



## The Influence of Organizational Culture on Organizational Commitment Post Pandemic Covid-19

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### **Abstract**

This study aims to analyze the influence of organizational cultural values of PT. Panca Putri, consisting of Takwa's organizational culture, responsibility, resilience, skill and direct responsibility for organizational engagement after the Covid-19 pandemic. This type of research in this study is the type of explanatory research. The sampling technique is probability sampling. Respondents in this study were the employees of PT. Panca Putri no less than 59 people. Data collection methods used included interviews, questionnaires and documentation. Validity and reliability tests are performed and then proceed to data analysis using path analysis. The results showed that the post-pandemic covid-19 organizational culture of PT. Panca Putri, namely Takwa, Tough and Responsibility, has a significant influence on commitment. While the organizational culture of responsiveness and skill has an influence, but not significantly on commitment.

**Keywords:** *Organizational Culture; Organizational Commitment; Employee Commitment; Explanatory Research; Path Analysis*

### **Introduction**

During the Covid-19 pandemic as it is today, the existence of organizations underwent a profound change to follow the dynamics of business and market development (Mas'udi dan Winanti, 2020). Future organizations are innovative and adaptive organizations that respond quickly to changes that occur (Prayudhayanti, 2014). But it has been hampered by the existence of the Covid-19 pandemic as it floods the world, especially Indonesia at the moment (Puspasari, 2020). Organizational involvement reflects how an individual identifies with the organization and is bound to its goals (Rivai, 2013). So that workers generally tend to believe that work is central to life (Lapierre, 2001). This means that when an employee's expectations meet, it will create positive emotional feelings towards the work that develops into feelings of loyalty to the organization (Currivan, 2000).

View of organizational conditions amidst the current Covid-19 pandemic, PT's office. Panca Putri points out the mistakes made in making organizational plans, work arrangements and job descriptions that occur in all general organizational situations. In addition, there are several limitations, such as the division

of labor that is not performed properly, often changing work schedules or other tasks, or pay that is not consistent with the amount of work.

To inspire the determination and enthusiasm of employees to better serve the results in the current Covid-19 pandemic, a basic motto was formed that later became the organizational culture. Five basic mottos from PT. Panca Putri consist of piety towards God Almighty, responsiveness to the needs of the community, orderly, orderly, timely, clean and comfortable services, difficult to face challenges, capable and agile, kind, polite and straightforward, and responsibility Responsible for the safety and security of all parties involved in business activities.

Although PT. Panca Putri already has a good organizational culture and several training programs have been followed, it is a pity if there are still problems with coordination for the benefit of the organization. Theoretically, culture is related to how employees experience the characteristics of a corporate culture (Graha and Rahardjo, 2016). Culture can cause effects that strongly influence the individual and the performance, especially in a competitive environment, this influence can even exceed the strategy, organizational structure, management systems, financial analysis tools, leadership and others (Mariana, 2008). So the effect of a strong culture on the attitude and behavior of employees illustrates a strong culture, the emphasis is on employees because employees are the main actors with heterogeneous characteristics. Individuals who come to an organization have different motivations, experiences and values, so that people with different backgrounds will experience culture in different ways.

With the imbalance of reality occurring, the authors feel the need to conduct research in this area. This study is intended to look at the influence of organizational culture (Takwa, Responsibility, Resilient, Competent and Responsibility) at PT. Panca Putri towards organizational commitment.

In addition to enriching the literature on organizational culture and employee involvement with the organization, this research can certainly also provide information for PT. Panca Putri on the influence of organizational culture on the commitment of the organization, so that it is expected to be a reference for policymakers in taking actions that can promote the commitment and productivity of their employees.

Regarding the commitment of the organization, several previous studies have been conducted. Utomo (2002) concluded from his research that there is a relationship between positive transformational leadership and organizational commitment, while transactional leadership is not related to organizational commitment. Lengkong (2004) concludes the results of his research that there are effects of transformational leadership on job satisfaction, organizational commitment and extra role behavior. Brahmasari and Suprayetno (2008) also concluded the results of their research that organizational culture has a significant impact on organizational engagement.

The results of previous studies have shown that organizational culture influences the commitment of organizations. Under the current circumstances, the Covid-19 pandemic, researchers want to know if organizational culture still influences organizational involvement. That is the main basis for this research in the Pandemic Covid-19 study.

## ***Methodology***

This study uses a quantitative approach of the type of associative research, which attempts to explain the causal relationship between variables by testing hypotheses that have been determined. In accordance with the conceptual framework, researchers observed how much influence PT's organizational culture has. Panca Putri with dedication. Conceptual framework shown as figure 1.

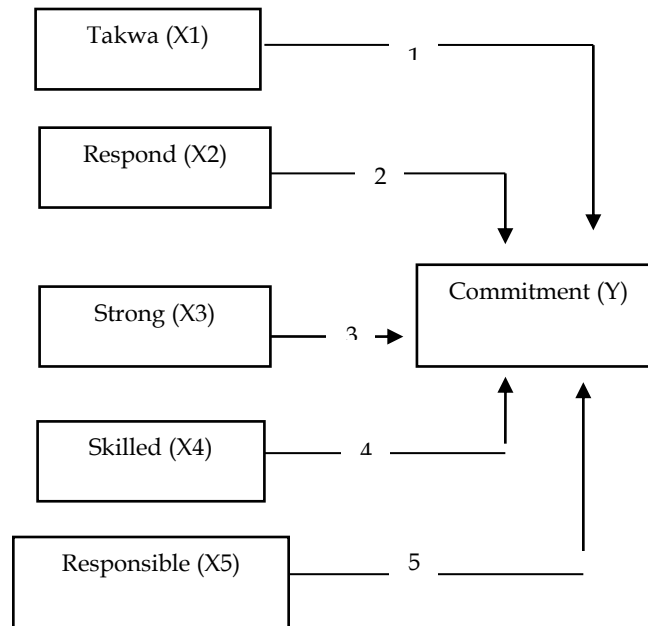


Figure 1. Conceptual Framework

The sample in this study consisted of 59 PT employees. Panca Putri. Data collection methods used in this study are interviews, questionnaires and documentation Research is conducted in several stages, namely: 1) Identification and classification of research variables; 2) Determination of research instruments and measurement scales that use a Likert scale in this research (a-seven points); 3) The research instrument test is the validity and reliability test using the SPSS application; 4) Furthermore, the data is analyzed by Path Analysis (Path Analysis Method).

## **Result and Discussion**

### *Identification of Organizational Culture Variables*

In this study, the exogenous variable is the organizational culture as set out in the form of 5 basic motto images of PT's organizational culture. Panca Puteri namely Takwa (X1), Response (X2), Resilient (X3), Skilled (X4) and Responsibility (X5).

#### **a. Takwa (X1)**

In accordance with the operational definition of the variable, the culture of Taqwa Taqwa for God Almighty is intended as the employee's perception of the fundamental values of the organization believed and implemented by PT. Panca Putri is reflected in the performance of her duties and obligations. The indicators used to measure Taqwa (X1) are Taqwa for God Almighty.

**Table 1 Percentage of variable dominance**

No	"Takwa" Organizational Culture Indicator	Percentage of dominance
1.	Aware that man is actually in the power that creates (X1.1)	1. Agree 36.2% 2. Strongly agree 26,1%
2.	Aware that life and human life is a duty of devotion to God Almighty (X1.2)	1. Agree 56.5% 2. Strongly agree 30.4%
3.	Aware that humans carry the mandate for the welfare of fellow human beings and the universe (X1.3)	1. Quite agree 30,4% 2. Agree 39,1%
4.	Aware that all actions will be accountable to God Almighty. (X1.4)	1. Agree 42,0 % 2. Strongly agree 26.1%

From the comparison of responses in which the dominance of the responses is once and for all, it can be illustrated that most respondents generally felt the cultural value of the Takwa organization that consisted of 4 (four) indicators, namely: aware that humanity is actually in the power that creates (X1.1); b) Realizing that human life and life is a duty of devotion to Almighty God (X1.2); c) Aware that humans have a mandate for the wellbeing of fellow humans and the universe (X1.3); d) Realize that all actions are accountable to Almighty God. (X1.4); still believed and implemented by the employees of PT. Panca Putri, it is clear that the basic assumptions of Takwa's organizational culture are still maintained as a guideline in performing its duties and obligations.

### ***b. Response (X2)***

The response in this survey is employees' perception of the fundamental assumptions of the organization that are believed and implemented by PT employees. Panca Putri is reflected in the performance of her duties and obligations. There are 4 Tangguh indicators in this study, as in Table 2.

**Table 2 Percentage of Variable Domination**

No.	"Responsive" Organizational Culture Indicator	Dominant response	Relatif (%)
1.	Aware that their services are working to meet needs (X2.1)	1. Agree 2. Strongly agree	42,0 39,1
2.	Aware that the interests of the community must take precedence (X2.2)	1. Netral 2. Quite agree	17,4 56,5
3.	Be aware of the demands of the community to provide reliable services (X2.3)	1. Quite agree 2. Agree	39,1 53,6
4.	Always strive not to disappoint the community in providing services (X2.4)	1. Netral 2. Quite agree	37,7 46,4

Based on the distribution of PT. Panca Putri to the response variable where the answers are dominated by agree and strongly agree, it can be said that in general most respondents feel the cultural value of the organization is still believed and implemented by employees of PT. Panca Putri, this can be

seen by still maintaining the basic assumptions of the organizational culture of Tanggap as a guide in carrying out its duties and obligations.

### c. *Resilient (X3)*

Distribution of respondents' answers to the three Tangguh indicators, in full, can be seen in Table 3.

**Table 3 Percentage of Variable Domination**

No.	"Responsive" Organizational Culture Indicator	Dominant response	Relatif (%)
1.	Aware that work requires optimal self ability (X3.1)	1. Quite agree 2. Agree	49,3 31,9
2.	Have a healthy physical and mental, full of innovation, initiative and dedication (X3.2)	1. Agree 2. Strongly agree	44,9 30,4
3.	Unyielding and unyielding in the face of any difficulties in carrying out the task (X3.3)	1. Agree 2. Strongly agree	44,9 30,4

From the comparison of the above answers, it can be illustrated that most respondents in general still believed and implemented the cultural value of the Tangguh organization, consisting of 3 (three) indicators, by PT employees. Panca Putri, can be seen by preserving the organizational culture of preserving Tanggap as a guide in carrying out her duties and obligations to the community.

### d. *Skilled (X4)*

Consistent with the definition of operational variables, what is meant by Skillful is skillful and behaves agile, friendly, polite and straightforward as employees' perception of the organization's fundamental assumptions believed and implemented by PT employees. Panca Putri is reflected in the performance of her duties and obligations. The indicators used to measure Skilled (X4) are shown in Table 4.

**Table 4 Percentage of Variable Domination**

No.	"Skilled" Organizational Culture Indicator	Dominant response	Relatif (%)
1.	Full of confidence and confidence in fulfilling obligations (X4.1)	1. Quite agree 2. Agree	26,1 37,7
2.	Able to carry out tasks in a professional manner (X4.2)	1. Netral 2. Quite agree	30,4 37,7
3.	Always striving to improve one's abilities (X4.3)	1. Netral 2. Quite agree	31,9 42,0

From the comparison of the above answers, it can be illustrated that most respondents generally believed that a competent organizational culture, consisting of 3 (three) indicators, was still believed and implemented by PT employees. Panca Putri, can be seen by still preserving the organizational culture

Skilled as a handle in performing its duties and obligations to the user community of maritime services in the port.

### *e. Responsibility (X5)*

In accordance with the variable operational definition, Responsibility means the Responsibility for Safety and Security as employees' perception of the basic assumptions of the organization that are believed and implemented by PT employees. Panca Putri is reflected in the performance of her duties and obligations. Indicators for measuring Responsibility (X5), namely Responsibility for the safety and security of parties involved in organizational activities.

**Tabel 5 Persentase Dominasi Variabel**

No.	Indicators of Organizational Culture "Responsibility"	Dominant response	Relatif (%)
1.	Recognizing that safety and security are key elements of work (X5.1)	1. Netral 2. Quite agree	24,6 46,4
2.	Responsible for the adequacy of facilities and infrastructure to ensure safety and security (X5.2)	1. Quite agree 2. Agree	31,9 40,6
3.	Ensuring the continuity of the organization under any circumstances (X5.3)	1. Agree 2. Quite agree	47,8 23,2

The comparison of the above answers shows that most respondents in general still believe and apply the cultural value of the responsibility organization, consisting of 3 (three) indicators, by the employees of PT. Panca Putri, can be seen by keeping the organizational culture competent as a guide in performing their duties and obligations.

### ***Identification of Organizational Commitment Variables***

Commitment (Y) of employees of PT. Panca Putri means the existence of ties, loyalty, or loyalty of employees to the organization, so that employees are willing to work for organizations with values that are firmly held together. For more details, Table 6 illustrates the distribution of respondents' dominant responses to the commitment variable using a Likert scale.

Table 6 may explain that the majority of respondents gave enough to approve the responses, to strongly agree on each item statement submitted to them. This can be interpreted as respondents agreeing with the commitment variable indicators in this study.

**Table 6 Dominance of Respondents on Indicators of Commitment Variables**

No.	Commitment Indicator	Dominant response	Relatif (%)
1.	Have emotional attachment.	1. Agree 2. Strongly agree	31,9 59,4
2.	Get good treatment	1. Agree 2. Strongly agree	36,2 26,1
3.	Considerations for continuing to work	1. Agree 2. Strongly agree	56,5 30,4
4.	Consideration of any losses if you stop working	1. Quite agree 2. Agree	30,4 39,1
5.	Loyalty is shown as a moral obligation	1. Agree 2. Strongly agree	42,0 26,1
6.	Refuse to offer other types of work elsewhere	1. Quite agree 2. Agree	31,9 36,2

### ***Analysis of the Effect of Organizational Culture on Organizational Commitment***

The results of the analysis of the influence of organizational culture on organizational commitment in this study are shown in Table 7.

**Table 7 Influence of organizational culture organizational culture on commitment variables**

Item	Path coefficient	$t_{hitung}$	Significance	Information
X1	0,936	21,767	0,000	There is a significant influence
X2	0,008	0,217	0,829	There is no significant effect
X3	0,616	3,384	0,002	There is a significant influence
X4	0,006	0,161	0,873	There is no significant effect
X5	0,448	3,085	0,042	There is a significant influence

Based on Table 7, the pious variable (X1) with a significance value of 0.000 and tough (X3) can have the significance value of 0.002 and the responsibility (X5) of the significance value of 0.042, which is less than the indicated level of significance ( $<0.05$ ), It is said that each of these variables has a direct impact on the commitment variable (Y), while the response (X2) and skillful (X4) have no direct effect on the commitment variable because the significance value is greater than required ( $> 0.05$ ).

Using path analysis, at a significance level of 0.05, the influence of organizational culture variables of PT. Panca Putriyaitu: Piety, respite and responsibility towards the commitment variable has a significance level of less than 0.0, while the responsive and skillful variables have a significance level of more than 0.05, please describe the hypothesis as follows in this study concerns:

1. The organizational culture of piety has a great influence on the commitment, acceptable.
2. The culture of ladder organizations has a major influence on the deployment, it is not acceptable.
3. The organizational culture has a major influence on commitment, can be accepted.
4. The culture of skilled organizations has a significant effect on commitment, it cannot be accepted.
5. Responsibility culture has a significant effect on commitment, can be accepted.

Simply put, the influence of three main organizational culture variables on commitment variables can be illustrated as shown in Figure 1.

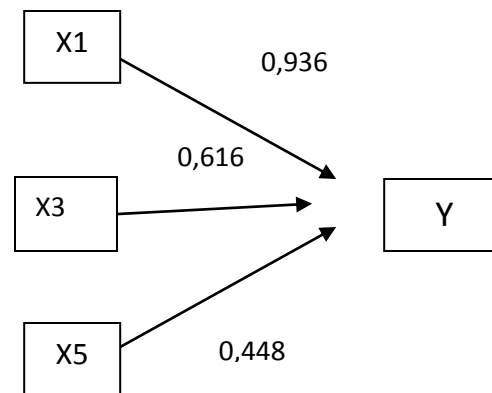


Figure 1. Variable Influence Model

Piety (in the form of the belief that human life is to perform the task of God and to serve and maintain the mandate of the task) of an individual in a group or organization becomes an important basis for showing employee engagement but also as tough, unyielding, never giving up, initiative and high dedication and sense of responsibility to always deliver the best performance for the organization. In general, organizational engagement can be seen as maintaining harmony and harmony between the goals and interests of the organization and its members.

The results of this study are in line with and support the theories put forward by Atmosoeparto (2000), Cascio (1992) and Schein (1992) which in fact portray organizational culture as a pattern or fundamental assumptions in which values, norms are norms and rules that are shared and that can guide the attitude and behavior of members of an organization. These values and norms are one of the determining factors for employee behavior when performing their duties in a company.

Other studies supporting the results of this study have been conducted by Rizki and Ma'ud (2016) and say that work obligation is a variable that reflects the degree of relationship considered as the property of individuals themselves with certain jobs in certain organizations. Kingkin, et al., (2016) describe the attitude of employee engagement to the company, showing that there is a bond or loyalty between employees and the company. A form of commitment that employees see is a strong sense of achieving the goals and values of the organization.

## Conclusion

On the basis of data analysis and discussion, it can be concluded that of the five organizational culture variables in PT. Panca Putri, three of which are piety, toughness and responsibility, have a positive and significant effect on the commitment of the organization. It can therefore be said that the level of piety, resilience and a great sense of responsibility determine the commitment of an employee to the



organization where he works. Other organizational culture variables, which are responsive and competent, indicate in this study that the two variables show no significant effect on the commitment variable. It can therefore be concluded that, in the context of this study, the responsive and skillful variables cannot be used to measure the commitment variable on the employees in PT. Panca Putri.

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