

The Influence of Organizational Culture and Organizational Commitment on Organizational Performance: A Study in State-Owned Enterprises (SOEs)

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Abstract: - In prior management studies, the role of organizational culture and organizational commitment in shaping organizational performance has been echoed and thoroughly re-examined. However, research on the context of state-owned enterprises (SOEs) has never been studied in Indonesia. This research study collected data from 150 employees in state-owned companies in Indonesia. The results were analyzed using SPSS 20.0 and AMOS 18.0. This research aims to evaluate the effect of organizational culture and organizational commitment on organizational performance to learn how an organization's culture helps to enhance organizational performance. The outcomes suggest that organizational culture influence organizational performance. Conversely, Organizational commitment has a negative effect on organizational performance.

Key Words: - Organizational commitment, Organizational performance, Corporate Performance.

1. Introduction

Over the last two decades, interest in the idea of corporate culture has escalated. Corporate culture has received much attention because of its potential effects on organizational success. Organizational culture is a technique that can be used by ways of shifting behaviors and actions to create high-quality human resources. Organizational culture is an intangible psychological force that can drive individuals within an organization to work together to accomplish organizational objectives.

A healthy organizational culture advances corporate goals, while a weak organizational culture hampers the accomplishment of corporate goals. Shared principles are widely recognized, accepted, and championed by most members of the company in a business with a positive corporate culture. An excellent and optimistic culture is highly influential in

organizational success actions and productivity. (Barney, 1986).

Organizational culture is defined as shared ideals, attitudes, beliefs, and standards that represent and determine the essence of an organization's members. George & Nancy (1992) argue that corporate culture is a pattern of stable shared beliefs and values that are developed in a company over time. Organizational culture is manifested in typical organizational characteristics; therefore, it refers to underlying assumptions that organizational culture can be viewed as the best way to do something valuable for organization or to consider issues within the enterprise. (Martins & Terblanche, 2003)

Organizational culture is characterized as the glue that holds organizations together (Goffee and Jones, 1996). Wallace, Hunt, & Richards,(1999) stated that in the past all organizations had more than one culture: i.e.,

formal culture (idealized statement, supposed beliefs, and behavior; usually manifested through mission/vision statements, policies, procedures and rules) and informal culture (actual beliefs and behavior). Further, informal character or culture is the key to understanding organizations. Organizational culture measures the results of individuals and organizations. (Balthazard, Cooke, & Potter, 2006).

Empirical studies that examine the impact of organizational culture and commitment on organizational performance on state-owned enterprises (SOEs) are scarce. Motivated by the Lewin's force field theory of change (Lewins, 1951), Kotter's Theory of Change (Kotters, 2005), and Schein's Model of organizational culture (Schein's, 2005), this study investigates the direct effects of organizational culture (O.C.) and Organizational Commitment (O.C.) on organizational performance.

2. Literature Review and Hypotheses

2.1 Organizational Culture.

Organizational culture is generally accepted as a holistic and multidimensional concept that historically determined and socially constructed. The values and beliefs that underlie organizational culture reflect what is most important for the company's founders and leaders because they are responsible for the organization's vision and goals and exemplify and strengthen core values and trust through their behavior. (Zamani et al., 2012). Organizational culture is seen to be the same in content and meaning at both the group and organizational levels. It is defined as group-level construction due to theoretical homogeneity between levels of analysis (Cheri Ostroff, 2012), and it is expected to harmonize with and relate to structures, practices, policies, and routines in organizations which in turn provides the context of climate perception. Organizational culture is defined as a pattern of shared values, beliefs, and behavior in all groups of organizational members (Bezrukova, Thatcher, Jehn, & Spell, 2012). Organizational culture acts as a system of social control and can influence employee attitudes and behavior through the values and beliefs that operate in

the company. Organizational culture has been shown to have a direct influence on staff satisfaction and commitment.

Organizational culture unites the organization and encourages employees not only to do good but also to feel committed to the organization (Zamani et al., 2012). Organizational culture can influence people in organizations in managing behavior in carrying out tasks and managing resources to achieve a goal (Lok & Crawford, 2004). The culture of a group consists of practices, beliefs, and values that help create the way it works. (Linn, 2008) Organizational culture is an asset that guarantees survival even in times of economic recession. Organizational culture has an essential role in capturing market share (Sadighi, 2017).

2.2 Organizational Commitment.

Organizational commitment has become a popular research topic over the past two decades because of the substantial motivational implications of commitment (Allen & Meyer, 1990; Becker, 1992; Mowday, Porter, & Steers, 1982). Organizational commitment refers to employee identification, involvement, and attachment to their organization (Reichers, 1985). The value of commitment to the organization depends on the nature of commitment. Organizational commitment occurs when employees get a valuable feeling in terms of their contribution and sense of pride in being part of an organization where everyone works towards the same goal. (Kohli & Jaworski, 1990). Organizational commitment has become one of the most popular work attitudes studied by practitioners and researchers (Allen, 2001). Rashid, Sambasivan, & Johari (2003) argued that organizational commitment is a psychological state that characterizes the employee's relationship with the organization.

The use of commitment refers to the condition of someone who has made a firm agreement with several other parties that are connected with some future event. Commitment acts as insurance both for the committed party and those short-term fluctuations in attitudes or feelings (Brown, Randall, 1996). Akintayo

(2010) said that organizational commitment includes the extent to which employees feel dedicated to the organization.

O'Reilly & Chatman (1986) defined commitment as a psychological attachment to the organization and reflected the extent to which individuals internalize or adopt organizational characteristics. Organizational commitment is seen as a psychological condition that binds the employees to their organization (Meyer and Allen, 1997). Meyer (1991) revealed that employee commitment to an organization could be categorized into three broad themes, namely commitment related to the affective orientation towards the organization, recognition of costs associated with leaving the organization, and moral obligations to remain in the organization.

The commitment of people in the organization is also vital to ensure the successful implementation of organizational policies and strategies. Organizational commitment is a psychological state that characterizes employee relations with the organization (Rashid et al., 2003). Affective commitment reflects emotional attachment, identification, and involvement in the organization, whereas normative commitment is experienced as a sense of obligation to remain. Commitment continuity reflects perceived costs associated with leaving (Meyer & Parfyonova, 2010).

Affective commitment proposes the emotional attachment of staff members, which involves identification and implications for the organization. Sustainability commitments rely on the recognition by the worker of the costs involved if he leaves the organization. This condition means that individuals with a continuity commitment are aware that there are some costs associated with leaving the workplace company.

Commitment generally refers to the fact that commitment (a) is a force that stabilizes or requires, that (b) gives direction to behavior (e.g., limits freedom, binds the person toward action) (Meyer & Herscovitch, 2001). Kwok & Gao (2004) argued that organizational commitment is a strong belief in accepting organizational goals and values with a willingness to exert considerable effort on

behalf of the organization. Nevertheless, commitment can also take the form of obligations to workgroups, managers, jobs, positions, careers, or both employee and employer. According Rodriguez, Franco, Joao, & Au Santos, (2006) commitment shows the intensity of psychological relationships between workers and organizations and which together cover different levels of each of the three dimensions of organizational commitment: (1) Affective, (2) continuance and (3) normative. Normative commitment reflects the feeling of moral obligation felt by employees relative to its continuity in the company. (Rodriguez et al., 2006). Meyer & Parfyonova (2010) argues that normative commitment has a dual nature and manifests itself differently depending on the strength of other components in employee commitment. Affective commitment refers to the emotional bond and the identification the employee has with the organization. For the employees, the positives include enhanced feelings of devotion, belongingness, and stability (Meyer et al., 2003). Continuance (economic/calculative) commitment refers to what the employee will have to give up if they have to leave the organization or, in other terms, the material benefits to be gained from remaining. Continuance commitment is linked primarily to ongoing membership. The reasoning is that persons will maintain commitment mainly out of self-interest associated with the perceived costs of not keeping the commitment. (Brown, Randall, 1996). Employees whose primary link to the organization is based on continuance commitment remain with the organization because they feel they need to do so for material benefits (Meyer & Allen, 2003). Normative commitment reflects the feeling of moral obligation felt by employees relative to its continuity in the company. (Rodriguez et al., 2006). Meyer & Parfyonova (2010) argues that normative commitment has a dual nature and manifests itself differently depending on the strength of other components in employee commitment.

Further, Normative commitment exists when employees have the feeling that staying in the organization is the right or moral thing to do

(Colquitt et al., 2010; Meyer and Allen, 1991). Thus, employees with a strong normative commitment remain in the organization because they have to do it (John, 1991). According to Allen and Meyer (1990), employees have firm normative commitments when they believe that the organization expects them to be loyal. Employees have strong normative commitments if others have influenced them about the importance of being loyal to the organization (Allen and Meyer, 1990). In a similar vein, Glazer, Daniel, & Short, (2004) show that there are two components of organizational commitment, affective commitment (A.C.) and Continuance commitment (CC), which have been given extraordinary research attention over the past 15 years. Affective commitment refers to the emotional attachment of employees to identification and involvement in, organization. In other words, it refers to the level of one's emotional attachment to the organization. Affective commitment reflects employees' emotional attachment to, identification with, involvement in the organization, continuance commitment involves a recognition of the costs associated with leaving the organization, and normative commitment reflects employees' feelings of obligation to remain with the organization. Continuation commitment refers to commitment based on the employee costs associated with leaving the organization. Thus in this type of commitment the more employees have, the stronger the commitment to the company.

2.3 Relationship Between Organizational Culture and Commitment

There is some evidence of a positive correlation between organizational culture and employee commitment, Saeed and Hassan (2000) state that organizational culture affects perceptions, beliefs, interactions, and performance in organizations. Employees behave based on their commitment to their respective organizations. Organizational factors that have been determined to influence commitment organizational, including organizational forms and organizational culture. Organizational culture characteristics such as values and beliefs have been suggested to deal

with commitment and performance organization. Previous research has shown that organizational culture creates increased commitment and performance. Zain et al. (2009) state the influence of four dimensions of organizational culture, namely teamwork, communication, appreciation and recognition, training, and development of organizational commitment, as well as found that all four dimensions of organizational culture are determinants of an organizational commitment. Mahmudah (2012) states the existence of a positive relationship between organizational culture and organizational commitment (Nongo and Ikyanyon, 2012). Finally, Organizational culture has a strong influence on changes in employee behavior or attitudes. Organizational culture involves standards and norms that regulate how employees must behave in specific organizations (Manetje & Martins 2009). Therefore, the first hypothesis of our study is:

Hypothesis 1. Organizational Culture is positively related to organizational commitment.

2.4 Relationship Between Organizational Culture and Performance

Yu, Yen, Barnes, & Huang (2017) stated that organizational performance measures in terms of market share growth, sales growth, and profitability could be considered. Both influential culture, regardless of content and the substantive value placed on adaptability are associated with better performance (George & Nancy, 1992). Denison (1990) discovered that cultural strength is a prediction of short-term performance. Lim (1997) also shows that organizational culture with performance tends to differ in terms of performance measures used across all types of organizations studied. This is unexpected because performance measures generally relate to the extent to which objectives relevant to a particular organization are achieved. Culture is directly related to performance because of the cultural influence of organizational member behavior (Galves & García, 2011; Hofstede, 1988; Martins & Terblanche, 2003).

Van Der Post, De Coning, & Smit (1998) examined the relationship between organizational culture and organizational financial performance in South Africa. The results show that organizational culture has a positive relationship with corporate financial performance. Companies are now required to achieve high levels of performance in various competitive dimensions of performance (including quality and innovation) (Noble, 1995; Flynn et al., 1999; Flynn and Flynn, 2004). Companies need to know what elements/characteristics of culture are most closely related to performance excellence. Performance measures are quality and innovation based on the research of the last two decades as a significant component of competitive performance (Forker et al., 1996; Kroll et al., 1999; Koufteros et al., 2002; Cho and Pucik, 2000).

According to Brown and Randall (1996), commitment is a promise of engagement and serves knowledge about commitment in the organization. Prajogo & McDermott (2011) show that culture influences performance. Development culture is found to be the strongest predictor among four cultural dimensions because it shows a relationship with three performance measures: product quality, product innovation, and innovation processes. Gregory, Harris, Armenakis, & Shook (2009) show that the framework of cultural values is related to organizational performance. On this basis, our hypotheses are:

Hypothesis 2. Organizational culture is positively related to organizational performance.

2.5 Relationship between Commitment and Performance

Meyer, Paunonen, Gellatly, Goffin, & Jackson (1989) examined affective commitment of employees to a food services organization, and the result shows that this construct is positively related to job performance, whereas continuance commitment was negatively related. Mathieu and Zajac (1990) conducted a meta-analysis of published research that explored this relationship and concluded that commitment had relatively little direct influence

on performance. An organization requires an employee's commitment to creating an organizational performance. The commitment of an employee in an organization needs to be grown within an organization. Every employee in an organization needs to be committed to growing an excellent organizational performance. Mowday et al. (1979) show that employees who are committed to an organization tend to have an impact on the performance of that organization. It is also believed that commitment is developed through an identification process where someone experiences something from several ideas as an extension of self (Iverson, 1996). Darwish (2000) shows that organizational commitment has three necessary components: identification, involvement, and loyalty.

Researchers also found that organizational commitment and performance are positively correlated (Baugh & Roberts, 1994). Rashid et al., (2003) empirical research results show that organizational commitment with employee performance.

As a result, this research proposes that:

Hypothesis 3. Organizational commitment is positively related to organizational performance

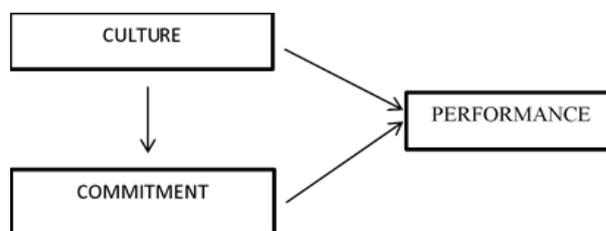


Figure 1. Conceptual Research Model

3. Methodology.

This research was conducted on one state-owned enterprise (SOEs) that engaged in various types of businesses. This research was conducted in 2018. There were about 200 questionnaires distributed, and 150 questionnaires were returned. The samples in this study are employees of the company. Yvan Allaire, (1984) said that organizations' cultures find three interrelated concepts used (1) sociostructurally systems consisting of perceived functions of formal structures, strategies, policies and management processes

(2) a cultural system that embodies the organization's myths, values and ideology and
 (3) individual actors, related to experience, and personality.

1. Result

The data analysis technique used in this study is Structural Equation Modelling (SEM) where SEM is a statistical technique for testing complex models.

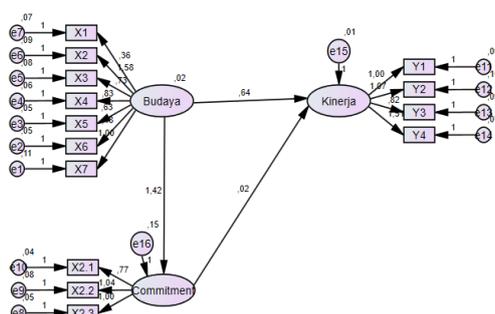


Figure 2. SEM Model Output.

Table 1. Normality Test Output

| Variabl e | Min | Ma x | skew | c.r. | kurto sis | c.i |
|--------------------------|-------|-----------|-------|-------|--------------|--------------|
| Y4 | 3,38 | 5 | 1,06 | 4,75 | 1,214 | 2,51 |
| Y3 | 3,14 | 5 | 0,66 | 2,97 | 0,548 | 1,22 |
| Y2 | 3 | 5 | 0,58 | 2,60 | 0,347 | 0,77 |
| Y1 | 2,72 | 4,9 | 0,54 | 2,43 | 0,478 | 1,06 |
| X2.1 | 3,2 | 5 | 0,91 | 4,08 | 0,403 | 0,90 |
| X2.2 | 3 | 5 | 0,71 | 3,21 | - | -0,63 |
| X2.3 | 3 | 5 | 0,04 | 0,18 | 0,206 | 0,46 |
| X1 | 3,5 | 4,9 | 0,82 | 3,70 | 0,425 | 0,95 |
| X2 | 3,16 | 5 | 0,3 | 1,34 | 0,277 | 0,61 |
| X3 | 3,42 | 5 | -0,04 | -0,18 | - | -0,148 |
| X4 | 3,42 | 5 | 0,32 | 1,43 | 0,062 | 0,140 |
| X5 | 3,2 | 4,3 | 0,568 | 2,53 | - | -0,167 |
| X6 | 3,714 | 4,7 14 | 0,634 | 2,835 | 0,504 | -1,127 |
| X7 | 3,167 | 4,8 33 | 0,146 | 0,654 | 0,562 | 1,256 |
| Multivari ate | | | | | 20,30 | 5,255 |

The data in Table 4 shows that each latent variable indicator has a critical ratio skewness value of less than ± 2.58, which indicates that the data usually are univariably distributed. Furthermore, the results of multivariate normality testing in the critical ratio column are also less than the limit value of ± 2.58, which

means that multivariate research data is also stated to be normally distributed.

1) Univariate Outliers

Referring to the output of the z-score descriptive analysis, the results of the univariate outliers test can be seen, as shown in Table 2.

Table 2. Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|----------|---------|------|----------------|
| Zscore(X1) | 120 | -2,36289 | 2,55614 | ,000 | 1,000 |
| Zscore(X2) | 120 | -2,40108 | 2,32308 | ,000 | 1,000 |
| Zscore(X3) | 120 | -2,60172 | 2,61867 | ,000 | 1,000 |
| Zscore(X4) | 120 | -2,48573 | 2,96627 | ,000 | 1,000 |
| Zscore(X5) | 120 | -2,07156 | 2,28267 | ,000 | 1,000 |
| Zscore(X6) | 120 | -1,87958 | 2,61434 | ,000 | 1,000 |
| Zscore(X7) | 120 | -2,08488 | 3,03210 | ,000 | 1,000 |
| Zscore(Y1) | 120 | -2,32366 | 2,69599 | ,000 | 1,000 |
| Zscore(Y2) | 120 | -2,30402 | 2,55106 | ,000 | 1,000 |
| Zscore(Y3) | 120 | -2,12787 | 2,72575 | ,000 | 1,000 |
| Zscore(Y4) | 120 | -1,64196 | 2,67008 | ,000 | 1,000 |
| Zscore(X2.1) | 120 | -2,13277 | 2,07818 | ,000 | 1,000 |
| Zscore(X2.2) | 120 | -1,47801 | 2,13424 | ,000 | 1,000 |
| Zscore(X2.3) | 120 | -2,48745 | 2,06103 | ,000 | 1,000 |
| Valid N (listwise) | 120 | | | | |

The data in Table 5 shows that the z-score of all indicators forming latent variables in this study is smaller than ± 3.00, which proves that the data of this study are free from univariate outliers.

2. Multivariate Outliers

Evaluation of multivariate outliers needs to be done because even though the data analyzed are free of univariate outliers, these observations are likely to become outliers when combined. Multivariate outliers were evaluated based on a comparison between the cost of expensive

logical distance with the value of the chi-square table using $df = 60$ (unobserved variables) and the error rate = 0.001 ($60; 0.001 = 99.62$). Based on these criteria, it can be seen that the highest value of Mahalanobis distance is 56.45 smaller than the value of the chi-square table, so it can be stated that the data of this study proved to be free from multivariate outliers.

3. Multicollinearity and Singularity.

Evaluation of multicollinearity and singularity in a combination of variables is based on the results of SEM analysis through the determinant of sample covariance matrix values. Little determinants indicate multicollinearity and singularity. Based on the results of SEM analysis with the help of AMOS software, it can be seen that the determinant value of the sample covariance matrix in this study is 0.002 greater than zero, so it can be stated that there is no multicollinearity and singularity, so the data in this study are feasible to use.

a. The goodness of Fit Test

The suitability test of the model shows that the construct in the research model is fit with the research data. The summary of the goodness of fit test results can be seen in Table 3.

Table 3. Summary of Model Suitability Test Results (Goodness of Fit)

| Goodness of fit Index | Cut of Value | Result analysis | Model Evaluation |
|---------------------------|--------------|-----------------|------------------|
| X ² Chi-Square | < 79,08 | 56,450 | Good |
| Probability | > 0,05 | 0,606 | Good |
| CMIN/DF | < 2,00 | 0,941 | Good |
| GFI | > 0,90 | 0,938 | Good |
| AGFI | > 0,90 | 0,891 | Marginal |
| TLI | > 0,95 | 0,911 | Marginal |
| CFI | > 0,95 | 1,000 | Good |
| RMSEA | < 0,08 | 0,000 | Good |

b. Hypothesis Testing.

The significance of the causal relationship in SEM analysis is tested through the null hypothesis, which shows that the coefficient of the causal relationship between variables is equal to zero through the t-test commonly used in the regression. Based on the output of the full SEM model analysis, a summary of the results of the causal relationships between variables in this study can be made, as shown in Table 6.

Tabel 4. Standardized Regression Weight to Hypothesis Testing.

| | | | C.R. | t-Table |
|-------------|------|------------|--------|---------|
| Commitment | <--- | Culture | 2,383 | 1,980 |
| Performance | <--- | Culture | 2,371 | 1,980 |
| Performance | <--- | Commitment | -1,590 | 1,980 |

Based on the data in Table 6, further testing of the research hypothesis can be carried out as follows:

a. First Hypothesis

The SEM analysis results in Table 6 show that the value of the critical ratio (C.R.) for the influence of Culture variables on commitment is 2.383 greater than the value of the table (1.980). Therefore, the null hypothesis, which states that regression weight is equal to zero, is rejected, or it can be stated that the significance of the causal relationship in the model is acceptable. Thus, the first hypothesis stating that culture has a positive effect on commitment is accepted.

b. Second Hypothesis

Based on the summary of SEM analysis results in Table 6, it can be seen that the value of the critical ratio (C.R.) for the influence of Culture variables on performance is 2.337 greater than the value of the table (1.980). Therefore, the null hypothesis, which states that regression weight is equal to zero, is rejected, or it can be stated that the significance of the causal

relationship in the model is accepted. Thus, the second hypothesis, which states that culture has a positive effect on performance, is accepted.

c. Third hypothesis

Based on the summary of SEM analysis results in Table 6, it can be seen that the value of the critical ratio (C.R.) for the influence of Culture variables on performance is 2.337 greater than the value of the table (1.980). Therefore, the null hypothesis, which states that regression weight is equal to zero, is rejected, or it can be stated that the significance of the causal relationship in the model is accepted. Thus, the second hypothesis, which states that culture has a positive effect on performance, is accepted.

2. Conclusion.

The results showed that culture has a positive effect on commitment. This research result is in line with studies conducted by Lok & Crawford (1999). They proved that there is a positive relationship between organizational culture and commitment organizations. The results also revealed that there was a positive relationship between organizational culture and performance, and this research output supports the results of research directed by (Valmohammadi & Roshanzamir, 2015). However, commitment has a negative effect on performance. This outcome is consistent with previous research that organizational commitment was not strongly related to performance dimensions. (Mathieu & Zajac, 1990, Shaw, Delery, & Abdulla, 2003). This insignificant relationship is theoretically supported by the stimulus-organism-response (SOR) theory, which reveals that the relationship between organizational commitment variables and performance requires mediating variables.

Based on data analysis to the organizational performance that needs to be considered is organizational culture because the higher the organizational culture, the better the performance. Improving organizational culture, in turn, tends to increase performance

3. Limitation

This empirical study has several limitations, such as research objects that only use one company and a limited number of samples that can influence the generalization of the findings. Future research can increase the number of samples and companies to strengthen the results study, especially in different demographic contexts. Further, this research does not use mediating variables so that the results obtained are not significant relationships between organizational commitment variables and organizational performance. As a suggestion, future research can include intervening variables as a way to tie up customer commitments that will enhance organizational performance.

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