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**THE ROLE OF ORGANIZATIONAL  
COMMITMENT AS A MEDIATING VARIABLE  
IN THE INFLUENCE OF ORGANIZATIONAL  
CULTURE AND EMPLOYEE PERFORMANCE  
IN THE TELECOMMUNICATION INDUSTRY****Eka Putri Rifandani**Management, Faculty of Economy Business, Brawijaya University,  
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**Abstract:** Business competition has required every company to examine more deeply the appropriate strategy to use so that the company can have strong competitiveness and survive amidst quite dynamic environmental changes. Research on human resource management is expected to contribute to examining the contribution of elements that can be factors that affect employee performance. This current study examines and analyzes the effect of training and organizational culture on employee performance with the mediation of organizational commitment in the telecommunication industry. This current study focuses on mediating organizational commitment's effect on organizational culture and employee performance. One hundred ten respondents who participated in the survey were recruited by using a saturated sampling technique. The data of this quantitative study was analyzed using Structural Equation Modelling of PLS and hypothesis testing. This results study finds that the two variables have different effects: training has no significant effect on organizational commitment and employee performance, but organizational culture results in the opposite. Implications derived from this study are expected to be used by companies in their improvement efforts.

**Keywords:** Training, Organizational Culture, Organizational Commitment, Employee Performance

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## INTRODUCTION

The internet is one of the many types of technology developed in developed countries, and developing countries like Indonesia feel the impact of internet use. Based on the following data obtained from the Internet World Stats (IWS) in June 2019 showing data on internet users worldwide, Indonesia has been ranked 5th compared to 20 other developing countries. The increasing number of internet users provides an opportunity for business competition in telecommunications related to internet service providers, which is quite tight. Business competition has required every company to examine more deeply the appropriate strategy to use so that the company can have strong competitiveness and survive amidst quite dynamic environmental changes. In an effort to maintain the existence of the company, one of the efforts made is to make improvements or changes for the better.

One of the business sector companies in the service sector that utilizes information and communication technology is PT. Telkom Access. Telkom Access is one of the subsidiaries of the Telkom Indonesia company. Telkom Access is engaged in providing construction services and managing internet network infrastructure. The increase in internet users in Indonesia has social, economic, and political impacts on the large amount of technology used in everyday life. According to We Are Social data, Indonesians use the internet an average of nine hours daily (Wearesocial, 2019). In connection with these data, PT. Telkom Access has a considerable opportunity to develop its company by optimizing service to customers and improving employee performance to achieve the targets desired by the company. In line with this, it means that the number of PT. Telkom Access's competitors are increasing every year.

In the business of developing the company, PT. Telkom Access prioritizes the management of its human resources appropriately to increase employee productivity so that the quality of work and satisfaction of employees and customers also increases. Based on information on the level of complaints from internet customers, it was recorded that from 2013 to 2019, it was increasing. If the company ignores this condition, it will have an impact on the number of customers who will decrease and switch to other providers. This phenomenon is the basis for researchers to want to learn more

about the crucial factors that significantly impact employee performance, of course, related to internet services to customers. Research on human resource management is expected to contribute to examining the contribution of elements that can be factors that affect employee performance at PT. Telkom Access.

Referring to the explanation of the background and the phenomena and research gaps found, the researcher wants to find out more about internet services for customers at PT. Telkom Access. The first reason researchers are interested in the research topic is that a gap shows different results from several previous studies related to training and organizational culture influencing employee performance. Second, the topic of training and organizational culture is quite interesting to study because there has not been much research conducted in the business sector in the service sector by utilizing information and communication technology. Third, this study contributes to examining what elements influence employee performance and to determine the level of effectiveness of the training provided by the company and the employees' organizational commitment. It is expected to move employees to achieve organizational goals, improve service from employees to corporate consumers, and improve human resources to be of higher quality. Based on the phenomena and research gaps described, it is necessary to research the influence of training and organizational culture variables on employee performance with organizational commitment as a mediating variable.

## LITERATURE REVIEW

### Human Resource Management

Human Resource Management (HRM) is an attempt to design a management system to prove that the strengths and the skills of its human resources have been utilized effectively and efficiently to realize company goals (Mathis and Jackson, 2011).

### Training

Training is a systematic activity that aims to develop and improve employees' skills, knowledge, and behavior in completing their respective tasks. Daft (2011) says that training and development is a scheduled effort carried out by companies to facilitate their employees to learn various

skills and behaviors related to the field of work. Based on the concept of Noe (2013), it can be concluded that the type of training implemented by the company is a structured and planned program as an effort to manage and increase the potential and abilities of employees according to job requirements which cover three aspects, namely technical, soft skills and functional.

**Organizational Commitment**

Organizational commitment is vital in organizational behavior (Cuskelly and Boag, 2001). It is related to the personal emotional attachment of employees and the level of employee involvement in the organization. Organizational commitment, according to Robbins (2009), argues that a situation where employees take sides in the organization. The definition of organizational commitment from Al-Sada et al. (2016) is the psychological condition of employees associated with the organization. It has implications for determining whether or not their membership in the organization continues.

**Organizational Culture**

According to Luthans (2017), organizational culture is a set of norms, values, beliefs, and an understanding used as a reference for behaving, thinking, and feeling by employees. It is also supported by Schein's theory that organizational culture is the basic principle for systems and practices of management behavior in an effort to improve organizational principles. Organizational culture will manifest itself in various ways by developing into a pattern of activities carried out through so-

cial interaction.

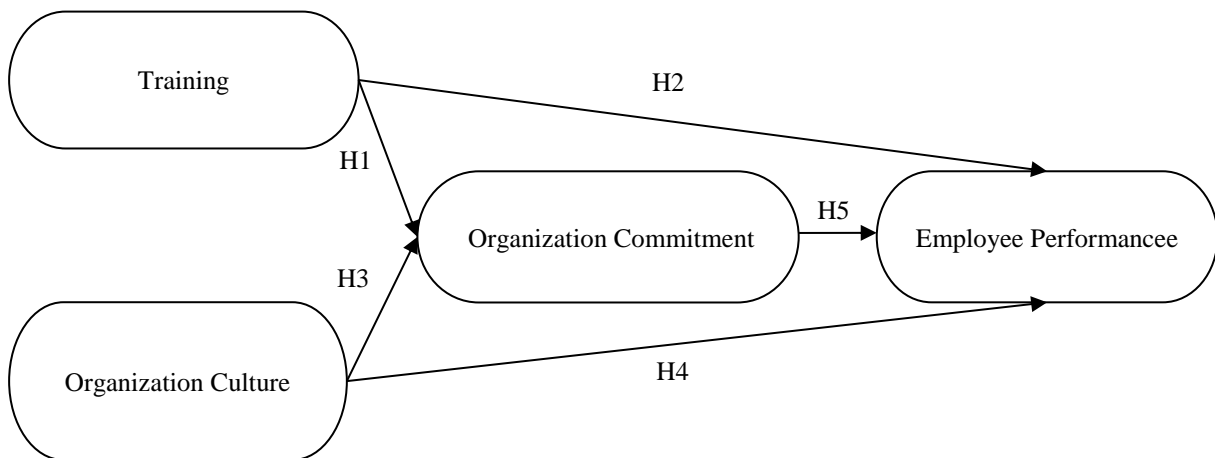
**Employee Performance**

According to Noe (2013), performance is a means by which a manager ensures that the activities of employees and their results are in accordance with the targets expected by the company, and performance is the essence of achieving excellence to compete with other companies. According to Whitmore (2002), performance is a behavior, achievement of the results that individual employees have obtained. The same thing was expressed by Robbins (2009), who said that performance results from job evaluations obtained by employees compared to predetermined criteria.

**HYPOTHESIS DEVELOPMENT**

In Figure 1 is a research conceptual framework model. According to the theory of reciprocity, Cropanzano and Mitchell (2005) said that training given to employees will lead to an increased level of employee commitment to the company. From empirical studies and theories above, we hypothesize the following. Based on previous research by Ocen et al. (2017), the results showed a positive relationship between training on organizational commitment and job satisfaction, which partially helps the effect of training on organizational commitment. A similar study conducted by Ling (2014) showed the same results that training programs provided effectively would have a positive impact on employee organizational commitment.

**H1:** There is an influence of training on organizational commitment.



**Figure 1. Conceptual Framework**

Training is essential in helping employees to be able to achieve the goals of an organization with good, efficient, and effective performance results. Several empirical studies have concluded that there is a related relationship between training and performance. Several previous studies on the effect of training on performance were put forward by Yao et al. (2019), with their research showing a strong effect of training on employee performance. All hypotheses are supported, and the results are consistent with a similar study conducted by Salem and Abdien (2017), who examined the extent to which cross-training was implemented, identified the benefits of training, and investigated the effect of the training on the performance of hotel employees. The study results show that effective cross-training techniques will improve employee performance and service quality.

**H2:** There is an effect of training on employee performance.

Organizational culture is a pattern or rule of behavior and values or beliefs of members of the organization that have been mutually agreed upon. Some previous research related to the influence of organizational culture on the organizational commitment is by Wua et al. (2022) and Acar (2012), which show that organizational culture has a significant impact on organizational commitment. A similar study conducted by Al-Sada et al. (2016) showed results that there was a significant positive relationship between organizational culture and employee job satisfaction. Organizational culture supports organizational commitment and leadership style on employee performance in the education sector.

**H3:** There is an influence of organizational culture on organizational commitment.

There are many dimensions of organizational culture, one of which is the existence of pressure in an effort to achieve a company's performance. Meng and Berger (2018) argue that organizational culture arises when an organization's circumstances require its role to improve the employee's performance. Several previous studies related to the influence of organizational culture on performance were researched by Raharjo et al. (2018), which analyzed the relationship between work design, organizational commitment, and organizati-

onal culture and employee performance. The results showed a significant positive influence of organizational culture and job design variables on organizational commitment and employee performance. Sihombing et al. (2018) showed that there is a significant influence of organizational culture on employee performance; leadership has a significant effect on organizational culture but does not have a significant effect on employee performance. **H4:** There is an influence of organizational culture on employee performance.

Several previous studies by Hendri (2019) showed that there was a significant and positive influence between job satisfaction and organizational culture on employee performance. In theory, Robbins (2009) revealed that the relationship between learning and employee performance needs to have other variables that can strengthen the relationship between the two variables in an effort to contribute to improving employee performance. Similar research was also conducted by Pinho et al. (2014), showing the results of a relationship between organizational culture and employee performance. From the empirical and theoretical studies above, we hypothesize the following:

**H5:** There is an influence of organizational commitment on employee performance.

Based on previous research by Almutairi (2015) with the results of research, leadership style has a positive correlation with employee performance and affective organizational commitment. Affective organizational commitment mediates the relationship between the leadership style and performance. A similar study conducted by Nikpour (2017) showed results that there was an indirect impact of organizational culture on performance mediated by organizational commitment.

**H6:** There is an influence of organizational culture on employee performance with organizational commitment as mediation.

## METHOD

The approach in research uses a quantitative approach that aims to describe and prove hypotheses against phenomena that occur. Using quantitative approaches with valid, reliable instruments and appropriate statistical analysis will make the research results no different from the actual situa-

tion. This type of research used in this study is explanatory, namely, research that explains the relationship between two research variables where one variable influences the other variables Cooper and Schindler (2008). The approach used in this study is a cross-sectional approach. In this cross-sectional time dimension, researchers only collected data once, which was not sustainable Sekaran and Bougie (2014).

A research location is where the research takes place and is carried out by researchers to obtain the data needed as strong evidence in writing. The study was conducted on employees of PT. Telkom Access Malang City, East Java. The population is a group of elements to be concluded by Cooper and Schindler (2008). The population in this study involved all the employees of PT. Telkom Access Telkom Technology Technician Division employees' contract status who had received training from PT. Telkom Access. The sampling technique used in this study is saturated sampling. This sampling technique aims to provide the desired information per the criteria researchers determined (Ferdinand, 2011). Based on the sampling method, the number of samples in this study was 110 employees. The data collection method used in this study is the questionnaire method. The questionnaire method, according to Sekaran and Bougie (2014), is a question arranged in a sentence in the form of a statement with the available answer options. The questionnaire method is expected to provide the information needed and obtain information relevant to the research. Questionnaires in the form of a list of written statements with online Google form media will be distributed to sampled employees to capture data about exogenous variables, namely training and organizational culture, with mediating variables, namely organizational commitment, and endogenous variables, namely employee performance. The research variable consists of four variables, namely two independent variables, namely Training and Organizational Culture with Organizational Commitment as a mediating variable, and the dependent variable, namely Employee Performance.

### **Training**

Training is defined as a series of programs carried out to be able to improve specific skills, knowledge, and behavior related to the work of both old and new employees. Training Indicator,

according to Mondy (2008), there are four indicators in the assessment of job training: Type of training, training provided following company needs and opportunities, training is conducted regularly, Training process, systematic and structured training led by experts, and Extensification of training, providing training for employee development.

### **Organizational Culture**

Organizational culture is a set of norms, values of trust, and an understanding used as a reference for employees acting, behaving, and thinking. Organizational culture variables in this study use 7 indicators from Hogan and Coote (2013): Openness and flexibility are the extent to which an organization values openness to new ideas, and internal communication is a company providing access to the availability of knowledge. A professional is a company providing technical skills and expertise according to the field. Cooperation between functions is a colleague working together in the functional field. Responsibility is having the responsibility and determination to solve problems in the company. Risk: employees are brave in taking all risks. Visible and Physical Plant is a characteristic/tangible manifestation of company-owned employees.

### **Organizational Commitment**

Organizational commitment is an intense desire from employees to become part of the organization to empower all energy and thoughts to achieve organizational goals. The variable organizational commitment in this study was measured using 3 indicators from Meyer and Allen (1997) in Hafiz (2017): Affective Commitment, Normative Commitment, and Continuity Commitment.

### **Employee Performance**

Performance is the achievement of one's work in the form of quality or quantity in an organization. Performance can be defined as an individual or group work achievement. Performance variables supported by the results of research by Dharma (2003) and Maharani et al. (2013) provide a standard explanation for assessing employee performance. Quality is the ability to work professionally and according to company standards, Quantity is the result of work according to whether or not against the desired target, and Timeliness is the accuracy in completing work in a timely and systematic manner.

Table 1. Output PLS

Correlation	Path Coefficient	Standard Deviation	t-statistik	p-value	Keterangan
Training→Organizational Commitment	-0.010	0.169	0.058	0.954	No significant
Training → Employee Performance	-0.002	0.127	0.013	0.989	No significant
Organizational Culture → Organizational Commitment	0.731	0.145	5.062	0.000	Significant
Organizational Culture → Employee Performance	0.394	0.173	2.275	0.023	Significant
Organizational Commitment → Employee Performance	0.477	0.105	4.546	0.000	Significant

## RESULTS

### Characteristics of Respondents

Based on the results of the analysis of the characteristics of respondents, the majority of male employees are more than female employees. Some respondents have married status. The majority of employees aged 21 to 30 years with the most number are 89 people. Respondents with high school / vocational education are more numerous than those with a university education. The majority of respondents had a service period of 1 to 3 years.

### Validity Test

To test the validity, measure the instrument's accuracy (questionnaire) using the formula proposed by Pearson, which aims to find the value of correlation Arikunto (2010). Validity calculation is done by correlating each item score to the total score using the Pearson Correlation technique with the testing criteria if the correlation coefficient ( $r_{xy}$ ) is greater than 0.3, meaning the questionnaire items are declared valid and declared valid as a data collection tool Solimun (2015). The validity test in this study involved 30 respondents, namely Telkom Access employees. The validity test results showed that all items of the variable Training, Organizational Culture, Organizational Commitment, and Employee Performance are valid. It is proven to have fulfilled the validity testing criteria used, that is, with a correlation coefficient value of more than 0.3.

### Reliability Test

The reliability Test is used to determine the

level of consistency of the measurement results if done twice or more for the same symptoms; in other words, the measuring instrument has consistent results if used many times at different times Sekaran and Bougie (2014). Through this measurement, an instrument that measures a variable is declared reliable if it has a reliability coefficient (alpha Cronbach) greater than 0.6. The reliability test results have shown that all research indicators can be said to be reliable. It is indicated by the acquisition of the Alpha Cronbach value or the reliability coefficient of 0.6 or greater than 0.6.

### Hypothesis Testing 1

The results of data analysis showed that the value of the training path coefficient on organizational commitment was negative at 0.010 with a t-statistic value of 0.058 or  $<1.96$ , and a p-value of 0.954 or  $> 0.0$  was declared not significant. It can be concluded that training does not affect organizational commitment. So, Hypothesis 1 is rejected.

### Hypothesis Testing 2

The results of data analysis showed that the value of the training path coefficient on employee performance was negative 0.002 with a t-statistic value of 0.013 or  $<1.96$ , and a p-value of 0.989 or  $> 0.05$  was declared not significant. It can be concluded that training does not affect employee performance. So, Hypothesis 2 is rejected.

### Hypothesis Testing 3

The results of data analysis show that the path coefficient value of the influence of organiza-

tional culture on organizational commitment is positive 0.731 with a t-statistic value of 5.062 or > 1.96 and a p-value of 0.000 words <0.05 expressed as significant. It can be concluded that organizational culture influences organizational commitment. So, Hypothesis 3 is accepted.

#### **Hypothesis Testing 4**

The results of data analysis show that the path coefficient of the influence of organizational culture on employee performance is positive at 0.394 with a t-statistic value of 0.173 or > 1.96 and a p-value of 2.275 or <0.05 is declared significant. It can be concluded that organizational culture influences employee performance. So, Hypothesis 4 is accepted.

#### **Hypothesis Testing 5**

The results of data analysis show that the path coefficient value of the influence of organizational commitment to employee performance is positive at 0.477 with a t-statistic value of 4.546 or > 1.96 and a p-value of 0.000 or <0.05 is declared significant. It can be concluded that organizational commitment influences employee performance. So, Hypothesis 5 is accepted.

#### **Hypothesis Testing 6**

It can be seen that training has a significant effect on employee performance with a path coefficient of 0.394, organizational culture has a significant effect on the organizational commitment of 0.731, and organizational commitment has a significant effect on employee performance of 0.477. It can be concluded that organizational commitment can mediate the relationship between organizational culture variables and employee performance. Based on the description of data, organizational commitment in this research is stated as partial mediation.

### **DISCUSSION**

#### **Effect of Training on Organizational Commitment**

Based on the results of this study, it was found that training did not affect organizational commitment. In contrast to the research findings, Ocen et al. (2017), Ling (2014), Hanaysha and Tahir (2016). It shows that the training provided by PT. Telkom Access can not increase organizational

commitment. The same thing was also expressed by research by Newman et al. (2011), which shows the relationship between training and organizational commitment to employees of Chinese multinationals. His research findings indicate no relationship between the training provided and organizational commitment. There are several reasons why there is no influence between training and the organizational commitment of Telkom Access employees, including employees motivated to participate in planned training activities arranged systematically by Telkom Access Fiber Academy. However, employees cannot apply the skills that have been obtained during the training, and this has an impact on the lack of employee commitment to Telkom Akses.

#### **Effect of Training on Employee Performance**

Research findings have shown that training does not significantly influence employee performance. It means that training cannot improve the performance of PT. Telkom Access employees. It is in line with research findings of Imran (2014), which states that training has no effect on employee performance. Unlike the case research findings of Yao et al. (2019), Salem and Abdien (2017), Sanchez et al. (2019) stated that training influences employee performance.

#### **The Effect of Organizational Culture on Organizational Commitment**

This study's findings indicate that organizational culture influences organizational commitment. It means that the better the organizational culture formed by PT. Telkom Access will be able to increase the organizational commitment of employees to remain loyal to the company. Organizational culture is a major factor in providing direction to the organization because the impact that is given by the organizational culture is very large on the company and employee performance Al-Sada et al. (2016). Based on the analysis results, it can be concluded that overall, employees have a fairly good organizational culture within the company. The inter-functional cooperation of employees marks the formation of a fairly good organizational culture. The results of this study are consistent with the research findings of Wua et al. (2022), Acar (2012), Volkova and Chiker (2019), Al-Sada et al. (2016), Messner (2013), and Wang (2017) which

state that organizational culture influences organizational commitment.

### **The Effect of Organizational Culture on Employee Performance**

The results of the study have shown that organizational culture influences employee performance. In this study, seven indicators measure organizational culture: openness and flexibility, internal communication, competence and professionalism, inter-functional cooperation, responsibility, risk, and Visible and Physical Plant. Based on the description of organizational culture variables, indicators of inter-functional cooperation with the statement "I establish good communication with colleagues" have the highest value. These indicator items are the items that are best perceived in describing the organizational culture of the employees of PT. Telkom Access. Based on the analysis results, it can be concluded that overall, employees have a fairly good organizational culture within the company. The formation of an organizational culture of employees that is quite good is characterized by increased company performance. The results of this study are consistent with the research findings of Jacobs et al. (2013), Shahzad et al. (2017), Navimipour et al. (2018), Sihombing et al. (2018), and Raharjo et al. (2018).

### **Effect of Organizational Commitment on Employee Performance**

The results of the study have shown that organizational commitment influences the employee performance. Organizational commitment is measured by three indicators, namely affective commitment, normative commitment, and continuity commitment. High organizational commitment can improve the quality, quantity, and timeliness of working for employees. Organizational commitment is closely related to employee performance. Based on the analysis results, it can be concluded that overall, employees have a fairly good organizational commitment to the company. The formation of organizational commitment from employees is quite well marked by the presence of loyal attitudes of employees towards the company. The results of this study are consistent with the research findings of Hendri (2019), Khunsoonthornkit and Panjakakornsak (2018), Pinho et al. (2014), and Hafiz (2017).

### **The Effect of Organizational Culture on Employee Performance is mediated by Organizational Commitment**

The results showed that organizational commitment can mediate the influence of organizational culture on employee performance. The results of organizational culture variables on organizational commitment and commitment to employee performance show significant results. The direct influence of organizational culture on employee performance has shown significant results, so it can be concluded that the role of organizational commitment in this research is partial mediation. It proves that the influence of organizational culture can improve the performance of Telkom Access employees with or without involving organizational commitment. The results of this study are consistent with the research findings of Wua et al. (2022).

### **IMPLICATIONS**

The results of this study provide new insights related to the theory of efforts to improve employee performance. The implications of this study consist of practical and theoretical implications. Theoretical Implications, the hypotheses proposed in this study have different effects on training and organizational culture on employee performance. This study provides a comprehensive model of the effect of training and organizational culture on employee performance mediated by organizational commitment. This model has shown that the high suitability of the training provider does not only improve employee performance to the fullest, but the formation of a good organizational culture can improve employee performance.

Practical Implications. This research contributes practically to the company, where companies can find out what factors need to be maintained, improved, and related to the research variables: training, organizational culture, organizational commitment, and employee performance. This study provides managerial implications related to the findings obtained, an organizational culture that has been formed by PT. Telkom Access has increased the organizational commitment of employees and employee performance. Organizational commitment to PT. Telkom Access has been proven to drive improvements in employee performance. With the stronger organizational commitment of employees,



it is hoped that it will improve employee performance.

### RECOMMENDATIONS

The research object is still limited to only one research object in the Malang area, so further research is expected to involve several research objects in several areas of East Java or, more broadly, which will undoubtedly be able to perfect this research. Future studies are expected to be able to add and examine other variables not included in this study. Telkom Access needs to be re-evaluated related to the training activities carried out so that the training provided to employees is appropriate and appropriate. Telkom Access needs to evaluate the implementation of organizational culture so that all employees understand and can internalize Telkom Access culture in doing their work.

The research limitations contained in this study are as follows: The research sample used in this study is limited to one research object, namely contract employee status at Telkom Access. For further research, we can add some samples by the object to be taken research. The study was only conducted at one Regional office, namely Malang Area. For further research, it can be done with many Telkom offices in other areas as a comparison.

### CONCLUSIONS

Training does not affect organizational commitment. It indicates that the training provided by Telkom Access cannot influence employee organizational commitment. Training does not affect employee performance. This indicates that the training provided by Telkom Access is not able to influence the performance of employees. Organizational culture influences organizational commitment. This indicates that the stronger the organizational culture that Telkom Access has formed with employees will be able to increase the organizational commitment of employees towards Telkom Access. Organizational culture influences employee performance. It indicates that a stronger organizational culture can improve employee performance in Telkom Access. Organizational commitment influences employee performance. It indicates that the more loyal the employees are to Telkom Access, the more they will strive to improve performance to achieve company goals. Organizational commitment plays a role in mediating the in-

fluence of organizational culture on employee performance. This shows that the stronger organizational culture formed by Telkom Access will be able to form an organizational commitment of employees towards the company to improve employees' performance to achieve company goals.

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