

## Organizational Commitment and Organizational Performance

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**Abstract:** A bank is an institution that acts as a financial intermediary between those who have funds and those who need funds. The bank functions to expedite payment traffic. Effective organizational performance is a measure in an organization that will be the keyword in an organization that will become its own competitiveness in business competition. The important thing that must be considered is how to increase organizational commitment and organizational performance, including through organizational culture, job engagement and organizational learning. Research objectives: (1) Describe the influence of organizational culture, job engagement, organizational learning, organizational commitment and organizational performance, (2) Analyzing the influence of organizational culture, job engagement and organizational learning on organizational commitment, (3) Analyzing the influence of organizational culture, job engagement and organizational learning on organizational performance, (4) Analyzing the effect of organizational commitment on organizational performance, (5) Analyzing the influence of organizational culture, job engagement and organizational learning on organizational performance and organizational commitment as intermediate variables. The population used is all permanent employees and non-permanent employees of Bank BRI Malang Branch, amounting to 189 employees. The sampling technique used purposive sampling. The number of sampling is 113 people. The data collection technique used a questionnaire. The data analysis technique used is the Structural Equation Model (SEM). Result: The Perception of Bank BRI Branch Malang employees on the performance of the most important organizations supported the organization's culture. Organizational culture, job engagement and organizational learning directly affect organizational commitment and organizational performance of Bank BRI Branch Malang. Organizational commitment can mediate the influence of organizational culture, work involve job engagement and organizational learning have a direct effect on organizational performance.

**Keywords:** organizational culture, job engagement, organizational learning, organizational commitment, organizational performance.

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### I. Introduction

A bank is an institution that acts as a financial intermediary between parties who have funds and need funds, and functions to smooth payment traffic. Effective organizational performance is a measure of organizational success which is the key word in the organization and becomes a competitiveness in business competition. According to Robbins and Coulter (2012: 188) organizational performance is the accumulative result of all work activities within the company. The organizational performance factor is the goal of running an organization within a company to achieve the desired performance. According to Dwiyanto (2008: 50), organizational performance indicators are productivity, service quality, responsiveness, responsiveness and accountability. Organizational commitment is an important thing that must be considered. Organizational commitment is the desire of some employees to remain members of the organization (Colquitt, et. Al, 2011). According to Allen & Meyer (2013), indicators of organizational commitment are affective commitment, continuous commitment and normative commitment. According to Gautam(2015) and Pearce Irefin& Mohammed Ali Mechanic (2014), that organizational commitment has a significant effect on organizational performance.

Organizational culture is what can increase organizational commitment and organizational performance. According to Robbins & Judge (2013), organizational culture is a system of shared meaning held by organizational members that differentiates the organization from other organizations. Organizational culture indicators according to Edison (2016: 131), include: self-awareness, progressiveness, personality, performance and team orientation. According to Khalili (2014) and Azizollah, et.al (2016), organizational culture has a significant effect on organizational commitment. According to Shahzad (2013) and Mousavi (2015), organizational culture also has a significant effect on organizational performance. Apart from organizational culture, job engagement is also something that must be considered which can increase organizational

commitment. Job engagement is the extent to which employees are identified with their work, actively participate and consider their work performance to be important (Robbins, 2012: 377). Indicators of job engagement according to Armstrong (2014), namely: the job itself, the work environment, leadership, opportunities for personal growth and opportunities to contribute. According to Gelderen (2016) and B.M. Nwibere (2014), that job engagement has a significant effect on organizational commitment. According to Sharma (2019) and Markos (2010), that job engagement also has a significant effect on organizational performance.

Organizational culture, job engagement and organizational learning can also increase organizational commitment and organizational performance. According to Schermerhomet. al (2012: 401) organizational learning is the process of acquiring knowledge, distribution of information, interpretation of information and retention. Organizational learning indicators according to Calantone, et. al (2002) includes: the commitment to learn, shared vision, open mindedness, and intra organizational knowledge sharing. According to Hendri (2019) and Kalyar (2012), organizational learning has a significant effect on organizational commitment. According to Bello (2018) and Zafar (2015), organizational learning also has a significant effect on organizational performance.

Based on the above background, this research is important to answer the following problems: (1) How is the description of organizational culture, job engagement, organizational learning, organizational commitment and organizational performance of Bank BRI Branch Malang? (2) How is the influence of organizational culture, job engagement and organizational learning on organizational commitment of Bank BRI Branch Malang? (3) How is the influence of organizational culture, job engagement and organizational learning on organizational performance of Bank BRI Branch Malang? (4) How is the influence of organizational commitment on organizational performance of Bank BRI Branch Malang? (5) How is the influence of organizational culture, job engagement and organizational learning on organizational performance and organizational commitment as variables between Bank BRI Branch Malang?

Based on the above problems, the objectives of this study are as follows: (1) Describe the influence of organizational culture, job engagement, organizational learning, organizational commitment and organizational performance of Bank BRI Branch Malang, (2) Analyzing the influence of organizational culture, job engagement and organizational learning on organizational commitment of Bank BRI Branch Malang, (3) Analyzing the influence of organizational culture, job engagement and organizational learning on organizational performance of Bank BRI Branch Malang, (4) Analyzing the influence of organizational commitment on organizational performance of Bank BRI Branch Malang, (5) Analyzing cultural influence organization, job engagement and organizational learning on organizational performance and organizational commitment as variables between Bank BRI Branch Malang.

## **II. Literature Review**

### **2.1 Organizational Performance**

#### **Definition of Organizational Performance**

According to Nazarian et. al (2017), organizational performance is a formal performance, such as measuring the ability of an organization to solve the struggle to become a target. According to Robbins and Coulter (2012: 188), organizational performance is the accumulative result of all work activities within the company.

#### **Organizational Performance Indicators**

According to Dwiyanto (2008), organizational performance indicators are as follows:

- (1) Productivity
- (2) Quality of service
- (3) Responsiveness
- (4) Responsibility
- (5) Accountability

### **2.2 Organizational Commitment**

#### **Definition of Organizational Commitment**

According to Colquitt, et. al (2011) stated that organizational commitment is the desire of some workers to remain members of the organization. Organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to the organization (Moorhead and Griffin, 2013: 73).

#### **Organizational Commitment Indicator**

Indicators of organizational commitment according to Allen and Meyer (2013), namely:

- (1) Affective commitment
- (2) Continuity commitment
- (3) Normative commitment

## **2.3 Organizational Culture**

### **Definition of Organizational Culture**

According to Kontoghiorghes (2016), organizational culture is a pattern of basic assumptions that are found, created or developed by certain groups with the intention that organizations learn to deal with problems that arise due to external adaptation and internal integration that are already running well. According to Robbins and Judge (2013), organizational culture is a system of shared meaning held by members of an organization that differentiates the organization from other organizations.

### **Organizational Culture Indicator**

According to Edison (2016: 131), indicators of organizational culture are as follows:

- (1) Self-awareness
- (2) Aggressiveness
- (3) Personality
- (4) Performance
- (5) Team orientation

## **2.4 Job Engagement**

### **Definition of Job Engagement**

Job engagement is a measure of the extent to which people identify work psychologically and consider the level of performance they feel is important for self-esteem (Robbins, 2013: 74). Job engagement according to Kreitner and Kinicki (2009: 191) is the level to which an individual cares and is involved in his work.

### **Job Engagement Indicators**

According to Armstrong (2014), job engagement indicators consist of:

- (1) The work itself
- (2) Work environment
- (3) Leadership
- (4) Opportunities for personal growth
- (5) Opportunity to contribute

## **2.5 Organizational Learning**

### **Definition of Organizational Learning**

According to Schermerhorn, et. al (2012: 401), organizational learning is the process of acquiring knowledge, distribution of information, interpretation of information and retention.

### **Organizational Learning Indicators**

According to Calantone, et.al (2002), indicators of organizational learning are as follows:

- (1) The commitment to learn
- (2) Shared vision
- (3) Open mindedness
- (4) Intra organizational knowledge sharing

## **2.6 Hypothesis**

Based on the theoretical basis and relevant previous research described above, a research hypothesis can be made as follows:

- (1) Organizational culture, job engagement and organizational learning have a significant effect on organizational commitment of Bank BRI Branch Malang.
- (2) Organizational culture, job engagement and organizational learning have a significant effect on organizational performance of Bank BRI Branch Malang.
- (3) Organizational commitment has a significant effect on organizational performance of Bank BRI Branch Malang.
- (4) Organizational culture, job engagement and organizational learning have a significant effect on organizational performance and organizational commitment as variables between Bank BRI Branch Malang.

## **III. Research methods**

The population in this study were all permanent and non-permanent employees of BRI Bank Malang, totaling 189 employees. The sampling technique using purposive sampling is a technique to determine the sample with certain considerations, namely permanent employees, front office employees and back office employees. Using quantitative data types and primary data sources (questionnaires) and secondary data (number of employees). The data collection technique used a questionnaire and documentation.

The data analysis technique uses the Structural Equation Model or the Structural Equation Model, studying the analysis of the influence of organizational culture, job engagement and organizational learning on organizational commitment and organizational performance. Structural equation modeling or SEM is a set of statistical techniques that allows the simultaneous testing of a series of relatively complex relationships. Exogenous variables and endogenous variables can be in the form of factors (constructs built with several indicator variables). A complete modeling basically consists of a measurement model (Measurement Model) and (Structural Model / Causal Model).

## **IV. Results and Discussion**

### **4.1 Result**

#### **4.1.1 Descriptive Analysis Results**

(1) The organizational culture variable has an average score of 2.82 indicating neutral. The highest average score on the team orientation indicator was 2.95 and the lowest was on the self-awareness indicator at 2.69. Thus it can be interpreted that the organizational culture in disposing to respond to organizational performance from what is expected is parallel to what is experienced.

(2) The job engagement variable has an average score of 2.82 indicating neutral. The highest average score on the work environment indicator is 2.91 and the lowest is on the opportunity indicator for a contribution of 2.66. Thus it can be interpreted that job engagement comes more from the work environment than job engagement.

(3) Organizational learning variables have an average score of 2.84 indicating neutral. The highest average score on the commitment to learn indicator is 3.55 and the lowest is on the shared vision indicator at 2.57. Thus it can be interpreted that the commitment to learn encourages organization learning in improving organizational performance is greater than the shared vision.

(4) The organizational commitment variable has an average score of 2.75 indicating neutral. The highest average score on the normative commitment indicator was 2.86 and the lowest on the affective commitment indicator was 2.58. Thus it can be concluded that among employees about normative commitment will encourage organizational commitment beyond affective commitment.

(5) The organizational performance variable has an average score of 2.83 indicating neutral. The highest average score on the productivity indicator was 3.12 and the lowest was on the accountability indicator at 2.34. Thus it can be concluded that employees respond to productivity in order to improve organizational performance beyond accountability itself.

#### **4.1.2 Evaluation of Univariate and Multivariate Normality**

The full results show that both univariate (per indicator) and multivariate the critical ratio value is in the interval  $-2.58 < CR < 2.58$ . Thus, all data, both univariate and multivariate, are normally distributed.

#### **4.1.3 Evaluation of Univariate and Multivariate Outliers**

Based on the results of the calculation, it is known that the Z score of all indicators is in the interval -4.00 to 4.00, meaning that all data on all indicators are not affected by outliers.

#### **4.1.4 Confirmatory Factor Analysis**

Confirmatory factor analysis is carried out aimed at confirming any indicators that have been made based on previous research and existing theories that can be used to explain the constructs of organizational culture, job engagement, organization learning, organizational commitment, and organizational performance.

### **Organizational culture**

The amount of factor loading on the five indicators, namely: self-awareness, progressiveness, personality, performance, and team orientation is above 0.5, so these five indicators can be used to measure the construct of organizational culture. Based on the calculation, the reliability value of the organizational culture construct is 1,000, meaning that the reliability of the organizational culture construct is 100%.

### **Job engagement**

The amount of factor loading on the five indicators, namely: the job itself, work environment, leadership, opportunities for personal growth, and opportunities to contribute is above 0.5, then the five indicators can be used to measure the construct of job involvement. Based on the calculation, the reliability value of the job engagement construct was found to be 1,000, which means that the reliability of the job engagement construct was 100%.

### **Organizational Learning**

The amount of factor loading on the four indicators, namely: the commitment to learn, shared vision, open mindedness, and intra organizational knowledge sharing is above 0.5, then the four indicators can be used to

measure the construct of organization learning. Based on the calculation, the reliability value of the organizational learning construct is 1,000, which means that the reliability of the organizational learning construct is 100%.

**Organizational Commitment**

The amount of factor loading on the three indicators, namely: affective commitment, continuous commitment, and normative commitment is above 0.5, so the five indicators can be used to measure the construct of job satisfaction. Based on the calculation, the reliability value of the organizational commitment construct was found to be 1,000, meaning that the reliability of the organizational commitment construct was 100%.

**Organizational Performance**

The amount of factor loading on the four indicators, namely: productivity, service quality, responsiveness, responsibility, and accountability is above 0.5, so the four indicators can be used to measure employee performance constructs. Based on the calculation, the reliability value of the organizational performance construct is 1,000, meaning that the reliability of the organizational performance construct is 100%.

**4.1.5 Evaluate the Model Goodness of Fit Model**

The use of Structural Equation Modeling (SEM) to test various relationships in a model. In order to analyze, evaluate the validity, and causality between variables of this model, AMOS 24 software is used.

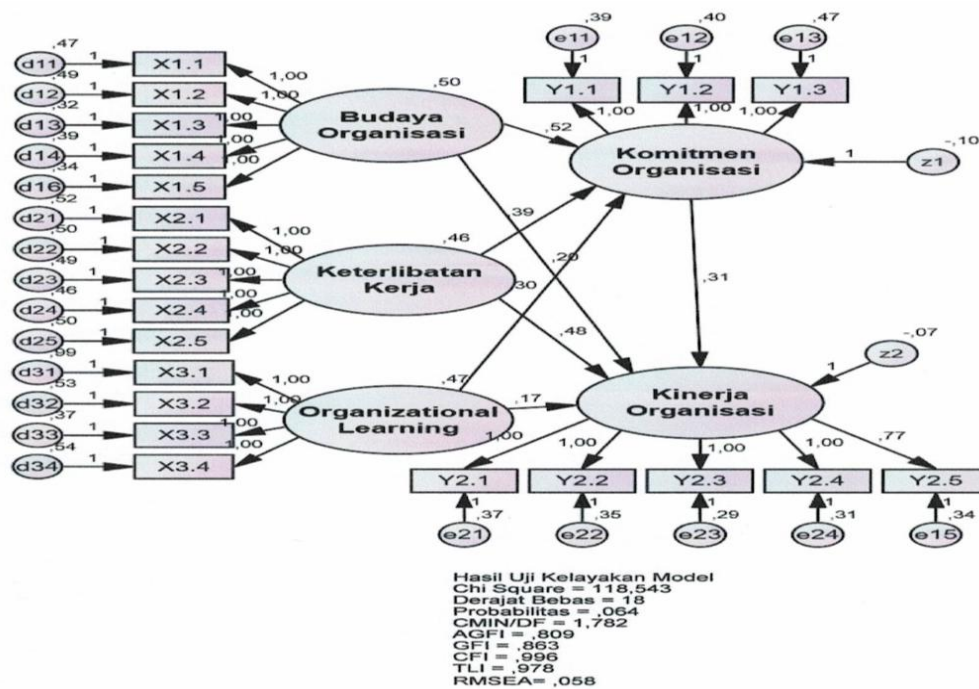


Figure 1: Structural Model Results

The results of the model feasibility test on the evaluation model are presented in Table 1.

Table 1: Evaluation of Criteria for Conformance Index Model Structural Equation

Criteria	Results	Critical Value	Model Evaluation
<i>Absolute fit</i>			
Chi-square ( $\chi^2$ )	118,543	$\leq 99.617$	Not Good
Probability	0,064	$\geq 0,05$	Good
DegreesFree	18	-	-
GFI	0,863	$\geq 0,90$	Marginal
RMSEA	0,058	$\leq 0,08$	Good
<i>Parsimony fit</i>			
CMIN/DF	1,782	$\leq 2,00$	Good
AGFI	0,809	$\geq 0,90$	Marginal
<i>Incremental fit</i>			
CFI	0,996	$\geq 0,95$	Good
TLI	0,9978	$\geq 0,95$	Good

A summary of the results obtained in the analysis and the recommended values for measuring the feasibility of the model. The results of the feasibility test of the model on the model, almost all of the criteria met the recommended recommendations, except for the results of the chi square test and the probability value. Hair et al (2010) specifically made an exception to the results of the chi square test that in a sample below 250 samples and a number of indicators 12-30 significant statistical test results still support the fit model provided that the CFI and TLI values are more than 0.95 and RMSEA less than 0.08. Significant changes appear in the values of GFI, AGFI, CMIN / DF, RMSEA, CFI and TLI, so that the evaluation results of this model can be accepted, and become the final model for interpretation and hypothesis testing.

**4.1.6 Structural Equations**

The causality relationship developed in the hypothesis in this model is tested with the null hypothesis which states that the regression coefficient between the relationship of two constructs is not different from zero through the t-test as in the regression analysis. Hypothesis testing on the structural model is related to the results of the regression coefficient test on each resulting path which is described in table 2.

**Table 2: Regression Coefficient Test Results Influence Between Variables**

Pengaruh			Estimate	S.E.	C.R.	P	Label
Organizational Commitment	<--	Organizational Culture	0,522	0,134	3,899	***	par_1
Organizational Commitment	<--	Job Engagement	0,390	0,170	2,292	0,022	par_2
Organizational Commitment	<--	<i>Organizational Learning</i>	0,298	0,128	2,332	0,020	par_3
organizational performance	<--	Organizational Culture	0,196	0,099	1,979	0,048	par_4
organizational performance	<--	<i>Organizational Learning</i>	0,172	0,085	2,035	0,042	par_5
organizational performance	<--	Job Engagement	0,481	0,125	3,849	***	par_6
organizational performance	<--	Organizational Commitment	0,312	0,088	3,550	***	par_7

The structural model results (structural models) of each research variable are as follows:

$$Y_1 = 0,522X_1 + 0,390X_2 + 0,298X_3 \dots\dots\dots (1)$$

$$Y_2 = 0,196X_1 + 0,481X_2 + 0,172X_3 \dots\dots\dots (2)$$

$$Y_2 = 0,312Y_1 \dots\dots\dots (3)$$

The first equation (1), there are three determinants of organizational commitment, namely organizational culture, job engagement and Organizational Learning. These three determinants are positive, meaning that a good organizational culture, good work involvement, and good organizational learning will encourage high organizational commitment.

The second equation (2), there are three determining factors for organizational performance, namely organizational culture, job engagement, organizational learning, organizational commitment. These four determinants are positive, meaning that a good organizational culture, good job engagement, organizational learning, and good commitment will encourage high organizational performance.

The second equation (3), there is one determining factor for organizational performance, namely organizational commitment. This determinant is positive, meaning that good commitment will encourage high organizational performance.

**4.1.7 Hypothesis Testing**

**4.1.7.1 Hypothesis Testing 1**

The coefficient value of Organizational Culture ( $X_1$ ) → Organizational Commitment ( $Y_1$ ) is 0.522, meaning that the influence of Organizational Culture ( $X_1$ ) on Organizational Commitment ( $Y_1$ ) is 0.495. The probability value = 0.000 <significance level ( $\alpha$ ) 0.05, it can be concluded that there is a significant effect of Organizational Culture ( $X_1$ ) on Organizational Commitment ( $Y_1$ ).

The coefficient value of Job Engagement ( $X_2$ ) → Organizational Commitment ( $Y_1$ ) is 0.390, meaning that the effect of Job Engagement ( $X_2$ ) on Organizational Commitment ( $Y_1$ ) is 0.390. The probability value = 0.022 <significance level ( $\alpha$ ) 0.05, it can be concluded that there is an effect of Job Engagement ( $X_2$ ) on Organizational Commitment ( $Y_1$ ).

The path coefficient value of Organizational Learning ( $X_3$ ) → Organizational Commitment ( $Y_1$ ) is 0.298, meaning that Organizational Learning ( $X_3$ ) on Organizational Commitment ( $Y_1$ ) is 0.298. The probability value = 0.020 <significance level ( $\alpha$ ) 0.05, it can be concluded that there is an effect of perceptions of Organizational Learning ( $X_3$ ) on Organizational Commitment ( $Y_1$ ).

**So:** Organizational Culture, Job Engagement, and Organizational Learning have a significant effect on Organizational Commitment.

**4.1.7.2 Hypothesis Testing Results 2**

The coefficient value of Organizational Culture ( $X_1$ ) → Organizational Performance ( $Y_2$ ) is 0.196, meaning that the influence of Organizational Culture ( $X_1$ ) on Organizational Performance ( $Y_2$ ) is 0.196. The probability value

= 0.048 <significance level ( $\alpha$ ) 0.05, it can be concluded that there is a significant effect of Organizational Culture ( $X_1$ ) on Organizational Performance ( $Y_2$ ).

The coefficient value of Job Engagement ( $X_2$ )  $\rightarrow$  Organizational Performance ( $Y_2$ ) is 0.481, meaning that the effect of Job Engagement ( $X_2$ ) on Organizational Performance ( $Y_2$ ) is 0.481. The probability value = 0.000 <significance level ( $\alpha$ ) 0.05, it can be concluded that there is an effect of Job Engagement ( $X_2$ ) on Organizational Performance ( $Y_2$ ).

The path coefficient value of Organizational Learning ( $X_3$ )  $\rightarrow$  Employee Performance ( $Y_2$ ) is 0.172, meaning that Organizational Learning ( $X_3$ ) on Organizational Performance ( $Y_2$ ) is 0.172. The probability value = 0.042 <significance level ( $\alpha$ ) 0.05, it can be concluded that there is an effect of perceived organizational learning ( $X_3$ ) on Organizational Performance ( $Y_2$ ).

**So:** Organizational Culture, Job Engagement, and Organizational Learning have a significant effect on Organizational Performance.

**4.1.7.3 Hypothesis Testing Results 3**

The path coefficient value of Organizational Commitment ( $Y_1$ )  $\rightarrow$  Organizational Performance ( $Y_2$ ) is 0.312, meaning that the effect of Job Satisfaction ( $Y_1$ ) on Organizational Performance ( $Y_2$ ) is 0.312. The probability value = 0.000 <significance level ( $\alpha$ ) 0.05, it can be concluded that there is an influence of Organizational Commitment ( $Y_1$ ) on Organizational Performance ( $Y_2$ ).

**So:** Organizational Commitment has a significant effect on Organizational Performance.

**4.1.7.4 Hypothesis Testing Results 4**

**Table 3:** Tests for Direct Effect, Indirect Effect and Total Effect

	Effects	Effects	Indirect	Total
Organizational Commitment	<--- Organizational Culture	0,522	--	0,522
Organizational Commitment	<--- KeterlibatanKerja	0,390	--	0,390
Organizational Commitment	<--- <i>Organizational Learning</i>	0,298	--	0,298
Organizational Performance	<--- BudayaOrganisasi	0,196	0,163	0,359
Organizational Performance	<--- <i>Organizational Learning</i>	0,172	0,093	0,265
Organizational Performance	<--- KeterlibatanKerja	0,481	0,122	0,603
Organizational Performance	<--- Organizational Commitment	0,312	--	0,312-

The final modeling can be explained that the endogenous construct of Organizational Commitment is proven to function as a mediation between Organizational Culture, Job Engagement, and Organizational Learning on Organizational Performance. The relatively large total influence comes from the Organizational Culture of 0.359, Job Engagement of 0.603, and Organizational Learning of 0.265 to Organizational Performance. Two relationships mean that the important pathways to Organizational Performance will start from these three exogenous variables.

The results of the analysis on the indirect effect show that there is a fairly balanced proportion between the direct and indirect effects. The indirect influence on performance comes from the Organizational Culture of 0.163, Job Engagement of 0.122, and Organizational Learning of 0.093. Comparison of the total influence of Organizational Culture, Job Engagement, and Organizational Learning on Organizational Performance is greater when compared to the direct effect on Organizational Performance.

**So:** Organizational Commitment can mediate the influence of Organizational Culture, Job Engagement, and Organizational Learning on Organizational Performance.

**4.2 Discussion**

**4.2.1 Organizational Culture, Job Engagement and Organizational Learning on Organizational Commitment**

Organizational culture has a significant effect on organizational commitment. Organizational culture which consists of: Self-awareness (getting satisfaction from work and obeying rules); Aggressiveness (develop themselves and their abilities and be full of initiative and plan); Personality (mutual respect, mutual help and mutual respect for opinions); Performance (prioritizing quality, innovating and working effectively and efficiently) and team orientation (having discussions and solving problems well). This means that the higher the organizational culture that is owned will cause an increase in organizational commitment. The results of this study are supported by Khalili (2014) and Azizollah, et. al (2016) stated that organizational culture has a significant effect on organizational commitment.

Job Engagement has a significant effect on organizational commitment. Job Engagement which consists of: The work itself (the work is important and there are opportunities for advancement); Work environment (adequate equipment and facilities, and safe and comfortable work space); Leadership (can allocate work and can delegate and give autonomy); Opportunities for personal growth (opportunities to develop a career

and achieve a successful career); and Opportunities to contribute (providing an opportunity to share opinions and respond to contributions from other employees). This means that higher Job Engagement will lead to increased organizational commitment. The results of this study support Gelderen (2016) and Nwibere (2014), that job engagement has a significant effect on organizational commitment.

Organizational learning has a significant effect on organizational commitment. Organizational learning which consists of: The commitment to learn (the organization is the key to improvement, as an investment not a cost and as a guarantee for the survival of the organization); Shared vision (having the same goals with the company, having a total agreement on the company's vision in all divisions and being committed to company goals); Open mindedness (willing to evaluate critically, to be aware of how to view the market in question and to be able to interpret customer information); and Intra organizational knowledge sharing (analyzing and communicating lessons learned, has a special mechanism and seeks to share lessons and experiences). This means that organizational learning will lead to an increase in organizational commitment. The results of this study support Hendri (2019) and Kalyar (2012), organizational learning has a significant effect on organizational commitment.

#### **4.2.2 Organizational Culture, Job Engagement and Organizational Learning on Organizational Performance**

Organizational culture affects organizational performance. Organizational culture consisting of: Self-awareness; Aggressiveness; Personality; Performance; and team orientation. In essence, the higher the organizational culture that is owned, it will cause an increase in organizational performance. The results of this study are supported by Shahzad (2012) and Mousavi (2015), that organizational culture has a significant effect on organizational performance.

Job engagement has a significant effect on organizational performance. Job engagement which consists of: The work itself; Work environment; Leadership; Opportunities for personal growth; and Opportunities to contribute. This means that with job engagement it will lead to an increase in organizational performance. The results of this study support Sharma (2019) and Markos (2010), that job engagement has a significant effect on organizational performance.

Organizational learning affects organizational performance. Organizational learning, which consists of: The commitment to learn; Shared vision; Open mindedness; and Intra organizational knowledge sharing. This means that organizational learning will lead to an increase in organizational performance. The results of this study support Bello (2018) and Zafar (2015), organizational learning has a significant effect on organizational performance.

#### **4.2.3 Organizational Commitment to Organizational Performance**

Organizational commitment has a significant effect on organizational performance. Organizational commitment which consists of: Affective commitment (contributing on their own accord, doing company work rather than personal work and doing work on time with good results); Continuous commitment (keep working because of your needs and wants, loyal to work and obeying company regulations); and Normative Commitment (doing according to the job description, obeying the rules and feeling obliged to stay in the company). This means that the higher the organizational commitment of employees, it will lead to an increase in organizational performance. The results of this study support Gautam (2015) and Irefin and Mohammed Ali M (2014), that organizational commitment has a significant effect on organizational performance.

#### **4.2.4 Organizational Culture, Job Engagement and Organizational Learning on Organizational Performance through Organizational Commitment**

Organizational culture, job engagement and organizational learning have a significant effect on organizational performance through organizational commitment, meaning that organizational culture (self-awareness, aggressiveness, personality, performance and team orientation), job engagement (work itself, work environment, leadership, opportunities for personal growth) and opportunities to contribute) and organizational learning (the commitment to learning, shared vision, open mindedness, and intra organizational knowledge sharing) can improve organizational performance through organizational commitment so that the company becomes quality and targets are met determined by Bank BRI Branch Malang.

### **V. Conclusions and Suggestions**

#### **5.1 Conclusion**

Based on the results of the analysis and discussion, the following conclusions can be drawn: (1) organizational culture in disposing to respond to organizational performance from what is expected is parallel to what is experienced. Work involvement is more rooted in the work environment with opportunities to contribute. The commitment to learn encourages organizational learning in improving organizational



performance is greater than shared vision. Among employees about normative commitment will encourage organizational commitment beyond affective commitment. Employees respond to productivity in order to improve organizational performance beyond accountability itself.

(2) Organizational culture, job engagement and organizational learning affect organizational commitment. Organizational culture supported by self-awareness, aggressiveness, personality, performance and team orientation contribute to organizational commitment. Support for job engagement, namely the work itself, the work environment, leadership, opportunities for personal growth and opportunities to contribute can increase organizational commitment. Organizational learning supported by the commitment to learn, shared vision, open mindedness, and intra organizational knowledge sharing encourages increased organizational commitment.

(3) Organizational culture, job engagement and organizational learning have an effect on organizational performance. Organizational culture is supported by self-awareness, aggressiveness, personality, performance and team orientation. Support for work involvement, namely the work itself, the work environment, leadership, opportunities for personal growth and opportunities to contribute can improve organizational performance. Organizational learning is supported by the commitment to learn, shared vision, open mindedness and intra organizational knowledge sharing to encourage organizational performance improvement.

(4) Organizational commitment affects organizational performance. Organizational commitment supported by affective commitment, continuous commitment and normative commitment can improve organizational performance.

(5) Organizational commitment mediates the influence of organizational culture, job engagement and organizational learning on organizational performance. The relationship between organizational culture, work involvement, organizational learning with organizational commitment and the relationship between organizational commitment and organizational performance means that the important pathways to organizational performance will start from the three exogenous variables, namely organizational culture, job engagement and organizational learning.

## 5.2 Suggestions

Based on the research results, it shows that the overall model meets the requirements and is acceptable, therefore the researchers' suggestions are (1) Providing benefits for scientific contributions in theory development. The theoretical contribution is in the form of a model developer of organizational commitment and organizational performance.(2) Providing input for banks. Especially about organizational performance, because a good knowledge of organizational performance will provide a basis for an organization in a company in achieving the desired performance.(3) The findings of this research provide theoretical implications for the implementation of future research. The development of a model of organizational commitment and organizational performance still needs to be studied further to confirm the results of other studies.

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