



**The Effect of Organizational Commitment and Organizational Culture to Employee Performance through Behaviour Civilization Organizations of Teachers and Employees Madrasah Ibtidaiya Nurussyifa Indonesia**

**Desliana Fajrin**

Student Master

Department of Management  
Krisnadwipayana University Jakarta  
Campus UNKRIS Jatiwaringin  
P.O.Box 7774/Jat CM. Jakarta 13077  
Email: [Deslianafajrin9@gmail.com](mailto:Deslianafajrin9@gmail.com)  
Indonesia

**Dr. Bongsu Saragih, SE, MM**

Lecturer

Faculty of Economics  
Krisnadwipayana University Jakarta  
Campus UNKRIS Jatiwaringin  
P.O.Box 7774/Jat CM. Jakarta 13077  
Email: [bongsu.saragih@gmail.com](mailto:bongsu.saragih@gmail.com)  
Indonesia

**Dr. Harry Indratjahjo, SE, M.Si**

Lecturer

Faculty of Economics  
Krisnadwipayana University Jakarta  
Campus UNKRIS Jatiwaringin  
P.O.Box 7774/Jat CM. Jakarta 13077  
Email: [indrahandrito@gmail.com](mailto:indrahandrito@gmail.com)  
Indonesia

**ABSTRACT**

*This study aims to analyze the effect of organizational commitment and organizational culture on employee performance simultaneously, to know the influence of organizational commitment to partial employee performance, to know the influence of organizational culture on partial employee performance, to know the influence of citizenship behavior of work organization on partial employee performance, the influence of organizational commitment to performance through the behavior of citizenship of work organization and to know the influence of organizational culture on employee performance through organizational citizenship behavior variable. The research was conducted on employees and teachers of Madrasah Aliyah. The sampling technique used a random sample involving 47 employees and teachers. Data analysis using path analysis.*

*The results showed that the variables of commitment and organizational culture affect the performance of employees. Variables of organizational culture affect the performance of employees partially. The influence of commitment to employees' performance through organizational culture is indirectly greater than direct influence so that it can be said that the variable of organizational citizenship behavior as an intervening variable. The direct influence of organizational culture on employee performance through organizational citizenship behavior is greater than indirect influence so that it can be said that the variable of organizational citizenship behavior is not as intervening variable.*

**Keywords: Organizational Commitment, Organizational Culture, Organizational Citizenship Behavior, Employee Performance**



## INTRODUCTION

Every organization needs employees who have superior performance. Performance is the result of work shown both quantitatively and qualitatively. Quantitative performance is the result obtained as measured by numbers such as the amount of work of employees in the unit every day, the amount of weight of goods that can be lifted by employees and so while the work can be qualitatively shown with quality like good or bad work produced by employees.

Factors that may affect employee performance are an organizational commitment, organizational culture, and job satisfaction. Organizational commitment is important for the organization because with the commitment of the organization it is expected to have a high level of resilience in work. The presence of employees who move and do not care about the organization indicates that the employee has a low organizational commitment. In research Tobing(2016) stated that organizational commitment affects the performance of employees who work on a company. This research conducted at PT. Perkebunan Nusantara III in North Sumatra.

Al-Ahmadi's research (2009) states that organizational commitment has an effect on employee performance. The study was conducted on nurses working in hospitals in the Riyadh region of Saudi Arabia. The higher the commitment then employee performance is also greater. This is also conveyed by the results of research Lopopolo (2002) who conducted research on a number of employees at the hospital.

In research Ratnawati and Amri (2013) states that the factor of trust in the organization which is one element of organizational commitment impact on the behavior of citizenship organization. In this research, 32.4 percent of organizational citizenship behavior is influenced by organizational justice and trust in superiors.

## LITERATURE REVIEW

### Employee Performance

Understanding performance according to Siswanto (2002:235) states that the performance is the work of quality and quantity achieved by a person in carrying out tasks and jobs given to him.

Rivai (2005: 309) said that performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. The result of work or activity of an employee in quality and quantity in an organization to

achieve a goal in carrying out task and work given to him.

Employee performance measurement according to Dharma(2003:355) performance measurement considers the following matters:

1. Quantity, ie the amount to be completed or achieved.

2. Quality, namely the quality that must be produced (whether or not). The qualitative measurements of the output reflect the measurement or the level of satisfaction that is how well the settlement is

3. Timeliness, ie whether or not the planned time. Meanwhile, according to Mathis(2002:78) which became an indicator in measuring the performance or achievement of employees are as follows:

1. The quantity of work, ie the volume of work produced under normal conditions.

2. Quality of work, which can be neatness accuracy and linkage results with not ignores the volume of work.

3. Utilization of time, ie the use of working periods adjusted to the discretion of the company or government agency.

4. Cooperation, namely the ability to handle relationships with people.

### Organizational Commitment

According to Robbins and Judge (2008:100) organizational commitment is a situation in which an employee sided with a particular organization and its goals and intentions to maintain membership in the organization. Thus, high employee involvement means siding with the particular job of an individual, while high organizational commitment means favoring the organization that recruits the individual.

Meanwhile, according to Moorhead and Griffin (2013:73) commitment is the attitude that reflects the extent to which an individual knows and tied to his organization. A highly committed individual will likely see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014:165) that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

It can be concluded that organizational commitment is the individual psychological state associated with strong beliefs, beliefs, and acceptance of organizational goals



and values, a strong willingness to work for the organization and the degree to which it wants to remain an organization member.

### **Organizational Commitment Dimension**

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

1. Affective commitment is an emotional feeling for the organization and belief in its values. For example, a Petco employee may have an active commitment to his company because of his involvement with animals.
2. Sustained commitment is the economic value felt to persist in an organization when compared to leaving the organization. An employee may be committed to an employer because he is highly paid and that the resignation of the company will destroy his family.
3. Normative commitment is a duty to persist in the organization for moral and ethical reasons. For example, an employee who pioneered a new initiative might persist with an employer because he felt leaving someone in a difficult situation when he left.

### **Factors Affecting Organizational Commitment**

According to Dyne and Graham (2005) in Soekidjan (2009), the factors affecting commitment are as follows:

#### **1. Personal Characteristics.**

- Certain personality traits that are, meticulous, extrovert, positive (optimistic), tend to be more committed. Similarly, more team-oriented individuals and assign group goals to their own goals and altruistic individuals (happy to help) will tend to be more committed.
- Age and tenure, positively related to organizational commitment.
- The level of education, the higher the expectations that may not be accommodated, so the commitment is lower.
- Gender, women generally face greater challenges in achieving their careers, resulting in higher commitment.
- Marital status, married is more tied to the organization.

- Job involvement level of individual work involvement is positively related to organizational commitment.

#### **2. Situational.**

- Workplace values. Shared values are a critical component of the relationship of mutual attachment. Quality, innovation, cooperative, participation and trust values will make it easier for members/employees to share and build relationships. If the employee believes that the value of his organization is the quality of the service product, the members/employees will engage in the behavior that contributes to making that happen.
- Organizational justice. Organizational justice includes Justice relating to the fairness of resource allocation, justice in the decision-making process, and fairness in the perception of fairness for the maintenance of interpersonal relationships.
- Characteristics of work. Covering meaningful work, autonomy and feedback can be an internal organizational work culture. The specific characteristics of the job can enhance a sense of responsibility, as well as a sense of attachment to the organization.
- Organizational support. Organizational support has a positive relationship with organizational commitment. This relationship is defined as the extent to which members perceive that organizations (institutions, superiors, peers) give encouragement, respect, appreciate contributions and give appreciation to individuals in their work. This means that if the organization cares about the existence and personal welfare of its members/employees and also appreciates its contribution, then the members/employees will become committed.

#### **3. Positional.**

- Years of service. The longer working period will increasingly make the members/employees commit, this is due to the more giving opportunities for members/employees to accept challenging tasks, greater autonomy, and higher promotional opportunities. Also, the personal investment



opportunities of mind, energy and time are getting bigger, social relationships are more meaningful, and access to new job information is decreasing.

- Level of work. Various studies mention the socioeconomic status as a predictor of the strongest commitment. High status tends to enhance the organizational culture as well as being actively involved.

The concept of organizational commitment has been defined and measured in different ways. According to Cherington (1996) in Khikmah (2005) organizational commitment as a personal value, which sometimes refers to a loyal attitude to the company. Robbins (2003) suggests organizational commitment is one attitude that reflects feelings of likes or dislikes of the organization where work.

### **Organizational Culture**

Robbins(2000) states that organizational culture is a system of shared meanings within an organization that determines in a higher level how employees act. Organizational culture is a value system that all members of the organization believe and studied and applied and developed on an ongoing basis that serves as an overall system. Robbins (1998) states: organizational culture refers to a system of shared meaning held by members that distinguish the organization from other organizations. This system of shared meaning is, on closer analysis, a set of key characteristics that the organization value.

Further, Robbins (2000) argues that: "Organizational culture as the dominant values disseminated within the organization employed as a working philosophy of employees that guide the organization's policy in managing its employees and consumers.

Organizational culture as a set of values and norms that control members of an organization interact with others and with suppliers, consumers, and others outside the organization. The organizational culture consists of the final state that the organization seeks to achieve (terminal value) and the model encourages organizational behavior (instrumental values). Ideally, instrumental value helps the organization achieve its terminal objectives. Actually, different organizations have different cultures because they process different terminal and instrumental value settings.

Organizational culture has a broad meaning. According to Dessler (2006), organizational culture is a characteristic of the values, traditions, and behavior of employees within the company. According to Luthans (2000), organizational culture is the norms and values that direct the behavior of members of the organization. Each member will behave in accordance with the prevailing culture to be accepted by the environment.

Schein in Luthan (2000) defines organizational culture as a pattern of basic assumptions found, created, or developed by a particular group with the intention that the organization learns to overcome or overcome its problems arising from external adaptations and internal integration good enough, so it needs to be taught to new members as the right way to understand, think and feel with regard to those issues. According to Robbin (2000), a strong organizational culture is a culture in which the core values of an organization are held intensively and shared widely by members of the organization.

### ***Factors Determining the Strength of Organizational Culture***

1. Togetherness
2. Intensity

### ***Characteristics of Strong / Weak Organization Culture***

Strong Cultural Characteristics:

- a. Members of the organization are loyal to the organization
- b. Code of conduct for people within the company is clearly defined, understood, obeyed and implemented by people within the company so that the people who work become very cohesive.
- c. The values adopted by the organization not only stop at the slogan but are lived and expressed in everyday behavior consistently by the people who work in the company.
- d. Organizations give special places to organizational heroes and systematically create a variety of hero levels
- e. Found many rituals, ranging from simple rituals to luxurious.
- f. Has a network of cultures that hold stories of the greatness of the people.

Organizational culture is defined as a cognitive framework that includes shared attitudes, values, norms and expectations shared by members of the organization (Greenberg and Baron, 2000).



Organizational culture is concerned with the context of organizational development, meaning that culture is rooted in organizational history, believed to be shared and not easily manipulated directly (Schneider, 1996, in Cahyono, 2005).

According to Stoner (1996) in Waridin and Masrukhin (2006) culture is a complex mix of assumptions, behaviors, stories, myths, metaphors and other ideas that are united to determine what it means to be a member of a particular society. Organizational culture or corporate culture is often defined as values, symbols that are understood and obeyed together, owned by an organization so that the organization feels a family and create a condition of members of the organization feel different from other organizations.

Mas'ud (2004), organizational culture is a system of meaning, values, and belief shared in an organization that became a reference to act and distinguishes one organization with another organization. Organizational culture then becomes the main identity or character of the organization that is maintained and maintained.

Robins (2006), states that organizational culture is a system of shared meanings embraced by members of the organization that distinguishes the organization from other organizations. Organizational culture is a value system that is acquired and developed by the organization and the basic habits and philosophy of its founder, formed into a rule that is used as a guide in thinking and acting in achieving organizational goals. A growing culture is strong enough to spur the organization towards better development.

Further, Robins (2006), said that cultural change can be done by: (1) making management behavior as a model, (2) creating new history, symbols and customs and beliefs according to the desired culture, (3) selecting, promoting and supporting employees, (4) redefine the socialization process for new values, (5) change the reward system with new values, (6) replace the unwritten norm with written formal rules, (7) randomize sub culture through rotation of office, and (8) enhance group cooperation. Denison and Misra (1995) formulate organizational culture indicators as follows: (1) mission, (2) consistency, (3) adaptability, and (4) engagement.

### **Organizational Citizenship Behavior**

Organizational citizenship behavior is a natural behavior that is free to choose. It can be argued that organizational citizenship behavior is not an official part of

job requirements for employees; however, attitudes can enhance organizational effectiveness. In addition, Smith et al., Shows that citizenship behavior as a form of worker's contribution to the organization and beyond the formal job description. Specter also defines the similarities, in which he says that the behavior of organizational citizenship as behavior outside of formal terms, and it will be beneficial to the organization. As Podsakoff et al define that citizenship behavior is a personal choice; it is not a duty for staff to apply it.

Furthermore, Podsakoff *et al* (1997) conclude that there are several reasons why citizenship behavior can affect organizational effectiveness, namely: 1. Helping co-workers complete work and management; 2. Helps to disguise the use of organizational resources for productive purposes, 3. Reduces the level of organizational resource requirements for productive purposes; 4. Effective policies for coordinating activities between team members and the background of the working group; 5. Enhance an organization's ability to retain human resources to adapt to the effect that the organization's work is attractive; 6. Improving the stability of organizational workability; 7. Improve organizational ability to adapt to changes in the work environment.

Therefore, organizational citizenship behavior can be determined by a culture of a positive outlook to employees. Usually, it can be done by providing good examples or patterns, through modeling or imitating from employees who has worked before in an organization. Thus, organizational citizenship behavior can be defined as *a.* behavior that is voluntary and does not include the element of coercion in the interests of the organization; *b.* This behavior appears without an official order. *c.* not directly related to the reward system.

The behavior of civic organizations for teachers can be defined as the behavior of teachers in schools. They do it voluntarily. They do not expect any rewards and behaviors that are not related to formal reward systems and can improve organizational functions. This definition refers to the organizational citizenship behavior aspect concluded by Podsakoff et al where it helps perform (which determines the dimensions of altruism, perseverance, civilization into one dimension) purity, and sportsmanship.

Organizational citizenship behavior is a concept developed in the last two and a half decades. The organ



says that the concept of organizational citizenship behavior originally developed by Barnard in 1938 as "the desire to work together", then there is the concept of organizational citizenship behavior, the behavior shown by employees in formal organizations. Usually, it is indicated through the job description that it is responsible so that the good and bad staff can be determined thoroughly by the job description. This is called role-behavior. However, to support the success of tasks within the organization, employees are expected to work not in their respective tasks, but they are required to work extra roles over their formal job description (extra-role behaviors). This is called organizational citizenship behavior.

Both terms (in role behavior and extra-role behavior) have distinctions in terms of implications. The role of behavior in relation to reward and punishment and also related to extrinsic rewards, whereas extra role behavior is independent, it is free from punishment.

This is related to intrinsic rewards. Existing extra-role behaviors as a result of employees can be a satisfaction if they can do something more for their organization, such as helping others, volunteering for additional tasks, obeying rules and procedures at work. All of these behaviors reflect pro-social behavior, positive social behavior, constructive and beneficial. The goal is to support organizations, social and psychological environments.

Thus, it can be concluded that the behavior of organizational citizenship is:

**a.** Voluntary behavior is not a forced act on things that place an organization's needs;

**b.** Employee behavior that performs from satisfaction, and based on performance, does not need to ask.

**c.** There is no direct and open relationship with the formal reward system.

There are two categories of organizational citizenship behavior, O-organizational citizenship behavior (Organization) and citizenship of I-behavioral organizations (Individuals). Citizenship O-behavioral organizations are behaviors that are generally beneficial to the organization, such as adherence to rules to maintain order, staying in office more than working hours. While citizens of the I-behavior organization are behaviors that directly benefit others, and indirectly benefit the organization, such as helping a friend who is unable to

attend work and have personal attention for other professionals. Both behaviors can improve organizational functions and can run beyond the reach of a formal job description.

According to Organ (1997), there are five dimensions of organizational citizenship behavior, namely:

**a.** Altruism, this is called the voluntary action of employees to help other workers solve their problems, to give instructions to new employees and to help employees to obtain new material as needed.

**b.** Persistence, this dimension refers to behaviors that exceed the minimum resolution as timeliness, streamline work and save resources.

**c.** Sportive, individual willingness to endure suffering without complaining and feeling disadvantaged.

**d.** Civilization, referring to far-sighted action to help others to avoid making mistakes or having such problems to inform decisions or actions taken that affects others

**e.** Civic Virtue shows constructive involvement in the processes of political organizations such as reading notices, emails, attending meetings and for knowing what's going on in the organization.

According to Moon et al (2004), there are four key dimensions of organizational citizenship behavior, namely:

**a.** Helping behavior, also called altruism, is done interpersonally and freely, that it has a strong energy to support its co-workers.

**b.** The sportive is an action to reduce or prevent negative events in the workplace. The form of solidarity can be seen in flexible and tolerant workers. Being able to exercise restraint and not complaining in unwanted situations, not criticizing each other and avoiding focusing on the negatives of dangerous work situations. The goal of maintaining friendships is a positive work environment.

**c.** Innovation, which refers to behaviors that focus on innovative efforts to reform and improve product quality. For example, constructive contributions, endorse with new ideas, and proactive to develop new and responsive methods.

**d.** Obedience, which is focused on supporting and following formal and informal rules and rules. For example, timeliness, and curations at work.



**RESEARCH METHODS**

**Research Design**

This research uses explanatory analysis approach. This means that each variable presented in the hypothesis

will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:

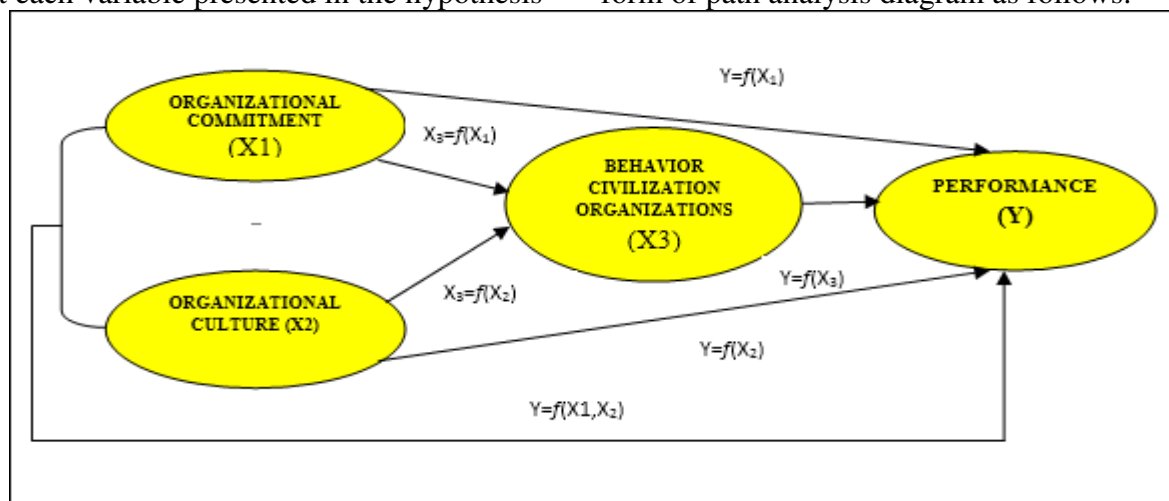


Figure 1. Research Design

**Population, Sample Research**

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2005). The sample is the pull of a portion of the population to represent the entire population, (Surakhmad, 1990). The population used in this study is the number of employees of Madrasah Ibtidaiyah. Nurussyifa as many as 54 people. The number of samples taken with Slovin formula is  $n = 54 / (1 + 54 \times 0,052) = 47$  people. This sampling uses a simple random method.

**Hypothesis Testing**

The questionnaire used in the research is to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono (2007: 219) "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

**1. Test Data Validity**

Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with a total score which is the number of each scored item? The correlation coefficient used is Product Moment correlation coefficient.

**2. Test Data Reliability**

Looking for instrument reliability whose score is not 0-1, but is a range between several values, eg 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficient ( $\alpha$ ) from Cronbach.

**RESULT AND DISCUSSION RESULT**

*Analysis of Results of Commitment Variables*

The Commitment variable includes 5 questions composed of numbers 1 through 5. The question is then submitted to 47 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.



**Table 1. Results of the Validity of Commitment Questions**

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item 1	15,9574	9,346	,485	,888
Item 2	15,0213	6,195	,720	,410
Item 3	15,0213	6,195	,720	,410
Item 4	15,3404	8,403	,475	,570
Item 5	15,5106	7,342	,599	,501

Source: Primary Data Processed Year 2017

Based on the above table note that the value of correlation between items with a total greater than the value of 0.2845. The value is taken from r-table with level  $df = 47-2 = 45$ . This means that all of the question items submitted are valid so that they can be used for further analysis. Another test that needs to be done to

see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

**Table 2. Results of Reliability of Commitment Questions**

Reliability Statistics	
Cronbach's Alpha	N of Items
,636	5

Source: Primary Data Processed Year 2017

Based on the above data it is known that the Cronbach Alpha value is 0.636. The value is greater than 0.6 so it can be said that the question on the variable commitment is reliable.

***Analysis of Organizational Cultural Variables***

Organizational culture variables include 7 questions composed of numbers 6 through 12. The question is then submitted to 47 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

**Table 3. Results Validity Questions On Organizational Cultural Variables**

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item 6	18,0000	27,913	,471	,817
Item 7	18,4894	23,647	,595	,758
Item 8	18,6596	28,795	,435	,819
Item 9	18,3191	21,700	,816	,712
Item 10	18,3191	21,700	,816	,712
Item 11	18,6596	27,534	,366	,798
Item 12	18,3617	23,888	,635	,751

Source: Primary Data Processed Year 2017

Based on the above table note that the value of correlation between items with a total greater than the value of 0.2845. The value is taken from r-table with level  $df = 47-2 = 45$ . This means that all of the question items submitted are valid so that they can be used for further analysis. Another test that needs to be done to see

the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.





**Table 4. Results of Reliability of Organization Cultural Questions**

Reliability Statistics	
Cronbach's Alpha	N of Items
,797	7

Source: Primary Data Processed Year 2017

Based on the above data it is known that Cronbach Alpha value is 0.797. The value is greater than 0.6 so it can be said that the question of the variables organizational culture is reliable.

**Analysis of the Result of Organizational Citizenship Variables**

Organizational citizenship variables include 10 questions compiled from numbers 13 to 22. The question was then submitted to 47 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

**Table 5. Results Validity Questions On Organizational Citizenship Variables**

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item 13	31,4681	20,559	,458	,617
Item 14	31,8085	21,897	,509	,622
Item 15	31,9362	20,713	,592	,602
Item 16	31,6596	20,316	,440	,619
Item 17	32,3191	20,352	,466	,635
Item 18	31,8936	27,184	,465	,724
Item 19	32,4255	20,728	,411	,648
Item 20	32,8085	22,941	,443	,681
Item 21	32,6170	20,937	,484	,655
Item 22	32,0000	19,957	,595	,593

Source: Primary Data Processed Year 2017

Based on the above table note that the value of correlation between items with a total greater than the value of 0.2845. The value is taken from r-table with level  $df = 47 - 2 = 45$ . This means that the entire question items submitted is valid so that they can be used for further analysis. Another test that needs to be done to

see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

**Table 6. Results of Reliability of Organizational Citizenship Questions**

Reliability Statistics	
Cronbach's Alpha	N of Items
,666	10

Source: Primary Data Processed Year 2017

Based on the above data it is known that the Cronbach Alpha value is 0.666. The value is greater than 0.6 so it can be said that the question on organizational culture variable is reliable.

**Analysis of Employee Performance Variables**

Employee performance variables include 13 questions compiled from numbers 23 to 34. The question is then submitted to 47 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.



**Table 7. Results Validity Questions On Employee Performance Variables**

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item 23	38,6383	34,105	,404	,706
Item 24	37,8085	32,115	,473	,662
Item 25	37,9787	30,326	,357	,648
Item 26	38,4681	32,776	,414	,686
Item 27	38,4468	31,209	,366	,650
Item 28	39,4468	32,035	,471	,678
Item 29	38,9149	27,427	,500	,620
Item 30	39,0000	27,130	,497	,619
Item 31	38,9787	29,326	,447	,649
Item 32	38,9787	27,456	,507	,619
Item 33	38,4468	31,470	,337	,654
Item 34	38,5319	31,124	,324	,654

Source: Primary Data Processed Year 2017

Based on the above table note that the value of correlation between items with a total greater than the value of 0.2845. The value is taken from r-table with level  $df = 47 - 2 = 45$ . This means that all of the question items submitted are valid so that they can be used for further analysis. Another test that needs to be done to see

the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

**Table 8. Reliability Results Employee Performance Variable Questions**

Reliability Statistics	
Cronbach's Alpha	N of Items
,636	5

Source: Primary Data Processed Year 2017

Based on the above data it is known that the Cronbach Alpha value is 0.675. The value is greater than 0.6 so it can be said that the question on the variable of employee performance is reliable.

**Discussion**

***The Influence of Commitment and Organizational Culture to Performance***

Linear analysis model can be seen based on a calculation by using SPSS program as follows.

**Table 9. First Equation Analysis Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,049	3,702		5,145	,000
	Commitment	,392	,177	,216	2,213	,032
	Organizational Culture	,726	,101	,701	7,184	,000

a. Dependent Variable: Performance

Source: Primary Data Processed Year 2017

Based on the above table, the simultaneous structural equation  $Y = 0.216X_1 + 0.701X_2$



**Table 10. Calculate the F Value Simultaneous Equations**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	969,406	2	484,703	32,583	,000 <sup>b</sup>
	Residual	654,552	44	14,845		
	Total	1623,957	46			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Organizational Culture, Commitment						

Source: Primary Data Processed Year 2017

Based on the above table note that the value of F arithmetic of 32,583 and significance of 0.00. This value is less than 0.05. This means that the variables of Commitment and Culture of the organization affect the

performance of employees simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

**Table 11. The r-value of Square of First Regression Model**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	,773 <sup>a</sup>	,597	,579	3,85696
a. Predictors: (Constant), Organizational Culture, Commitment				

Source: Primary Data Processed Year 2017

Based on table 11, can be seen r square value is 0,597. It means the effect of commitment variable on employee performance is 59,7%.

**Analysis of Effect of Commitment on Employee Performance Partially**

The result of analysis of the influence of Commitment to performance partially can be seen in the following table.

**Table 12. Results of Second Regression Equation Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,875	4,929		6,061	,000
	Commitment	,639	,253	,352	2,525	,015
a. Dependent Variable: Performance						

Source: Primary Data Processed Year 2017

The structural equation of the above data can be  $Y = 0.352X_1$

Based on the table above analysis results note that the Commitment coefficient of 0.352. The value of t is 2,525. Value significance of 0.00. This value of

significance is smaller than 0.05. This means that the Commitment variable affects the performance of employees partially. The amount of influence Commitment to employee performance can be seen in the following table.

**Table 13. The value of r Squared the Second Equation**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	,352 <sup>a</sup>	,124	,105	5,62217
a. Predictors: (Constant), Commitment				

Source: Primary Data Processed Year 2017

Based on the above table it can be seen r square value of 0.352. This means the effect of variable Commitment on employee performance of 35.2% and the rest is

influenced by other variables that are not included in the equation model.



***Influence Analysis of Organization Culture Against Employee Performance Partially***

The results of the analysis of the influence of organizational culture on employee performance partially can be seen in the following table.

**Table 14. Results of the Third Regression Equation Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,638	2,293		11,180	,000
	Organizational Culture	,459	,103	,743	7,447	,000

a. Dependent Variable: Performance

Source: Primary Data Processed Year 2017

The structural equation of the above data can be  $Y = 0.743X_2$

Based on the table above analysis results note that the organizational culture coefficient of 0.743. The value of t is 7.447. Value significance of 0.00. This value of

significance is smaller than 0.05. This means that the organizational culture variables affect the performance of employees partially. The amount of influence Culture organization on employee performance can be seen in the following table.

**Table 15. The r-value of the Square of the Third Equation**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	,743 <sup>a</sup>	,552	,542	4,02051

a. Predictors: (Constant), Organizational Culture

Source: Primary Data Processed Year 2017

Based on the above table it can be seen r square value of 0,552. This means the influence of organizational culture variable on employee performance of 55.2% and the rest influenced by other variables that are not included in the equation model.

***Analysis of the Influence of Organizational Citizen to Partial Employee Performance***

The result of Organizational Citizen analysis to partial performance can be seen in the following table.

**Table 16. Results of Fourth Regression Equation Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,086	4,216		2,630	,012
	Organizational Citizen	,871	,117	,743	7,441	,000

a. Dependent Variable: Performance

Source: Primary Data Processed Year 2017

The structural equation of the above data can be  $Y = 0.743X_3$

Based on the table above analysis results note that the organizational culture coefficient of 0.743. The value of t is 7.441. Value significance of 0.00. This value of

significance is smaller than 0.05. This means that the variable of organizational citizenship behavior has an effect on partial employee performance. The magnitude of the influence of citizenship behavior of the organization on employee performance can be seen in the following table.



**Table 17. The value of r Square Fourth Equation**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	,743 <sup>a</sup>	,552	,542	4,02252

a. Predictors: (Constant), Organizational Citizen

Source: Primary Data Processed Year 2017

Based on the above table it can be seen r square value of 0,552. This means that the influence of organizational culture variable on employee performance is 55.2% and the rest is influenced by other variables that are not included in the equation model.

***Analysis of the Influence of Commitment to Employee Performance Through Organizational Behavior Citizen Variables***

Based on the partial path analysis above it can be described as follows. The analysis is an analysis of the path with sub-structure picture as follows.

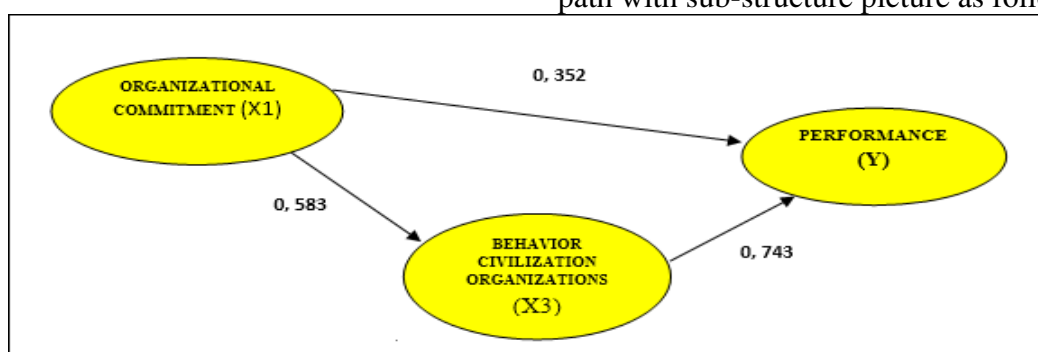


Figure 2. Path analysis of X1 effect to Y through X3

The coefficient of influence Commitment to Organizational culture can be seen in the following table:

**Table 18. The Influence of Commitment to Organizational Behavior of Organizations**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,332	3,648		5,026	,000
	Commitment	,902	,187	,583	4,818	,000

a. Dependent Variable: Organizational Citizen

Source: Primary Data Processed Year 2017

Based on the picture above can be seen that the influence of Commitment to employee performance is 0.352. The effect of Commitment on employee performance through organizational culture is  $0.583 \times 0.743 = 0.433$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variable of organizational citizenship behavior as an intervening variable.

***Analysis of the Influence of Organizational Culture on Employee Performance through Organizational Behavior Citizen Variables***

Based on the partial path analysis above it can be described as follows. The analysis is an analysis of the path with sub-structure picture as follows.

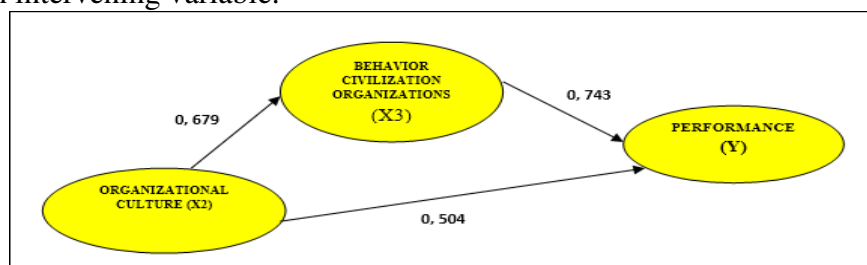


Figure 3. Path analysis of the X2 effect on Y through X3

The value of the coefficient of organizational culture on organizational culture can be seen in the following table:



**Table 19. Value of Coefficient of Organizational Culture Influence on Organizational Citizen**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,792	2,144		10,629	,000
	Organizational Culture	,599	,097	,679	6,207	,000

a. Dependent Variable: Organizational Citizen

Source: Primary Data Processed Year 2017

Based on the picture above can be seen that the direct influence of organizational culture on employee performance is 0.743. While the influence of organizational culture on employee performance through organizational citizenship behavior is  $0.679 \times 0.743 = 0.504$ . In this case, the direct influence is greater than the indirect effect so that it can be said that the variable of organizational citizenship behavior is not as intervening variable.

**CONCLUSIONS AND SUGGESTIONS**

**Conclusion**

Variables commitment and culture of the organization affect the performance of employees simultaneously. The value of F arithmetic is 32,583 and the significance is 0,00. This value is less than 0.05. The r squared value of 59.7% means the commitment and organizational culture variables affect the employee performance of 59.7% while the rest is influenced by other variables that are not included in the equation model.

Commitment variable influences partial employee performance. The value of t is 2,525. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.352. This means that the effect of commitment variable on employee performance is 35.2% and the rest is influenced by other variables that are not included in the equation model.

Variable organizational culture effect on employee performance partially. The value of t is 7.447. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0,552. This means the influence of organizational culture variable on employee performance of 55.2% and the rest influenced by other variables that are not included in the equation model.

The variable of organizational citizenship behavior has an effect on partial employee performance. The value of t is 7.441, value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared

is 0,552. This means that the influence of organizational culture variable on employee performance is 55.2% and the rest is influenced by other variables that are not included in the equation model.

The effect of commitment on employee performance is 0.352. The effect of commitment on employee performance through organizational culture is  $0.583 \times 0.743 = 0.433$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variable of organizational citizenship behavior as an intervening variable.

The direct impact of organizational culture on employee performance is 0.743. While the influence of organizational culture on employee performance through organizational citizenship behavior is  $0.679 \times 0.743 = 0.504$ . In this case, the direct influence is greater than the indirect effect so that it can be said that the variable of organizational citizenship behavior is not as intervening variable.

**Suggestion**

Organizations need to increase organizational commitment. The organizational commitment that can be an effective commitment, ongoing commitment, and normative commitment need to be developed. Behavior is proud of the organization, has a desire to stay in the organization and ready to defend the organization needs to be improved.

Organizational culture also needs to be considered. Activities such as the delivery of vision and mission through various media for employees and others need to be sought and developed. Attitude to be consistent with the organization, able to adapt and fully engage in organizational activities needs to be developed.

Employee behavior to engage in helping other employees in work, persistence in conducting activities and sportsmanship attitude should also be considered by employees in the work. This attitude is one example in applying the behavior of organizational citizenship.



## REFERENCES

- Al-Ahmadi, Hanan. 2009. Factor Affecting Performance of Hospital User In Riyadh Region, Saudi Arabia. *International Journal of Healthcare Quality Assurance*; Bradford, Vol. 12, issue 1, pp. 40-54
- Barnard, C.I. (1938). *The Functions of the Executive*. Cambridge, MA: Harvard. University Press
- Cahyono, Budhi dan Suharto, 2005, Pengaruh Budaya Organisasi, Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Sumber Daya Manusia Di Sekretariat. DPRD Propinsi Jawa Tengah, *Jurnal JRBI* Vol. 1, Yogyakarta.
- Denison, D. R., & Misra, A. K. (1995). Towards a theory of organizational culture and effectiveness, *Organization Science*, 6 (2), 204-24
- Dessler, Garry, (2006), *Manajemen Sumber Daya Manusia*, Jilid 2, Edisi Ke-7. Alih bahasa: Benyamin Mollan, Prehallindo, Jakarta.
- Dharma, Agus. 2003. *Manajemen Supervisi*. Cetakan Kelima, Raja Grafindo. Persada, Jakarta
- Greenberg, Jerald dan Baron, Robert A. 2000. *Perilaku Organisasi*. Jakarta : Prentice Hall.
- Khikmah, Siti Noor. 2005. Pengaruh Profesionalisme terhadap Keinginan. Bepindah Dengan Komitmen Organisasi dan Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Manajemen Akuntansi dan Sistem. Informasi*. Volume 5. Agustus 2005. Semarang: Program Magister Sains. Akuntansi Universitas Diponegoro
- Kreitner, Robert dan Angelo Kinicki. 2014. *Organizational Behavioral*-Ed. 5. Boston: McGraw-Hill.
- Lopopolo, Rosalie B. 2002. The Relationship Of Role Related Variables To Job Satisfaction And Commitment To The Organization In A Restructured Hospital Environmental. *Physical Therapy, Washington*, Vol. 82, Issue 10. pp 984-99
- Luthans, F. 2000. *Perilaku Organisasi*, Edisi X. Yogyakarta: Andi.
- Mathis, Robert L. dan Jackson, John R, 2004, *Human Resources Management*, 10<sup>th</sup> edition, South-Western, Ohio - Penerjemah: Diana Angelica, 2006., Penerbit Salemba Empat, Jakarta
- Mas'ud, Fuad. 2004, "Survai Diagnosis Organisasional," Badan Penerbit. Universitas Diponegoro, Semarang.
- Moon, H., Van Dyne, L. and Wrobel, K. (2004) 'The circumplex model and the future of organizational citizenship behavior research', in Turnipseed, D.L. (ed.), *Handbook of organizational citizenship Behavior*. New York: Nova Science. pp. 1-22.
- Moorhead, Gregory dan Griffin, Ricky W . 2013. *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Organ. D.W. (1997). *Organizational Citizenship Behavior: It's constructed clean-up time*. Human Performance. 10 (2) : 85-97
- Podsakoff, P.M., Ahearne, M. & Mackenzie, S.B. 1997. Organizational citizenship behavior and the quantity and quality of workgroup performance. *Journal of Applied Psychology*, 82, 262-270.



- Ratnawati, Amri. 2013. Pengaruh Keadilan Organisasional, Kepercayaan Pada Atasan Terhadap Perilaku Kewarganegaraan Organisasi (*Organizational Citizenship Behavior*). *Jurnal Ekonomi Manajemen dan Bisnis*. Vol. 1, Nomor 1, halaman 56-73
- Riduwan, 2003, *Dasar-Dasar Statistika*, Cetakan Ketiga, Bandung : Alfabeta.
- Rivai, Veithzal, 2005. *Manajemen Sumber Daya Manusia untuk Perusahaan*, dari. Teori ke Praktik, PT. Raja Grafindo Persada, Jakarta
- Robbins, S.P. dan Judge. 2008. *Perilaku Organisasi Buku 2*, Jakarta : Salemba
- Robbins, P.Stephen, 1998, *Organizational Behavior*, 8<sup>th</sup> Edition, Prentice Hall, International.Inc., New Jersey.
- Robbins Stephen P. 2000. *Human Resources Management Concept and Practices*. Jakarta, PT. Preenhalindo
- Robbins, Stephen P. 2003. *Perilaku Organisasi*. Index. Jakarta.
- Robbins, Stephen. 2006, *Perilaku Organisasi*, Prentice Hall, edisi kesepuluh.
- Siswanto Sastrohadisuwiryo, B. 2002. *Manajemen Tenaga Kerja Indonesia*. Jakarta : Bumi Aksara.
- Soekidjan. 2009. *Manajemen Sumber Daya Manusia*. Jakarta: BumiAksara.
- Sugiyono. 2005. *Metode Penelitian Administrasi*. Bandung: alfabeta
- Sugiyono. 2007. *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung: Alfabeta.
- Surakhmad, Winarno. 1990. *Pengantar Penelitian Ilmiah: Dasar, Metode dan Teknik*. Bandung: Penerbit Tarsito
- Tobing, Diana. 2016. *Pengaruh Komitmen Organisasional Dan Kepuasan Kerja Terhadap Kinerja Karyawan PT. Perkebunan Nusantara III di Sumatera Utara*
- Waridin, Masrukhin,. 2006. Pengaruh Motivasi Kerja, Kepuasan Kerja,. Budaya Organisasi dan Kepemimpinan terhadap Kinerja Pegawai, *Jurnal. Ekonomi & Bisnis*, Vol. 7, No. 2.