The Effect Of Organizational Culture On Employee Performance: The Mediating Role Of Organizational Commitment

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Abstract

Police officers duties and roles in today's democratic society are getting complex. As the party whose responsibility is to enforce law and order, it makes their performance matter the most. This research is aimed to figure out the effect of organizational culture on employee performance with the mediating role of organizational commitment. The research methodology used in this study is a case study with survey research method. Purposive sampling technique is used to determine the sample for this research. The sample of this research are 200 police officers of Polres Ciamis. SPSS and Amos statistical software are being used for data analysis purpose. The results of this study indicate that organizational culture has a positive effect on both organizational commitment and employee performance. Additionally, organizational commitment has a positive effect on employee performance as well as mediating the causal relationship between organizational culture and job performance. The result of this study is expected to give the implications to Polres Ciamis in increasing the performance of its officers.

Keywords

Organizational Culture; Organizational Commitment; Employee Performance; POLRI

INTRODUCTION

The role of the national police force in Indonesia (POLRI) is important now more than ever since out of all governmental operations, the police function is the most intimate one. The government and public interaction is powerful enough especially between police officers and individuals in the society, since police officers and individuals interacting each other in a daily basis, ranging from routine to traumatic experiences (Goldstein, 1990). Under the new leadership, Indonesian national police force has launched a new program labeled as “PROMOTER” which is the abbreviation of “Profesional, modern, dan terpercaya”. The program is expected to meet the society's need for effective and efficient multidimensional service quality amidst the increasingly sophisticated globalization of crime (PROMOTER POLRI, 2016).

It can be said that the nature and complexity of police work and police organization has significantly increased and requires the importance of hiring and maintaining high quality personnel (Roberg & Kuykendal, 1997). Therefore, making policing not a simple task anymore. Rather police officers roles in today's democratic society are highly significant and complex. (Carter & Sapp, 1990). This research is aimed to figure out the effect of organizational culture on employee performance with the mediating role of organizational commitment.

LITERATURE REVIEW AND HYPOTHESES (TAHOMA 10 BOLD, UPPERCASE)

Employee Performance

Campbell et al., (1990) defined performance as the things that people do and can be observed that are relevant for the organization goals. The behaviors that constitute performance can be measured in terms of the level of performance they represent. Another definition proposed by Viswesvaran & Ones (2000) which stated that employee performance refers to scalable behaviors, actions, and outcomes of the employee that are linked with and contribute to organizational goals.

To understand performance even better, Sanderson et al., (2009) divide performance into two types; standard performance and elevated performance. Standard performance is the level of output delivered by individual in
the normal course of fulfilling a role. This level of performances influenced by the hygiene factors, which do not drive productivity but whose absence can damage motivation. As for elevated performance, it is derived from an individual exerting discretionary effort and “going the extra mile” which resulted from their commitment to the team/organization and its objectives. Commitment drivers believed to give a significant boost to employees motivation and achieve higher levels of performance.

Organizational Commitment
Organizational commitment, for the last three or four decades, has become one of the most contemporary variables which has been studied. Universally accepted definition for organizational commitment like every other psychological construct is quite difficult to provide (Suma & Lesha, 2013). According to Mowday & Steers (1979) organizational commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization. Commitment must be implied from his or her actions, not only from the expressions of an individual’s beliefs and opinions.

Organizational Culture
Despite the fact that various definitions of organizational culture has been proposed by researchers over the years, there are still no commonly accepted definition (Øgaard et al., 2005). Generally, organizational culture is described as shared basic assumptions patterns. These basic premises are the ones that the group learned as it resolved its troubles and difficulties related to internal integration and external adaptation. These ideas can be regarded as valid since they have worked effectively and, accordingly, they are valid to be taught to new members as the appropriate way of feeling, perceiving, and thinking, in relation to those problems (Schein, 1985). In relation with police force institution, police culture has been conceptualized as a monolithic phenomenon, composed of specific themes that universally describe police culture across most policing organizations (Brown, 1992).

Hypotheses
H1. Organizational culture has a positive effect on organizational commitment.
H2. Organizational commitment has a positive effect on employee performance.
H3. Organizational culture has a positive effect on employee performance.
H4. Organizational commitment mediates the relationship between organizational culture and organizational performance.

Figure 1. Research Model

METHODS
The type of this research is causal quantitative research with survey method using questionnaires for 200 respondents of police officers in Polres Ciamis who has been working as a police officer for at least 5 years. The measurement scale used in this study is Likert scale type. The answer of each instrument using Likert scale with 7 scales have gradations from strongly positive to strongly negative.

RESULTS AND DISCUSSION
As shown in the Table 1, the result of validity and reliability test is done using discriminate analysis factor. Table 1 shows that loading factor value of each indicator of organizational culture, organizational commitment, and employee performance variable are greater than the critical value (0.500). Therefore, all indicators of these variables are valid and it can be used as data collection instrument of this research.

Table 1. Validity and Reliability Test

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicators</th>
<th>Loading Factor</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Org. Culture</td>
<td>x1</td>
<td>0.517</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x2</td>
<td>0.586</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x3</td>
<td>0.660</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x4</td>
<td>0.611</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x5</td>
<td>0.634</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x6</td>
<td>0.839</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x7</td>
<td>0.787</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x8</td>
<td>0.677</td>
<td>Valid</td>
</tr>
<tr>
<td>Org. Commitment</td>
<td>x9</td>
<td>0.595</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x10</td>
<td>0.720</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x11</td>
<td>0.639</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x12</td>
<td>0.622</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x13</td>
<td>0.762</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>x14</td>
<td>0.845</td>
<td>Valid</td>
</tr>
</tbody>
</table>
The Goodness of Fit Test
The adequacy of the model fit is determined by several goodness of fit statistic, including Chi-square, The Minimum Sample of Discrepancy Function with Degree of Freedom (CMIN/DF), Root Mean Square Error of Approximation (RMSEA), Adjusted Goodness of Fit Index (AGFI), Goodness of Fit Index (GFI) and Comparative Fit Index (CFI), with the result summary can be seen in Table 2.

Table 2. Goodness of Fit Test

<table>
<thead>
<tr>
<th>Goodness of Fit Index</th>
<th>Cut of Value</th>
<th>Results</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>X²-Chi-Square Probability</td>
<td>&lt; 0.05</td>
<td>&gt; 0.00</td>
<td>Marginal</td>
</tr>
<tr>
<td>CMIN/DF</td>
<td>&lt; 2.00</td>
<td>1.936</td>
<td>Good</td>
</tr>
<tr>
<td>GFI</td>
<td>&gt; 0.90</td>
<td>0.835</td>
<td>Marginal</td>
</tr>
<tr>
<td>AGFI</td>
<td>&gt; 0.90</td>
<td>0.800</td>
<td>Marginal</td>
</tr>
<tr>
<td>TLI</td>
<td>&gt; 0.95</td>
<td>0.903</td>
<td>Marginal</td>
</tr>
<tr>
<td>CFI</td>
<td>&gt; 0.95</td>
<td>0.913</td>
<td>Marginal</td>
</tr>
<tr>
<td>RMSEA</td>
<td>&lt; 0.08</td>
<td>0.069</td>
<td>Good</td>
</tr>
</tbody>
</table>

The result summary can be seen in Table 2 shows the result of goodness fitting indexes for the structure model and provides a reasonably good fit for the data 439.407 is greater than chi-square table value with degree of freedom n = 175 and α = 0.01 of 249.445. Hence, chi-square statistic value within study is accepted in marginal category because it produces a probability value of 0.000 which is less than α (0.05), CMIN/DF value of 1.936 is lesser than 2.00 and is accepted in good category. GFI value of 0.835 is less than cut of value of 0.90, AGFI value of 0.678 is less than cut of value of 0.900. TLI value of 0.903 is less than cut of value 0.950. CFI value of 0.913 is less than cut of value 0.950. Finally, SEM analysis result shows that RMSEA value of 0.069 is less than cut of value of 0.080 and is accepted in good category. All of these fit indices are acceptable.

First Hypothesis Testing
Refers to the confidence level of 95% (α = 0.05) and degree of freedom (df) = (n - k) with one tailed test, the table value of this research is 1.660. Based on the result of Structural Equation Modeling (SEM) analysis, the CR value of causal relationship between organizational culture and organizational commitment of 5.890 is obtained and this is greater than the value of table. Therefore, Ho is rejected and Ha is accepted. The result indicates that organizational culture has a positive and significant effect on organizational commitment. Thus, first hypothesis which states that organizational culture has a positive effect on organizational commitment is accepted.

Second Hypothesis Testing
The result of SEM analysis also reveals that CR value of causal relationship between organizational commitment and job performance which is 2.158 is greater than the value of table, therefore, Ho is rejected and Ha is accepted. The result indicates that organizational commitment has a positive and significant effect on employee performance. Thus, second hypothesis which states that organizational commitment has a positive effect on job performance is accepted.

Third Hypothesis Testing
Based on the result of Structural Equation Modeling (SEM) analysis reveals that CR value of causal relationship between organizational culture and job performance which is 2.003 is greater than value of table, therefore, Ho is rejected and Ha is accepted. It can be concluded that organizational culture has a positive and significant effect on employee performance, thus, third hypothesis which states that organizational culture has a positive effect on job performance is accepted.
Fourth Hypothesis Testing
Refers to the confidence level of 95% ($\alpha = 0.05$) and the degree of freedom ($n - k$) with two tailed test, the $t$ table value which is 1.985 were obtained. Based on the result of Sobel test in Appendix 6, the result shows that tstatistic value of organizational culture on job performance via organizational commitment is 2.003 which is greater than the value of ttable (1.984), therefore, the Ho is rejected and Ha is accepted. The result indicates that organizational commitment mediates the effect of organizational culture on employee performance. Thus, fourth hypothesis which states that organizational commitment mediates the causal relationship between organizational culture and employee performance is accepted.

CONCLUSION
This study proves that organizational culture has a positive and significant effect on organizational commitment of police officers in polres ciamis. This causal relationship shows that the better level of organizational culture of polres ciamis, then the stronger level of police commitment toward the organization of polres ciamis. Current study found that organizational commitment has a positive significantly effect on job performance of police officers in polres ciamis. This causal relationship means that the higher level of organizational commitment is always followed by the higher level of job performance. This study result shows that organizational culture has a positive and significant effect on job performance of police officers in polres ciamis. It means that the better level of organizational culture is always followed by the higher level of police job performance.

Result within the study proves that organizational commitment mediates significantly the causal relationship between organizational culture and job performance. These results can be interpreted that the better level of organizational culture which is supported by the higher level of organizational commitment is always followed by the higher level of job performance. As an effort to increase employee performance of its police officers, management of Polres Ciamis needs to make priority on organizational culture and organizational commitment improvement.

Management of Polres Ciamis needs to develop a culture that is participatory, where all personnel can be given the opportunity to provide inputs or suggestions to their assigned unit. Still related to the organizational culture, the management of Polres Ciamis needs to promote gender equality inside the organization by increasing the involvement of the women officers in its day-to-day operation, therefore there will be a lesser gender barrier inside the institution. In order to improve the organizational commitment of the officers, the management of Polres Ciamis needs to pay more attention regarding to the needs and desires of the police officers that is related to their work activities. When employee get satisfaction from the jobs they do believe that the organization supports them, it will likely to trigger the caring attitude and behavior towards the organization.

Limitation within this study is there is only two measurement of goodness of fit which is consists of CMIN/DF and RMSEA that resulted in a good category, while the others measurements such as Adjusted Goodness of Fit Index (AGFI), Goodness of Fit Index (GFI), Tucker Lewis Index (TLI) and Comparative Fit Index (CFI) are resulted in a marginal category. In order to improve the goodness of fit of the model, the step that can be done is conducting modification indices with a strong theoretical support. Refers to the limitations of this study, further research needs to add and choose other independent variables. If possible in theory and practice, the moderator variable might be used in further research to develop the research model. Further research need to choose and add the number of respondents as well that in practically the probability sampling method can be implemented. The other methods of data collection can be considered as well in gathering the information of the respondents, such as interview and observation. Further research also needs to conduct the testing on construct indicators by using different method.

REFERENCES


