

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PRODUCTIVITY OF PT PELABUHAN TANJUNG PRIOK PALEMBANG BRANCH

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Abstract: *This study aims to assess the effect of organizational culture and commitment on employee productivity at PT Pelabuhan Tanjung Priok's Palembang branch. Questionnaires were distributed to 62 employees, and both quantitative and qualitative descriptive methods were employed to analyze the data from primary and secondary sources. The findings indicate that neither organizational culture nor organizational commitment significantly influence employee productivity. This conclusion is drawn from the rejection of H0 and acceptance of H1, as Fcount (0.578) is less than Ftable (0.250). Additionally, the F test shows a significance value of 0.567, which is greater than 0.05, confirming that the independent variables (organizational culture and commitment) have no significant impact on the dependent variable (employee productivity).*

Keywords: Organizational Culture, Organizational Commitment, Employee Productivity.

INTRODUCTION

The agreed-upon norms and values that shape the way people interact in a group are called organizational culture. Organizational culture consists of people's experiences with each other, beliefs, expectations, and values that shape the organization's operations. A company can have a distinct identity and competitive advantage because of a strong organizational culture. In addition, organizational culture ensures that an individual's behavior is in line with the overall goals of the organization. The existence of organizational culture phenomenon in PT Pelabuhan Tanjung Priok, Palembang Branch, namely the lack of unity in making a joint decision because they remain firm with their own opinions, often delay work because they are considered relaxed, are still not careful in solving problems because they are carried away by emotions, do not have more ability in adapting to employees so they always rely on other colleagues, lack of communication between employees resulting in late completion of tasks. In addition to organizational culture factors, there is the organizational commitment factor. Loyalty or tendency towards something, usually because of a sense of connection, such as in relationships, promises, or other obligations, is how commitment is shown. Employees who are very dedicated to the organization tend to have different attitudes compared to employees who are less dedicated. The existence of the Organizational Commitment phenomenon in PT Pelabuhan Tanjung Priok, Palembang Branch is less than optimal in carrying out responsibilities because of emotional feelings towards the work being done, employees remain in the company because they have held higher positions, the attitude of employee loyalty is still low towards the company because they hope to get benefits if they stay, lack of concern to comply with written regulations.

Work production is the ratio between the results obtained and the amount of resources used. Each resource in every service-oriented activity plays an important role in influencing the level of productivity, so effective organization and management are essential. Fluctuations in productivity are closely related to the success or failure of an organization. Production is basically a way of thinking that emphasizes continuous improvement, namely that today must be better than the day before and the next day must be better than today. This perspective encourages people to be dissatisfied with themselves and to continue to develop themselves, improve their skills and performance, and continue to grow and develop.



Table 1 Field employee productivity in 2023

NO	Task	Quarterly	Month	Target	Work result
1.	Loading and unloading of ships	Quarter I	January	1,000	701
2.	Coordinate and report to spv		February	1,000	800
3.	Leading activities		March	1,000	699
4.	Counting and checking goods	Quarter II	April	1,000	750
5.	Lifting goods or loads		May	1,000	811
6.	Directing forklift operators		June	1,000	504
7.	Operating staffing activities	Quarter III	July	1,000	760
8.	Loading goods into containers		August	1,000	935
9.	Loading goods into containers using a forklift	Quarter IV	September	1,000	840
10.	Sealing the container lid		October	1,000	905
11.	Relocation activities to the field		November	1,000	790
12.	Stacking using head truck		December	1,000	655

METHODS

The author uses two types of data in this study, namely:

1. Qualitative Data

Sugiyono (2016) stated that quantitative data is a research technique used in studying the natural state of objects. Researchers are the main tool in this process. Data collected in the form of numbers, namely company history data and organizational structure data, do not come from this research. Instead, the data collected is in the form of explanations related to the condition of the company and factors that affect the work environment of its employees.

2. Quantitative Data

Sugiyono (2016) stated that quantitative research can be associated with the philosophy of positivism and is used to study certain samples or populations. Usually the sampling technique is carried out by chance, and research instruments are used in collecting data, then data analysis is carried out statistically or quantitatively in order to test the established hypothesis. The data collected in the form of numbers includes company conditions, employee data, and questionnaire data.

RESULTS AND DISCUSSION

Results

1. Validity Test Results

According to Sunyoto (2012), validity testing is conducted to evaluate how accurately a test performs its measuring task. In other words, validity testing is conducted to evaluate the ability of a measuring instrument. A survey is declared valid if its questions can reveal something that is intended to be measured.

Table 2 Results of the Organizational Culture Variable Instrument Trial (X1)

Statement Items	R Table	R Count	Information
X1.1	0.828	0.250	Valid
X1.2	0.642	0.250	Valid
X1.3	0.776	0.250	Valid
X1.4	0.893	0.250	Valid
X1.5	0.652	0.250	Valid
X1.6	0.769	0.250	Valid

Statement Items	R Table	R Count	Information
X1.7	0.581	0.250	Valid
X1.8	0.801	0.250	Valid
X1.9	0.843	0.250	Valid
X1.10	0.585	0.250	Valid
X1.11	0.481	0.250	Valid
X1.12	0.850	0.250	Valid

From these data, it can be concluded that there are twelve questions for The organizational culture variable is valid, because the calculated r is greater than the r table, so this statement can be used in research.

Table 3 Results of the Validity Test of the Organizational Commitment Variable (X2)

Statement Items	R Table	R Count	Information
X1.1	0.692	0.250	Valid
X1.2	0.421	0.250	Valid
X1.3	0.609	0.250	Valid
X1.4	0.654	0.250	Valid
X1.5	0.422	0.250	Valid
X1.6	0.374	0.250	Valid
X1.7	0.732	0.250	Valid
X1.8	0.536	0.250	Valid
X1.9	0.768	0.250	Valid
X1.10	0.732	0.250	Valid

By remembering that r -count is greater than r -table, and this statement can be used in research, it is known that from ten questions the Organizational Commitment variable (X2) can be considered valid. This is shown by the data in table 3.

Table 4 Results of Validity Test of Productivity Variable (Y)

Statement Items	R Table	R Count	Information
X1.1	0.808	0.250	Valid
X1.2	0.755	0.250	Valid
X1.3	0.821	0.250	Valid
X1.4	0.833	0.250	Valid
X1.5	0.836	0.250	Valid
X1.6	0.854	0.250	Valid
X1.7	0.889	0.250	Valid
X1.8	0.825	0.250	Valid
X1.9	0.898	0.250	Valid
X1.10	0.889	0.250	Valid

Since $r_{count} > r_{table}$, the statement can be used in the research. The conclusion can be made based on the data in table 4.

2. Reliability Test

If the same symptoms and results of research subjects are found in several different studies, this reliability test indicates how reliable these measurements are.

Table 5 Reliability Test Results

Item	Cronbach's Alpha	Reliability Standards	Reliability Results
X1	0.937	0.60	Reliable
X2	0.873	0.60	Reliable
Y	0.965	0.60	Reliable

Based on the table above, it can be seen that Cronbach's Alpha for all statement items for each variable obtained from respondents exceeds the value of the reliability standard of 0.60, meaning that all variables are declared reliable (accurate), namely worthy of being researched.

3. Classical assumption test

Statistical requirements in multiple linear regression analysis are called classical assumption tests. Before multiple linear regression analysis can be tested on the research hypothesis, the data must be tested with the classical assumption test, which will be carried out as below:

4. Linearity Test

Linearity test is conducted to ensure the specifications of the applied model are correct. Linearity test to determine whether the empirical model is better linear, square, or cubic (Ghozali, 2013).

Table 6 Results of Linearity Test of Organizational Culture Variable (X1) with Productivity Variable (Y)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Y * X1*x2	Between Groups	(Combined)	635,885	22	42,392	.459	.930
		Linearity	43,918	1	43,918	.475	.500
		Deviation from Linearity	591,967	21	42,283	.458	.926
	Within Groups		1478.583	42	92,411		
	Total		2114.469	62			

According to the results of the previous linearity test, it can be concluded that, with the significance of organizational culture more than 0.05, there is a linear and fulfilled influence between organizational culture and productivity.

Table 7 Results of Linearity Test of Organizational Commitment Variable (X2) with Productivity Variable (Y)

ANOVA Table			Sum of	df	Mean	F	Sig.
			Squares		Square		
Y *	Between	(Combined)	1268.177	22	90,584	1,820	.120
X1 *	Groups						
X2		Linearity	47,676	1	47,676	.958	.341
		Deviation from Linearity	1220.502	21	93,885	1,886	.110
	Within Groups		846,292	42	49,782		
	Total		2114.469	62			

According to the results of the previous linearity test, it can be concluded that the significance value of the deviation from linearity is 0.110, and because the significance of productivity is above 0.05, it can be concluded that there is a linear and fulfilled influence between organizational culture (XI) and organizational commitment (X2) on productivity (Y).

5. Normality test

The purpose of the normality test, according to Ghozali (2012), is to determine whether the independent and dependent variables contribute to the regression model. Data that is normally distributed or close to normal is a good indicator for a regression model. In order to ensure that the data in the following study is normally distributed, a normality test was conducted. The test results apply graphical analysis *normal PP Plot Regression Standardized Residual* proven by the image below.:

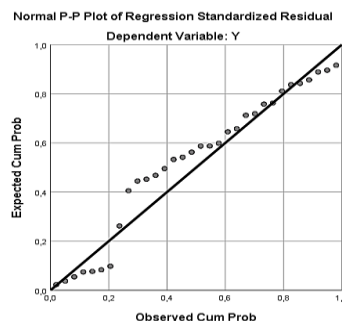


Figure 1 PP Plot Normality

According to the output above, the points spread around and follow the direction of the diagonal line. Because it meets the normal distribution, it can be concluded that the following regression model is feasible to apply.

6. Multicollinearity test

Ghozali (2013) argues that the multicollinearity test is intended to ensure whether the regression model indicates a relationship between independent variables. A good regression model should not find a relationship between independent variables.

Table 8 Multicollinearity Test Results Coefficients

Model	Unstandardized Coefficients			Standardized Coefficients			t	Sig.	Collinearity
Statistics	B	Std. Error	Beta						
(Constant)	25,139	13,627		1,845	,075				
Organizational culture	,174	,262	,127	,690	,496	,983	1,017		
Organizational commitment		,165	,227	,134	,728	,472	,983	1,017	

From the table, the results of the tolerance value calculation indicate that there are no independent variables with a tolerance value below 0.10, then the tolerance value of each independent variable is 0.983 for Organizational Culture and Organizational Commitment, respectively. Value *Variance Inflation Factor* (VIF) also indicates the same results, namely the VIF value of each is 0.983.

From the findings above, it can be concluded that there is no multicollinearity in the regression model between independent variables.

7. Heteroscedasticity test

The purpose of conducting heteroscedasticity testing is to find out whether there is a difference in the residual variation from one observation to another in the regression model. In this case, the difference in the residual variation from one observation to another is called heteroscedasticity. If there is no heteroscedasticity or homoscedasticity, then the regression model is good (Ghozali, 2013).

In order to find out whether there is heteroscedasticity in this study, it is explained with *scatterplot* below this:

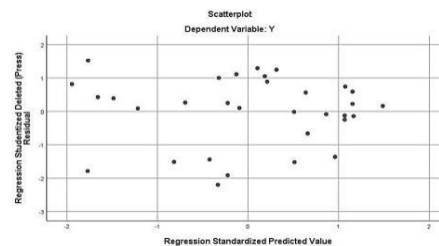


Figure 2 Scatterplot Graph

There is no heteroscedasticity problem in the residuals because the scatterplot output above indicates that the data does not form a particular pattern (assumption *heteroscedasticity* fulfilled).

8. Multiple linear analysis test results

The research problem is handled using multiple linear regression analysis. This analysis method is used because the purpose of this study is to determine whether there is an influence between the independent variable (X) and the dependent variable (Y), with the relationship between the two can be shown through the use of the SPSS 20 program for Windows, which can be found below:

Table 9 Multiple Linear Analysis Test Results

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	25.139	13.627		1.845	.075
Organizational culture (X1)	.174	.252	.127	.690	.496

Organizational commitment (X2)	.165	.227	.134	.728	..472

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

$$Y = 25.139 + 0.174X_1 + 0.165X_2 + e$$

Information :

Y = Productivity

X1 = Organizational Culture

X2 = Organizational Commitment

Based on the regression data above, we get that:

- The variables of Organizational Commitment and Organizational Culture have a positive coefficient on Productivity, with a constant value of 25.139.
- The Organizational Culture Coefficient (X1) produces a value of 0.174, or 17.4%, which indicates that Productivity will increase by 1% if organizational culture increases by 1% assuming other variables remain constant.
- The Organizational Commitment Coefficient (X2) indicates a value of 0.165, or 16.5%, which means that productivity will increase by 1% if the organizational commitment increases by 1% assuming other variables remain constant.

Hypothesis testing

9. f(simultaneous) test

Opinion from Sugiyono (2013), the F test was conducted to simultaneously evaluate the independent variables influencing the dependent variable. The Fcount and Ftable values were compared to conduct a hypothesis test. The Fcount value can be found from the results of data processing using the SPSS version 20 program for Windows as below:

Table 10 F Test Results (Simultaneous)

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81,073	1	40,537	,578
	Residual	2033,395	60	70,117	
Total	2114,469	61			

This study indicates that H0 is rejected, while H1 is accepted, because Fcount > Ftable (0.578 > 0.250). Organizational Culture (X1) and Organizational Commitment (X2) do not affect Productivity (Y) simultaneously.

The results of the F study indicate a significant value of 0.567, which indicates that sig. F 0.567 is greater than 0.05. This indicates that the dependent variable is not significantly influenced by the independent variable.

10. t-test (partial)

Parameter test, or correlation test, is done through t-statistic test. Thus it indicates whether there is a relationship between each independent variable (X) and the dependent variable.

Table 11 Results of T-Test (Partial)

Coefficients ^a					
	Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	25.139	13,627		1,845
	Organizational culture (X1)	.174	.252	.127	.496
	Organizational commitment (X2)	.165	.227	.134	.472

The results of the hypothesis test for the Organizational Culture variable (X1) partially indicate that the variable does not significantly affect Productivity ($df = nk = 62-2 = 60$), because the t-count value is known to be 0.690, the t-table value with a real level of 0.05 (5%), then the $df = nk = 62-2 = 60$ value is 2.045. For the organizational commitment variable (X2), the results of the partial hypothesis test indicate that the variable does not significantly affect productivity. The results of the hypothesis test indicate that the t-count value is known to be 0.728, while the t-table value with a real level of 0.05 (5%), and the $df = nk = 62-2 = 60$ value is 2.045. Therefore, it can be concluded that H_0 is accepted and H_1 is rejected.

11. Coefficient of Determination Test (R^2) / Adjust

The coefficient of determination is used to measure the extent to which the independent variable explains the dependent variable. In other words, the coefficient of determination indicates how much the dependent variable can explain the independent variable. The following table indicates the values of the coefficient of determination with adjusted rectangle values:

Table 13 Analysis of Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.196a	.038	-.028	8,374

The results of the regression calculation indicate that the variables of Organizational Culture (X1) and Organizational Commitment (X2) can be responsible for 0.28% of the productivity variable, with a determination coefficient (Adjusted R^2) obtained of 0.028 indicating that other variables can be responsible for 99.72% of the total variables, namely the employee's last formal education, training that has been attended, length of service, namely how long the employee has worked in the same field with the existing experience, wages and incentives given.

12. Correlation coefficient test (r)

In this case, the table below is applied to find out how organizational culture and organizational commitment affect the productivity of employees of PT Pelabuhan Tanjung Priok, Palembang Branch. The quantity to be analyzed is the correlation (r). A statistical method known as correlation is used to determine the relationship between two or more variables, as shown in the table below.

Table 14 Correlation Coefficient Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.196a	.038	-.028	8,374

The results of the correlation coefficient analysis for the three variables are 0.196, which indicates a very weak relationship between the dependent variable and the independent correlation variable, indicating that the correlation level is relatively low.

DISCUSSION

The Influence of Organizational Culture on Productivity

With the increasing number of activities carried out in a company, efficient and effective implementation of activities is needed to achieve company goals. Organizational Culture is a guideline based on the perspective of life as a value that becomes a habit, nature, and supporting force in the life of an organization or community group. Organizational Culture is reflected in beliefs, ideals, attitudes, opinions, and actions that are reflected in work or professional life. Taken from Triguno's book (2006:13) on Human Resource Management.

The test results indicate that partially Organizational Culture (X1) has a positive but insignificant influence on the productivity of PT Pelabuhan Tanjung Priok, Palembang Branch, amounting to 17.4%. Other variables have an influence of 82.6%. for example: motivation, communication, management and leadership style, and values held by individuals.

However, this is contrary to the research of Muhammad Zama'syari (2010), which found that there was a significant influence between work productivity and organizational work ethic, with the research location in KJKS/UJKS in Pati district. The results of the t-test of 2.940 with a significance of 0.608 and a regression coefficient of 0.487 indicate this.

The Influence of Organizational Commitment on Productivity

Kaswan (2017) stated that the level of employee willingness to continue working for the company is defined as organizational commitment. Commitment is usually indicates employee trust in the goals and mission of the organization, their willingness to make efforts to complete the tasks given, and their desire to continue working in the company. Partisanship or tendency because they feel bound to something, such as a relationship, a promise, and so on, can indicate commitment. Indra Kharis. When an employee is committed to a particular organization and has goals and desires to maintain it, participating in hard work means they are committed to their work.

The test results indicate that Organizational Commitment (X2) partially has a positive but insignificant impact on the production of PT Pelabuhan Tanjung Priok, Palembang Branch, worth 16.5 percent. Other variables have an impact of 83.5 percent. for example: job satisfaction, leadership style and organizational climate.

The Simultaneous Influence of Organizational Culture and Organizational Commitment on Productivity

As a result of the questionnaire distribution, it was seen that most of the participants responded positively to the author's comments regarding organizational culture, organizational commitment, and productivity.

The test results indicate that organizational culture (X1) and organizational commitment (X2) each have a negative impact of 0.28%. On the other hand, other variables, such as wages, work experience, education level, and work environment, have a negative impact of 99.72%. or no matter how small the commitment is owned by employees in advancing the company to become a job as the main priority in this company and the high or low culture of employees in satisfaction with the work itself, the attitude of their superiors, their coworkers do not directly or significantly affect employee productivity.

CONCLUSION

Partially and positively but not significantly, Organizational Culture (X1) influences the Productivity of PT Pelabuhan Tanjung Priok, Palembang Branch by 17.4%. Organizational Commitment (X2) partially and positively but it does not significantly affect the productivity of PT

Pelabuhan Tanjung Priok, Palembang Branch, which is 16.5%. Organizational culture (X1) and organizational commitment (X2) simultaneously have a negative influence of 0.28%.

Suggestion

1. In addition to organizational culture in increasing productivity, companies must implement awards for employees who have achieved their targets in carrying out their work and to motivate employees to feel satisfied with their achievements.
2. To increase employee productivity, companies must have a good organizational culture and other factors must also be considered to achieve better productivity results for employees and the company.
3. It is recommended for future research to be able to develop other factors that have not been revealed in this study, especially regarding research that affects employee productivity variables as dependent variables and other independent variables. And can provide a specific picture of organizational culture and organizational commitment in its influence on employee productivity.

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