

The effect of cultural organization organizational commitment and work facilities to the employee performance Bank Sumut Medan

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ABSTRACT

Bank Sumut is a BUMD which is well-known for its organizational culture and in recent years Bank Sumut has had a new leader in which the CEO has a background as a leader at Bank Danamon, so this study aims to determine the overall cultural influence between organizational culture, organizational commitment and job opportunities on the performance of employees in the central bank office in North Sumatra, in the human resources department and in the retail department. The population in this study consisted of employees from the North Sumatra Medan Bank Office, Human Resources and the Retail Department. The results of the regression analysis showed that of the three independent variables contained in the regression model (organizational culture, organizational commitment and job opportunities). The variables of the organizational culture are significant at 0.04, concluded that the performance of the employees is influenced by the organizational culture (hypothesis 1 is accepted). The variable organizational commitment has a significant value of 0.048. concluded that the organizational commitment influences the performance of the employees (hypothesis 2 is accepted). Workplace variable with a significant value of 0.00. concluded that work facilities influence the performance of employees (hypothesis 3 is accepted). The results showed that the variables organizational culture, organizational commitment and job opportunities together have a positive effect on employee performance. T values with a probability of 0.000 below α ($\alpha = 0.05$). It can be explained that organizational culture, organizational commitment and work facilities have a positive impact on employee performance.

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1. Introduction

An organization is always closely related to existing resources, especially human resources, in carrying out its activities and achieving goals. Organizing is the function of gathering resources, allocating, resources, and structuring tasks to fulfill organizational plans (Muhammad Syukran, Andi Agustang, Andi Muhammad Idkhan, 2022). Organizational culture is the mentality of every employee working in an organization related to rules or standards of behavior at work (Dewi Astuti, 2022). Organizational culture affects the job satisfaction of employees, a good culture in an organization can increase employee job satisfaction (Dewi & Supartawan, 2023). Organizational culture is the points in the organization that will provide direction in the form of behavior to members in an organization, because organizational culture is the most important part in a company (Munandar et al., 2020). Organizing is the process and activities to: determine the resources and activities needed to achieve organizational goals, design and develop an organization or work group that can bring these things towards the goals, assignment of certain responsibilities, and delegate the necessary authority to individuals to carry out their tasks (Muhammad Syukran, Andi Agustang, Andi Muhammad

Idkhan, 2022). In the context of organizational development, understanding the meaning of culture in organizational life is believed to be very relevant. Organizational culture is believed to be an asset. At least organizational culture acts as a sense for internal integration (Publik et al., 2022).

Organizational engagement is defined as an attitude that reflects employee loyalty to the organization and the continuous process by which members of the organization express their concern for the organization and its success and continuous progress (Manery et al., 2022). Organizational commitment is a reflection of where an employee recognizes the organization he works for (Darmawan, 2020). Employees who have a high commitment to their company will have high performance as well. High commitment can be seen from how much employees involve themselves in the activities of the organization or company, inside and outside their duties and responsibilities (Utari & Heryyanda, 2021). The relationship of employees to the organization or company is known as organizational commitment. One of the things that can affect employee performance is organizational commitment. What the organization demands of its members is the commitment of employees to the organization at work (Rizal et al., 2023). The importance of developing employee competencies in every organization because the benefits obtained are not only felt by the employees themselves, but also for the organization and society. Having competent employees is an investment in the long term for the organization (Hartati et al., 2022). Companies are required to have quality human resources advances in technology and trade encourage human resources to behave in quality improvement. This quality improvement is shown by the commitment in the organization (Riris Anggun, 2020). Work facilities are a means provided by the company to support the tone of the company in achieving the objectives set by the control holder. Work facilities are related to the working environment, because the working environment is also a working environment, with a comfortable working environment, employees can do their job well (Dewi & Supartawan, 2023). Work Facilities are all tools and materials faced, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group (Nurhadian, 2019). Work facilities are related to the work environment, because the work environment is also a work facility, with a comfortable work environment, employees can carry out work well (Angrainy et al., 2018). Work facilities are a means provided by the company to support the course of the company's tone in achieving the goals set by the control holder (Marto Hendry, 2018). In this era of globalization, work facilities have an important role in determining the back and forth of a company because the more work there is, the more facilities needed and the more modern the facilities, equipment and office supplies provided to employees, the more optimal employee performance (Ani Khuryatul Abadiyah, S.E., 2019).

Performance is the result obtained by an organization that is profit-oriented and no profit oriented generated over a period of time (Ginting et al., 2019). There are several factors that affect performance namely ability, personality and work interest, clarity and acceptance of a worker, level of worker motivation, competence, work facilities, work culture, leadership, work discipline (EKA WIJAYA & Fauji, 2021). Performance is the quantity or quality of something produced or a service rendered by someone who does the work (Sitompul, 2018). To determine the performance of employees well or not, depending on the results of comparison with work standards, because performance is a description of the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, mission and vision of the organization contained in strategic planning (Gayatri et al., 2018). Employees who have good work competence will certainly be easy to carry out all work, able to read situations and problems that occur on the job and can give the right response, and have good adjustment to their environment (Pegawai & Kunci, 2022). The competence of employees is very important to pay attention to because it relates to knowledge, skills, and work attitudes in accordance with established standards (Liana, 2020). Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the company concerned legally, not violating the law (Asri et al., 2019). In order for the organizational culture at Bank Sumut to be more or less automatically influenced by the organizational culture of the new president, a change in the organizational culture affects the organizational bond of employees to the company. The question is whether the impact is positive in the sense that employee performance is still stable and even better, or even vice versa.

This study aims to determine the influence of organizational culture, organizational commitment and work facilities on employee performance at Bank Sumut Medan. What differentiates this research from previous research is the data source, accessibility, ethical considerations and utilization of research results, in previous research 5.40% Organizational commitment influence on performance, 11.0% influence of work facilities on performance.

2. Research Method

Research Locations

The research location is the head office of Bank Sumut Jl. Imam Bonjol no. 18 fields

Object

The objects of this research are organizational culture, organizational commitment, work facilities and performance.

Types of Data and Data Sources

The types and sources of data used in this study can be divided into two categories, namely: a) Primary data, namely data created by researchers for the specific purpose of solving the problem addressed, b) The data is collected by the researchers themselves directly from the first source or where the research object is carried out. Secondary data, namely data collected for purposes other than solving the problem at hand. This data can be found quickly. In this study, the sources of the secondary data were literature, articles, journals and websites on the internet related to the research conducted. The resources used by the researchers, in addition to primary data, are also secondary data sources, secondary data obtained from various sources, namely literary articles, as well as pages on the Internet that are satisfied with the research carried out. Research variable: a) Dependent variable (dependent variable) is a variable that is influenced or becomes a result due to the independent variable. In this study, the dependent variable is performance (Y), b) Independent variables are variables that influence or cause changes or the emergence of the dependent variable. In this study, the independent variables were organizational culture (X1), organizational commitment (X2), and work facilities (X3).

Descriptive Analysis

In this section we discuss the form of distribution of respondents' responses to the overall concept to be measured. In this study, the order of evaluation using the Likert scale used in this study is as follows:

Table 1. Likert scale

| Likert scale | |
|-----------------|---------|
| Totally agree | score 5 |
| Agree | Score 4 |
| Doubt–Doubt | Score 3 |
| Disagree | Score 2 |
| Totally Disagre | Score 1 |

Form table.1 The scale used in the research is the assessment weight for each choice contained in each variable

Tabulating

Group the response data correctly and thoroughly, then count and add up until realized in a useful form.

Quantitative Analysis

Quantitative analysis is a form of analysis that uses numbers and calculations using statistical methods, so the data must be classified into specific categories using specific tables to facilitate analysis with the SPSS for Windows version 20 program.

Data quality check

Validity Test

Validity test is used to measure validity or validity of a questionnaire. A questionnaire is considered valid if the questions in the questionnaire can say something that is measured by the questionnaire

Reliability Test

The Real Reliability Test is an instrument for measuring a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable or dependable when the responses to statements are consistent or stable over time

Classic Acceptance Test

In this study, the research hypothesis is to be tested using multiple linear regression analysis by examining the influence of leadership, job satisfaction and job stress on employee performance

Multicollinearity Test

The multicollinearity test aims to determine whether there are independent variables that share similarities with other independent variables in a regression model, or to determine whether there is a correlation between independent variables.

Normality Test

The normality test aims to test whether in the regression model the data is normally distributed or not, a good regression model is when the data distribution follows a normal distribution or is close to the norm.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is a variance inequality from the remaining observation to another observation in the regression model

Hypothesis Test

Regression analysis with intervening variables was tested with path analysis

F Test (Simultaneous Testing)

This test is performed to find out whether all of the independent variables together (simultaneously) can influence the dependent variable

T-Test (Partial Test)

The t-test was performed to partially determine the effect of each independent variable on the dependent variable.

Determination Test (R²)

The coefficient of determination (R²) essentially measures the ability of the explanatory variables, namely (X1), (X2), (X3), to explain the variation of the dependent variable, namely (Y).

3. Results And Discussions

This research was conducted at PT. Bank Sumut Pusat Medan, with the total population as well as the sample in this study, are employees of PT. Bank Sumut Medan Center with a total of 40 employees, namely 21 employees of the HR division and 19 employees of the Retail division. In this study the researchers distributed questionnaires to 40 people who were sampled in this study. Of the questionnaires distributed, only 33 were returned by respondents. Furthermore, here the research will describe the results of the questionnaire with the following details

Data Analysis

Table 2. Identity of respondents by division

| No | Divisi | Amount | Percentage |
|----|---------|--------|------------|
| 1 | SDM/HRM | 21 | 52,5 |
| 2 | Ritel | 19 | 47,5 |
| | Total | 40 | 100 |

Source: Results of data processing 2020 spss

From table 2, it is known that the respondents in the HR division were 21 people (52.5%), the Retail division was 19 people (47.5%).

Table 3. Identity of respondents based on gender

| No | Gender | Amount | Percentage |
|----|--------|--------|------------|
| 1 | Men | 29 | 87,87% |
| 2 | women | 4 | 12,12% |
| | Total | 33 | 100 % |

Source: PT. Bank Sumut Pusat Medan 2020

From table 2. that it can be explained that the majority of male respondents were 29 people (87.87%) and 4 women (12.12%)

Table 4. Respondents identity based on education level

| No | Education | Amount | Percentage |
|----|--------------------|--------|------------|
| 1 | Senior High School | 0 | 0 |
| 2 | Diploma | 1 | 3 |
| 3 | S1 | 31 | 94 |
| 4 | S2 | 1 | 3 |
| 5 | S3 | 0 | 0 |

From table 4. it can be explained that the response to high school level education was 0 people (0%), diploma was 1 person (3%), S1 was 31 people (94%), S2 was 1 person (3%), S3 was 0 people (0 %)

Descriptive Analysis

Descriptive analysis is used to find out the description of the variables that will be examined based on the frequency distribution of respondents' answers and responses to the statements in the questionnaire. Inerval Distance (JI) = $(165-33)/5 = 26.4 = 26$. Thus, the assessment categories for each statement item and the assessment of the variables studied are in the table below, namely the score category score table

Table 5. Value score category table

| No | Categori | Score |
|----|---------------|---------|
| 1 | Very not good | 33 - 59 |
| 2 | Not god | 60 - 86 |
| 3 | Pretty good | 87 - |
| 4 | good | 113 |
| 5 | Very Good | 114 - |
| | | 140 |
| | | 141 - |
| | | 165 |

Source: 2020 data processing results

Form table 5. To provide an overview of the research results for each variable studied, an assessment category was determined based on the score obtained from the questionnaire results

Table 6. Descriptive analysis of organizational culture variables (X1)

| Variable | Items Question | Respondent Responses | | | | | | | | | | | | Score |
|-----------------------------|----------------|----------------------|-------|------|-------|-------|-------|-------|------|--------|------|--------|-----|-------|
| | | SS(5) | | S(4) | | KS(3) | | TS(2) | | STS(1) | | Amount | | |
| | | f | % | F | % | f | % | F | % | F | % | f | % | |
| Organizational Culture (x1) | X1.1 | 4 | 12,12 | 22 | 66,67 | 5 | 15,15 | 1 | 3,03 | 1 | 3,03 | 33 | 100 | 126 |
| | X1.2 | 4 | 12,12 | 23 | 69,70 | 4 | 12,12 | 1 | 3,03 | 1 | 3,03 | 33 | 100 | 127 |
| | X1.3 | 4 | 12,12 | 21 | 63,64 | 6 | 18,18 | 1 | 3,03 | 1 | 3,03 | 33 | 100 | 125 |
| | X1.4 | 5 | 15,15 | 17 | 51,52 | 9 | 27,27 | 1 | 3,03 | 1 | 3,03 | 33 | 100 | 123 |
| | X1.5 | 5 | 15,15 | 22 | 66,67 | 4 | 12,12 | 1 | 3,03 | 1 | 3,03 | 33 | 100 | 128 |
| | X1.6 | 5 | 15,15 | 12 | 36,36 | 13 | 39,39 | 2 | 6,06 | 1 | 3,03 | 33 | 100 | 117 |
| | X1.7 | 4 | 12,12 | 22 | 66,67 | 6 | 18,18 | 0 | 0,00 | 1 | 3,03 | 33 | 100 | 127 |
| | X1.8 | 4 | 12,12 | 18 | 54,55 | 9 | 27,27 | 1 | 3,03 | 1 | 3,03 | 33 | 100 | 122 |
| | X1.9 | 6 | 18,18 | 21 | 63,64 | 4 | 12,12 | 0 | 0,00 | 2 | 6,06 | 33 | 100 | 128 |
| | X1.10 | 9 | 27,27 | 10 | 30,30 | 11 | 33,33 | 2 | 6,06 | 1 | 3,03 | 33 | 100 | 123 |

Source: 2020 data processing results

Form table 6. Analysis of the description of organizational culture (X1) respondents responses with 10 different statements.

Table 7. Variable descriptive analysis of organizational commitment (X2)

| Variable | Items Question | Respondent Responses | | | | | | | | | | | | Score |
|--------------------------------|----------------|----------------------|-------|------|-------|-------|-------|-------|-------|--------|------|--------|-----|-------|
| | | SS(5) | | S(4) | | KS(3) | | TS(2) | | STS(1) | | Amount | | |
| | | F | % | F | % | f | % | F | % | f | % | f | % | |
| Organizational Commitment (x2) | X2.1 | 9 | 27,27 | 17 | 51,52 | 4 | 12,12 | 3 | 9,09 | 0 | 0,00 | 33 | 100 | 134 |
| | X2.2 | 9 | 27,27 | 17 | 51,52 | 4 | 12,12 | 3 | 9,09 | 0 | 0,00 | 33 | 100 | 131 |
| | X2.3 | 9 | 27,27 | 17 | 51,52 | 4 | 12,12 | 3 | 9,09 | 0 | 0,00 | 33 | 100 | 131 |
| | X2.4 | 9 | 27,27 | 16 | 48,48 | 4 | 12,12 | 4 | 12,12 | 0 | 0,00 | 33 | 100 | 129 |
| | X2.5 | 9 | 27,27 | 17 | 51,52 | 4 | 12,12 | 3 | 9,09 | 0 | 0,00 | 33 | 100 | 131 |

| Variable | Items Question | Respondent Responses | | | | | | | | | | Score | | |
|----------|----------------|----------------------|-------|------|-------|-------|-------|-------|-------|--------|------|-------|--------|-----|
| | | SS(5) | | S(4) | | KS(3) | | TS(2) | | STS(1) | | | Amount | |
| | | f | % | F | % | f | % | F | % | f | % | | f | % |
| | X2.6 | 9 | 27,27 | 17 | 51,52 | 4 | 12,12 | 3 | 9,09 | 0 | 0,00 | 33 | 100 | 131 |
| | X2.7 | 9 | 27,27 | 16 | 48,48 | 5 | 15,15 | 3 | 9,09 | 0 | 0,00 | 33 | 100 | 130 |
| | X2.8 | 9 | 27,27 | 17 | 51,52 | 4 | 12,12 | 3 | 9,09 | 0 | 0,00 | 33 | 100 | 131 |
| | X2.9 | 9 | 27,27 | 18 | 54,55 | 4 | 12,12 | 2 | 6,06 | 0 | 0,00 | 33 | 100 | 133 |
| | X2.10 | 9 | 27,27 | 16 | 48,48 | 4 | 12,12 | 4 | 12,12 | 0 | 0,00 | 33 | 100 | 129 |

Source: 2020 data processing results

Form table 7. Analysis of the description of Organizational Commitment (X2)) of respondents answers with 10 different statements.

Table 8. Descriptive analysis of work facility variables (X3)

| Variable | Items Question | Respondent Responses | | | | | | | | | | Score | | |
|----------------------|----------------|----------------------|-------|------|-------|-------|-------|-------|-------|--------|------|-------|--------|-----|
| | | SS(5) | | S(4) | | KS(3) | | TS(2) | | STS(1) | | | Amount | |
| | | f | % | F | % | f | % | f | % | f | % | | f | % |
| Work Facilities (x3) | X3.1 | 2 | 6,06 | 23 | 69,70 | 7 | 21,21 | 0 | 0,00 | 1 | 3,03 | 33 | 100 | 124 |
| | X3.2 | 2 | 6,06 | 28 | 84,85 | 2 | 6,06 | 0 | 0,00 | 1 | 3,03 | 33 | 100 | 129 |
| | X3.3 | 3 | 9,09 | 21 | 63,64 | 7 | 21,21 | 1 | 3,03 | 1 | 3,03 | 33 | 100 | 123 |
| | X3.4 | 2 | 6,06 | 18 | 54,55 | 11 | 33,33 | 1 | 3,03 | 1 | 3,03 | 33 | 100 | 118 |
| | X3.5 | 5 | 15,15 | 25 | 75,76 | 2 | 6,06 | 0 | 0,00 | 1 | 3,03 | 33 | 100 | 132 |
| | X3.6 | 1 | 3,03 | 15 | 45,45 | 13 | 39,39 | 3 | 9,09 | 1 | 3,03 | 33 | 100 | 111 |
| | X3.7 | 3 | 9,09 | 27 | 81,82 | 2 | 6,06 | 0 | 0,00 | 1 | 3,03 | 33 | 100 | 130 |
| | X3.8 | 3 | 9,09 | 22 | 66,67 | 5 | 15,15 | 1 | 3,03 | 2 | 6,06 | 33 | 100 | 122 |
| | X3.9 | 3 | 9,09 | 29 | 87,88 | 0 | 0,00 | 0 | 0,00 | 1 | 3,03 | 33 | 100 | 132 |
| | X3.10 | 4 | 12,12 | 14 | 42,42 | 9 | 27,27 | 4 | 12,12 | 2 | 6,06 | 33 | 100 | 113 |

Source: 2020 data processing results

Form table 8. Analysis of the description of Work Facility Variables (X3) of respondents answers with 10 different statements.

Table 9. Performance description analysis (Y)

| Variable | Items Question | Respondent Responses | | | | | | | | | | Score | | |
|-----------------|----------------|----------------------|-------|------|-------|-------|-------|-------|------|--------|-------|-------|--------|-----|
| | | SS(5) | | S(4) | | KS(3) | | TS(2) | | STS(1) | | | Amount | |
| | | f | % | f | % | f | % | f | % | f | % | | f | % |
| Performance (y) | Y1.1 | 0 | 0,00 | 9 | 27,27 | 18 | 54,55 | 2 | 6,06 | 4 | 12,12 | 33 | 100 | 98 |
| | Y1.2 | 3 | 9,09 | 23 | 69,70 | 6 | 18,18 | 0 | 0,00 | 1 | 3,03 | 33 | 100 | 126 |
| | Y1.3 | 3 | 9,09 | 17 | 51,52 | 10 | 30,30 | 2 | 6,06 | 1 | 3,03 | 33 | 100 | 118 |
| | Y1.4 | 0 | 0,00 | 12 | 36,36 | 17 | 51,52 | 2 | 6,06 | 2 | 6,06 | 33 | 100 | 105 |
| | Y1.5 | 3 | 9,09 | 21 | 63,64 | 8 | 24,24 | 0 | 0,00 | 1 | 3,03 | 33 | 100 | 124 |
| | Y1.6 | 0 | 0,00 | 27 | 81,82 | 4 | 12,12 | 0 | 0,00 | 2 | 6,06 | 33 | 100 | 122 |
| | Y1.7 | 2 | 6,06 | 22 | 66,67 | 7 | 21,21 | 0 | 0,00 | 2 | 6,06 | 33 | 100 | 121 |
| | Y1.8 | 2 | 6,06 | 28 | 84,85 | 1 | 3,03 | 0 | 0,00 | 2 | 6,06 | 33 | 100 | 127 |
| | Y1.9 | 8 | 24,24 | 14 | 42,42 | 9 | 27,27 | 0 | 0,00 | 2 | 6,06 | 33 | 100 | 125 |
| | Y1.10 | 3 | 9,09 | 17 | 51,52 | 10 | 30,30 | 0 | 0,00 | 3 | 9,09 | 33 | 100 | 116 |

Source: 2020 data processing results

Form table 9. Analysis of the description of Performance (Y) of respondents answers with 10 different statements.

Data Quality Test Validity

Testing the validity of the instrument can be seen in the Corrected Item-Total Correlation column. If the correlation number obtained is greater than the critical number ($r\text{-count} > r\text{-table}$) then the instrument is said to be valid. based on the validity test it can be concluded that all question items to measure each research variable are declared valid. The results of the variable validity test are as follows.

Table 10. Validity

| Variable | Instrumen | R-Count | R-Tabel | Description |
|-----------------------------|-----------|---------|---------|-------------|
| Organizational Culture (X1) | 1) BD1 | ,933 | ,0338 | VALID |
| | 2) BD2 | ,944 | 0.338 | VALID |
| | 3) BD3 | ,944 | 0.338 | VALID |
| | 4) BD4 | ,863 | 0.338 | VALID |

| Variable | Instrumen | R-Count | R-Tabel | Description |
|-----------------------------------|-----------|---------|---------|-------------|
| Organizational Commitment (X2) | 5) BD5 | ,928 | 0.338 | VALID |
| | 6) BD6 | ,807 | 0.338 | VALID |
| | 7) BD7 | ,873 | 0.338 | VALID |
| | 8) BD8 | ,851 | 0.338 | VALID |
| | 9) BD9 | ,924 | 0.338 | VALID |
| | 10) BD1 | ,663 | 0.338 | VALID |
| | 1) KO1 | ,909 | 0.338 | VALID |
| | 2) KO2 | ,998 | 0.338 | VALID |
| | 3) KO3 | ,998 | 0.338 | VALID |
| | 4) KO4 | ,942 | 0.338 | VALID |
| Work Facilities (X3) | 5) KO5 | ,998 | 0.338 | VALID |
| | 6) KO6 | ,998 | 0.338 | VALID |
| | 7) KO7 | ,982 | 0.338 | VALID |
| | 8) KO8 | ,998 | 0.338 | VALID |
| | 9) KO9 | ,932 | 0.338 | VALID |
| | 10) KO10 | ,942 | 0.338 | VALID |
| | 1) FK1 | ,828 | 0.338 | VALID |
| | 2) FK2 | ,841 | 0.338 | VALID |
| | 3) FK3 | ,760 | 0.338 | VALID |
| | 4) FK4 | ,361 | 0.338 | VALID |
| Performance (Y) | 5) FK5 | ,777 | 0.338 | VALID |
| | 6) FK6 | ,662 | 0.338 | VALID |
| | 7) FK7 | ,844 | 0.338 | VALID |
| | 8) FK8 | ,835 | 0.338 | VALID |
| | 9) FK9 | ,922 | 0.338 | VALID |
| | 10) FK10 | ,748 | 0.338 | VALID |
| | 1) K1 | ,394 | 0.338 | VALID |
| | 2) K2 | ,675 | 0.338 | VALID |
| | 3) K3 | ,575 | 0.338 | VALID |
| | 4) K4 | ,747 | 0.338 | VALID |
| 5) K5 | ,657 | 0.338 | VALID | |
| 6) K6 | ,719 | 0.338 | VALID | |
| 7) K7 | ,874 | 0.338 | VALID | |
| 8) K8 | ,817 | 0.338 | VALID | |
| 9) K9 | ,888 | 0.338 | VALID | |
| 10) K10 | 800 | 0.338 | VALID | |

Source: 2020 data processing results

Form table.10. explains the results of the validation test, the instrument on variable X1 is valid = 10, variable x2 is valid = 10, variable x3 is valid = 10, variable y is valid = 10

Reliability

After testing the validity, the next step is to test the reliability of the data to find out whether the instrument is reliable by looking at the value of Cronbach's Alpha. Reliability test is carried out to find out whether the measuring device used is reliable and remains consistent if the measurement is repeated. A questionnaire is said to be reliable if Cronbach's Alpha is greater than 0.6. This shows that the research data is declared reliable.

Table 11. Reliability

| Variabel | Cronbach's Alpha | Reliabilitas Limit | Description |
|----------|---------------------|-----------------------|-------------|
| (X1) | 0,788 | 0.6 | Reliabel |
| (X2) | 0.799 | 0.6 | Reliabel |
| (X3) | 0.768 | 0.6 | Reliabel |
| (Y) | 0.771 | 0.6 | Reliabel |

Source: 2020 data processing results

From the data table above it can be seen that the results of the calculation of the reliability test show Cronbach's alpha in each variable column is greater than 0.6 (reliability limit), so it can be stated that the instrument is reliable.

Table 12. Normality test

| One-Sample Kolmogorov-Smirnov Test | |
|------------------------------------|-------------------------|
| | Unstandardized Residual |
| Kolmogorov-Smirnov Z | ,849 |

| | |
|------------------------|------|
| Asymp. Sig. (2-tailed) | ,467 |
|------------------------|------|

Source: 2020 data processing results

Based on the table, the significant value of the normality test is $0.467 > 0.05$, therefore the distribution of data is normally distributed. The multicollinearity test aims to determine whether there are independent variables that have similarities with other independent variables in a regression model, or to determine whether there is a correlation among independent variables. The multicollinearity test is carried out by comparing the tolerance value and the variance inflation factor (VIF) value with the required value. The required value for the tolerance value is greater than 0.01 and for VIF less than 10.

Table 13. Multicollinearity test

| Variabel | Collinearity Statistics | | | Batas VIP |
|---------------------|-------------------------|-----------------|-------|-----------|
| | Tolerance | Batas tolerance | VIF | |
| Budaya Organisasi | ,592 | 0,10 | 1,689 | 10 |
| Komitmen Organisasi | ,899 | 0,10 | 1,113 | 10 |
| Fasilitas Kerja | ,579 | 0,10 | 1,727 | 10 |

Source: 2020 data processing results

Looking at the results of the tolerance values, it shows that there are no independent variables that have a tolerance value of less than 0.10, which means that there is no correlation between the independent variables or that there is no multicollinearity.

Heteroscedasticity Test

Testing the assumption of heteroscedasticity is concluding that the regression model does not have heteroscedasticity. In other words, there is a similarity of the variance of the residuals from one observation to another: a) If the significance value (Sig.) is greater than 0.05, then the conclusion is that there are no symptoms of heteroscedasticity in the regression model, b) Conversely, if the significance value (Sig.) is less than 0.05, then the conclusion is that there is a symptom of heteroscedasticity in the regression model. The results of the heteroscedasticity test can be seen in table 5.12 below. In the table contained Sig value, sig value. Organizational culture is $0.151 > 0.05$, the sig value of organizational commitment is $0.994 > 0.05$, the sig value of work facilities is $0.75 > 0.05$. Because all the significant values of the variables are more than 0.005, there is no heteroscedasticity

Hypothesis test

Table 14. Hypothesis testing with t test

| Model | t | Sig. |
|-------------------------|-------|------|
| budaya organisai (X1) | 3,112 | ,004 |
| Komitmen organisasi(X2) | 2,058 | ,048 |
| Fasilitas kerja(X3) | 5,619 | ,000 |

Source: 2020 data processing results

Based on the table above, it is known that the calculated t value of each independent variable partially affects the dependent variable, namely: a) The organizational culture variable has a p-value (in the Sig. column) $0.004 < 0.05$ meaning it is significant, while t count is $3.112 >$ from t table 2.048 means it is significant. This means that organizational culture has a significant effect on performance. With the following hypothesis criteria: If t count $>$ t table, then H0 is rejected and Ha is accepted, If t count $<$ t table, then H0 is accepted and Ha is rejected, Based on the calculation where t count $>$ t table, the hypothesis is accepted. b) The organizational commitment variable has a p-value (in the Sig. column) $0.048 < 0.05$ meaning it is significant, while t count is $2.058 >$ from t table 2.048 means it is significant. This means that organizational commitment affects performance. With the following hypothesis criteria: If t count $>$ t table, then H0 is rejected and Ha is accepted, If t count $<$ t table, then H0 is accepted and Ha is rejected, Based on the calculation where t count $>$ t table, the hypothesis is accepted. c) The work facility variable has a p-value (in the Sig. column) $0.00 < 0.05$ meaning it is significant, while t count $5.619 >$ from t table 2.048 means it is significant. This means that work facilities affect performance. With the following hypothesis criteria: If t count $>$ t table, then H0 is rejected and Ha is accepted, If t count $<$ t table, then H0 is accepted and Ha is rejected, Based on the calculation where t count $>$ t table, the hypothesis is accepted.

Hypothesis Testing with F Test

Table 15. ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|----|-------------|--------|-------------------|
| Regression | 627,142 | 3 | 209,047 | 10,678 | ,000 ^b |
| Residual | 567,767 | 29 | 19,578 | | |
| Total | 1194,909 | 32 | | | |

a. Dependent Variable: kinerja

b. Predictors: (Constant), fasilitas kerja, komitmen organisasi, budaya organisai

Source: 2020 data processing results

Based on the F test or Anova test or simultaneous test above, it is obtained that the calculated F is 10.678 at $\alpha = 5\%$ or 0.05 with a significant level of 0.000 because the probability value (0.000) is much smaller than 0.05, so the regression model can be used to predict that organizational culture (X1), organizational commitment (X2), and work facilities (X3) as independent variables simultaneously (simultaneously) influence performance (Y). In other words, organizational culture (X1), organizational commitment (X2), and work facilities (X3) simultaneously have a positive and significant influence on employee performance, because F count > F table, namely $10.678 > 2.93$. This means that if organizational culture (X1), organizational commitment (X2), and work facilities (X3) are jointly implemented in the organization, it will have an impact on increasing employee performance (Y), otherwise organizational culture (X1), organizational commitment (X2), and work facilities (X3) are not implemented together, it will have an impact on decreasing employee performance (Y).

Analysis of the Coefficient of Determination (R^2)

Table 16. Model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,724 ^a | ,525 | ,476 | 4,425 |

a. Predictors: (Constant), fasilitas kerja, komitmen organisasi, budaya organisai

Source: 2020 data processing results

The processed results in the table above show the adjusted R2 value of the coefficient of determination (R^2) of 0.525. This means that 52.5% of the dependent variable (employee performance) is influenced or explained by independent variables namely organizational culture, organizational commitment, work facilities and the remaining 57.5% (100% - 52.5%) is influenced or explained by other variables in beyond the variables used in this study.

Regression Equation Results

Table 17. Coefficients^a

| Model | Unstandardized Coefficients | |
|---------------------|-----------------------------|------------|
| | B | Std. Error |
| (Constant) | 6,227 | 5,462 |
| budaya organisai | ,037 | ,136 |
| komitmen organisasi | ,099 | ,095 |
| fasilitas kerja | ,653 | ,172 |

Source: 2020 data processing results

The regression equation that has been formulated is processed so that the final equation is obtained:

$$Y = 6,227 + 0,37 X_1 + 0,99X_2 + 0,653X_3$$

In this regression model, the constant value listed is 6.227 which means that if the independent variables in the model are assumed to be equal to zero or the independent variables in this case organizational culture, organizational commitment and work facilities are applied, then employee performance will increase by 6.227 units. The value of the magnitude of the regression coefficient b1 is 0.37 in this study, it can be interpreted that the organizational culture variable (X1) has an effect on employee performance (Y). This

shows that when the organizational culture is fulfilled, the employee's performance will increase by 0.37 units. The value of the regression coefficient b_2 of 0.99 in this study can be interpreted that the organizational commitment variable (X2) has an effect on employee performance (Y). This shows that when the organizational commitment variable is met, the employee's performance will be good/high.

The value of the regression coefficient b_3 of 0.653 in this study can be interpreted that the work facility variable (X3) has a positive effect on employee performance (Y). This shows that when the work facility variable is met, the employee's performance will increase/better. The Effect of Organizational Culture, Organizational Commitment and Work Facilities on Employee Performance at Bank Sumut Medan.

In testing the hypothesis based on the calculation results it can be said that organizational culture, organizational commitment and work facilities simultaneously have a positive and significant effect on employee performance at the division of Bank Sumut Pusat Medan, retail and HR. Thus simultaneously the results of this study are in accordance with the theory which states that organizational culture, organizational commitment and work facilities have a significant effect on employee performance. The Effect of Organizational Culture on Employee Performance. This can be seen from the answers of the respondents who on average agree that in my opinion in this organization the achievement of results is more important than the process. In my opinion, in this organization everyone knows what the goals and importance of work are. mistakes (not too big) are understandable (teloril), I think organizations only prioritize and pay attention to the work done by employees, I think changes are forced by management decisions, I think employees usually can never reach top manager positions, I think decisions - decisions important is made by individuals (certain individuals), I am open to others, As a member of the organization I am optimistic

The Effect of Organizational Commitment on Employee Performance. This can be seen from the answers of the respondents who on average agree that employees will be very happy to spend the rest of their careers in the organization, proud of this organization to others outside the organization, really feel as if it is an organizational problem. also their own problems, I don't think I will be easily attached to another organization like I am attached to this organization, feel part of the family in this organization, feel emotionally attached to this organization, this organization means a lot to me, have a strong sense of belonging strong against this organization, Worried what might happen if I quit my job without holding another similar job, it would be too expensive for me to leave my current organization. Effect of Work Facilities on Employee Performance. This can be seen from the answers of the respondents who on average agree that the lighting in the work space is very good, work desks and chairs are well available, computers are well available, cupboards for document storage are well provided, each employee has a work desk. air circulation in each work space is quite good, toilet facilities are available properly, internet facilities are good, telephone network facilities are good, parking facilities are available and sufficient.

4. Conclusion

This study aims to see the effect of organizational culture, organizational commitment and work facilities on employee performance either simultaneously or partially. The results of this study provide the following conclusions: Organizational culture, organizational commitment and work facilities simultaneously have a positive and significant effect on employee performance at PT. Bank Sumut Pusat Medan HR division and retail division, organizational culture partially influences employee performance at PT. Bank Sumut Pusat Medan HR division and retail division and Organizational commitment partially affects the performance of employees at PT. Bank Sumut Center HR division and retail division, work facilities partially affect the performance of employees at PT. Bank Sumut Pusat Medan HR division and retail division Based on the conclusions in this study, several suggestions can be put forward as follows: PT. Bank Sumut Pusat Medan retail division and HR division should pay attention to and improve organizational culture and organizational commitment so that employee performance will also be able to increase to achieve its goals. This research needs to be developed further, to get stronger empirical results by adding other variables that affect employee performance. Researchers used several previous studies with the same topic and theory but with different research subjects as references. This previous research had different results, where previous research had different levels of influence on each variable. The results of this research contribute knowledge about human resource management, as well as the parties involved in HR management, to HRM science, the research results enrich the theoretical vocabulary regarding organizational culture, organizational commitment, work facilities and performance.

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