

INFLUENCE OF ORGANIZATIONAL CULTURE THROUGH WORK MOTIVATION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE IN PT BANK TABUNGAN NEGARA (Persero) Tbk MAKASSAR BRANCH

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Abstract

This study aims to analyze (1) the influence of organizational culture on employee performance at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch and (2) the influence of organizational culture on employee performance with work motivation at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch, (3) the influence of organizational culture on employee performance with organizational commitment at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch. Data were collected through observation and distribution questionnaires. Data analysis used descriptive analysis techniques, validity and reliability tests, path analysis, Sobel test.

The results of the research analysis show that there is a significant partial effect of organizational culture on employee performance at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch. There is a significant effect of organizational culture on employee performance of PT Bank Tabungan Negara (Persero) Tbk Makassar Branch which is mediated by work motivation. There is a significant influence of organizational culture on employee performance of PT Bank Tabungan Negara (Persero) Tbk Makassar Branch which is mediated by organizational commitment.

Keywords: Organizational Culture, Work Motivation, Organizational Commitment, Employee Performance.

INTRODUCTION

In a banking institution, employee performance is an important aspect to support and help achieve the work targets of each employee, therefore the company must be active in controlling employees. Increasing efficient and effective performance by employees is something that is coveted by company leaders. Employees will get an award for every performance they have given with the contribution of their abilities, skills, and self-motivation.

However, leadership also plays a very important role in managing, planning, implementing, and controlling an organization's wheels. In this case, superiors have a very important role in their efforts to manage employees in improve performance.

Performance is the measurable actions, behaviors, and outcomes that employees engage in or do that relate to organizational goals and contribute to organizational goals. According to Kasmir (2016) Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. Sulistiyani and Rosyida (2018:11) conclude the notion of employee performance or the definition of performance or

performance as a performance result that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with their respective authorities, duties, and responsibilities in efforts to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals or ethics.

Every year the State Savings Bank carries out routine activities related to employees, namely performance appraisal. Performance appraisal includes an assessment of employee behavior and the achievement of the employee's annual work target. The results of the performance assessment at the Makassar State Savings Bank are classified into five grades, namely A value for special assessment results, B+ for excellent assessment results, B value for assessment results with good predicate, C for assessment results with sufficient predicate, and D value for less predicate.

The summary of the results of the performance assessment of the Makassar Branch of the State Savings Bank employees from 2019-2021, in 2019 there were 8 people who got an A, 13 people got an A in 2020, and in 2021 9 people got an A. Where starting from 2019, 2020 saw a decline in getting an A in 2021. And those who get the value of B +, B, C, and D do not experience a decrease but an increase.

So it can be seen that the number of employees at PT. Bank Tabungan Negara (Persero) Tbk Makassar Branch which received an A (very good) score from 2019 to 2020 experienced a significant increase, but in 2021 it decreased again. Employee performance has decreased due to a lack of organizational commitment and work motivation. The results of the performance assessment aimed at obtaining the level of work achievement of each employee are used by the management of the State Savings Bank as consideration for improving the quality of employees, increasing employee wages, and obtaining annual bonuses received by employees.

However, several factors also mediate employees in carrying out organizational culture, these factors are organizational commitment and motivation. This is because employees who are committed will carry out the organizational culture very well, as well as employees who have good work motivation.

Each of the companies has a different culture that is applied to the wheels of the organization. The organizational culture in banking that we commonly find is a disciplined work environment and the pressure of competition is so tight, both among employees and among other financial institutions.

The organizational culture adopted by BANK BTN is the value of AHLAK. Moral Values was established on July 1, 2020. Where the first main moral value is Amanah, namely holding on to the trust given, Competent by continuing to learn to develop capabilities, Harmonious where mutual care and respect for differences, Loyal dedication and prioritizing the interests of the nation and state, Adaptive where continuously innovate and enthusiastic in moving or facing change, and the last moral value is Collaborative, namely building synergistic cooperation. In fact, the organizational culture adopted has not been fully implemented by employees, it can be seen from the attendance of employees of the Makassar Branch of the State Savings Bank for the past 2 years based on the results of interviews with employees where there has been an increase in absenteeism. The thing that affects it is the implementation of WFH working from home (Work from Home), one of the steps taken by Bank BTN to keep running its business. This activity occurs to anyone who is not required to go to the office every day. Where in the end, employees only come to work on Mondays, Wednesdays, Fridays. Some come in on Tuesdays and Thursdays. Judging from this situation there is a decrease in performance which is

indicated by complaints/claims coming from customers, these complaints include customers waiting too long to get bank services, and bank employees not providing fast services.

Therefore, the commitment within the employee is also very important in the company to realize the company's goals, the commitment can be realized if the individual within the employee carries out his rights and obligations in accordance with the functions and duties that have been entrusted to him by the company. Where Robbins (2006:110) defines organizational commitment as a condition in which an employee sided with a particular organization and its goals and intends to maintain membership in that organization. This is also in line with what was stated by Siagian (2006:102) organizational commitment is a driving force for someone to contribute as much as possible for the success of the organization in achieving its goals. The higher the work commitment felt by employees, the greater the expectations of employees if they work to meet organizational goals. This is also in line with research Santoso (2017) explains that there is a positive and significant influence between organizational commitment on employee performance.

Meanwhile, work motivation also determines employee performance, moreover, employees who have good motivation can carry out organizational culture to the maximum so that it has an impact on improving performance. In accordance with the statement of Lie and Siagian (2018) if an employee's work motivation is getting better, then the employee's performance will increase both in terms of quality, quantity, timeliness, effectiveness, and independence. Motivation according to Dahlan (2018) is a process that arouses, encourages, directs, and supports behavior, and performance, meaning that it is a process of stimulating people to take action and to carry out the desired task. Employee performance will increase if at work they have a strong motivation to complete tasks and can serve the community well. This is also in line with the research conducted by Wijayanti (2012) that motivation work employees have a positive and significant influence on the performance of Employees. In accordance with the phenomenon of decreasing absenteeism, it will affect performance so that it can cause work motivation to also decrease.

However, in this study, among the several factors above, the author only focuses on four factors to be studied, namely organizational culture on employee performance where motivation and organizational commitment factors as mediating variables.

Based on the problems that occur, it is necessary to do research with the title "The Influence of Organizational Culture Through Work Motivation and Organizational Commitment on Employee Performance at PT. Bank Tabungan Negara (Persero) Tbk Makassar Branch".

Literature review

A. Organizational Culture

Organizational culture is a pattern of basic assumptions to act, determine, or develop organizational members in overcoming problems by adapting them from the outside and integrating them into the organization, where employees can work calmly and carefully, also useful for new employees as a basis for correction of perceptions. their thoughts, and feelings in relationships solve problems according to (Wagner and Hollenbeck in Tampubolon, 2004). According to Banendro (2016), organizational culture can be described as values, norms, and artifacts accepted by organizational members as an organizational climate that will influence and be influenced by organizational strategies, organizational structures, and systems.

Based on the views above, it can be concluded that a good organizational culture will lead to individual behavior that refers to norms and values to get shared meaning through members and

create shared goals in the organization. Building a good organization is a natural thing that is done by individuals and groups in a job because a good organization it will form a good job in the organization.

Characteristics of Organizational Culture, as stated by Robbins (2009) 10 main characteristics can characterize organizational culture, namely:

- 1) Individual initiative is the level of responsibility, freedom, and interdependence that individuals have.
- 2) Tolerance to risky actions, namely the extent to which members of the organization are encouraged to act actively, innovatively, and take risks.
- 3) Direction, namely the extent to which the organization clearly sets goals and expectations regarding achievement.
- 4) Integration, namely the extent to which units within the organization are encouraged to work in a coordinated manner.
- 5) Support from management, namely the extent to which leaders provide clear communication, assistance, and support to their subordinates.
- 6) Control, namely the number of rules and direct supervision used to monitor and control the behavior of members of the organization.
- 7) Identity, namely the degree to which members identify themselves as a whole with the organization rather than with a particular work group or with professional expertise.
- 8) Reward System, ie the extent to which the allocation of rewards (salary increases or promotions) is based on merit criteria as opposed to seniority, favoritism and so on.
- 9) Tolerance to conflict, namely the degree to which members of the organization are encouraged to express conflict and criticism openly.
- 10) Communication patterns, namely the degree to which organizational communication is limited by a formal hierarchy of authority.

B. Work motivation

Humans as one of the basic components of public organizations must have motivation stored in their hearts or desires that can spur them to achieve what they aspire to. According to Luthas in Dahlan (2018), motivation is a process that arouses, encourages, directs, and sustains behavior, and performance, meaning that it is the process of stimulating people to take action and carry out the desired task. According to Kadarisman (2012), motivation as a driver or driver of behavior towards achieving goals is a cycle that consists of three elements, namely the need (needs), the drive to act and act (drivers), and the desired goals. The components of this encouragement are behavioral direction (work to achieve goals), and behavioral strength (how strong an individual's effort is at work). Then according to Veithzal (2004:198) Motivation is a series of attitudes and values that influence individuals to achieve specific results in accordance with individual goals.

C. Motivational Goals

According to Afandi, (2018:27), the motivational goals include the following:

- a. Improve employee morale and job satisfaction
- b. Increase employee productivity
- c. Maintaining the stability of company employees
- d. Improve employee discipline
- e. Streamlining employee procurement
- f. Creating a good working atmosphere and relationship

- g. Creating loyalty, creativity, and employee participation
- h. Increase the level of employee welfare
- i. Enhancing employees' sense of responsibility toward their duties
- j. Increase efficiency in the use of tools and raw materials.

D. Organizational Commitment

Robbins (2006:110) defines organizational commitment as a condition in which an employee sided with a particular organization and its goals and intends to maintain membership in that organization. Based on some of the theories above, it can be concluded that organizational commitment is all employees' feelings and attitudes towards everything related to the organization where they work including their work, which can be seen from the willingness to maintain the organization or determination to achieve organizational goals, active involvement in working on organizational goals and high loyalty to the organization.

E. Factors Affecting Organizational Commitment

Employee commitment to the organization does not go through a long and gradual process. Employee commitment to the organization is also determined by a number of factors. According to Sopiah (2008:163), there are three factors that influence employee commitment to the organization, namely:

1. Personal characteristics of performance, including tenure in the organization and the varying needs and wants of each employee.
2. Job characteristics, such as task identity and opportunities to interact with co-workers in the organization.
3. Work experience, such as the past reliability of the organization and the way employees express their feelings about the organization.

F. Employee Performance

Sulistiyani and Rosyida (2018:11) suggest employee performance or the definition of performance or *performance* as a result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with their respective authorities, duties, and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals or ethics.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2011).

G. Performance Criteria

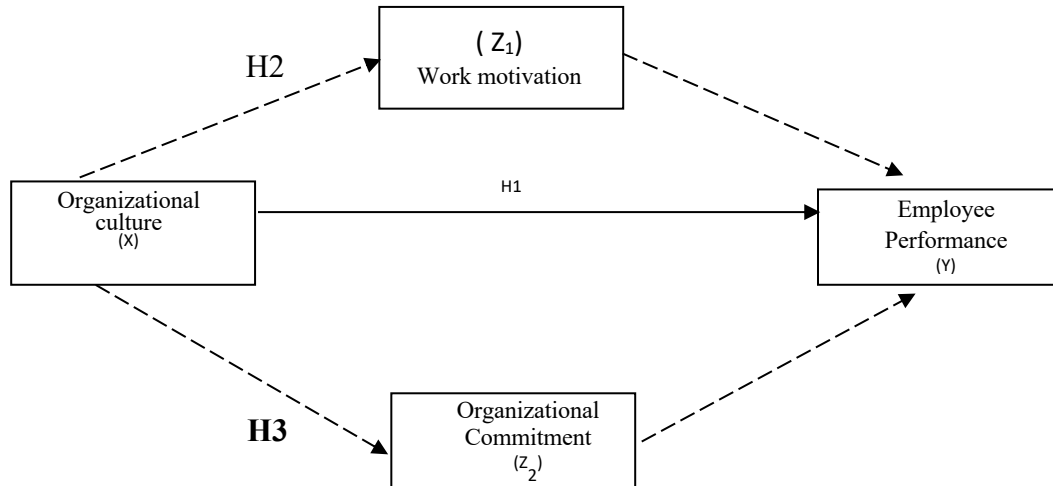
Handoko (2018: 135) says that performance appraisal consists of 3 criteria, namely:

- a. Result-based assessment is an assessment based on the existence of a specific and measurable target and size.
- b. Behavioral assessment is an assessment of work-related behaviors.
- c. Assessment based on *judgment* is an assessment based on the quality of work, quantity of work, coordination, job knowledge and skills, creativity, morale, personality, friendliness, personal integrity, and awareness and can be trusted in completing tasks.

CONCEPTUAL MODEL

The framework of this research is as follows:

Figure 1. Conceptual Model



Hypothesis 1: Organizational culture has a positive and significant influence on the performance of employees of PT Bank Tabungan Negara (Persero) Tbk Makassar Branch.

Hypothesis 2: Organizational culture has a positive and significant influence on employee performance through work motivation as an intervening variable at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch.

Hypothesis 3: Organizational culture has a positive and significant influence on employee performance through organizational commitment as an intervening variable at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch.

RESEARCH METHODS

Research Location and Design

The location of this research at PT. BANK TABUNGAN NEGARA (Persero) Tbk Makassar Branch The time used for conducting research is approximately 1 month starting from January to February 2021.

Population and Sample

The population in this study was addressed to all employees at PT. Bank Tabungan Negara (Persero) Tbk Makassar Branch , totaling 164 people. In this study, the sample to be taken were all 164 employees of PT Bank Tabungan Negara (Persero) Tbk Makassar Branch.

Data types and sources

The types of data used in this study are h:

1. Quantitative data is data obtained from the company in the form of numbers and still needs to be re-analyzed, such as the number of employees and other data related to this research
2. Qualitative data are data obtained not in the form of numbers but through information both orally and in writing as well as other data that support this research.

Sources of data used in this study sourced from the data:

1. Primary data is data obtained for certain purposes or in the context of research activities obtained from the results of respondents' answers through the distribution of questionnaires to employees at PT. Bank Tabungan Negara (Persero) Tbk Makassar Branch.
2. Secondary data is data obtained from books, scientific essays, opinions of experts, journals, and articles obtained from websites and other data related to the problem under study.

METHOD OF COLLECTING DATA

Data collection methods are techniques or methods that can be used by researchers to collect data. There are several data collection instruments used in this study, including:

1. Observation, is the activity of a process or object with the intention and then understanding the knowledge of a phenomenon based on previously known knowledge and ideas, to obtain the information needed to continue a research.
2. Literature Study collects information by studying written data sources to obtain secondary data related to the research conducted.
3. Questionnaire is a set of questions that are arranged to be asked to respondents. This questionnaire is intended to obtain written information from respondents regarding organizational culture through work motivation and organizational commitment to employee performance. Questionnaire data was collected directly, this was done to obtain truly objective data. Questionnaire data are open, ie questions are made in such a way that the respondent's answers are limited to one of the alternative answers provided.

DATA ANALYSIS TECHNIQUE

Quantitative analysis is a data analysis method that requires statistical and mathematical calculations. To simplify the analysis, SPSS version 25 is used. The analytical tools used are as follows:

1. Descriptive analysis is an analysis that describes or describes organizational culture through organizational motivation and commitment to employee performance by distributing questionnaires to respondents who are the research sample.
2. Research instrument test

The research instrument test consists of two namely validity and reliability tests.

- a. A validity test is used to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire can reveal the validity of the question items posed in each of the variables studied, provided that a questionnaire is valid if it has a *corrected item-total correlation value* above 0.30.
 - b. A reliability test is used to measure the reliability or reliability of a questionnaire. A questionnaire is said to be reliable or reliable if a person's answer to a question is consistent or stable over time. Measurement of reliability can be done by statistical test *Cronbach Alpha* (α), said to be reliable if it gives *Cronbach's alpha* value of 0.60.
3. or *path analysis* is part of using regression to estimate causality between variables (casual mode) that have been previously determined based on theory (Ghozali, 2018). Path analysis itself does not determine cause-and-effect relationships and also cannot be used as a substitute for researchers to see causality relationships between variables. The causality relationship between variables has been established with a model based on a theoretical basis. What path analysis does is determine the pattern of relationships between three or more variables and cannot be used to confirm or reject an imaginary causality hypothesis.
 4. Sobel Test

To test that the intervening variable can mediate the effect of exogenous variables on endogenous variables, the Sobel statistical test is used. Or in other words, the Sobel test is to test whether there is an indirect effect of exogenous variables on endogenous variables through intervening variables using the *Sobel test formula* quoted from Ghozali (2018: 250)

RESEARCH RESULT

Validity And Reliability Test

Validity test A questionnaire is said to be valid if the questions on the questionnaire can reveal the validity of the question items posed in each of the variables studied, provided that a questionnaire is valid if it has a corrected item-total correlation value above 0.30.

Reliability test A questionnaire is said to be reliable or reliable if a person's answer to a question is consistent or stable from time to time. Measurement of reliability can be done by statistical test Cronbach Alpha (α), said to be reliable if it gives Cronbach's value α 0.60.

Table 1. Validity and Reliability Test Results

Variable	Items	Validity		Reliability
		<i>Corrected Item Total Correlation</i>	Description (Valid > 0.30)	Cronbach's Alpha
Organizational culture	X1.1	0.78	Valid	0.930 (Reliable)
	X1.2	0.718	Valid	
	X1.3	0.621	Valid	
	X1.4	0.648	Valid	
	X1.5	0.831	Valid	
	X1.6	0.817	Valid	
	X1.7	0.862	Valid	
	X1.8	0.613	Valid	
	X1.9	0.650	Valid	
	X1.10	0.745	Valid	
Work motivation	Z1.1	0.428	Valid	0.894 (Reliable)
	Z1.2	0.761	Valid	
	Z1.3	0.878	Valid	
	Z1.4	0.893	Valid	
	Z1.5	0.784	Valid	
Organizational Commitment	Z2.1	0.794	Valid	0.895 (Reliable)
	Z2.2	0.681	Valid	
	Z2.3	0.796	Valid	
	Z2.4	0.842	Valid	
	Z2.5	0.656	Valid	
Employee Performance	Y.1	0.767	Valid	0.831 (Reliable)
	Y.2	0.329	Valid	
	Y.3	0.722	Valid	
	Y.4	0.732	Valid	

Variable	Items	Validity		Reliability
		Corrected Item Total Correlation	Description (Valid > 0.30)	Cronbach's Alpha
	Y.5	0.637	Valid	

Source: Primary Data Process

The results of the validity test obtained that all items in each variable had a *corrected item-total correlation* value greater than 0.30 so all items were valid, meaning that all items could be used to measure variables. In the reliability test, *Cronbach's alpha value* for each variable is greater than 0.60 so it can be said that the instrument (questionnaire) used for each variable is reliable.

Descriptive Results

Table 2. Descriptive Results of Organizational Culture Variables (X)

Items	STS	TS	CS	S	SS	mean
Management values employee initiative.	0	0	49	53	62	4.08
Management does not tolerate risky actions.	0	20	29	61	54	3.91
Employees know the direction of the company's vision and mission.	0	1	44	64	55	4.05
Management values the integration of all relevant parties.	0	1	52	56	55	4.01
In working, employees receive support from management.	0	1	61	48	54	3.95
Management controls every employee activity so that it is in accordance with their duties.	0	0	57	56	51	3.96
Management and employees maintain corporate identity	0	0	64	30	70	4.04
Management implements a reward system in accordance with applicable regulations.	0	0	44	70	50	4.04
Management does not tolerate conflicts that will damage the company's image.	0	0	50	64	50	4.00
Management applies humanist communication patterns.	0	0	42	64	58	4.10
Variable Mean						4.01

Source: Primary Data Process

culture variable has an average of 4.01 which means that in general employees answer choices 4 (agree) and 5 (strongly agree) on the questionnaire. This means that in general, employees perceive that the organizational culture at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch is good. The second item (Management does not tolerate risky actions) shows the lowest average of 3.91 which means that some employees think that management should still provide tolerance. However, the management is firm on risky actions. The tenth item (Management applies humanist communication patterns) shows the highest average of 4.10. This means that employees perceive that the communication pattern is good from management so that it provides a good work environment and work system as well.

Table 3. Descriptive Results of Work Motivation Variables (Z1)

Items	STS	TS	CS	S	SS	mean
The income received is sufficient to meet housing needs.	0	0	38	92	34	3.98
This company is a place of work that ensures the survival of employees and their families	0	0	17	53	94	4.47
In carrying out the task, I work together	0	0	13	68	83	4.43

Leaders always appreciate the work achieved by employees	0	0	15	78	71	4.34
Employees are allowed to channel their abilities into developing themselves	0	0	17	56	91	4.45
Variable Mean						4.33

Source: Primary Data Process

The overall work motivation variable has an average of 4.33 which means that in general employees answer choices 4 (agree) and 5 (strongly agree) on the questionnaire. This means that in general, employees have high motivation to work at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch. The first item (the income received is sufficient to meet the housing needs) shows the lowest average of 3.98. This means that in general the income received has been able to meet the needs of housing, but not yet on the assessment that the income is considered high so some employees consider that it is necessary to increase income. The second item (this company is a place of work that ensures the survival of employees and their families) shows the highest average of 4.47. This means that the main factor in determining employee motivation is the existence of guarantees that employees can meet the needs of employees and their families through the income they receive.

Table 4. Descriptive Results of Organizational Commitment Variable (Z2)

Items	STS	TS	CS	S	SS	mean
I will be happy to develop the rest of my career at this company.	0	10	20	44	90	4.30
I feel that the problems that occur in the company are my problems too.	0	0	56	20	88	4.20
It's hard to get a job with a good income like my current job.	0	0	26	57	81	4.34
I feel part of the family in this company.	0	0	21	30	113	4.56
I feel this company has contributed a lot to my life.	0	0	11	54	99	4.54
Variable Mean						4.39

Source: Primary Data Process

The overall organizational commitment variable has an average of 4.39 which means that in general employees answer choices 4 (agree) and 5 (strongly agree) on the questionnaire. This means that in general, employees have a high organizational commitment while working at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch. The second item (I feel that the problems that occur in the company are my problems too) shows the lowest average of 4.20. This means that in general employees feel quite responsible but some employees consider that if there is an error or problem, it is not entirely the responsibility of the employee. The fourth item (I feel part of the family in this company) has the highest average of 4.56 which means that there is a sense of comfort among employees while working at the company.

Table 5. Descriptive Results of Performance Variables (Y)

Items	STS	TS	CS	S	SS	mean
I try to improve the quality of work in a timely manner	0	0	4	67	93	4.54
The quantity of work that you have completed according to the set target	0	0	4	66	94	4.55

Mr/Mrs/Mr(i) always punctual working hours (coming and going home)	0	0	3	55	106	4.63
Mr / Ms / Mr (i) always complete work efficiently and effectively in order to produce optimal work with minimal errors.	0	0	3	74	87	4.51
Mr / Ms / Mr (i) can work independently according to the task description given.	0	0	1	70	93	4.56
Variable Mean						4.56

The overall performance variable has an average of 4.56 which means that in general employees answer choices 4 (agree) and 5 (strongly agree) on the questionnaire. This means that in general employees assess that the performance of employees at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch is very good. The fourth item (Mr/Mrs/Mr(i) always completes work efficiently and effectively in order to produce optimal work with minimal errors) shows the lowest average of 4.51. This means that employees are trying to work optimally, but in some cases, of course, there are problems encountered. The third item (employees are always on time for coming and going) with an average of 4.63. This means that employees have high discipline.

Model and Hypothesis Testing

a. Immediate Influence Results

Test the hypothesis in this study using regression analysis. The regression test consists of a partial test (t-test), simultaneous test (F test), and the coefficient of determination.

Table 6. Hypothesis Test Results ($X \rightarrow Z1$)

Variable	Standardized (Beta)	Std. Error	t count	Sig.
Organizational culture	0.413	0.060	5,768	0.000
Fcount;Sig = 33,271; 0.000				
R = 0.413; R Square = 0.170				

Source: Primary Data Processed

So that the results of hypothesis testing can be obtained as follows:

$$Z1 = 0.413X$$

Based on the regression results above, it can be explained as follows:

1. Coefficient of Determination (R square)

The coefficient of determination aims to determine the magnitude of the influence of the independent variable on the dependent variable. The result of the coefficient of determination above is 0.170 which can be said that the organizational culture variable is able to influence work motivation by 17% while the rest is influenced by other variables that are not the focus of this study.

2. Partial Test (t-Test)

A partial test aims to determine whether there is an effect of each independent variable on the dependent variable. There is a significant effect if $\text{sig} < 0.05$. Here are the partial test results:

The organizational culture variable has a t value of 5.768 and a significance of 0.000 so the significance value is less than 0.05, so there is a partially significant influence of the

organizational culture variable on work motivation. The regression coefficient value of 0.413 indicates a positive influence, meaning that the higher the organizational culture, the more work motivation will increase and vice versa. This coefficient value also means that work motivation will increase by 0.413 units for every one-unit increase in organizational culture.

Table 7. Hypothesis Test Results (X→Z2)

Variable	Standardized (Beta)	Std. Error	t Count	Sig.
Organizational culture	0.430	0.072	6,061	0.000
Fcount;Sig = 36,740; 0.000				
R = 0.430; R Square = 0.185				

So that the results of hypothesis testing can be obtained as follows:

$$Z_2 = 0.430X$$

Based on the regression results above, it can be explained as follows:

1. Coefficient of Determination (R square)

The result of the coefficient of determination above is 0.185 which can be said that the organizational culture variable is able to influence organizational commitment by 18.5% while the rest is influenced by other variables that are not the focus of this study.

2. Partial Test (t-Test)

A partial test aims to determine whether there is an effect of each independent variable on the dependent variable. There is a significant effect if sig < 0.05. Here are the partial test results:

The organizational culture variable has a t-count value of 6.061 and a significance of 0.000 so the significance value is less than 0.05, so there is a partially significant influence of the organizational culture variable on organizational commitment. The regression coefficient value of 0.430 indicates a positive influence, meaning that the higher the organizational culture, the higher the organizational commitment and vice versa. This coefficient value also means that organizational commitment will increase by 0.430 units for every one-unit increase in organizational culture.

Table 8. Hypothesis Test Results (X, Z1, Z2 → Y)

Variable	Standardized (Beta)	Std. Error	t Count	Sig.
Organizational culture	0.158	0.048	2,063	0.041
Work motivation	0.231	0.055	3.103	0.002
Organizational Commitment	0.316	0.047	4.208	0.000
Fcount;Sig = 23,558; 0.000				
R = 0.554; R Square = 0.306				

Source: Primary Data Processed

So that the hypothesis test can be obtained as follows:

$$Y = 0.158X + 0.231Z_1 + 0.316Z_2$$

Based on the regression results above, it can be explained as follows:

1. Coefficient of Determination (R square)

The result of the coefficient of determination above is 0.306 which can be said that organizational culture, work motivation, and organizational commitment variables can affect

performance by 30.6% while the rest is influenced by other variables that are not the focus of this study.

2. Simultaneous Test (F Test)

A simultaneous test aims to determine whether there is a joint effect of the independent variable on the dependent variable. This test can be seen in the ANOVA table output. There is a joint influence between independent variables if the calculated F value is greater than the F table and the significance is less than 0.05. The value of Fcount is 23,558 and the significance is 0.000 so the significance is less than 0.05, it can be concluded that there is a simultaneous influence of organizational culture, work motivation, and organizational commitment on performance.

3. Partial Test (t-Test)

A partial test aims to determine whether there is an effect of each independent variable on the dependent variable. There is a significant effect if $\text{sig} < 0.05$. Here are the partial test results:

- a) The organizational culture variable has a t-count value of 2.063 and a significance of 0.041 so the significance value is less than 0.05, so there is a partially significant influence of the organizational culture variable on performance. The regression coefficient value of 0.158 indicates a positive influence, meaning that the higher the organizational culture, the performance will increase and vice versa. This coefficient value also means that performance will increase by 0.158 units for every one-unit increase in organizational culture.
- b) The work motivation variable has a t-count value of 3.103 and a significance of 0.002 so the significance value is less than 0.05, so there is a partially significant effect of the work motivation variable on performance. The regression coefficient value of 0.231 indicates a positive influence, meaning that the higher the work motivation, the performance will increase and vice versa. This coefficient value also means that performance will increase by 0.231 units for every one-unit increase in work motivation.
- c) The organizational commitment variable has a t-count value of 4.208 and a significance of 0.000 so the significance value is less than 0.05, so there is a partially significant effect of the organizational commitment variable on performance. The regression coefficient value of 0.316 indicates a positive influence, meaning that the higher the organizational commitment, the performance will increase and vice versa. This coefficient value also means that performance will increase by 0.316 units for every one-unit increase in organizational commitment.

b. Indirect Influence

Indirect Influence of Organizational Culture on Performance Through Work Motivation

indirect effect coefficient is: $X \rightarrow Z1 \rightarrow Y = (0.413 \times 0.231) = 0.095$

Sobel test for indirect effect .

$$Z = \frac{ab}{\sqrt{b^2 SE_a^2 + a^2 SE_b^2}}$$

where :

a = regression coefficient of the independent variable on the mediating variable

- b = regression coefficient of the mediating variable on the dependent variable
- SE_a = standard error of estimation of the influence of the independent variable on the mediating variable
- SE_b = standard error of estimation of the effect of the mediating variable on the dependent variable

$$Z = \frac{(0.413) \times (0,231)}{\sqrt{(0,231)^2(0,060)^2 + (0,413)^2(0,055)^2}} = 3.585$$

Sobel test significance value based on significance based test using <https://www.danielsoper.com/statcalc/calculator.aspx?id=31> statistical calculator obtained a significance value of 0.000 so that the significance value is less than 0.05. The z-count value of the Sobel test is 3.585 so the z value is greater than 1.96. Therefore, it can be concluded that by using a 95% confidence level, it can be interpreted that there is an influence of organizational culture on performance mediated by work motivation.

Indirect Effect of Organizational Culture on Performance Through Organizational Commitment

indirect effect coefficient is: X → Z2 → Y = (0.430 x 0.316) = 0.136

Sobel test for the indirect effect.

$$Z = \frac{ab}{\sqrt{b^2 SE_a^2 + a^2 SE_b^2}}$$

where :

- a = regression coefficient of the independent variable on the mediating variable
- b = regression coefficient of the mediating variable on the dependent variable
- Sea = standard error of estimation of the influence of the independent variable on the mediating variable
- SEb = standard error of estimation of the effect of the mediating variable on the dependent variable

$$Z = \frac{(0.430) \times (0,316)}{\sqrt{(0,316)^2(0,072)^2 + (0,430)^2(0,047)^2}} = 4.465$$

Sobel test significance value based on test by significance using <https://www.danielsoper.com/statcalc/calculator.aspx?id=31> statistical calculator obtained a significance value of 0.000 so that the significance value is less than 0.05. The zcount value of the Sobel test is 4.465 so the z value is greater than 1.96. Therefore, it can be concluded that by using a 95% confidence level, it can be interpreted that there is an influence of organizational culture on performance mediated by organizational commitment.

c. Recapitulation of Direct Influence and Indirect Influence

Table 9. Recapitulation of Effects

Variable	Influence		
	Direct	Indirect	Total
Organizational culture → Work motivation	0.413		
Organizational culture → Organizational Commitment	0.430		
Organizational culture → Performance	0.158		

Work motivation	→	Performance	0.231		
Organizational Commitment	→	Performance	0.316		
Organizational culture	→	Motivation → Performance		$0.413 \times 0.231 = 0.095$	$0.158 + 0.095 = 0.253$
Organizational culture	→	Organizational Commitment → Performance		$0.430 \times 0.316 = 0.136$	$0.158 + 0.136 = 0.294$

Source: Primary Data Processed

- Indirect effect $X \rightarrow Z_1 \rightarrow Y = (0.413 \times 0.231) = 0.095$
- Indirect effect $X \rightarrow Z_2 \rightarrow Y = (0.430 \times 0.316) = 0.136$
- The total influence of organizational culture on performance through motivation: $0.158 + 0.095 = 0.253$
- The total influence of organizational culture on performance through organizational commitment: $0.158 + 0.136 = 0.294$

DISCUSSION

1. The Influence of Organizational Culture on Employee Performance

There is a significant partial influence of organizational culture variables on the performance of employees of PT Bank Tabungan Negara (Persero) Tbk Makassar Branch. The organizational culture variable has a significant effect on performance which shows a positive influence, meaning that the higher the organizational culture, the performance will increase and vice versa.

Organizational culture is a factor important share among employees in support of achieved goal company or organization. Organizational culture is. Where organizational culture in general is a system that occurs within a company.

Organizational culture according to Sutrisno (2011: 2) can be defined as a system of values, beliefs, assumptions, or norms that have long been in effect, agreed upon and followed by members of an organization as behavioral guidelines and problem-solving. organizational problems. Meanwhile, according to Banendro (2016), organizational culture can be described as values, norms, and artifacts accepted by organizational members as an organizational climate that will influence and be influenced by organizational strategy, organizational structure, and systems. From the two theories, it can be concluded that organizational culture has an impact on employee performance.

With the implementation of the organizational culture of employees in daily work activities, it can have an influence on improving performance, as evidenced when the company conducts direction and evaluation meetings in order to improve the professionalism and integrity of employees, trigger the latest innovations and build teamwork networks to support the achievement common goals. Research conducted by Indraswari and Djastuti (2014) proves that organizational culture has a positive influence on employee performance. Theory (Moelyono Djokosantoso, 2003: 42) There is a relationship between culture and organizational performance which can be explained in the Tiernay organizational culture diagnosis model that the better the quality of the factors contained in the organizational culture, the better the organizational performance. This is in line with research from Krisdiyanto (2010) which states that the influence of organizational culture has a positive effect on employee performance.

2. The Influence of Organizational Culture on Employee Performance With Motivation as an Intervening Variable

There is a significant effect of organizational culture on employee performance of PT Bank Tabungan Negara (Persero) Tbk Makassar Branch which is mediated by work motivation. Motivation is an impulse that exists within a person as well as encouragement from others to do their work to achieve predetermined goals. According to Mangkunegara (2015:93), motivation is a condition that moves employees to be able to achieve the goals of their motives. Motivation can foster a sense of belonging (a sense of belonging to an organization) which can ultimately increase participation and communication as well as foster empathy or the ability to put oneself in the position of others. Thus, employees will be more ready to accept and implement changes, including technology transfer and skill transfer, both in the technical and organizational fields.

The theory of Kotter and Heskett (1992:9) states that a strong organizational culture will have a positive effect on business performance because it can provide extraordinary motivation for employees. Research conducted by Cahyono and Suharto (2005), that motivation mediates between organizational culture and performance. Motivation is closely related to the emergence of a tendency to do something in order to achieve goals. There is a strong relationship between motivation, actions or behavior, goals, and satisfaction because every change is always driven by work motivation. Good performance is strongly influenced by high work motivation, where the higher the work motivation of an employee, the better the performance of an organization.

This is also supported by research conducted by Anikmah (2008), Sutarto and Sugianto (2002), Cahyono and Suharto (2005), Rahmawati, Warella, and Hidayat (2006), Abdillah (2011), that motivation mediates between organizational culture and performance. Motivation is closely related to the emergence of a tendency to do something in order to achieve goals. There is a strong relationship between motivation, actions or behavior, goals, and satisfaction because every change is always due to the encouragement of work motivation. High performance is strongly influenced by high work motivation, where the higher the work motivation of an employee, the better the performance of an organization. Organizational culture can help employees work because it creates an extraordinary level of motivation for employees to give their best ability to take advantage of the opportunities provided by the organization.

3. The Influence of Organizational Culture on Employee Performance With Organizational Commitment as an Intervening Variable

There is a significant influence of organizational culture on employee performance of PT Bank Tabungan Negara (Persero) Tbk Makassar Branch which is mediated by organizational commitment. The influence of organizational culture on employee performance variables can take place indirectly, in the sense that the organizational commitment variable functions as an intervening variable in order to influence organizational culture on employee performance. Thus the organizational commitment variable in the context of this study serves as an intervening variable of the influence of organizational culture on employee performance.

mediated higher by commitment than work motivation. This shows that the influence of organizational culture on commitment will lead to a higher influence on performance. This is because employees are very interested in their work, and there is a strong will to advance the company and personally so that it will indirectly have a stronger positive impact on performance than motivation. Organizational culture is closely related to employee commitment. According to Sopiah (2008:155) employee commitment is a behavioral dimension that can be used to assess the tendency of employees to survive as members of the organization. A good organizational

culture will increase the sense of belonging and commitment of organizational members to the organization and its workgroup (Robbins and Judge, 2009:36).

Organizational culture is also closely related to employee commitment. According to Sopiah (2008:155) employee commitment is a behavioral dimension that can be used to assess the tendency of employees to survive as members of the organization. A good organizational culture will be able to increase the sense of belonging and commitment of organizational members to the organization and its workgroup (Robbins and Judge, 2009:36)

The existence of a good level of commitment certainly has a good impact on the company. The existence of a high commitment from employees to their company will have an impact on the willingness to carry out activities that are beneficial for the progress of the company without considering the rewards that will be given if they have carried out (Sidharta & Margaretha, 2011). If employees are aware that their presence contributes to achieving organizational goals, it can be beneficial because they will consciously work hard to make it happen.

Research conducted by (Gusty & Andri, 2018) proves that organizational culture has a strong influence on employee performance either simultaneously (together), or partially (alone) which means that if organizational culture and organizational commitment are given higher, the better the performance.

CONCLUSION

Based on the results of research on employee performance at PT Bank Tabungan Negara (Persero) Tbk Makassar Branch, the following conclusions can be drawn:

1. There is a significant partial influence of organizational culture variables on the performance of employees of PT Bank Tabungan Negara (Persero) Tbk Makassar Branch. The organizational culture variable has a significant effect on performance which shows a positive influence, meaning that the higher the organizational culture, the performance will increase and vice versa.
2. There is a significant effect of organizational culture on employee performance of PT Bank Tabungan Negara (Persero) Tbk Makassar Branch which is mediated by work motivation. High performance is strongly influenced by high work motivation, where the higher the work motivation of an employee, the better the performance of an organization. Organizational culture can help employees work because it creates an extraordinary level of motivation for employees to give their best ability to take advantage of the opportunities provided by the organization.
3. There is a significant influence of organizational culture on employee performance of PT Bank Tabungan Negara (Persero) Tbk Makassar Branch which is mediated by organizational commitment. organizational culture has a strong influence on employee performance either simultaneously (together), or partially (alone) which means that if the organizational culture and organizational commitment given are high, the performance will be better.

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