EMPLOYEE PERFORMANCE EVALUATION BASED ON ORGANIZATIONAL COMMITMENT, ORGANIZATIONAL CULTURE AND GIVING INCENTIVES AT POST OFFICE IN BUKITTINGGI CITY

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ABSTRACT

Performance is the behavior displayed by someone in carrying out work according to their potential, where a work target can be completed at the right time or does not exceed the time limit provided so as to produce something meaningful for the organization, the wider community, or for himself. This study aims to evaluate employee performance based on the level of organizational commitment, organizational culture, and provision of incentives at the Post Office in the city of Bukittinggi. Methods of data collection through surveys and distributing questionnaires, with a sample of 145 employee respondents. The analytical method used is multiple regression analysis. The research results obtained based on the partial test (t test) obtained: (a) partially there is a significant influence between Organizational Commitment on Employee Performance. Thus Ho is rejected Ha is accepted. (b) partially there is a significant influence between Organizational Culture on Employee Performance. Thus it is obtained that Ho is rejected Ha is accepted. (c) partially there is a significant influence between Incentives on Employee Performance. Thus it is obtained that Ho is rejected Ha is accepted. (d) simultaneously there is an influence of organizational commitment, organizational culture, and giving incentives to employee performance. The contribution of organizational commitment, organizational culture and incentives variables is 0.644 or 64.4% on employee performance while the remaining 35.6% is influenced by variables others not examined.

Keywords: Performance, Employees, Organizational Commitment, Organizational Culture, Providing Incentives.

INTRODUCTION

Employees in a management perspective are a very important asset for the company. Because in all types of organizations employees are the main pillars or driving wheels of the organization in an effort to realize the company's vision and mission. So that management will try to manage employees in a professional manner so that a balance is realized between the needs of employees with the desires and capabilities of the company. Employees with high performance will improve the company's overall performance. The performance achieved by the company is basically the achievement of the employees in it. According to Moehoeriono (2018 : 95) performance is an illustration of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Performance can be identified and measured if individuals and groups of employees have criteria or benchmark success standards set by the organization. Armstrong (in Sri Langgeng Ratnasari, 2019: 4)

defines performance as a result of work that has a strong relationship with the strategic objectives of customer satisfaction and making an economic contribution. According to Mulyadi (2019: 63) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. To improve the performance of employees of the organization must be able to manipulate the resources of the organization in such a way so as to create a solid synergy in the company or organization. In many companies there are many factors that influence a person to achieve the goals that have been set, while the course of the company will be colored by the behavior of individuals who have an interest in their respective groups. The behavior of employees in the company will affect the company both directly and indirectly, this is due to the different individual abilities in dealing with their tasks or activities.

PT. Pos Indonesia (Persero) Bukittinggi is a State-Owned Enterprise (BUMN) engaged in postal and giro services for the community. The main source of income for PT. Pos Indonesia

(Persero) Bukittinggi, namely mail and postal package delivery services, electricity bill payment services, telephone, PDAM, and pension payments. In addition, PT. Pos Indonesia (Persero) Bukittinggi's source of income also comes from receivables, where the provision of these receivables is part of the cooperation program of PT. Pos Indonesia (Persero) Bukittinggi with various companies, both state-owned companies and private companies, in terms of document and goods delivery services. However, in the last 5 years there have been fluctuations in performance if we look at the level of employee attendance. The following is the level of attendance of PT. Bukittinggi post in the period 2018 – 2022.

Table 1. Employee Attendance Rate for the Period 2018 – 2022

No	Year	Attendance Rate
1	2018	95 %
2	2019	80%
3	2020	90%
4	2021	85%
5	2022	90%

From table 1. It is known that the employee attendance rate in 2018 was 95%, in 2019 it was 80%, in 2020 it was 90%, in 2021 it was 85%, and in 2022 it was 90%. There are several things that cause employee performance to decrease, one of which is organizational commitment. The company will try to achieve its goals properly, for this it requires the commitment of the people in it. Employee commitment is one of the foundations for employees to do work. High commitment provides strong motivation to continue to survive in a company and achieve company goals. Kreitner and Kinicki (2014: 165) state that organizational commitment is the degree to which a person recognizes an organization and is bound to its goals. According to Luthans (2010: 89) that employees with high commitment can be expected to show optimal performance. Someone who joins an organization is required to have a commitment within himself, because with this commitment there will be motivation to achieve a goal and if the achievement of these goals is fulfilled it will lead to good performance for the employee (Makkira, Gunawan, & Munir, 2016). So organizational commitment is the attitude of employees related to their involvement in the organization, loyalty to the organization and a sense of being part of the organization. These three components of attitude are expected to create better employee performance so that organizational goals will be quickly achieved. Amin Wahyudi (2013) found that organizational commitment has an influence on employee performance and employee job satisfaction at the Central Bureau of Statistics of Grobogan Regency. Then Sidarsonomo's research (2014) found that organizational commitment affects job satisfaction at Semarang State Polytechnic Lecturers). Then Rita Purnama Sari's research (2016) found that organizational commitment affects employee performance at CV. Mustikasari Sragen.

In addition to organizational commitment, a factor that influences employee performance is organizational culture. Company as an organization cannot be separated from organizational culture. Organizational culture is a philosophy, ideology, values, assumptions, beliefs, hopes, attitudes and norms that are shared and bound in a particular community. Organizational culture is the attitude and behavior of individuals in working together to achieve organizational goals based on the prevailing value system. Cultures between organizations will likely be very different. Even the same organization may change its organizational culture. Organization is not something static, but very dynamic. This is because specifically the organizational culture will be determined by *the team work, leaders* , and *Organizational Characteristics* as well as the applicable administration processes . Organizational culture has a very important role in achieving organizational goals. Why is organizational culture important, because it is the habits that occur in the organizational hierarchy. Organizational culture influences employee performance, this is in accordance with the theory put forward by Sutrisno (2014: 3) that a strong and positive organizational culture greatly influences behavior and effectiveness organizational performance, this is because organizational culture is an invisible social force, which can move people in an organization to carry out work activities. A strong organizational culture will support organizational goals, whereas a weak organizational culture will hinder or conflict with organizational goals. Research by Rani Mariam (2009) found that organizational culture has a positive and significant influence on job

satisfaction in improving employee performance. Then Agnes Mustika's research (2013) found that organizational culture influences job satisfaction and employee performance. There is a significant influence of organizational culture on employee performance through job satisfaction as an intervening variable.

In addition to organizational commitment, a factor that influences employee performance is the provision of incentives to these employees. In order to improve quality, work performance and to achieve usability and effectiveness, additional income needs to be given to employees in order to increase their effectiveness and work enthusiasm so that the implementation of development is well achieved. Additional income must comply with regulations issued by the government (Yalitoba,

2019). Providing incentives to employees is a driving force that can motivate employees to work harder and more effectively. Incentives are closely related to employee performance. There is a two-way reciprocity between incentives and performance. Incentives are given for good performance and given to further improve performance in the future. Incentives are also essentially stimulants that show and guide the role of employees in the direction desired by the company, so with the provision of incentives it is hoped that employees will work even harder and company goals will be achieved.

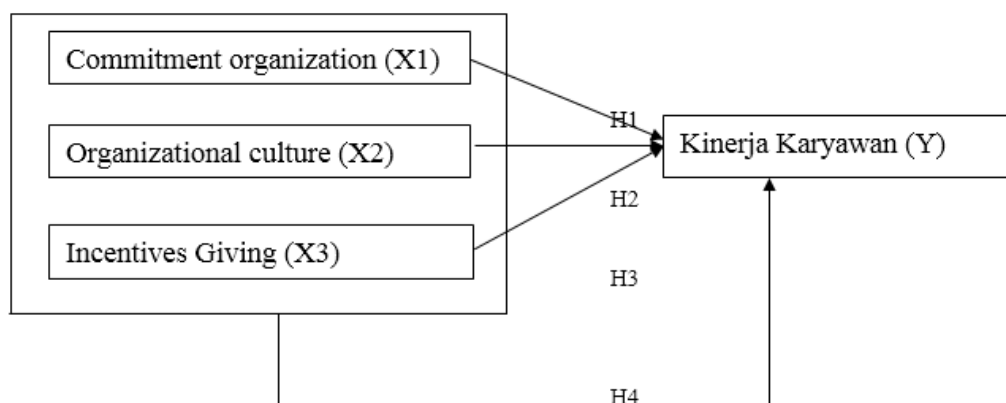The framework in this study is explained in the figure below.

Figure 1. Framework of Mind

From the picture above, the hypothesis can be formulated as follows:

H1: Organizational commitment partially has a positive and significant effect on employee performance

H2: Organizational culture partially has a positive and significant effect on employee performance

H3: Providing incentives partially has a positive and significant effect on employee performance

H4: Organizational commitment, organizational culture, and the provision of incentives together have a positive and significant effect on employee performance

RESEARCH METHODOLOGY

This research was conducted at PT. Bukittinggi Post. In this study the population taken was all employees of PT. The Bukittinggi area post is 255 people. By using the slovin formula with a 5% margin of error, the sample of this study was 145 people. The sample technique used in this research is random sampling. Where the data is

taken based on randomness the writer chooses the sample.

Validity test

The validity test is used to measure the accuracy of an item in a questionnaire or scale, whether the items in the questionnaire are correct in measuring what is being measured. A variable can be said to be valid if the value of r count > r table.

Reliability Test

Reliability is the level of reliability of the questionnaire. After the instruments on the variables Organizational Commitment (X1), Organizational Culture (X2), Incentives (X3) and Employee Performance (Y) are declared valid, then the reliability test is then carried out on each variable.

Normality test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. As it is known that the t and F tests assume that the residual values follow a normal distribution. If this

assumption is violated, the statistical test becomes invalid for a small sample size. According to Ghozali, to detect the normality test can be done through graphic analysis. This graph analysis can be used to determine normality by looking at the histogram graph which compares the observed data with a distribution that is close to the normal distribution.

Multicollinearity Test

This test aims to test whether the regression model found a correlation between independent (independent) variables. A good regression model, there should be no correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. To detect the existence of multicollinearity, we can see the value inflation factor (VIF). If the VIF value > 10, multicollinearity occurs. Conversely, if VIF < 10, multicollinearity does not occur.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. This test can be done by looking at the scatterplot pattern.

Multiple Linear Regression Analysis

Multiple regression analysis is used to predict the value of the dependent variable on the independent variable. Multiple linear regression analysis is a linear relationship between two or more independent variables with one dependent variable which is used to predict or forecast a dependent variable value based on the independent variable.

$$y=a+b\_1.x\_1+b\_2.x\_2$$............................... . Formula 1.

Information:

Y = dependent variable

A = constant, that is, the value of Y if X1 and X2 = 0

B1,b2 = regression coefficient, namely the value of increasing or decreasing variable Y which is based on variables X1 and X2

X1, X2 = independent variables

t test

The t test is intended to test the significant influence of the independent and dependent variables partially. Where this test compares the significant probability with an alpha of 0.05. From the results of this test, if the significant probability is smaller than alpha 0.05, Ho is rejected and Ha is accepted, meaning that there is an effect of X1 on Y. The probability is significantly greater than alpha 0.05, so Ho is accepted and Ha is rejected, meaning there is no relationship . Degrees of freedom (df) nk-1 namely 145 -3 -1 = 141 (n is the number of respondents and k is the number of independent variables) so that the results obtained for t-table are 1.655.

F-test

Testing is done by F test (ANOVA). The F test uses a significant level of 0.05 (1 sided test) with degrees of freedom alpha = 5%, df 1 (number of variables-1) or 4 –1 = 3, and df 2 (nk-1) or 145-3-1 = 141 then the results obtained for F are 2.67. The F dima test is to test the hypothesis of the study which states that the variables of organizational commitment (X1), organizational culture (X2) and incentives (X3) have a significant influence on employee performance (Y).

Coefficient of Determination (R2)

Determination analysis in multiple linear regression is used to determine the percentage contribution of the independent variable consisting of additional employee income (TPP) (X1), work discipline (X2) and work environment (X3) on employee performance (Y).

According to Riduwan (2015: 224), to express the size of the contribution of variable X to Y can be determined by the term coefficient formula. The determinant coefficient is the square of the PPM correlation coefficient multiplied by 100%. This is done to find out how much the X variable contributes or participates in determining the Y variable. The degree of coefficient of determination is sought using the formula:

………………………………………Formula 2.

$$KP = r^2 \text{ x } 100\%$$

Where :

KP   : The value of the coefficient is determined

r   : correlation coefficient value

RESULTS AND DISCUSSION

Validity test

Organizational Commitment Validity

The results of testing the validity of the organizational commitment variable are presented in the table below.

Table 2. Results of Organizational Commitment Variable Validity Test (X1)

Variable	No. grain	R Count N=145	R table = 5 % N-2 = 143	Status
	1	0.948	0.163	Valid
	2	0.766	0.163	Valid
	3	0.782	0.163	Valid
	4	0.890	0.163	Valid
Organizational	5	0.325	0.163	Valid
Commitment	6	0.638	0.163	Valid
	7	0.902	0.163	Valid
	8	0.884	0.163	Valid
	9	0.902	0.163	Valid
	10	0.884	0.163	Valid

Table 2. it can be seen that the 10 variable items as a whole show an r-count value that is greater than the table value (rtable Product moment), at a significant level using a 95% confidence level, alpha (P) 5% and df = n - 2 then df = 145 - 2 = 143 which shows the number 0.163

from this comparison, the statement items from the Competency variable are declared valid.

Organizational Culture Validity
The results of the validity test of organizational culture variables are presented in the table below.

Table 3. Ui Results of Organizational Culture Variable Validity (X2)

Variable	No. grain	R Count N=145	R table = 5 % N-2 = 143	Status
	1	0.570	0.163	Valid
	2	0.779	0.163	Valid
	3	0.657	0.163	Valid
Organizational	4	0.692	0.163	Valid
culture	5	0.737	0.163	Valid
	6	0.737	0.163	Valid
	7	0.789	0.163	Valid
	8	0.581	0.163	Valid

From Table 3, it can be seen that the 8 variable items as a whole show an r-count value that is greater than the table value (rtable Product moment), at a significant level using a 95% confidence level, alpha (P) 5% and df = n - 2, so df = 145 - 2 = 143 which shows the number 0.163

from this comparison, the statement items from the Competency variable are declared valid.

Incentive Validity
The results of the validity test of the incentive variable are presented in the table below.

Table 4. Validity Test Results for Incentives Variables (X3)

Variable	No. grain	R Count N=145	R table = 5 % N-2 = 143	Status
	1	0867	0.163	Valid
	2	0.952	0.163	Valid
	3	0962	0.163	Valid
	4	0.973	0.163	Valid
Incentives Giving	5	0.678	0.163	Valid
	6	0.767	0.163	Valid
	7	0.942	0.163	Valid
	8	0936	0.163	Valid
	9	0.634	0.163	Valid
	10	0.634	0.163	Valid

From Table 4, it can be seen that the 8 variable items as a whole show an r-count value that is greater than the table value (rtable Product moment), at a significant level using a 95% confidence level, alpha (P) 5% and df = n - 2, so df = 145 - 2 = 143 which shows the number 0.163

from this comparison, the statement items from the Competency variable are declared valid.

Employee Performance Variables
The results of the validity test of employee performance variables.

Table 5. Results of the validity test of employee performance variables (Y)

Variable	No. grain	R Count N=145	R table = 5 % N-2 = 143	Status
Employee performance	1	0.629	0.163	Valid
	2	0.800	0.163	Valid
	3	0.579	0.163	Valid
	4	0.473	0.163	Valid
	5	0.800	0.163	Valid
	6	0.771	0.163	Valid
	7	0.771	0.163	Valid
	8	0.545	0.163	Valid
	9	0.771	0.163	Valid

From Table 5, it can be seen that the 8 variables as a whole show an r-count value that is greater than the table value (rtable Product moment), at a significant level using a 95% confidence level, alpha (P) 5% and df = n - 2, so df = 145 - 2 = 143 which shows the number 0.163

from this comparison, the statement items from the Competency variable are declared valid.

Reliability Test
The results of the reliability test are presented in the table below.

Table 6. Reliability Test Results

Variable	Number of Question Items	Cronbach Alpha	Rule of Thumb	Information
Organizational Commitment (X1)	10	0947	0.6	Reliable
Organizational Culture (X2)	8	0893	0.6	Reliable
Giving Incentives (X3)	10	0.959	0.6	Reliable
Employee Performance (Y)	9	0.905	0.6	Reliable

From table 6. above, it can be seen that all instruments based on the reliability analysis of the research variables show that the Cronbanch's alpha value for all variables is above 0.6. For this reason, all variables can be said to be reliable.

Normality test
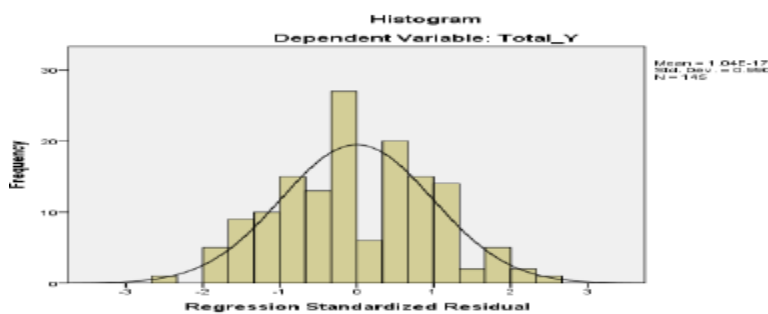The results of the normality test are presented in the figure below.

Figure 2. Normality test results

Multicollinearity Test

Multicollinearity test results are presented in the table below.

Table 7. Multicollinearity Test Results

Variable	tolerance	VIF
Constant		
Organizational Commitment (X1)	.960	1,042
Organizational Culture (X2)	.944	1,060
Providing Incentives (Y)	.913	1,095

Heteroscedasticity Test

The results of the heteroscedasticity test are presented in the figure below.
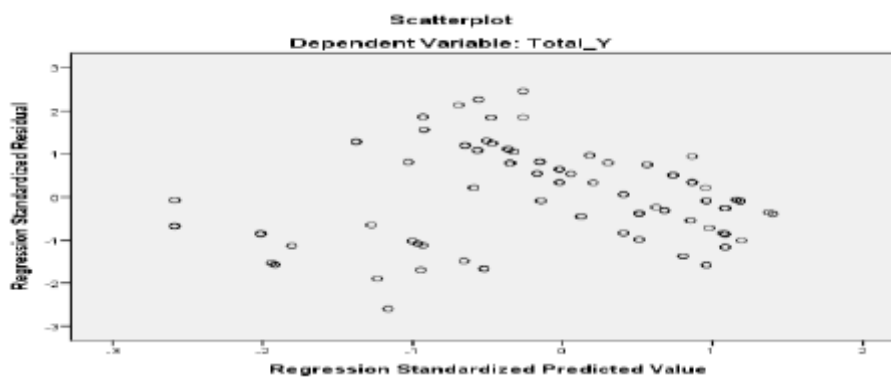

Figure 3. Heteroscedasticity Test Results

Multiple Linear Regression Analysis

The results of multiple regression analysis are presented in the table below.

Table 8. Multiple Regression Analysis Test Results

Variable	B	St. Error	St. Coefficient Beta	t	Sig.
constant	9,444	1975		4,782	.000
Organizational Commitment (X1)	.113	.031	.183	3,600	.000
Organizational Culture (X2)	.500	040	.640	12,505	.000
Giving Incentives (X3)	.196	032	.322	6,197	.000

Based on the table above, it can be seen that the regression equation is:
a. The constant value is 9,444; meaning that if Organizational Commitment (X1), Organizational Culture (X2) and Providing Incentives (X3) are fixed, then the Employee Performance (Y) value is 9,444 weight units.
b. Commitment variable regression coefficient 0.113; if Organizational Commitment is increased by one (1) unit with the assumption of Organizational Culture and Fixed Incentives, employee performance will increase by 0.113 weight units.

c. Organizational Culture variable regression coefficient 0.500; if the Organizational Culture is increased by one (1) unit with the assumption of Organizational Commitment and Fixed Incentives, the employee's performance will increase by 0.500 weight units.
d. Incentives variable regression coefficient 0.196; if the Incentives are increased by one (1) unit assuming Organizational Commitment and Organizational Culture remain the same, employee performance will increase by 0.196 weight units.

Hypothesis testing
Partial Hypothesis Testing (t-test)

The results of partial hypothesis testing (t test) are presented in the table below.

Table 9. Test Results t

Independent Factor	t-count	t-table	Significant
Organizational Commitment (X1)	3,600	1.655	.000
Organizational Culture (X2)	12,505	1.655	.000
Giving Incentives (X3)	6,197	1.655	.000

1. Effect of Organizational Commitment (X1) and Employee Performance (Y)

Declaring Organizational Commitment partially has a positive and significant effect on employee performance at PT. Bukittinggi Post. From the table above, it is known that t-count > t-table (3.600> 1.655) with a significant level (0.000 <0.05), meaning that partially there is a positive and significant influence between work culture and employee performance. Thus Ho is rejected and H1 is accepted. This research is in line with research conducted by Dewi (2020)

2. The Influence of Organizational Culture (X2) and Employee Performance (Y)

Stating that Organizational Culture partially has a positive and significant effect on employee performance at PT. Bukittinggi Post. From the table above, it is known that t-count > t-table (12,505 > 1.655) with a significant level (0.000 <0.05), meaning that partially there is a positive

and significant influence between work culture and employee performance. Thus Ho is rejected and H2 is accepted. This research is in line with research conducted by Irsyan (2021)

3. Effect of Incentives (X3) and Employee Performance

Stating that Incentives partially have a positive and significant effect on employee performance at PT. Bukittinggi Post. From the table above, it is known that t-count > t-table (6,197 > 1.655) with a significant level (0.000 <0.05), meaning that partially there is a positive and significant influence between work culture and employee performance. Thus Ho is rejected and H2 is accepted. This research is in line with research conducted by Derek (2019).

F test
Joint Hypothesis Testing (F-Test)
The results of the F test are presented in the table below.

Table 10. Test Results f

Model	Sum of squares	df	MeanSquare	F	Sig.
Regression	2956,878	3	985,626	87,901	.000b
residual	1581012	141	11.213		
Total	4537,890	144			

From the ANOVA table, sig. namely 0.000 <0.05, this figure indicates 87,901> 2.67, so the authors conclude that Competence, Work Placement and Career Development have a significant or significant influence on employee performance. Because from the test results, it is

known that the value obtained is 87,901> 3.11. So it can be concluded that Ho is rejected and H4 is accepted.

Furthermore, the (four) research hypotheses previously stated can be concluded in table 11 as follows:

Table 11. Research Hypothesis Testing Results

hypothesis	Statement	Significant	Comparison	Decision
H1	Organizational Commitment partially affects the performance of employees of PT. Bukittinggi Post	0.000	0.05	Accepted
H2	Organizational culture partially influences the performance of employees of PT Pos Bukittinggi	0.000	0.05	Accepted
H3	Providing incentives partially affects the performance of employees of PT. Pos Bukittinggi	0.000	0.05	Accepted
H4	Organizational commitment, organizational culture and provision of incentives together have a positive effect on the performance of employees of PT. Bukittinggi Post	0.000	0.05	Accepted

Coefficient of Determination (R2)

The results of the determination test are presented in the table below.

Table 12. Determination Test Results

Model	R	R Square	Adjusted R Square	std. Error of the Estimates
1	.807a	.652	.644	3,349

Based on the table above, the Adjusted R Square figure is 0.644. This indicates that the contribution of the variables of organizational commitment, organizational culture and incentives is 0.644 or 64.4% to employee performance, while the remaining 35.6% is influenced by other variables not examined.

CONCLUSION

Based on the above analysis it can be concluded that

- a. Organizational Commitment partially has a positive and significant effect on employee performance at PT. Pos Bukittinggi
- b. Organizational Culture partially has a positive and significant effect on employee performance at PT. Bukittinggi Post
- c. Incentives partially have a positive and significant effect on employee performance at PT. Bukittinggi Post
- d. Organizational Commitment, Organizational Culture and Providing Incentives simultaneously on employee performance at PT. Bukittinggi post
- e. The coefficient of determination (R2) is 0.644, meaning that Organizational Commitment, Organizational Culture, and Giving Incentives to Employee Performance is 0.644 or 64.4%, while the remaining 35.6% is influenced by other factors.

SUGGESTION

Based on the conclusions that have been made, the authors put forward several suggestions for PT. Bukittinggi Post

1.   For Companies

For PT. Bukittinggi Post, in an effort to improve employee performance, it is hoped that the company will be able to pay attention to Organizational Commitment, Organizational Culture and Providing Incentives because they are proven to have a large influence on employee performance without ignoring other variables not examined.

2.   For Further Researchers

Future researchers are expected to develop the results of this study and involve relevant variables related to employee performance. With the hope that the research results will be more accurate and have far greater benefits, so that the company can increase its achievements in the following years

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