



**THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK
COMMITMENT AND JOB SATISFACTION ON EMPLOYEE
PERFORMANCE (CASE STUDY OF PT. BANK RAKYAT INDONESIA
TBK OFFICE OF THE SARAPUNG MANADO BRANCH)**

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ABSTRACT

This study aims to see the influence of Organizational Culture, Work Commitment and Job Satisfaction on Employee Performance. This analysis uses independent variables, namely Organizational Culture, Work Commitment and Job Satisfaction. The dependent variable is Performance. The sample of this research is the employees of Bank BRI, Sarapung Branch, Manado, North Sulawesi. Sampling was done by saturated sample method. Data collection was carried out by distributing questionnaires directly to 60 employees. The statistical method uses multiple linear regression analysis, with the T test and F test. The results of this study indicate that the influence of organizational culture partially has a positive and significant effect on employee performance, work commitment partially has a positive and significant effect on employee performance, Job satisfaction partially has a positive and significant effect on employee performance. Organizational Culture, Work Commitment and Job Satisfaction simultaneously have a positive and significant effect on Employee Performance.

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INTRODUCTION

One measure of a country's progress is its economic growth. This economic growth occurs when every member of society is able to increase their income and productivity. Human Resource Management (HR) is a very important factor that cannot even be separated from an organization, both institutions and companies. HR is also the key that determines the development of the company. In essence, HR is in the form of humans who are employed in an organization as a driving force to achieve the goals of that organization. Therefore human resources must be managed properly to increase the level of effectiveness and efficiency in the organization.

Activities that are often found in HR are stimulating, developing, motivating, and maintaining high performance within the organization and all activities carried out within HR are not contrary to the norms prevailing in society. Current economic life is inseparable from the important role of the financial services sector in general and banking in particular. Developments in the banking world have been accompanied by growing public interest in knowing all forms of banking activities, which are increasingly encouraging.

Employee performance can be measured by planning, implementing and evaluating learning, collaboration in work groups, understanding and ability to work and self-evaluation in achieving achievements. In general, performance is the result of work achieved by an employee in carrying out the tasks assigned to him. Performance is work performance produced by employees in accordance with the roles and tasks they carry out in the agency. Employee performance is important for every organization to pay attention to because of humans, in this case employees are the main factor in the work process which will ultimately make the overall agency's performance go well or not.

However, in fact, based on the preliminary survey that has been done, it is found that the performance Employees at Bank BRI Sarapung Branch are classified as not optimal. In the opinion of the Head of Bank BRI Sarapung Branch, the decline in employee performance in terms of indicators of discrepancies in working hours can be seen from employees who often arrive late. Having qualified employees cannot guarantee that someone will have good performance or vice versa, such as at BRI Bank Sarapung Kota Manado Branch. Employees who have not given their best performance can be caused by various factors, namely: 1) low influence of Organizational Culture, namely with many employees not attending work, 2) low work commitment and 3) low satisfaction at work. The three factors above can be the cause of employees who have good quality but have not been able to provide maximum performance on their jobs. This will have an impact on quality directly or indirectly. Employee performance can also be seen through employee work targets that are made at the end of each year which shows that there are still employees who have not reached the 100% target.

Of the several obstacles that exist in the company, there are still employees who are placed not in accordance with the abilities or skills they have so that it slows down work and delays in a job. This results in employees feeling unable to carry out and complete the work given.

Research purposes

Based on the above background this study aims to:

1. To analyze Organizational Culture partially influence employee performance at Bank BRI Sarapung Manado Branch.
2. To analyze Work Commitment has a partial effect on employee performance at Bank BRI Sarapung Manado Branch.
3. To analyze Job Satisfaction partially influence employee performance at Bank BRI Sarapung Manado Branch.
4. To analyze Organizational Culture, Work Commitment and Job Satisfaction simultaneously influence the performance of Bank BRI Sarapung Manado employees.

LITERATURE REVIEW

Theoretical basis

Human Resource Management Theory

Human resources have an important role to run an organization. According to Mangkunegara (2017: 2) says that Human Resource Management is a planning, organizing, implementing, and supervising procurement, development, remuneration, integration, maintenance, and separation of workforce in order to achieve organizational goals. According to (Hamali 2018: 2) states that: "HR management is a strategic approach to skills, motivation, development, and management of organizing resources".

According to (Prasadjia Ricardianto 2018: 15) states that: "Human Resource Management is a science or method of how to regulate the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that (goals) together maximum company, employees and society.

Employee performance

Performance is a benchmark of the organization to see how effective and efficient the employee's condition is in carrying out the work assigned to the employee, if the performance of the employee is good then of course the performance of the organization will follow. The following are some definitions of performance:

1. Mathis and Jackson (2016), employee performance is what influences how much they contribute to the organization. Performance is very important in a company to achieve its goals.
2. Mangkunegara (2014: 9) HR performance is work performance or work results (output) both quality and quantity achieved by HR per unit time period in carrying out their work duties in accordance with the responsibilities given to them.

3. Gibson (2017), defines performance as the result of work related to organizational goals such as: quality, efficiency and other work effectiveness criteria. Performance is basically what employees do or don't do.

4. Sastrohadiwiryono (2013) that performance depends on innate ability (ability), capabilities that can be developed (capacity), assistance to realize performance (help), material and non-material incentives (incentives), environment (environment), and evaluation (evaluation). Performance is influenced by individual physical qualities (skills and abilities, education and suitability), environment (including incentives and non-incentives) and technology.

5. According to Cole, et al, (in Alfatamma, 2020) performance is describing performance as a continuous process to improve individual performance by aligning with what is desired (and with the strategic goals of the organization) informally, daily, and in an informed/systematic manner through assessment interviews and goal setting. Work performed in a workforce management capacity.

In general, performance is defined as the level of success of a person in carrying out his work. From some of these definitions it can be stated that employee performance is a form of someone's success in achieving a certain role or target that comes from his own actions. A person's performance is said to be good if the results of the individual's work can exceed the predetermined roles or targets.

Organizational culture

According to Wibowo (2013) that "organizational culture as a cognitive framework consisting of attitudes, values, behavioral norms and expectations shared by members of the organization. The roots of any organizational culture are a set of core characteristics that are valued collectively by members of the organization. According to (Sobirin 2007) providing knowledge of organizational culture as "the system of such publicly and collectively accepted meanings operating for a given group at a given time-culture is a system of meanings that are accepted openly and collectively, which apply to a certain time for a certain group of people" . Sedarmayanti (2014) defines organizational culture as a belief, attitude and values that are generally owned, which arise in the organization, stated more simply, culture is the way we do things here. Decree of the Minister of Administrative Reform Number 25/KEP/M.PAN//04/2002 work culture is "the attitude and individual behavior of the state apparatus group which is based on values that are believed to be true and become the nature and habits of state apparatus in carrying out their duties and daily work.

Based on the above understanding, it can be concluded that organizational culture is one of the ways used by organizations in creating characteristics that are different from other organizations.

Work Commitment

Yusuf and Syarif (2018) say that work commitment in an organization is employee loyalty or a degree in which an employee identifies with the organization and wants to continue to participate actively in the organization. Organizational commitment is a person's commitment to the organization where he works. A person's commitment to the organization is one of the guarantees for maintaining the continuity

of the organization. Busro (2018) explains that work commitment is an individual's strong acceptance of organizational goals and values, which includes elements of loyalty, work involvement and identification of values, organizational goals and will try and work and have a desire to stay in the organization. .

Some of the opinions of the experts above can be concluded that a person has a high work commitment when an employee gets comfort and feelings that are so deep to work at the company. If an employee gets comfort and deep feelings for working at the company, the employee will stay and will not leave the company for a long time.

Job satisfaction

According to Afandi (2018: 73) work attitude or job satisfaction is a general attitude towards one's work which shows the difference between the amount of rewards workers receive and the amount they believe they should receive. In other words, job satisfaction is a comparison between contributions and rewards that he gets based on the subjective opinion of the employees themselves. According to Handoko (2020: 193) job satisfaction is an employee's opinion that is pleasant or not about his work, this feeling can be seen from the good behavior of employees towards work and all things that are experienced in the work environment. Thus job satisfaction is also related to the sense of belonging and loyalty of employees because it is a view of their affection or feelings about the organization or company. Robbins (2014), job satisfaction is a general attitude towards one's work which shows the difference between the amount of awards received and what should be received.

Based on the opinions of the experts above, it can be concluded that job satisfaction is a person's emotional response to work situations and conditions.

Previous Research

1. Muhammad Arfah (2021), with the research title Strategies for increasing the performance of employees in Bank Rakyat Indonesia (Persero) Tbk Bulumario Pasangkayu City unit, uses a qualitative descriptive method. The results showed that the Employee Performance Improvement Strategy at PT. Bank Rakyat Indonesia (Persero) Tbk. The Padangkayu City Bulumario Unit consists of; Improving employee discipline, Conducting training, Career paths, Providing benefits to employees, Maintaining good relations between employees.

2. Nicolas Goetz, Andreas Wald (2022), with research entitled The influence of job satisfaction, organizational commitment and person-job fit on individual performance in the continuum between permanent and temporary organizations, using a sample of 341 organizational members. The results showed that job satisfaction and organizational commitment negatively affect employee performance in a work environment shaped by the coexistence of permanent and temporary organizations, as opposed to the known effects in permanent organizations.

3. Think-Van Vu, Tan Vo-Thanh, Nguyen Phong Nguyen, Duy Van Nguyen, Hsinkuang Chi (2021), with the research title The COVID-19 pandemic: Workplace safety management practices, job insecurity, and employees' organizational citizenship behavior, using the Quantitative results show that in the context of Vietnam, a developing country with a collectivist culture, WSP increases the perceived

risk associated with COVID-19 instead of reducing their fear. Also, employees' perceptions of job insecurity are not statistically correlated with OCB. In addition, we reveal a partial mediating role of perceived risk associated with COVID-19 in the WSPs-OCB relationship. This research highlights the power of the WSP as well as steps to psychologically reassure employees during a pandemic.

4. Edi Sugiono, Gloria Ida Lumban Tobing (2021), with the research title Analysis of the Influence of Leadership, Organizational Culture and Communication on Job Satisfaction and Their Impact on Employee Performance, uses an analytical method using the Structural Equation Model (SEM). The results of the study show that 1) Leadership, Organizational Culture, and Communication have a direct positive effect on Job Satisfaction. 2) Leadership, Organizational Culture, and Communication have a positive or indirect effect on employee performance through job satisfaction as a mediating variable. 3) Job Satisfaction partially mediates the influence of Leadership, Organizational Culture, and Communication on Employee Performance. 4) Leadership is the variable that has the greatest influence on job satisfaction and employee performance.

5. Jufrizen Jufrizen, Nur Intan (2021), with the research title The Mediation Role of Job Satisfaction on the Influence of Organizational Culture and Work Ethics on Employee Performance at PT. Telekomunikasi Indonesia Tbk Medan., using quantitative research methods. The results showed that organizational culture on employee performance and work ethics on employee performance at PT. Telekomunikasi Indonesia Tbk Medan accepted. In the third and fourth hypotheses organizational culture on paper satisfaction and work ethics on job satisfaction at PT. Telekomunikasi Indonesia Tbk Medan accepted. In the fifth hypothesis job satisfaction on employee performance at PT. Telekomunikasi Indonesia Tbk Medan accepted. In the sixth and seventh hypothesis, namely organizational culture on employee performance through job satisfaction and work ethics on employee performance through job satisfaction PT.

6. Sinta Sundari Heriyanti, Richnie Zayanti (2021), with the research title The Role of Mediation of Job Satisfaction on the Influence of Organizational Culture on Organizational Commitment (Case Study of PT. Nipro Indonesia), uses a quantitative analysis method. The results of this study indicate that organizational culture has no effect on organizational commitment, organizational culture has an effect on job satisfaction, job satisfaction has an effect on organizational commitment, job satisfaction can have a positive effect in mediating the relationship between organizational culture and organizational commitment at PT Nipro Indonesia.

7. Saban Echdar, Maryadi Maryadi, Yusrab Ardianto Sabban, Ayu Andini (2021), with the research title The Effect of Organizational Commitment, Organizational Culture, and Job Satisfaction on Organizational Citizenship Behavior of Ternate City Government Employees, using quantitative methods. The results showed: (1) Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB), (2) Organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB), (3) Job satisfaction has a positive and significant effect on Employees Organizational Citizenship Behavior (OCB), (4) Organizational Commitment, Organizational Culture, and Job Satisfaction simultaneously have a significant effect on Employees' Organizational Citizenship Behavior (OCB).

8. Sindy Cahya Febrina, Widji Astuti, Boge Triatmanto (2021), with the research title The Impact of Organizational Culture and Emotional Intelligence on Employee Performance: An Empirical Study from Indonesia, using a quantitative method. The results of the study suggest that it expands on the existing literature by providing a better understanding of organizational culture, job involvement, and emotional intelligence.

Relations Between Variables

Relationship of Organizational Culture to Employee Performance

A strong culture must have high performance norms. Acceptable and reinforced behavior must support high performance. In addition, a strong culture also develops the commitment of members of the organization when they accept these values (Buhler: 2007). Employees who already understand the overall values of the organization will make these values an organizational personality. These values and beliefs will be manifested into their daily behavior at work, so that it will become individual performance. Supported by existing human resources, systems and technology, company strategy and logistics, each individual's good performance will lead to good organizational performance as well.

Relationship of Work Commitment to Employee Performance

According to Kashefi., et al (2013) said that organizational commitment greatly influences the performance of employees, where with increased organizational commitment, employee performance will also increase, and vice versa. It is believed that employees with strong organizational commitment will work harder in order to contribute to company performance. Work commitment has a positive influence on employee performance.

Relationship of Job Satisfaction to Employee Performance

According to Sirohi and Shrivastva (2013) also said that job satisfaction affects employee performance, where job satisfaction increases, employee performance will also increase, and vice versa. With job satisfaction, individual employees will try to improve their abilities, because job satisfaction is a term that indicates to what extent the company can meet the needs and expectations of employees and the most likely to feel it is only the person concerned and it is not always the same between one person and another. someone else.

MODEL AND RESEARCH HYPOTHESIS

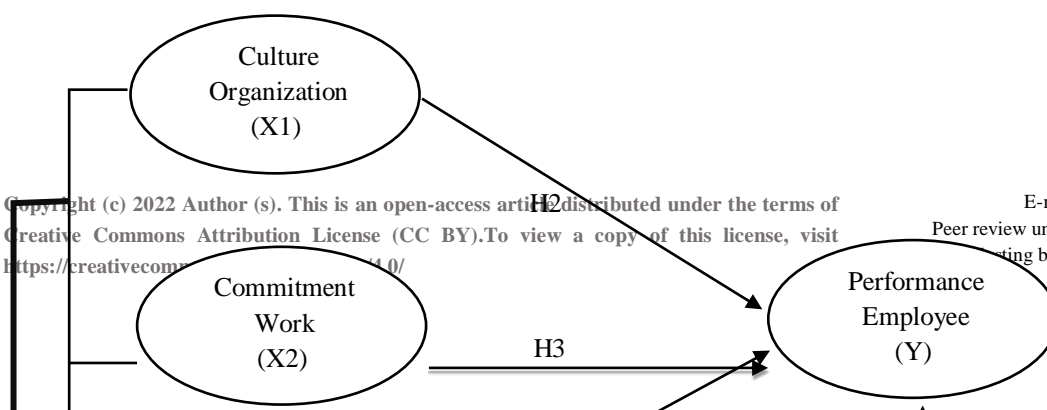


Figure 1. Research Model

Source: Theoretical Studies, (2022)

According to Sekaran and Bougie (2017), a hypothesis can be defined as a temporary statement, but can be tested, which predicts what you want to find in empirical data.

Based on the background of the theoretical review problem, the model in this study is as follows:

H1 : Suspected Organizational Culture(X1), Work Commitment (X2) and Job Satisfaction (X3) have a significant effect on Employee Performance (Y)

H2 : AllegedlyOrganizational Culture (X1) has a significant effect on Employee Performance (Y)

H3 : AllegedlyWork Commitment (X2) has a significant effect on Employee Performance (Y)

H4 : Predicted Job Satisfaction(X3) has a positive effect on Employee Performance (Y)

RESEARCH METHODS

Types of research

According to Sugiyono (2018; 13)Quantitative data is a research method that is based on positivism (concrete data), research data is in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem under study to produce a conclusion. This research is a research with the type of problem in the form of two or more variables to identify facts or events. The variables that affect the independent variables are Organizational Culture, Work Commitment and Job Satisfaction while the dependent variable is Employee Performance.

Location, Object and Time of Research

The location of this research is at the Main Branch Office of PT. Bank Rakyat Indonesia (BRI), Tbk Jalan Sarapung, Manado City, North Sulawesi Province. For the object / respondent in this study are employees of the Main Branch Office of PT. Bank Rakyat Indonesia (BRI), Tbk. The time for distributing the research questionnaire was carried out during August 2022.

Types of Data and Collection Methods

According to Sugiyono (2018: 224) data collection can be done in various settings, various sources, and various ways. When viewed from the settings, data can be collected in natural settings, in laboratories with experimental methods, at home with various respondents, at seminars, discussions, on the road and others. When viewed from the source of the data, data collection can use primary and secondary sources. This research took several steps in terms of its implementation. The first steps begin with problems that will be raised from various existing literature and also some information provided in the virtual world or the internet. Next, identify the problem, formulate the problem, and determine the objectives and benefits of the research. The next step is to compile a research questionnaire that is distributed to the research object. After the data is taken, data processing is carried out. After obtaining the results of the analysis, a discussion will begin which will produce conclusions and suggestions.

Population and Sample

According to Sugiyono (2018:117), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population is the total number consisting of objects or subjects that have certain characteristics and qualities determined by the researcher to study and then draw conclusions (Sujarweni, 2014:65). In this study, the population of the object of interest is the Employees of the Main Branch Office of PT. Bank Rakyat Indonesia (BRI), Tbk, totaling 139 people.

Research Sample

According to Sujarweni (2015: 65) the sample is part of a number of characteristics possessed by the population used for research. Sujarweni (2015: 66) provides guidelines for determining the number of samples between 30 to 500 elements using the Slovin method. So the research uses the Slovin formula in determining the number of samples. This research in the future will use the Slovin formula in determining the number of samples.

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = is the sample size

N = is the population size

e = is the percentage of inaccuracy due to errorsampling that is tolerable or desirable.

So with a population of 139 permanent employees at $\alpha = 10\%$, a total sample of 60 permanent employees is obtained.

Data Analyst Technique

The method used to analyze research instrument data in the form of a questionnaire is to test the quality of the data by conducting a reliability test and a validity test. Furthermore, so that the calculation results can be interpreted accurately, a classic assumption test is carried out which includes tests for normality, heteroscedasticity, and multicollinearity. Finally, the hypothesis was tested using one of the regression analysis methods, namely an analysis of the multiple linear regression model which included a coefficient of determination test (R^2 test), simultaneous significance test (F Significance Test), and individual parameter statistical tests (t statistical test). All of these analysis tests were carried out with the help of SPSS Statistics software.

Multiple Linear Regression Analysis

The analysis used in this study is multiple regression analysis, namely by looking at the Influence of Organizational Culture Knowledge, Work Commitment, and Job Satisfaction on Employee Performance at PT. Bank BRI (on Employee Performance at PT. Bank BRI). Researchers will also be assisted by using SPSS 25 for Windows software. Regression analysis is used to measure the strength of the relationship between two or more variables, and to show the direction of the relationship between the independent variables and the independent variables. The dependent variable is assumed to be random/stochastic, which means it has a probabilistic distribution. The independent variable is assumed to have a fixed value (in repeated sampling).

Multiple regression analysis is used, which is a general statistical method used to examine the relationship between the independent variable (X) and the dependent variable (Y). According to Sugiyono (2018: 188), the multiple linear regression analysis equation can be formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

Y = Dependent variable (Employee Performance)

X_1 = Independent variable (Organizational Culture)

X_2 = Independent Variable (Work Commitment)

X_3 = Independent Variable (Job Satisfaction)

a = Constant

b_1, b_2, b_3 = Regression coefficient (increasing or decreasing value)

e = Error

Operational Definition of Variables and Indicators

An operational definition is a definition given to a variable or construct by giving meaning, or specifying activities, or providing an operation needed to measure the construct or variable (Nazir, 2013). A research variable is an attribute or characteristic or value of a person or activity that has certain variations determined by research to be studied and conclusions drawn (Sugiyono, 2018). The variables in this study where the work environment, organizational culture, and work stress are the independent variables, and employee performance is the dependent variable. Independent variables are variables that affect other variables. While the dependent variable is a variable that is measured to know the magnitude of the effect or influence of other variables.

Based on the theory, the operational definition of the research variable is as follows:

1. Dependent Variable (Y). The dependent variable or dependent variable used in the research is employee performance (Y). According to Irianto (2001) the dependent variable is a variable that is influenced or explained by other variables but cannot affect other variables. The dependent variable in this study is Employee Performance.

2. Independent Variable (X), Independent variables are variables that affect, explain, or explain other variables that cause changes in the dependent variable.

1. Organizational Culture (X1). The indicators are: Quality of work, Quantity of work, Timeliness, Effectiveness, and Independence (Robbins, 2016).

2. Work Commitment (X2). Indicators: Innovation and risk taking, Attention to detail, Result orientation, People orientation, Team orientation, Aggressiveness, Stability (Robbins, 2016).

3. Job Satisfaction (X3). The indicators are: Satisfaction with the work itself, Satisfaction with salary, Satisfaction with promotion, Satisfaction with superiors' attitude, and Satisfaction with colleagues (Robbins and Judge, 2014).

RESULTS RESEARCH AND DISCUSSION

Research result

Classic assumption test

Data Normality Test

The normality test aims to test whether in the regression model, the dependent and independent variables are both normally distributed or not. The data normality test in this study used the Kolmogorov-Smirnov Test method. The results are as follows:

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		60
Normal Parameters, b	Means	.0000000
	std. Deviation	14.53243410

Most Extreme Differences	absolute	.150
	Positive	.150
	Negative	-.127
Test Statistics		.150
asympt. Sig. (2-tailed)		.000c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Processed Data, 2022

As the basis for employee performance guidelines in the normality test on the one sample Kolmogorov Smirnov Test, it can be concluded that the Asymp.Sig.(2-tailed) value is less than α 0.1. Thus, the assumption of normality for the residuals in the multiple linear regression analysis in this study is fulfilled.

Multicollinearity Test

The normality test aims to see whether the regression model is free from multicollinearity problems. In this test, a model is used by looking at the Toll and VIF values. If you have a VIF value of less than 10 and have a TOL number of more than 0.10, the multicollinearity-free regression model results as follows:

Table 2. Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	2,542	2,630		.966	.336		
	Organizational culture	.261	.099	.287	2,642	.000	.583	1,716
	Work Commitment	.074	.119	.075	.622	.035	.467	2.143
	Job satisfaction	.118	.129	.121	.911	.005	.388	2,579

a. Dependent Variable: Employee Performance

Source: Processed Data, 2022

Based on table 2, above it can be seen that the Tolerance value for the indicator is 0.583 for the Organizational Culture variable. 0.467 for the Work Commitment variable and 0.388 for the Job

Satisfaction variable which is greater than 0.10. While the VIF value for the Organizational Culture variable is 1,716, for the Work Commitment variable it is 2,143 and the Job Satisfaction variable is 2,579 <10.00. So it can be concluded that there is no multicollinearity problem.

Heteroscedasticity Test

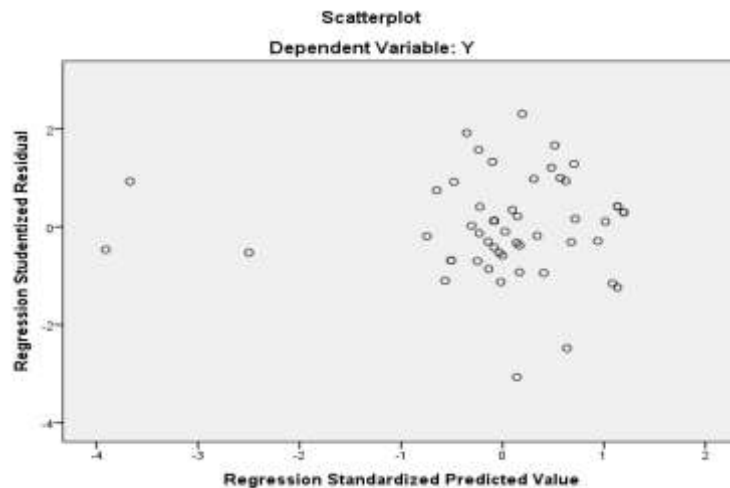


Figure 2. Heteroscedasticity Test Results

Source: Processed Data, 2022

The results of the heteroscedasticity test with the scatterplot image pattern in Figure 2 show that the data points are spread above and below, the data points do not collect only above or below, and the distribution of data points is not patterned. So it can be concluded that there is no heteroscedasticity.

F test

Table 3. F test

ANOVA ^a						
Model	Sum of Squares	df	MeanSquare	F	Sig.	
1	Regression	11534538	3	2306908	10,372	.000b
	residual	20907.972	56	222,425		
	Total	32442510	59			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Organizational Culture, Work Commitment, Job Satisfaction						

Source: Processed Data, 2022

Ontable 3, F test or conduct simultaneous testing to see the effect of Organizational Culture, Work Commitment and Job Satisfaction on Employee Performance at PT. Bank BRI Manado Branch with the results obtained $0.000 < 0.005$ meaning that all variables are positively and significantly related at α 0.005.

Correlation Coefficient Test and Determination

Table 4. Correlation Coefficient and Determination Coefficient

Summary model b				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.796a	.656	.621	14.91393
a. Predictors: (Constant), Organizational Culture, Work Commitment, Job Satisfaction.				
b. Dependent Variable: Employee Performance.				

Source: Processed Data, 2022

In table 4, the correlation coefficient value is 0.796 or 79.60% indicating that the independent variables have a strong relationship with the dependent variable, the closer it is to 1, the stronger the relationship between the independent variables and the dependent variable. Likewise, with the Adjusted R Square of 0.621 or 62.10%. That is, the magnitude of the combination of independent variables together on the dependent value is a positive and significant effect of 0.621 or 62.10%, while the remaining 0.379 or 37.90% is the value of variables that are outside this study. Thus, the closer to the value 1, the better the model issued by the regression.

Multiple Linear Regression Results

Table 5. Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	2,542	2,630		.966	.336
	Organizational culture	.118	.129	.121	.911	.005
	Work Commitment	.175	.122	.180	1,435	.004
	Job satisfaction	.082	.135	.086	.602	.008
a. Dependent Variable: Employee Performance.						

Source: Processed Data, 2022

In Table 5, the results of multiple linear regression obtained the equation $Y = 2.542 + 0.118X_1 + 0.175X_2 + 0.082X_3$. Based on this equation, it can be explained that every 1% increase in Organizational Culture will increase employee performance by 0.118%. Every 1% increase in Work Commitment will increase employee performance by 0.175%. Every 1% increase in Job Satisfaction will increase employee

performance by 0.082%. Organizational culture has a positive effect on employee performance and is significant at an alpha of 10%. Work Commitment has a positive effect on employee performance and is significant at an alpha of 10%. Job satisfaction has a positive effect on employee performance and is significant at an alpha of 10%.

Discussion

The Effect of Organizational Culture, Work Commitment and Job Satisfaction on Employee Performance

The results of this study indicate that Organizational Culture, Work Commitment and Job Satisfaction have a positive and significant relationship to Employee Performance at PT. BRI Bank Sarapung Manado Branch.

The Effect of Organizational Culture on Employee Performance

In this study the Organizational Culture variable has a positive relationship and has a significant effect on employee performance at Bank BRI Sarapung Manado Branch. This research is supported by previous research from Tiara Putri, Usmany Djmahur Hamid Hamidah Hayat Utami (2016) that organizational culture variables have a positive effect on employee performance through organizational commitment with an indirect effect of 0.271. Likewise, research from Dewi Sandy Trang (2013) concerning the influence of leadership style and organizational culture on employee performance at BPKP representatives of North Sulawesi Province, that organizational culture has a positive and significant influence on employee performance.

The Effect of Work Commitment on Employee Performance

The work commitment variable has a positive and significant relationship to employee performance at Bank BRI Sarapung Manado Branch. Commitment and job satisfaction have a positive and significant effect on performance. This shows that the higher the level of commitment and job satisfaction of an employee, the performance value will also increase. Therefore, companies need to pay attention to and continue to increase commitment and job satisfaction by increasing morale, which is a very important ratio for employees. An increase in performance indicates better work results because it means there is a potential increase in speed and accuracy obtained by employees so that it will increase customer trust and will make it easier for company management to be more advanced in achieving it.

Mora (2020) that the partial test results show that the work commitment variable has no significant effect on employee performance and the job satisfaction variable has a significant effect on employee performance. While simultaneously the variables of work commitment and job satisfaction have a significant effect on employee performance at PT Mopoli Raya in Seruway District.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant positive effect on performance. This means that every increase in job satisfaction affects work results. This means that any increase in work results is a positive signal for

the company. Positive job satisfaction also means that the company's employees have been able to manage the company well.

CONCLUSION

Conclusion

The conclusions obtained from the results of this study are as follows:

1. Organizational Culture (X1), Work Commitment (X2) and Job Satisfaction (X3) have a positive and significant influence on employee performance at Bank BRI Sarapung Manado Branch.
2. Organizational Culture (X1) has a positive relationship and has a significant effect on employee performance at Bank BRI Sarapung Manado Branch.
3. Work Commitment (X2) has a positive relationship and has a significant effect on employee performance at Bank BRI Sarapung Manado Branch.
4. Job Satisfaction (X3) has a positive relationship and has a significant effect on employee performance at Bank BRI Sarapung Manado Branch.

Suggestion

Based on the research results obtained, there are several suggestions that are considered for companies and further researchers, namely:

1. PT. BRI Bank Sarapung Manado Branch has a high correlation coefficient, thus the variables of organizational culture, work commitment and job satisfaction need to be maintained and even increased.
2. In this study, it still provides opportunities for other researchers to conduct further research by looking at the Adjusted R Square. A very high Adjusted R Square can thus narrow the gap and other researchers will no longer conduct research.

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