possessed will be adjusted to the position, so the position is also adjusted to the organizational commitment that must be carried out by employees so that it affects employee performance. In terms of the loading factor on employee competence, the lowest value is seen on indicator X2.10 with a value of 0.761 which indicates that the respondent considers the respondent's lack of strong interest in the work being carried out. This has no effect on organizational commitment as seen from the loading factor. At X3.5, the lowest score is 0.832, which means that the respondent feels that this organization has contributed a lot to the lives of its employees. So, the employee's performance has no effect as seen from the loading factor at Y8, which gets the smallest value, namely 0.

Like the results of Tupti and Siswadi (2022) organizational commitment as an intervening variable is unable to act as a mediation in the effect of competence on employee performance. This is in line with the results of research by the authors that there is no influence

of employee competence on employee performance through organizational commitment. The competence of BXXXS bank employees is in accordance with the work duties carried out, so organizational commitment and competence are things that are not related to each other to influence employee performance.

CONCLUSION

Based on the research objectives and referring to the research results, the following conclusions can be drawn: (1) corporate culture influences employee performance, the first hypothesis is that corporate culture influences employee performance. The hypothesis is accepted with the results of the study showing that respondents consider the leadership to provide less facilities or management support in supporting work so that it is optimal which affects employee performance, (2) corporate culture has no effect on organizational commitment, the second hypothesis, corporate culture has an effect on work commitment. The hypothesis is rejected because the results of the study show that respondents think that the leadership does not provide management facilities or support in supporting work so that it is optimal, it does not affect organizational commitment where respondents feel that this organization has contributed a lot to the lives of employees, (3) employee competency affects employee performance, the third hypothesis is employee competence influences employee performance. The hypothesis is accepted with the results of the study showing that respondents consider the lack of strong interest of the respondents in the work being carried out has an effect on employee performance, (4) employee competence has an effect on organizational commitment, the fourth hypothesis, employee competence has an effect on work commitment. The hypothesis is accepted with the results of the study showing that respondents consider having sufficient knowledge at work to influence organizational commitment which indicates respondents feel it would be too detrimental for employees to leave a company where employees already feel they have sufficient knowledge at work at this time, (5) organizational commitment is not effect on employee performance, the fifth hypothesis, work commitment has an effect on employee performance. The hypothesis is rejected because organizational commitment where respondents feel that this organization has contributed a lot to the lives of employees has no effect on employee performance, (6) corporate culture has no effect on employee performance through organizational commitment, sixth hypothesis, corporate culture influences employee performance through work commitment. The hypothesis is rejected because the organizational culture obtained from the respondents considers that the leadership does not provide management facilities or support in supporting work so that it is optimal does not affect organizational commitment and this causes no effect on employee performance, and (7) employee competence does not affect employee performance through commitment organization, the seventh hypothesis, employee competence influences employee performance through work commitment. The hypothesis was rejected because the employee's competency indicated that the respondent considered the respondent's lack of strong interest in the work being undertaken was in contrast to organizational commitment as seen from the respondent who felt that this organization had made many contributions to the lives of the employees. So, this also affects employee performance.

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