

ORGANIZATIONAL COMMITMENT AND CORPORATE CULTURE AFFECT EMPLOYEE PERFORMANCE AT PT. NURUL FAJAR ABINAYA (NUFATUR)

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Abstrak

Dalam menghadapi dinamika persaingan bisnis yang semakin kompleks, peran sumber daya manusia menjadi aspek krusial dalam mendorong pencapaian tujuan organisasi. Salah satu faktor utama yang memengaruhi produktivitas dan efektivitas kerja karyawan adalah sejauh mana komitmen organisasional dan budaya perusahaan terinternalisasi dalam lingkungan kerja. Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh komitmen organisasional dan budaya perusahaan terhadap kinerja karyawan pada PT. Nurul Fajar Abinaya (Nufatur), sebuah perusahaan yang bergerak di bidang penyelenggaraan perjalanan ibadah umrah dan haji. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei melalui penyebaran kuesioner kepada karyawan sebagai responden. Data yang dikumpulkan dianalisis menggunakan regresi linier berganda dengan bantuan aplikasi SPSS untuk menguji pengaruh parsial maupun simultan dari variabel independen terhadap variabel dependen. Jenis data yang digunakan adalah data primer, diperoleh secara langsung dari responden melalui pengisian kuesioner. Hasil penelitian menunjukkan bahwa komitmen organisasional dan budaya perusahaan berpengaruh signifikan terhadap kinerja karyawan, baik secara parsial maupun simultan. Komitmen karyawan terhadap organisasi serta nilai-nilai dan norma yang berlaku dalam perusahaan terbukti mampu meningkatkan semangat kerja, produktivitas, serta pencapaian target individu maupun tim. Temuan ini menekankan pentingnya manajemen organisasi dalam membangun budaya kerja yang positif dan meningkatkan keterikatan karyawan untuk mencapai kinerja optimal secara berkelanjutan.

Kata Kunci: Komitmen organisasional, Budaya Perusahaan, Kinerja karyawan

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Abstract

In the face of increasingly complex business competition, the role of human resources becomes a crucial factor in driving organizational goals. One of the key elements influencing employee productivity and work effectiveness is the extent to which organizational commitment and corporate culture are internalized within the workplace. This study aims to determine and analyze the effect of organizational commitment and corporate culture on employee performance at PT. Nurul Fajar Abinaya (Nufatur), a company engaged in organizing Umrah and Hajj pilgrimage services. This research uses a quantitative approach with a survey method, collecting data through questionnaires distributed to employees as respondents. The collected data were analyzed using multiple linear regression assisted by SPSS software to test the partial and simultaneous influence of the independent variables on the dependent variable. The type of data used is primary data, directly obtained from respondents through questionnaire responses. The results of the study indicate that both organizational commitment and corporate culture have a significant effect on employee performance, both partially and simultaneously. Employees' commitment to the organization, along with the values and norms embedded within the company, have been proven to enhance work motivation, productivity, and the achievement of individual and team targets. These findings highlight the importance of effective organizational management in building a positive work culture and increasing employee engagement to achieve sustainable optimal performance.

Keywords: Organizational commitment, Corporate Culture, Employee performance.

INDRODUCTION

In the era of globalization and technological advances that are accelerating, the umrah travel service industry in Indonesia is showing tremendous growth. People are increasingly selective in choosing Umrah travel agencies that are not only legal and reliable, but also able to provide professional, safe, and comfortable services from the beginning to the end of the trip. This condition requires companies to not only compete in terms of external services, but also strengthen internal factors that affect service quality, namely employee performance.

Maintaining and improving employee performance is a top priority in facing the challenges of the dynamic worship travel service industry. High Employee performance not only supports the smooth operation of the company, but also has a direct impact on customer satisfaction and trust. According to Maludin Panjaitan et al. (2021) employee performance is a crucial factor that is influenced by various elements, including the work environment and organizational culture. According to them, employee performance is defined by the behavior and achievements of employees, which are reflected through the quality and quantity of work produced. As an organizer of worship travel services, PT. Nufatur faces various challenges in maintaining the consistency of its employees' performance, especially in the midst of increasing customer expectations and business competition.

Corporate culture plays an important role in improving employee performance, and serves as the glue that unites organizations with performance management. The culture applied in the organization can shape the way employees work, habits, and attitudes on a daily basis, as well as being a characteristic that makes the company different from others. Employee performance is strongly influenced by organizational culture because if the culture is applied to support, then employee performance will increase. On the other hand, organizational culture also serves as a tool to control employee behavior and improve their discipline, which in turn supports the achievement of company goals (Khotimah, A. H. et al., 2022). A strong corporate culture creates a harmonious work environment that supports increased job satisfaction and employee performance. This contributes to the retention of the workforce and loyalty to the company. (Fatyandri & Surbakti, 2023).

The urgency of this study lies in the needs of PT. Nurul Fajar Abinaya (Nufatur) to understand the internal factors that can improve employee performance in order to maintain the sustainability and competitiveness of the company in the midst of the dynamics of the worship travel service industry. By understanding how organizational commitment and corporate culture contribute to improving employee performance, companies can develop more effective and Sustainable Human Resource Development Strategies.

The novelty of this study lies in the combination of two internal variables, namely organizational commitment and corporate culture, which are analyzed simultaneously on employee performance in the context of worship travel services companies. This study also introduces the dynamics of the number of employees as well as fluctuations in performance as relevant contextual factors but is still rarely discussed in the previous literature. With a focus on the worship services sector, this study provides a new perspective in understanding how to build sustainable performance through strengthening internal corporate values.

METHOD

Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Pendekatan ini dipilih karena penelitian bertujuan untuk menguji pengaruh *organizational commitment* dan *corporate culture* terhadap *employee performance* secara objektif berdasarkan data numerik. Teknik pengumpulan data dilakukan dengan menyebarkan kuesioner kepada karyawan PT. Nurul Fajar Abinaya (Nufatur).

A. Research Variables

The study involved three main variables, two as a cause (independent variable) and one as an outcome (dependent variable). Each variable is translated into several aspects and indicators that have been proven to be clear and reliable based on previous research. The goal is that each variable can be measured clearly and accurately.

B. Independent Variable (X)

According to Sugiyono (2019: 69), an independent variable or independent variable is a variable that affects or causes changes in the dependent variable or dependent variable. In this study, the independent variables in question are organizational commitment and corporate culture.

C. Dependent Variable (Y)

According to Sugiyono (2019: 69), the dependent variable or dependent variable is a variable that is influenced by an independent variable or independent variable. In this study, the dependent variable in question is the performance of employees (employee performance).

D. Data Analysis Methods

This study uses a method of data analysis with a quantitative statistical approach, which is a method used to process numerical data regularly in order to answer research questions and explain the relationship between variables. The Data collected through the questionnaire will be analyzed using a computer program SPSS version 26, which is able to test the validity, reliability, and regression analysis required in this study.

E. Validity Test

According to Janna & Herianto (2021), the validity test is used to check whether the measuring instrument, in this case the questions in the questionnaire, really measure what should be measured. A questionnaire is called valid if each of its questions is able to capture the information you want to measure. The test was conducted with a significance level of 0.05. How to evaluate it is:

- If the calculated R value is greater than the table r value, then the measuring instrument is considered valid or appropriate to use.
- Conversely, if the calculated R value is smaller than the R value of the table, it means that the measuring instrument is invalid or less appropriate to use.

F. Reliability Test

According to Janna & Herianto (2021), reliability testing is a way to measure how reliable and consistent a measuring instrument is. This test aims to ensure that the measuring instrument still produces the same results if used repeatedly. If the measurement results are consistent, it means that the tool is reliable. In this study, reliability test was conducted by cronbach's alpha method using SPSS program. An item in the questionnaire is considered reliable if its cronbach's alpha value is greater than 0.6.

G. Classical Assumption Test

According to Ghozali (2021: 157), the classical assumption test is an important stage in the multiple linear regression analysis carried out to ensure that the model created already meets the best and unbiased standards (BLUE). The goal is to check whether the regression model meets the basic requirements so that the results of the calculation of the coefficient can be trusted. Normality test, multicollinearity test, and heteroscedasticity test were conducted to ensure that the regression model meets the classical assumptions, namely normally distributed residuals (with Kolmogorov-Smirnov, sig. > 0.05), there is no strong relationship between independent variables (VIF < 10 and Tolerance > 0.10), and no symptoms of heteroscedasticity (Glejser test, GIS. > 0.05), corresponding to Ghozali (2021).

H. Multiple Linear Regression Analysis

According to (Ghozali 2021:91), multiple linear regression analysis is used to measure the influence of two or more independent variables on one dependent variable, as well as to determine the direction of the relationship of each independent variable with the dependent variable.

The general regression equation used in this study is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Description:

- Y = Employee performance
- a = Variable coefficient
- b_1, b_2 = Regression coefficient of each independent variable
- X_1 = Organizational commitment
- X_2 = Corporate culture
- e = Error (residual)

I. Coefficient Of Determination

The coefficient of determination, commonly called R^2 , is a number that indicates how much the change in the variable you want to predict (the dependent variable) can be explained by the variables that cause it (the independent variable) in a regression model. Values range from 0 to 1, where a number closer to 1 means the model is better at explaining the data.

According to Ghozali (2019: 97), R^2 is the squared result of the correlation between variables, which is used to assess how well the model explains changes in the dependent variable. Meanwhile, Kuncoro (2019:240) mentioned that multiple R^2 is used to measure the ability of the model to show the influence of the independent variable on the dependent variable.

J. T Test (Persial Test)

According to Ghozali (2021: 148), the T-test is a way to test how much influence each independent variable (Independent) has on the dependent variable (dependent) in a regression model. This test is carried out separately for each independent variable in order to see its individual impact on the dependent variable. After calculating the value of t , the result is used to determine whether the hypothesis is accepted or rejected with the following rules:

- a) a) if the calculated t value is greater than the tabular t , then the alternative hypothesis (H_a) is accepted.
- b) b) if the value of the calculated t is less than the tabular t , then the alternative hypothesis (H_a) is rejected.

In short, the T-test helps us know if the influence of each independent variable is significant or not on the variable affected.

K. Uji F (Analisis Simultan)

According to Ghozali (2021: 148), the F statistical test is used to see if the overall regression model made is good enough to predict the variable under study (dependent variable). This test helps assess whether all independent variables together significantly affect or not the dependent variable.

- a) a) if the calculated F-value is greater than the tabular F, or the significance value (sig) is less than 0.05, then the alternative hypothesis (H_a) is accepted. That is, the regression model used is significant and can explain the relationship between variables.
- b) B) conversely, if F count is smaller than F table, or sig is greater than 0.05, then H_a is rejected. This means that the regression model is insignificant and less precise to predict the dependent variable.

RESULT AND DISCUSSION

1. Recapitulation Of Organizational Commitment Questionnaire Calculation Results

Table 1 Statistical Analysis of Organizational Commitment

No	Pertanyaan	STS	TS	N	S	SS	Total	Rata-Rata
		1	2	3	4	5	Skor	Skor
1	X1.1		3	2	15	30	222	4,44
2	X1.2			7	14	29	222	4,44
3	X1.3			5	12	33	228	4,56
4	X1.4		1	5	13	31	224	4,48
5	X1.5		1	5	9	35	228	4,56
6	X1.6			4	16	30	226	4,52
7	X1.7			4	15	31	227	4,54
8	X1.8			4	14	32	228	4,56

9	X1.9	8	18	24	216	4,32
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Source Olah Data SPSS May 2025

This table gives a clear picture of how strong the organizational commitment held by the respondents. By looking at the average score generated from each question, we can find out the respondents' level of approval of their commitment to the organization from 9 statements. In general, a higher average score indicates that respondents agree more with the proposed statement of organizational commitment.

2. Recapitulation Of Corporate Culture Questionnaire Calculation Results

Table 2 Statistical Analysis of Corporate Culture

No	Pertanyaan	STS	TS	N	S	SS	Total	Rata-Rata
		1	2	3	4	5	Skor	Skor
1	X2.1			4	17	29	225	4,50
2	X2.2			2	18	30	228	4,56
3	X2.3		1		10	39	237	4,74
4	X2.4				14	36	236	4,72
5	X2.5			2	14	34	232	4,64
6	X2.6			4	13	33	229	4,58
7	X2.7			1	12	37	236	4,72
8	X2.8			3	14	33	230	4,60
9	X2.9			1	15	34	233	4,66
10	X2.10			1	13	36	235	4,70
11	X2.11			1	13	36	235	4,70
12	X2.12			2	13	35	233	4,66
13	X2.13		1		8	41	239	4,78
14	X2.14				17	33	233	4,66
15	X2.15			4	14	32	228	4,56

Source Olah Data SPSS May 2025

This table gives an idea of how the respondents rated the corporate culture based on the 15 questions asked. Each question has a total and average score that indicates how strongly the corporate culture is applied and accepted by the respondent.

3. Recapitulation Of Employee Performance Questionnaire Calculation Results

Table 3 Analysis of Employee Performance Statistics

No	Pertanyaan	STS	TS	N	S	SS	Total	Rata-Rata
		1	2	3	4	5	Skor	Skor
1	Y.1		1	3	10	36	231	4,62
2	Y.2			3	14	33	230	4,60
3	Y.3			2	18	30	228	4,56
4	Y.4			3	14	33	230	4,60
5	Y.5			3	14	33	230	4,60
6	Y.6			4	7	39	235	4,70
7	Y.7			6	15	29	223	4,46
8	Y.8			5	14	31	226	4,52
9	Y.9			1	13	36	235	4,70
10	Y.10	1		8	13	28	217	4,34

11	Y.11	5	7	38	233	4,66
12	Y.12	2	13	35	233	4,66
13	Y.13	1	8	41	239	4,78
14	Y.14		17	33	233	4,66
15	Y.15	4	14	32	228	4,56

Source Olah Data SPSS May 2025

This table provides an overview of how respondents rated employee performance based on various aspects measured in 15 questions. Each question has a total score and an average score that describes the extent to which employees are satisfied with their performance or rate their performance in an organizational context.

4. The effect of Organizational Commitment on Employee Performance

The results of the analysis showed that organizational commitment to the company had a real and positive impact on their performance. Employees who have a sense of responsibility and a high attachment to the company tend to work harder, loyal, and really try to achieve company goals. This finding is in line with Pratama research (2022), which states that the higher a person's commitment to their workplace, the spirit and quality of work also increase because they feel an important part of the organization.

5. Influence of Corporate Culture on Employee Performance

Corporate culture implemented in PT. Nufatur proved to have a positive influence on employee performance. Employees who work in a corporate culture that supports the establishment of a harmonious, collaborative, and professionalism-based work environment tend to be more motivated to improve the quality of their work. this finding is in line with Fatyandri & Surbakti's (2023) research which shows that a positive work culture can encourage productivity and a sense of satisfaction at work, which ultimately contributes to improved performance.

6. Pengaruh Simultan *Organizational Commitment* dan *Corporate Culture* terhadap *Employee Performance*

Simultaneously, both organizational commitment and corporate culture contribute significantly to improving employee performance at PT. Nufatur. These two variables support each other and together help to create a working atmosphere conducive to improving performance. When employees feel emotionally attached to the company and work in an environment with a positive culture, they tend to be more enthusiastic, productive, and contribute more to achieving company goals.

CONCLUSION

The results showed that organizational commitment and corporate culture are internal factors that significantly affect the performance of employees at PT. Nurul Fajar Abinaya (Nufatur).

- Organizational commitment reflects the emotional attachment of employees to the company that has an impact on loyalty, responsibility, and work motivation, and is able to reduce turnover.
- Corporate culture includes organizational values and norms that, if positive, are able to create a harmonious and collaborative work environment, thereby increasing productivity and work effectiveness.
- These two factors complement each other in improving employee performance. The R Square value of 58.7% indicates that organizational commitment and corporate culture simultaneously explain more than half of the variation in employee performance, while the rest is influenced by other factors outside the study.

Advice

- a) For PT. Nurul Fajar Abinaya (Nufatur):
 - Increased organizational commitment: companies are advised to strengthen employee commitment through career development programs, training, and rewards for dedication, in order to increase loyalty and work motivation.
 - Strengthening corporate culture: it is necessary to develop a work culture that encourages cooperation, open communication and employee empowerment to improve attachment, productivity and quality of work.
- b) For employees:
 - Employees are expected to be more active in company activities, increase responsibility, and show dedication to strengthen organizational commitment.
 - Employees also need to understand and support the corporate culture, especially the value of teamwork, innovation, and integrity, in order to create a positive work environment.
- c) For subsequent researchers:

This study can be the basis for assessing other external factors that affect employee performance, such as work motivation, leadership style, job satisfaction, or compensation, so that the analysis is more comprehensive and in-depth.

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