

The Effect of Organizational Commitment and Organizational Culture on Employee Performance (Study on PT Pupuk Iskandar Muda North Aceh)

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ABSTRACT

Organizational commitment is a condition in which an employee sides with a particular organization, as well as its goals and desires to maintain membership in the organization. Organizational culture is a shared meaning system formed by its citizens which also distinguishes it from other organizations. The shared meaning system is a set of key characters of organizational values. Performance is the result achieved by employees based on certain criteria that apply to a job. Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions or agreements. This research was conducted at PT Pupuk Iskandar Muda North Aceh. The purpose of this study was to determine the effect of organizational commitment and organizational culture on employee performance at PT Pupuk Iskandar Muda North Aceh. The type of research used in this research is quantitative research. The population in this study amounted to 527 employees. The sampling method in this study used proportionate stratified random sampling method. Respondents in this study amounted to 100 employees. The data analysis method used is multiple linear regression analysis. Hypothesis testing uses the t-test and f-test. The results showed that all variables had partial and simultaneous effects.

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INTRODUCTION

Organizations are usually created based on research interests and goals, as well as the scientific context and perspectives of the individuals who formulate them. Organizations aim to meet their vital needs because their structures and objectives are interrelated and depend on human communication to coordinate their activities. Human resources or employees who carry out all activities of the organization or company must contribute to the achievement of organizational or company goals. Because employees are the most important asset that has a significant influence on the success of a company, their utilization is the main thing that must be considered by the company. It is true, employee performance greatly affects the progress and success of a company.

Employee performance must be continuously improved in an era of increasingly fierce competition. One way to maintain or improve employee performance is to evaluate their performance and make improvements to continuously improve their quality so that the company can survive and even develop.

PT Pupuk Iskandar Muda (PT PIM) is a subsidiary of PT Pupuk Indonesia (Persero) which is engaged in the fertilizer, petrochemical and other chemical industries, as well as trade and other services. PT PIM was established on February 24, 1982 with notarial deed number 54 of Soeleman Ardjasmita, SH, which was later amended and updated with notarial deed number 10 of Lumassia, SH on August 30, 2019. PT Pupuk Iskandar Muda is located in the Lhoseumawe industrial area. on the side of the Malacca Strait, and PIM has two urea and ammonia fertilizer factories. Regarding the achievement of the company's performance in 2023, it is raised in 2 aspects, namely aspects of operational performance and aspects of financial performance with an explanation of these aspects, the company's operational performance in 2023 was less achieved, where the achievement of ammonia ton production only reached 73% of the target, urea 70% of the target and 41% of the target. Meanwhile, the sales volume of subsidized and non-subsidized fertilizers only reached 59.08% of the target.

From these two aspects, in general, the company's performance in 2023 has not yet reached the expected target because there are several factors, both external and internal, which are quite influential on the company's performance, including the high price of raw materials, first urea fertilizer and NPK plant prices and products in the commercial market, which have dropped significantly compared to commercial prices in 2022.

One of the factors that influence employee performance appraisal in this study is organizational commitment, this factor comes from employees. Organizational commitment is a situation in which an employee supports a particular organization and its goals and wishes to remain a member of that organization (Robbins & Judge, 2007). High organizational commitment from employees will lead to loyalty and better work results for the organization. This situation is very good for the achievement of organizational goals, because the organization has the full support of its members, which allows them to focus fully on priority goals.

PT Pupuk Iskandar Muda's form of commitment is a commitment to implementing good corporate governance related to the prohibition of asking for, giving and receiving gratuities. Apart from the organizational commitment factor, there are other factors that affect employee performance in a company, namely organizational culture. Culture itself is important for an organization or business. Robbins (2001: 24) states that the definition of organizational culture is as a system of meaning of values shared by its members that distinguishes the organization from other organizations. The shared meaning system is a set of key characteristics and values of an organization.

Organizational culture is a system of beliefs and the spread of values that develop in an organization and determine the behavior of its members (Soedjono, 2005).

Organizational culture has a major influence on the behavior of organizational members. Since 2007, PT PIM has been committed to implementing GCG principles in the corporate culture, namely a culture that applies transparency, accountability, responsibility, independence and fairness. In addition,

PT Pupuk Iskandar Muda is also loyal to its employees, for example they offer salaries, bonuses, and benefits for a promising career path. To strengthen the phenomenon in this study, a pre-research survey was conducted on 20 employees of PT Pupuk Iskandar Muda North Aceh.

Based on the results of the pre-research questionnaire conducted by the author, it shows that PT Pupuk Iskandar Muda employees have a high commitment to the company. The organizational culture of PT Pupuk Iskandar Muda also has a great positive influence on the performance of its employees. Therefore, the author concludes that there is a positive influence between organizational commitment and organizational culture on employee performance at PT Pupuk Iskandar Muda. This encourages the author to conduct further research on the effect of organizational commitment and organizational culture at PT Pupuk Iskandar Muda on employee performance.

LITERATURE REVIEW

Performance as the results achieved by employees based on certain criteria that apply to a job. Performance is the result of a process that is referred to and measured over a period of time based on predetermined conditions or agreements. Thus optimal and stable performance is not something that is accidental. Of course it has gone through stages with good performance management, and maximum effort to achieve it. Without going through good performance management, allowing results that are proud of, so that success is a coincidence that is not based on a strong foundation (Robbins, 2002: 31). There are five indicators to measure employee performance, namely:

Work quality: The perfection of tasks against the skills and abilities of employees and employee perceptions of the quality of work produced is a measure of work quality.

Work quantity: The amount expressed in units and cycles of activity completed in the amount produced and expressed in quantity.

Timeliness: Completing activities on time and maximizing available time with other activities.

Effectiveness: Increasing the yield of each unit in the use of resources by maximizing the level of use of existing organizational resources (manpower, money, raw materials).

Commitment: The degree to which an employee can carry out his work functions and responsibilities towards the company is called commitment.

Organizational commitment is a state in which an employee takes sides with a particular organization, as well as his goals and desire to maintain membership in that organization (Robbins & Judge, 2007:25). Three indicators of organizational commitment according to Robbins and Judge (2015: 32), namely:

Affective Commitment, namely emotional feelings towards the organization and belief in its values.

Continuance Commitment, namely the financial benefits gained from continuing to work for a company compared to leaving it. An employee may be committed to an employer because they feel they are paid a high salary and believe that leaving the company will harm their family.

Normative Commitment is the obligation to stay in the organization for moral or ethical reasons. A person will stay with an employer because he feels that he will leave someone in difficult circumstances if he leaves

Organizational culture is a shared meaning system formed by its citizens which is also a differentiator from other organizations. The shared meaning system is a set of key characters of organizational values (Robbins, 2001: 24). Robbins provides 6 characteristics of organizational culture as follows:

Innovation and risk taking. The extent to which employees are encouraged to innovate and take risks.

Attention to detail. The extent to which employees are expected to demonstrate accuracy, analysis, and attention to detail.

Outcome orientation. The extent to which management focuses on results rather than the techniques and processes used to achieve those results.

People orientation. The extent to which management decisions take into account the effects of results on people in the organization.

Team orientation. The extent to which work activities are organized around teams rather than individuals.

Aggressiveness and Stability. The extent to which people are aggressive and competitive

RESEARCH METHOD

The research is located at PT Pupuk Iskandar Muda which is located on jalan Medan-Banda Aceh, Krueung Geukuh, North Aceh, Indonesia. PT Pupuk Iskandar Muda North Aceh is an agricultural company that meets food needs in Indonesia. The performance of PT Pupuk Iskandar Muda employees is very dependent on the achievement of company goals. Therefore, the researchers took this location is because PT Pupuk Iskandar Muda one of big corporation in Lhokseumawe, so the researchers have to learn more about how organizational commitment and corporate culture affect the performance of PT Pupuk Iskandar Muda employees. This research takes approximately 6 months.

The data collected in this study consisted of primary data and secondary data, Primary data is obtained from questionnaires distributed to respondents, then respondents will answer systematic questions. Primary data used in this study were obtained through questionnaires distributed to employees of PT Pupuk Iskandar Muda North Aceh as respondents. While Secondary data is data that is used to support primary data. In this study, the authors collected all discussions regarding research from articles, books, journals, and the internet which became supporting reference materials and then studied the data.

RESULTS AND DISCUSSION

PT Pupuk Iskandar Muda is a subsidiary of PT Pupuk Indonesia which was established on February 24, 1982 before Notary Soelaiman Ardjasmita, SH in accordance with deed No.54 under the name PT Pupuk Iskandar Muda, which is a State-Owned Enterprise (BUMN) under the auspices of the Minister of State. PT Pupuk Iskandar Muda also has a subsidiary, PT Pupuk Iskandar Muda's subsidiary is PT Ima Persada.

The signing of the plant construction contract was carried out on October 2, 1981 between the Indonesian government implemented by the Ministry of Industry c/q Director General of Basic Chemical Industry with the main contractor PT Rekayasa Industri from Indonesia and Toyo Engineering Corporation from Japan. Construction of the plant began March 13, 1982 and was completed three months earlier than planned, at the end of 1984 the plant began production, the first shipment was made February 17, 1985. On March 20, 1985 the factory was inaugurated by the President of Indonesia and commercial operations began on April 1, 1985.

PT Pupuk Iskandar Muda was strategically established to meet the needs of urea fertilizer in the western part of Indonesia which geographically includes agricultural areas, after previously the need was pioneered by PT Pusri Palembang. So the presence of PT PIM can meet the needs of fertilizers for farmers and plantations that are very wide in the provinces of Aceh, North Sumatra, West Sumatra, Riau, Riau Islands, and West Kalimantan. PT PIM's position is also very strategic to export its excess products to neighboring countries such as Malaysia, Thailand, Vietnam, Myanmar, Philippines and Taiwan, because it is topographically very close. By utilizing the availability of large natural gas reserves found in Arun Village, North Aceh Regency and water sources flowing from the mountains in Aceh through the Peusangan river, PT PIM was established with the same capacity as the fertilizer factories previously built by the government, namely 570,000 ton / year and ammonia 586,000 tons / year and is the 11th urea fertilizer factory in Indonesia.

PT PIM has 2 factory units that produce prill and granule types of urea, each with the same capacity. Both types of urea are projected to supply national fertilizer every year and can even export through its own facilities. PT Pupuk Iskandar Muda continues to conduct various research and development to improve the efficiency of the production process and business development. For example, the Ammonia Unit optimization project has been able to increase Ammonia production by 117% and save about 5% of energy per ton.

First drop shipments were made on February 7, 1985 and on March 20, 1985. Ammonia production (first drop) occurred on February 8, 2004 and on August 15, 2005 the PIM-2 project was declared complete with the following capacities:

Urea Unit, using Mitsui Toatsu technology, Japan, with a design capacity of 1,725 tons of urea/day.

Ammonia Unit, using Kellogg technology, USA, with a design capacity of 1,000 tons ammonia/day which has been optimized to 1,170 tons ammonia/day.

When inaugurating the PIM-1 plant, the President of Indonesia stated that he would immediately establish the PIM-2 plant at the same place. Since then, the PIM-2 fertilizer plant development project has been explored. In 1994 the project was listed in the Blue Book of Bappenas and on November 20, 1996 the Government approved the construction of the PIM project. The first piling of the PIM-2 project was carried out on February 25, 1999, but due to the uncondusive security situation, the project was halted since December 18, 1999 and only started construction again on July 3, 2002. The delay in the construction of PIM-2, which was built by a consortium of Toyo Engineering Corporation Japan, PT Rekayasa Industri and PT Krakatau Engineering, has resulted in an increase in cost from USD 310.2 million to USD 344.8 million.

The PT Pupuk Iskandar Muda plant is the 11th Urea fertilizer plant in Indonesia and the 2nd plant in Aceh Province. The products produced are ammonia and urea fertilizer which refer to the Indonesian National Standard (SNI) and an internationally recognized Quality Management System. In addition, associated gas by-products such as carbon dioxide, dry ice, nitrogen and oxygen are also produced. In an effort to maintain and care for the environment, PT Pupuk Iskandar Muda has succeeded in obtaining international recognition in the form of an ISO 14001 certificate.

After undergoing several changes and the last change was by Notarial Deed No. 1 dated January 2, 2012 from Notary B.R.A.Y. Mahyastoeti Notonegoro, S.H., concerning changes in the authorized capital, issued and fully paid capital of the Company based on government regulation No. 54 dated December 22, 2011 concerning the statement of capital of the Republic of Indonesia into the shares of PT Pupuk Iskandar Muda which was subsequently transferred entirely into the share capital of the company (Persero) PT Pupuk Sriwidjaja. The notification of the amendment to the articles of association was approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-0073.AH.01.02 dated January 5, 2012. Furthermore, changes in the composition of the company's shareholders through Notarial Deed Nanda Fauz Iwan, SH, M. Kn No. 02 dated July 3, 2012 in connection with the change in the name of the company PT Pupuk Sriwidjaja (Persero) to PT Pupuk Indonesia (Persero), so that the composition of the share capital of PT Pupuk Indonesia (Persero) is 2,225,664 shares (99.99955%) and the PIM Employee Welfare Foundation is 10 shares (0.00045%). (Source : <https://pim.co.id>)

PT Pupuk Iskandar Muda has the purpose to being a competitive fertilizer and petrochemical company.

The Effect of Organizational Commitment on Employee Performance at PT Pupuk Iskandar Muda

The first hypothesis in this study is that Organizational Commitment has a positive and significant effect on Employee Performance at PT Pupuk Iskandar Muda. The t-count test results obtained are $2.972 > 1.985$ with a significance level of $0.004 < 0.05$, then H_1 is accepted and it can be concluded that the Organizational Commitment variable has a positive and significant effect on Employee Performance. In addition, the pattern results between these two variables are expressed by the regression equation $YI = 9.959 + 0.247X_1 + 0.314X_2 + e$. This equation provides information that means that every time there is an increase in variable X_1 (Organizational Commitment) 1%, employee performance increases by 0.247 (24.7%).

Based on the frequency of respondents' answers to the organizational commitment variable (X1), an interesting fact was found which shows that the highest mean value lies in the statement "I Feel Proud and Comfortable Working at PT Pupuk Iskandar Muda North Aceh" this happens because PT Pupuk Iskandar Muda is able to involve all team members in the decision-making process and listening to their views will encourage a greater sense of ownership and commitment to company goals.

While the lowest mean value is located on the statement item "I Have the Desire to Spend the Rest of My Career at PT Pupuk Iskandar Muda North Aceh". This indicates that employees' desire to continue working at PT Pupuk Iskandar Muda North Aceh in the long term is relatively low. This finding could indicate some issues that the company may be facing regarding job satisfaction, organizational climate, career development opportunities, or other factors that influence employee retention. In addition, the low mean value also indicates that employees feel less attached or have less sense of belonging to the company. They may see better opportunities elsewhere or feel that the company does not provide enough compensation or benefits compared to other industries.

Employees who have a high commitment to PT Pupuk Iskandar Muda tend to show better performance. Strong commitment encourages employees to work harder, actively participate in achieving organizational goals, and strive to make the best contribution. In other words, the higher the organizational commitment of employees, the higher their performance. This is in accordance with the theory put forward by Robbins & Judge (2007: 25) Organizational commitment is a condition in which an employee sides with a particular organization, as well as its goals and desires to maintain membership in the organization. This research is in line with research conducted by Aritonang (2019), which states that organizational culture and organizational commitment affect employee performance.

Effect of Organizational Culture on Employee Performance at PT Pupuk Iskandar Muda

The second hypothesis in this study is that Organizational Culture has a positive and significant effect on Employee Performance at PT Pupuk Iskandar Muda. The t-count test results obtained are $4.273 > 1.985$ with a significance level of $0.000 < 0.05$, then H2 is accepted and it can be concluded that the Organizational Culture variable has a positive and significant effect on Employee Performance. In addition, the results of the pattern between these two variables are expressed by the regression equation $YI = 9.959 + 0.247X1 + 0.314X2 + e$. This equation provides information that means that every time there is an increase in variable X2 (Organizational Culture) 1%, employee performance increases by 0.314 (31.4%).

Based on the frequency of respondents' answers to the organizational culture variable (X2), an interesting fact was found which shows that the highest mean value lies in the statement "I continue to develop myself to get optimal results in completing work". This shows that the employees of PT Pupuk Iskandar Muda have a high organizational culture because their employees continue to develop themselves to get optimal results in completing work at PT Pupuk Iskandar Muda North Aceh. This is in line with this study which states that organizational culture has a positive and significant effect on employee performance, so that with a high organizational culture it is found that employee performance is also high.

While the lowest mean value lies in the statement item "The Company Management Tells Me to Pay More Attention to Details at Work". This shows that most employees feel that they do not get enough direction or attention from management regarding the importance of paying attention to details in their work. The low mean value on this statement indicates that there is a communication gap between management and employees regarding expectations for detailed and meticulous work standards. Employees may not feel sufficiently reminded or directed to pay attention to detailed aspects of their work, which could potentially reduce efficiency and quality of output.

This also indicates the need for improvement in supervision, guidance and training from management so that employees better understand the importance of attention to detail in every task performed. Thus, the company can improve overall performance by ensuring that all employees work according to the expected standards. This is in accordance with the theory put forward by Robbins (2001: 24), which states that organizational culture is a system of shared meaning formed by its citizens which is also a differentiator from other organizations. The shared meaning system is a set of key characters of organizational values. This research is in line with and supported by research conducted by Aritonang (2019), which states that organizational culture and organizational commitment affect employee performance.

The Effect of Organizational Commitment (X1) and Organizational Culture (X2) on Employee Performance (Y) at PT Pupuk Iskandar Muda

The last hypothesis (H3) is that the Effect of Organizational Commitment and Organizational Culture simultaneously (together) affects Employee Performance at PT Pupuk Iskandar Muda. Through the calculations that have been carried out, the value of f-count $> f$ -table is $10,505 > 3,090$ with a significant level of results of $0.000 < 0.05$. So it means that organizational commitment and organizational culture have a positive and significant effect on employee performance at PT Pupuk Iskandar Muda.

Thus, the simultaneous test proves that both organizational commitment and organizational culture together make a significant contribution to improving employee performance. This shows that employees who have a high level of commitment to the organization and work in a positive organizational culture tend to have better performance. This is in accordance with management theories which state that commitment and a strong organizational culture can increase employee motivation, engagement, and productivity, resulting in more optimal performance.

When employees have high commitment, they are more likely to strive to achieve organizational goals and stay in the organization despite challenges. In addition, a strong organizational culture provides a clear framework for employees, creates a supportive work environment, and encourages behavior that is in line with organizational values and goals. The combination of organizational commitment and a strong organizational culture can create a harmonious and productive work environment, where employees feel valued and motivated to give their best. It also creates a sense of belonging and pride in the organization, which ultimately improves individual and collective performance.

Therefore, it is important for the management of PT Pupuk Iskandar Muda to continue to strengthen organizational commitment and build a positive organizational culture, in order to achieve maximum employee performance and support the long-term success of the company. The results of this study are in line with the results of research conducted by Artonang (2019), which states that organizational culture and organizational commitment affect employee performance.

CONCLUSION

Based on the results of research on the effect of organizational commitment and organizational culture on employee performance at PT Pupuk Iskandar Muda are as follows: The first hypothesis in this study is that Organizational Commitment has a positive and significant effect on Employee Performance at PT Pupuk Iskandar Muda. The t-count test results obtained are $2.972 > 1.985$ with a significance level of $0.004 < 0.05$, then H1 is accepted and it can be concluded that the Organizational Commitment variable has a positive and significant effect on Employee Performance.

The second hypothesis in this study is that Organizational Culture has a positive and significant effect on Employee Performance at PT Pupuk Iskandar Muda. The t-count test results obtained are $4.273 > 1.985$ with a significance level of $0.000 < 0.05$, then H2 is accepted and it can be concluded that the Organizational Culture variable has a positive and significant effect on Employee Performance.

The last hypothesis (H3) is that the influence of organizational commitment and organizational culture simultaneously (together) affects employee performance at PT Pupuk Iskandar Muda. Through the calculations that have been carried out, the value of f-count > f-table is $10.505 > 3.090$ with a significant level of results of $0.000 < 0.05$. So it means that organizational commitment and organizational culture have a positive and significant effect on employee performance at PT Pupuk Iskandar Muda.

Suggestion

The suggestio that can be outlined are as follows:

1. Employee commitment to PT Pupuk Iskandar Muda needs to be increased again because from the results of the questionnaire it was found that the desire of employees to continue working at PT Pupuk Iskandar Muda North Aceh in the long term is relatively low. This may be due to job satisfaction, organizational climate, career development opportunities, or other factors that influence employee retention. Therefore, the author suggests maximizing employee satisfaction and comfort at work so that employees feel lucky to work at PT Pupuk Iskandar Muda North Aceh and do not think about working in other industries.
2. The organizational culture of PT Pupuk Iskandar Muda is good, but more attention needs to be paid to "Company Management Tells Me to Pay More Attention to Details at Work". This may be due to a communication gap between management and employees regarding expectations for detailed and meticulous work standards. Employees may not feel sufficiently reminded or directed to pay attention to detailed aspects of their work, which could potentially reduce efficiency and quality of output. This proves the need for improvement in supervision, guidance and training from management so that employees better understand the importance of attention to detail in every job performed.
3. The performance of PT Pupuk Iskandar Muda North Aceh employees is influenced by many variables such as motivation, discipline, organizational commitment and organizational culture, the author suggests that future researchers deepen research on employee performance at PT Pupuk Iskandar Muda North Aceh by using the variables mentioned above using different theories. However, researchers also suggest using different independent variables to find out what affects the performance of employees of PT Pupuk Iskandar Muda North Aceh.

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