

Impact of Organizational Commitment on Organizational Culture: A Case Study of Indonesia

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ABSTRACT

This study has the objectives to test and analyze the effect of individual characteristic and organizational culture toward organization commitment of employees at PT. Bank Bukopin Tbk. Makassar Branch Office, also to analyze the direct and indirect effect toward employee's performance. PT. Bank Bukopin Tbk. Makassar Branch Office is very attentive toward its employee's individual characteristic with indicator locus of control and authoritarianism in several activities. The same goes for organizational culture variable with dominant indicator of individual initiative, by developing 5 (five) basic values which become the core of firm cultural development, that are 1) Professionalism, 2) Respect Others, 3) Integrity, 4) Dedicated to Customer, and 5) Excellence which abbreviated as PRIDE which means being proud or having pride. Study unit of this paper is employees in PT Bank Bukopin Tbk Makassar Branch Office with population 280 employees. Respondent as sample in this study is 74 employees. Sample determination was using purposive sampling technique. Analysis method used to test hypotheses was variance-based Structural Equation Model (SEM) with Partial Least Square (PLS3) program. Result of this study revealed that there is effect of individual characteristic, organizational culture toward organization commitment. This study's result also showed that there is direct and indirect effect of individual characteristic and organizational culture toward employee's performance enhancement, which is mediated by organization commitment.

Keywords: Individual Characteristic, Organizational culture, Organization Commitment and Employees Performance.

Introduction

Human resources managements is acknowledge as a global and integral issue of competitiveness in this globalization era. The emerging problems in development and competitiveness of public service or business that emerge from the people and only able to be manage and solve by the people themselves. Therefore, an important concept was emerging and being acknowledged as the key of superiority in human resources that is through the right people in the right place at the right time. PT Bank Bukopin needs

human resources that carry good performance, good quality and good potential to be able to achieve the firm's goal. Without optimum working human resources, large sum of capital and high advance technology would not be able to brought success for the firm. Therefore, the firm highly expects its employees to have a good performance. In answering this expectation, management should use several strategic measures such as by being attentive toward individual characteristic of their employees, improving organization commitment and improving implementation of organizational culture thus employees would be able to improve their performance and finally improving firm's performance.

Robbins (2008) suggested that by knowing the differences in individual character, managers would be able to determine the appropriate tasks along the character thus performance improvement would be able to achieve. Gibson (2007) stated that characteristic is the feature or trait with ability to fix life quality, while individual characteristic is special feature which showed the difference in people concerning motivation, initiative, and ability to stay strong in finishing the task at hand or solving problems, or how to adjust to changes that related with environment and influencing individual performance.

Cassette (1981) said that in general there were three main sources which influencing whether someone performance is effective or not and those are individual factor, organizational factor and environment factor. One of the most important activities within a firm's humanresources management is the activity to obtain the right people, such as individual character. Either large or small companies, in their approach it means that all and each organization/firm should capable in creating sense of security and satisfaction in working (*quality of work life*) in its working environment so that human resources in its environment become competitive. For all firm, employees as human resources would need an open communication in its own authority and responsibility.

Other than individual characteristic, organization commitment is also influencing employee's performance at PT Bank Bukopin Tbk Makassar Branch Office. Mathis and Jackson in Sopiah have defined organization commitment as the degree in which employees believe and accept organization objectives and whether they will stay or leave the organization.

According to Stress and Porter in Sopiah (2008), they said that organization commitment can be seen from three factors:

1. Strong belief and acceptance toward organization's objectives and values,
2. Willingness to put effort in achieving organization interest,
3. Strong desire to maintain membership.

Several studies concerning effect of individual characteristic toward employee's performance has been done previously, such as one done by Muksin (2008) with the conclusion that individual characteristic which consist of skill, education, working experience, and needs fulfilment level had significant effect toward employee's performance, either simultaneously or partially and among those individual characteristic,

one with largest effect toward employee's performance in PT Bank Tabungan Negara (persero) Jember Branch Office would be skill variable. This study result had the opposite result with study conducted by Natalia (2010), in which one of her result showed that individual characteristic has no effect toward employee's performance. Employee's organization commitment improvement program should also be enhanced to improve employee's performance such as said by John (2010), where individual with high organization commitment would be proud to become a member of an organization and will work with high performance for his/her organization.

This result is in the opposite with Lintang's (2013), in which his result showed that organization commitment has no effect toward employee's performance within the firm. PT Bank Bukopin Tbk Makassar Branch Office has the notion concerning organizational culture, this culture would attach on each of its employees. Robbins (2008) defines *organizational culture* as a shared meaning system followed by members which differentiate this particular organization with other organization. Moreover, he stated that a shared meaning system would be shaped by its people and also become the differentiate factor with other organization. According to interview result toward several employees, the basis of organizational culture in PT. Bank Bukopin Tbk which influencing their performance is PRIDE, with its behavioral values concerning professionalism, respects others, integrity, dedicated to customer and excellence.

Organizational culture should also being noticed by management in order to improve employee's performance as suggested by Moeljono that said the better quality of factors within organizational culture, the better would be this organization's performance. Employees who already comprehend the overall organization values would make those values as the organization's personality. Study concerning the effect of organizational culture toward employee's performance which is done by Widyanto et al. (2014), with the title Effect of Organization Culture and Working Environment toward Work Satisfaction and Employee's Performance of PT Bank Muamalat Indonesia from Consumer Division of Surabaya Branch, showed its result that organizational culture variable had significant effect toward employee's performance of PT Bank Muamalat Indonesia from Consumer Division of Surabaya Branch. This result has the opposite notion with study by Chairul (2014), with the title Effect of Individual Characteristic, Organizational Culture and Work Motivation toward Employee's Performance through Organizational Citizenship Behavior (OCB) in Employees of Bank Indonesia in Jember Branch Office, revealed its result that organizational culture variable had negative effect and not significant toward employee's performance of Bank Indonesia in Jember Branch Office.

Based on the above description, author is interested to conduct a study with the title "Role of Organization Commitment as Mediator for Individual Characteristic and Organizational Culture Effect toward Employees Performance in PT Bank Bukopin Tbk of Makassar Branch Office".

Research Framework

Human resources is part of knowledge-based intellectual capital and had the potential to improve firm's value and survival at present also future time. Human

resources is the main driving force for every firm to run their activities or business of the company. PT Bank Bukopin needs human resources that carry good performance, good quality and good potential to be able to achieve the firm's goal. Without optimum working human resources, large sum of capital and high advance technology would not be able to brought success for the firm. Therefore, the firm highly expects its employees to have a good performance. In answering this expectation, management should use several strategic measures such as by being attentive toward individual characteristic of their employees, improving organization commitment and improving implementation of organizational culture thus employees would be able to improve their performance and finally improving firm's performance.

Individual characteristic is special feature which showed the difference in people concerning motivation, initiative, and ability to stay strong in finishing the task at hand or solving problems, or how to adjust to changes that related with environment and influencing individual performance. Factors influencing individual would be such as: learning capacity, ability and skill, family background, age, sex, and experience. Winardi suggest conception concerning individual characteristic would include traits such as ability and skill, family background, age, sex and experience also reflecting certain demographic trait, and psychological characteristic which consist of perception, attitude, personality, learning and motivation.

Scope of those traits would shape a certain cultural nuance that marked the basic feature of an organization. From several opinions above, individual characteristic of this study was viewed from ability, biographical characteristic, learning, attitude, personality, perception and values. Indicators used in measurement of individual characteristic variable in this study were stated by Path Goal, that is:

1. Locus of Control, this related with individual faith concerning result determination. Individual with internal locus of control would believe that reward they obtained was based on effort they were doing themselves. While those who tend to external locus of control would believe that reward they obtained was controlled by power beyond their personal control. Internal people would tend to like participative leadership, while external people would like directive leadership,
2. Willingness to receive influence (authoritarianism), which means the willingness to receive influence from other people. Subordinate with high level of authoritarianism would tend to response toward directive leadership, while subordinate with low level of authoritarianism would rather choose participative leadership,
3. Abilities, in which abilities and experience of subordinate would influencing whether they would be able to work with achievement-oriented leader which already determine their target to achieve and expect a high achievement track of record or a supportive leader which prefer to give them encouragement. Subordinate with higher ability would tend to prefer achievement-oriented leadership while those with lower ability would tend to choose supportive leadership.

Gibson (1996) suggests that individual characteristic would include:

1. Ability as in capacity of individual to finish several tasks on a job, in other words, ability is the function of knowledge and skill,
2. Values, in this matter, someone value would be based on satisfying job, able to enjoy, relationship with people, intellectual development and time for family,
3. Attitude, is an evaluative statement which is advantageous or not about an object, people or event,
4. Interest, is an attitude which make one to feel happy concerning certain object, situation or ideas. This would be followed by happy feeling and tendency to look for the fun object. Interest pattern of someone would become one factor that determines his/her compatibility with his/her job.

Management as the organization manager should do all strategic measure to improve its employee's performance, such as by becoming attentive toward individual characteristic of their employees, improving organization commitment and improving implementation of firm's organizational culture. Robbins (2008), suggest by finding the difference in individual character, managers would be able to determine the appropriate tasks that goes along with the character, thus performance improvement will be achieved. Siagian (2008) suggest that larger amount of burden over someone would buy larger commitment toward organization, since one would be more diligent and active in working thus absence tendency would be smaller. He/she would tend to stay within organization or larger amount of burden would bring smaller tendency to change his/her occupation.

Employee's organization commitment enhancement program should also improve to gain better employee's performance such as said by John, in which individual with high level of commitment would be proud to become a member of organization and will be working with high performance for his organization. Organizational culture should also being noticed by management in order to improve employee's performance such as said by Moeljono, that said the better quality of factors within organizational culture, the better would be this organization's performance. Employees who already comprehend the overall organization values would make those values as the organization's personality. Robbins suggested that spirituality culture in organization has positive relation with creativity, employee's satisfaction, team's performance, and organization commitment.

Variable Operational Definition

It is drawing limitation that would explain more about specific characters substantively from a concept. The objective would be so that author would be able to obtain appropriate measurement tool with the conceptually defined variables, in which author should put its process or operational using measurement tool and using it for symptom quantification or his variables. Referring to variable identification above, definition of operational variable of this study would be:

1. Individual characteristic which include traits such as ability and skill; family background, social and experience; age, nationality, sex and others that reflected

certain demographic trait; also psychological characteristic which consist of perception, attitude, personality, learning and motivation, in which those traits would shape a certain cultural nuance and marking basic feature of a particular organization, Winardi (2004). Individual characteristic in this study would be measured using indicator suggested by Path-Goal theory as quoted from Herianus (2014) with his indicators:

- locus of control, related with individual belief concerning result determination,
 - willingness to receive influence (authoritarianism) in this matter meant willingness to receive influence from other,
 - Abilities, which means all type of ability or experience or achievement possess by the employees.
2. Organization commitment is the degree in which employees believe and accept organizational objectives and will stay still or will not leave organization, Mathis and Jackson in Sopiah (2008). Organization commitment in this study would be measured through indicator suggested by Robbins (2008), by differentiating organization commitment into three indicators, such as:
- Affective component, emotional feeling for the firm and beliefs in its values,
 - Normative component, commitment to stay with the firm for moral or ethical reasons,
 - Continuance component, economy value conceived by staying within the firm compared to if he/she left the firm.
3. Organizational culture or company's culture is value, norm, belief, attitude and assumption which are a reflection of how people within the firm would do, Michael Armstrong (2009). In this study, organizational culture would be measured according to indicators suggested by Robbins (2008) which are:
- Individual initiative, responsibility level, freedom and independent own by individual,
 - Tolerance toward risk act, how far would employees was encourage to be aggressive, innovative and risk-takers,
 - Direction, how far would the organization create a clear target and expectation concerning achievement,
 - Integration, how far units within organization would be encourage to work with coordinated manner,
 - Support from management, how far managers would give clear communication, help and support toward their subordinate,
 - Control, amount of rules and direct supervision which are used to supervise and control employee's behavior,
 - Identity, how far would member identify themselves in overall with the organization compared to certain work unit or professional competence,
 - Reward system, how far reward allocation (salary increment, promotion) was based on employee's performance criteria rather than seniority and favoritism,

- Tolerance toward conflict, how far employees was encourage to state conflict and critics in open manner and
 - Communication pattern, how far does organization's communication was limited by formal authority hierarchy.
4. Performance (work achievement) is a work result obtained by someone in fulfilling his/her tasks given to him/her based on his/her aptitude, experience and sincerity also time, Hasibuan (2013:34).

Employee's performance in this study would be measured by indicators suggested by Bernardine and Susilo (2006), which are:

- work quality,
- work quantity,
- timeliness,
- effectivity, and
- Independent/autonomous. Next, variable operational definition would be transformed into statement given toward respondent and measured using Likert scale, Sugiyono (2013).

Research Method

Research Design:

This study is an explanatory research, which is a study that tested relationship between variables, Sugiyono in Yusuf (2015). Based on data analysis, this study is an analysis study due to data analysis from sample using inductive statistic to generalize study result over population. Population in this study is employees of PT Bank Bukopin Tbk Makassar Branch Office, with 280 employees. These people was spread over in Makassar Main Branch Office, KCP Panakukang, KCP Pangkep, KCP Paripurna, KCP Cendrawasih, and KCP Wisma Kalla also KCP Pettarani. Sample determination was using Slovin formula, sample was determined for 74 employees. Data collection technique was means used by author to collect data (Arikunto, 2008:102). In an effort to collect accurate data concerning studied variables, interview, questionnaire and study literature was used. This study is an explanatory research with the objective to test relationship between variables. This study was analyzed using Structural Equation Modelling (SEM) through variance-based Partial Least Square (PLS3) software.

Variable Data Measurement:

Variables in this study consist of exogenous variables such as individual characteristic (X1), organization commitment (X2) and organizational culture (X3) and endogenous variable (Y), in this matter is employee's performance of PT Bank Bukopin Tbk, Makassar Branch Office.

a. Convergent Validity

Convergent validity test was assessed based on loading factor between indicator scores (component scores) and construct score (latent variable scores). Result of indicators KI4, KI5, KO6, KO8, BO6, BO9, KNK2, KNK3 and KNK4 has fulfilled high

convergent validity in goodness of fit requirement due to loading factor above 0,70 (Ghozali, 2011:25). Indicators KO2, BO4, BO5, BO7, BO9 and KNK9 had medium convergent validity in goodness of fit requirement due to loading factor between 0,60-0,70. Indicators BO10, BO2, BO3 and BO8 had low convergent validity in goodness of fit requirement due to loading factor about 0,50. It is concluded that all indicators is fit for parameter in each latent construct within this study model.

b. Discriminant Validity

Discriminant validity evaluation in this model was done by evaluating cross loading of indicators measurement with latent construct and compare between square root of average variance extracted (AVE square root) with correlation between latent construct. Test result of cross loading showed that correlation of each latent construct with its measurement indicator is larger than correlation construct with other measurement indicators. Another alternative, would be by using comparison between square root of average variance extracted (AVE square root) with correlation between latent construct of this study.

Table 1: Average Variance Extracted (AVE)

Variabel	AVE	AVE Square Root
Individual Characteristic	0,654	1.000000
Organization Commitment	0,558	1.000000
Organizational Culture	0,372	1.000000
Employees Performance	0,460	1.000000

Source: Processed Data, (2016)

The above table showed that AVE square root is larger than correlation between latent construct, thus it can be describe that latent construct which consist of individual characteristic (X1), organization commitment (Y1), and organizational culture (X2) and employees performance (Y2) have good discriminant validity in goodness of fit or had good reliability rate. Subsequent phase would be conducting reliability test, this test was done by looking at composite reliability value from indicator block that measure constructs. Indicator group which measure onevariable would have good reliability if it has *composite reliability* $\geq 0,7$ although it is not an absolute standard (Ghozali, 2008).Below is composite reliability value in output:

Table 2: Composite Reliability

Variables	Composite Reliability
Individual Characteristic	0,791
Organization Commitment	0,788
Organizational Culture	0,854
Employees Performance	0,808

Source: Processed Data, (2016)

Result test showed that construct reliability in study model has high composite reliability in goodness of fit requirement due to composite reliability over 0,70. Goodness of fit evaluation result of outer model from this study model at convergent validity, discriminant validity and composite reliability, all had fulfilled validity and reliability requirement for Partial Least Square (PLS) method. Thus, testing can be continued toward hypotheses testing by using inner modeltest.

I. Hypotheses Testing

Hypotheses in PLS method was tested by using inner model (structural model). If original sample value was positive and t-statistic > t-table then hypothesis is acceptable, but if original sample value was negative and t-statistic < t-table then hypothesis is denied.

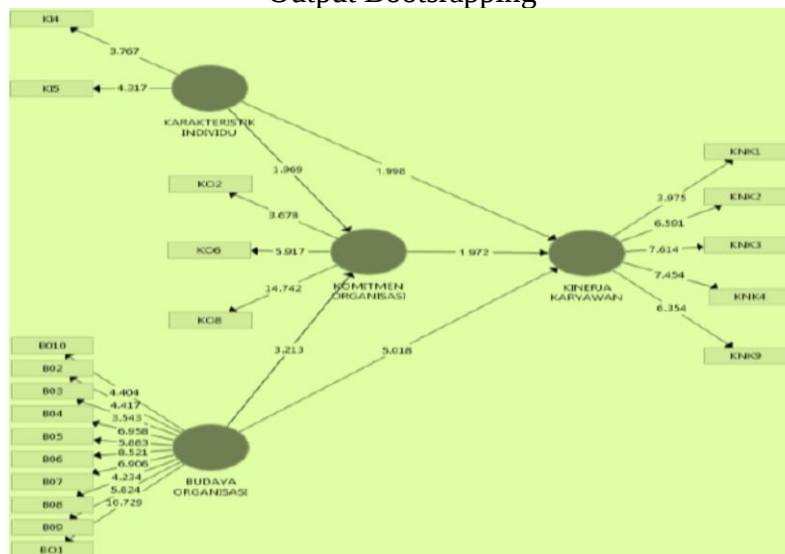
Table 3: Path CoefficientsTest Result in Inner Model

Hypotheses		Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STERR)	P Values
Individual Characteristic >Organization Commitment	-	0,219	0,224	0,111	1,969	0,050
Organizational Culture >Organization Commitment	-	0,383	0,414	0,119	3,123	0,001
Individual Characteristic >Employees Performance	-	0,040	0,047	0,099	1,998	0,688
Organizational Culture >Employees Performance	-	0,533	0,556	0,106	5,018	0,000
Organization Commitment >Employees Performance	-	0,191	0,184	0,117	1,972	0,104

Source: Processed Data, (2016)

Figure 3

Output Bootstrapping



a. Hypothesis Testing 1

First hypothesis is, it is expected that there is effect of individual characteristic toward organization commitment of employees PT Bank Bukopin Tbk. Makassar Branch Office. Test result showed that path coefficient is 0,219. This path coefficient describe positive relationship between individual characteristic toward organization commitment, and it means that every one unit change in individual characteristic would be followed by 0,21 increase in organization commitment. This result is significant and showed by t-statistic (1,96) equal with t-table (1,96) in alpha 0,05. It is described in here that testing result proving that there is real and significant effect of individual characteristic toward organization commitment of employees in PT Bank Bukopin Tbk. Makassar Branch Office. Thus, hypothesis 1 in this study is acceptable.

b. Hypothesis Testing 2

Second hypothesis is it is expected that there is effect of organizational culture toward organization commitment of employees in PT Bank Bukopin Tbk. Makassar Branch Office. Test result showed that path coefficient is 0,38. This path coefficient describe positive relationship between organizational culture toward organization commitment, and it means that every one unit change in organizational culture would be followed by 0,38 increase in organization commitment. This result is significant and showed by t-statistic (3,12) larger than t-table (1,96) in alpha 0,05. It is described here that testing result proving that there is real and significant effect of organizational culture toward organization commitment of employees in PT Bank Bukopin Tbk. Makassar Branch Office. Thus, hypothesis 2 in this study is acceptable.

c. Hypothesis Testing 3

Third hypothesis is, it is expected that there is direct and indirect effect of individual characteristic toward employee's performance in PT Bank Bukopin Tbk. Makassar Branch Office. Test result showed that path coefficient is 0,04. This path coefficient describe direct and positive relationship between individual characteristic toward employees performance, and it means that every one unit change in individual characteristic would be followed by 0,04 increase in employees performance. This result is significant and showed by t-statistic (1,99) larger than t-table (1,96) in alpha 0,05. Therefore it is described here that test result proved that there is direct effect of individual characteristic toward employee's performance in PT Bank Bukopin Tbk. Makassar Branch Office. Next, indirect effect of individual characteristic toward employee's performance mediated by organization commitment of employees in PT Bank Bukopin Tbk. Makassar Branch Office can be calculated as follows:

$$\begin{aligned} KIK \rightarrow KNP &= KIK \rightarrow KNP + (KIK \rightarrow KOK) \times (KOK \rightarrow KNP) \\ &= 0,040 + (0,219) (0,191) \\ &= 0,040 + 0,042 \\ &= 0,082 \end{aligned}$$

This path coefficient calculation result describes indirect relationship between individual characteristic toward employees performance mediated by organization commitment. Based on this calculation result, it can be concluded that indirect effect of individual characteristic toward employees performance revealed positive and significant relationship with 0,08 value. It means that if PT Bank Bukopin Tbk. Makassar branch office would pay attention toward individual characteristic to improve organization commitment, it would increase employees performance as much as 0,08 unit. Path coefficient result in an indirect effect of individual characteristic toward employees performance mediated by organization commitment is 0,08 and this result is larger than path coefficient in direct effect of individual characteristic toward employees performance which only 0,04. Thus, it can be concluded that hypothesis 3 in this study is acceptable.

d. Hypothesis Testing 4

Fourth hypothesis is, it is expected that there is direct and indirect effect of organizational culture toward employee's performance in PT Bank Bukopin Tbk. Makassar Branch Office. Test result showed that path coefficient is 0,53. This path coefficient describe direct and positive relationship between organizational culture toward employees performance, and it means that every one unit change in organizational culture quality would be followed by 0,53 increase in employees performance. This result is significant and showed by t-statistic (5,01) larger than t-table (1,96) in alpha 0,05. Therefore it is described here that test result proved that there is direct effect of organizational culture toward employee's performance in PT Bank Bukopin Tbk. Makassar Branch Office. Next, indirect effect of organizational culture toward employee's performance mediated by organization commitment of employees in PT Bank Bukopin Tbk. Makassar Branch Office can be calculated as follows:

$$\begin{aligned} \text{BOKO} \rightarrow \text{BOKNK} &\Rightarrow (\text{BOKO}) (\rightarrow \text{BOKNK}) \Rightarrow \\ &= 0,533 + (0,383) (0,191) \\ &= 0,533 + 0,073 \\ &= 0,606 \end{aligned}$$

This path coefficient calculation result describes indirect relationship between organizational cultures toward employee's performance mediated by organization commitment. Based on this calculation result, it can be concluded that indirect effect of organizational culture toward employees performance revealed positive and significant relationship with 0,60 value. It means that if PT Bank Bukopin Tbk. Makassar branch office would pay attention toward organizational culture to improve organization commitment, it would increase employees performance as much as 0,60 unit. Path coefficient result in an indirect effect of organizational culture toward employees performance mediated by organization commitment is 0,60 and this result is larger than path coefficient in direct effect of organizational culture toward employees performance which only 0,53. Thus, it can be concluded that hypothesis 4 in this study is acceptable.

e. Hypothesis Testing

Fifth hypothesis is, it is expected that there is effect of organization commitment toward employee's performance in PT Bank Bukopin Tbk. Makassar Branch Office. Test result showed that path coefficient is 0,19. This path coefficient describes positive relationship between organization commitments toward employee's performance. This result is significant and showed by t-statistic (1,97) larger than t-table (1,96) in alpha 0,05 therefore it is described here that test result proved that there is real and significant effect of organization commitment toward employees performance in PT Bank Bukopin Tbk. Makassar Branch Office. Thus, hypothesis 5 in this study is acceptable.

Result Discussion

Based on the study results, as explained above, this section would describe discussion between variables related with previous theory and other study results.

a. Effect of Individual Characteristic toward Organization Commitment

Individual characteristic deals with traits such as ability and skill, family background, social and experience, age, nationality, sex and others that reflected certain demographic trait and also psychological characteristics consist of perception, attitude, personality, learning and motivation, in which those traits would form a certain cultural nuance which indicate basic feature of particular organization, Winardi (2004). Test result proved that there is real and significant effect of individual characteristic toward organization commitment of employees in PT Bank Bukopin Tbk Makassar Branch Office. Result shows the effect of individual characteristic toward organization commitment supported by theory review as suggested by Dyne and Graham (2005) stating that one factor influencing organization commitment would be individual (personal) characteristic factor. Individual characteristic of employees would consist of age, sex, tenure, education level, marriage status, and amount of burden.

Steers (1985) developed a causal relationship model regarding commitment toward organization. According to Steers, there was three cause of organization commitment, which are: personal characteristic (the need to achieve, tenures etc.), job characteristic (feedback, job identity, opportunity to interact, etc.) and work experience. Employee's age within an organization would influence his/her commitment toward his/her company. Robbins (2002) suggests that older employees would have higher commitment toward organization. This was due to individual opportunity to obtain other job is becoming more limited along with increasing age. Siagian (2008) suggest that larger amount of burden would bring higher commitment toward organization. It was reflected in one become more diligent and active in working thus tendency in absence would become smaller. Other than that, someone would stay within organization or in another word; larger amount of burden would create smaller chance to leave the firm.

Study result concerning effect of organizational culture toward organization commitment was supported by empirical review as stated by Dian Rosita Dewi (2011) where she found out that job characteristic variable had positive and significant effect

toward organization commitment. Indi Djastuti (2011) also found out that jobs in a construction service company in Central Java which had been designed using motivational approach has combine five job characteristic dimension to create strong encouragement for employees to stay within the firm. Result of study by Agung (2013), suggest that he found significant effect between job characteristic toward organization commitment in PT "X". Study by Guruh (2014) also found effect of Individual Characteristic toward Organization Commitment of Employees in Aditya Beach Resort Lovina Singaraja. Masood (2013) found out that personal characteristic is able to influencing organization commitment of employees that works in Finance Department of Pakistan.

b. Effect of Organizational Culture toward Organization Commitment

Organizational culture or firm culture is value, norm, beliefs, attitude and assumption which is the form of how people within the company act and do things they do, Armstrong(2009). Study result concerning effect of organizational culture toward organization commitment, supported by theory review as said by Robbins (2008) suggest that spirituality culture within organization has positive relation with creativity, employees satisfaction, team performance and organization commitment, the same opinion was stated by Pasek (2008) that organizational culture and leadership has significant effect toward employee's commitment toward organization. In an effort to grow, maintain and improve this organization commitment of employee's, organizational culture has direct effect through tough and strong leadership style. Higher work commitment by employees would be able to realize through maintaining organizational culture by opening opportunity for employees to obtain optimum work achievement.

Study result regarding effect of organizational culture toward organization commitment, was supported by empirical review such as done by Aswan (2014). Organizational culture variable has effect toward organization commitment in government banks in the city of Bau Bau. If, organizational culture value is increase, it would also increase organization commitment. Thus, better organizational culture would bring higher organization commitment. Kartiningsih (2007) found out that there is positive effect between organizational cultures with organization commitment. Adel (2015) found out that organizational culture has influencing organization commitment of employees. Maria (2013) found out that organizational culture has significant effect toward organization commitment.

c. Effect of Individual Characteristic toward Employees Performance

PT Bank Bukopin Tbk. Makassar Branch Office highly attentive toward its employee's individual characteristic, such as in their employee's recruitment, firm always reviewing skill possessed by applicant and after they become employees, firm would concentrate in improving those skills through lots of programs and training. The firm would always attentive toward locus of control indicator in their employees such as whether their employees is diligent, perseverance, independent, in which these kind of

employees would highly maintain by the firm and then developed into high potential and high performer employees in order to improve firm's performance. Dominant indicator which shapes individual characteristic variable according to respondent would be authoritarianism (KI6) indicator, with its item "I always participate in all type of activities". This statement showed that *authoritarianism* indicator possess by employees is quite high, if employees is happy to be involved and participate in all type of activities, it shows that he/she is care toward others.

Result test of path coefficient for indirect effect of individual characteristic toward employees performance mediated by organization commitment is 0,08. This is larger than path coefficient for direct effect of individual characteristic toward employees performance with 0,04. This means that if PT Bank Bukopin Tbk. Makassar Branch Office paying attention toward individual to increase organization commitment, it would increase employees performance as much as 0,08 unit.

Several theoretical literature suggested by experts has supported this study result concerning positive effect of individual characteristic toward employees performance such as said by Robbins (2008). He suggests that individual characteristic is difference of each person thus it would affect job behavior. By knowing different character of individual, managers would be able to determine appropriate tasks in accord with their character, thus performance improvement would be able to realize. Gibson (2007) suggests that characteristic taken to work environment would affecting his/her performance. This was based on thought that difference in ability and attitude to finish the job would affect individual performance. This statement is identical with statement from Armstrong et al. (1998) where he said about factors influencing performance, among them is personal factors, showed by level of skill, competence and motivation possess by individual.

Empirically speaking, study result concerning positive effect of individual characteristic toward employee's performance was supported by study result's finding done by Muksin (2008) which state that individual characteristic has largest effect toward employees performance, Reiner et al (2007) showed that individual characteristic, either in individual or in team, would affecting cooperation regarding situational awareness and task performance. Next, study by Wibie et al. (2014), suggest that individual characteristic, compensation, and motivation simultaneously and partially had positive and significant effect toward employee's performance. These results is in accord with result of study by Herianus (2014) where he found out that individual characteristic has significant effect toward employees performance based on requirement types and reward types also age of employees.

This is similar with result of Yuwono (2005:187) suggesting that one of the factor that affecting employees performance is personal characteristic which consist of:

1. Knowledge, ability and skill,
2. Attitude and motivation. Knowing the difference in individual characteristic, would make managers able to determine the appropriate tasks according to employee's characteristic, and thus securing maximum performance.

d. Effect of Organizational Culture toward Employees Performance

Indicator revealed that dominant respondent perception to form organizational culture variable is individual initiative indicator with its item “My organization currently create a clear target and expectation concerning my work achievement”, this showed that firm culture is concentrated toward improving employees work achievement through improving ability and employees competence.

Calculation result in path coefficient of indirect effect of organizational culture toward employees performance mediated by organization commitment is 0,60. This is larger than path coefficient of direct effect of organizational culture toward employees performance with 0,53. Based on this calculation it could be concluded that indirect effect of organizational culture toward employees performance showed positive and significant effect with 0,60. It means that if PT Bank Bukopin Tbk Makassar Branch Office pay attention to improve organization commitment, it would improve employees performance as much as 0,60 unit.

PT Bank Bukopin Tbk. Makassar branch office has developed basic values which become the core of company’s culture development that consist of 5 firm’s culture such as:

1. Professionalism, that is company culture related with mastering competence and responsibility to give best result;
2. Respect others, that is company’s culture to respect the role and contribution of every individual, helping each-others, and care for environment to deliver positive synergy with main attitude of caring, cooperation, friendly, well-mannered and communicative,
3. Integrity, that is firm culture which always respect the role and contribution of each individual, helping each other and care for environment to deliver positive synergy with main attitude of honest, sincere, discipline, and commitment,
4. Dedicated to customer, that is firm culture which always give priority toward service and customer’s satisfaction with main behavior including speed oriented, easy to use, comfort, proactive and responsive,
5. Excellence that is firm culture which is always continually remedied to improve added value and always try to become the best with main behavior including innovative, creative, added-value oriented and best result. Abbreviation of those values is PRIDE.

Implementation of firm culture toward employees performance in PT Bank Bukopin Tbk Makassar Branch Office is quite good, management is able to implement firm culture to create performance, whereas one of its culture is Dedicated to customer which means employees is trained and professional enough in deliver service toward customer, such as service for customer in routine activity like cash withdrawal or cash deposit in branch office, customer always showed good and friendly manner. This culture has become the manual by employees to work and improve their performance.

Several theoretical literature suggested by experts has supported study result concerning positive effect of organizational culture toward employees performance as stated by Moeljono (2003) which suggest better quality of factors included in organizational culture would create better organization performance, employees that already comprehend organizational values in overall would make these values become organization personality. These values and beliefs would be realized into their daily behavior in working, thus it would become individual performance. Supported by the existing human resources, system and technology, firm strategy and logistic, each good individual performance would create good organization performance.

Empirically speaking, study results concerning positive effect of organizational culture toward employees performance was supported by findings of study done by Ancok (2012) suggesting that organizational culture is the unifier factor within organization and binding organization members through believed values, and symbol which contain shared social aspiration to achieve. In environment with strong organization culture, employees would feel comprehension which becomes the unifying factor between members and has positive effect toward employee's performance. Mangkunegara (2005) suggest that firm culture socialize with good communication would be able to determine overall power of the firm, performance, and competitiveness in long term, this was in accord with statement of Agustin (2014) where superior firm would be indicated by lots of innovation created, and also determined by organizational culture existed in the organization.

e. Effect of Organization Commitment toward Employees Performance

Organization commitment is degree in which employees would believe and accept organization objectives and will always stay and not leaving organization, Mathis and Jackson in Sopiah (2008). Dominant indicator highly affecting to form organization commitment variable is continuance commitment indicator with its item "I will not leave my current superior", this statement item showed that employees of PT Bank Bukopin Tbk. Makassar Branch Office is highly loyal toward their company. Attitude showed by employee's revealed good development in building organization commitment for employees.

In order to maintain and improve organization commitment, management has always conduct all type of activities to maintain organization commitment of employees in PT Bank Bukopin Tbk. Makassar Branch Office, such as by conducting family gathering to familiarize employees relation along with other employees and with its superior. With harmony relationship, employees would possess their own bond thus in their job they would help each other and give motivation toward one another. Therefore, employees would like to stay in the company and will not leave the company under any circumstances.

Other than this, management also always paying attention toward economic security given toward employees such as salary, benefit, and others in accord with performance and proper life needs for employees. This form would able to improve

employee's commitment to stay working for the company, and thus not easy to move to another company. Several theoretical literature suggested by experts has supported study result concerning positive effect of organization commitment toward employees performance as stated by John (2010) who suggest that individual with high organization commitment would be proud to become part of an organization and will work with high performance for his/her organization. This statement was supported by Robbins (2006) that there is strong relationship between organization commitment and performance. Next, Meyer et al (2005) explain that commitment toward job is a multidimensional perspective in the form of development of organization commitment theory. In multidimensional approach, commitment toward job such as organizational commitment has complex understanding concerning someone's attachment with his/her job.

Empirically, this study result concerning positive effect of organization commitment toward employee's performance was supported by findings by Monalisa (2005) in her study which revealed medium direction between effects of organization commitment toward organization performance. Alfi & Sumiyati (2014) found out that organization commitment also has effect toward employee's performance. Next, Negin et al. (2013) also found out that organization commitment has significant effect toward performance. This study result is in accord with study conducted by Yenny (2011) where she found out that organization commitment has proved to carry an effect toward employee's performance variable.

Conclusion and Suggestion

Based on data analysis result in this study, it can be concluded as follows:

1. Individual characteristic has positive and significant effect toward organization commitment of employees in PT Bank Bukopin Tbk. Makassar Branch Office. Employees with certain characteristic in accord with firm criteria would tend to have higher commitment and will be maintained by the firm.
2. Organizational culture has positive and significant effect toward organization commitment of employees in PT Bank Bukopin Tbk. Makassar Branch Office. Organizational culture tend to bind the employees and become a yardstick in working, by comprehending firm culture, employees would be more guided in working and finally able to improve organization commitment of employees.
3. Individual characteristic has positive and significant effect toward employee's performance in PT Bank Bukopin Tbk. Makassar Branch Office. Firm highly attentive toward currently possessed employee's individual characteristic since management would like to maintain employees with proper characteristic along with firm's needs. They were assumed to be potential employees to improve organization performance.
4. Organization commitment has positive and significant effect toward employee's performance in PT Bank Bukopin Tbk. Makassar Branch Office. Management

always try to held many activities in order to maintain organization commitment of employees. By improving organization commitment possessed by employees, they would like to stay within the firm and forming initiative regarding the importance of company's development. Employees would not leave the firm under any circumstances.

5. Organizational culture has positive and significant effect toward employees performance in PT Bank Bukopin Tbk. Makassar Branch Office. Implementation of current organizational culture has given unifier guidance for organization and binding organization members through values believed and symbol contain shared social aspiration that going to achieve for employees and which has great impact toward performance improvement.

Based on the conclusion above, author would like to give several suggestions as follows:

1. Individual characteristic possessed by employees should be paid attention by every company's leader, through individual characteristic, company would be able to identify individual who can improve company performance or vice versa. Company should not trouble themselves with different individual characteristic but they should know that the right individual characteristic should be placed in the right position within the firm.
2. Organization commitment should always be maintain by the company, especially for new employees. Company should conduct all type of innovation related with commitment improvement method possessed by employees so that potential employees would not leave the company.
3. Management already implements and design good organizational culture. But, conception concerning firm's culture should be integrated with all type program and activities to improve company's performance.
4. In order to give information concerning employee's performance improvement, it is expected for subsequent author to conduct study whether using the similar concept or to add other variables. Concerning factors which influence employee's performance inside or outside of individual character, organization commitment and organizational culture such as leadership style, organization commitment and competence, motivation, reward, loyalty, and working environment with more samples to obtain more accurate conclusion.

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