


An influence of organizational culture and organizational commitment on sales officer performance

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Article Info	ABSTRACT
Keywords: Organizational Culture, Organizational Commitment, Employee Performance	Poor organizational performance will make it difficult for the organization or company to satisfy consumers, which of course will hurt profits, company reputation, and sales. Meanwhile, high performance can help companies achieve consistently high goals and results over time. This research aims to analyze the influence of organizational culture and organizational commitment on the performance of PT sales officers. Medan Branch State Savings Bank. Type of quantitative research. Data collection techniques use questionnaires, observation, and documentation. The sample consisted of 58 respondents. The sampling technique is total sampling. Data analysis uses multiple regression. The research results show that organizational culture influences the performance of sales officers where the sig value is $0.000 < 0.05$. Organizational commitment influences the performance of sales officers where the sig value is $0.000 < 0.05$.
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INTRODUCTION

Every company has management as business controllers. Management is the group of people responsible for making strategic decisions and managing the organization as a whole. PT. Bank Tabungan Negara (Persero), Tbk is a State-Owned Enterprise (BUMN) that operates in the banking sector. Bank BTN is a bank that is ranked fourth among state-owned banks with total assets of IDR 402.2 trillion in the country in terms of net profit growth in 2022, which reached IDR 2.28 trillion in the third quarter of 202. However, this overall success is not in line with the achievements of PT. Bank Tabungan Negara (Persero), Tbk Medan Branch where the sales target did not reach the company's expectations. There was a decline in performance compared to 2021. In 2022, the lowest achievement of the target was only 61.70%, and there were no sales officers who achieved a target above 90%. Employees who take care of sales are called sales officers.

Realizing this problem, the company management of PT. Bank Tabungan Negara (Persero), Tbk Medan Branch is implementing a strategy to encourage increased profits. The results of the management analysis decided that the effective strategy was to make changes to the organizational structure. The company's organizational structure contains communication, distribution of tasks and responsibilities, and company flexibility in facing

change and this involves lines of authority and accountability as well as what kind of behavior is acceptable within the organization (Zainal, 2015).

The organizational structure implemented in a company has a major impact on organizational culture. Where organizational structure can create a culture and change individual behavior (Laksana, 2018). In this case, companies tend to focus more on achieving goals and resulting tasks, rather than prioritizing employee welfare and an inclusive work culture. Observation results show that the current work culture makes the sales team experience pressure during the transition period between the old and new organizational structures, due to the increase in tasks given.

During the creation of a new work culture, after implementing a new organizational structure in the last 9 months, it turned out that it had not yet produced the results the company had hoped for. No sales officer's performance has yet reached the target or above 100%.

The phenomenon of the new work culture also has an impact on employee commitment in the organization due to work changes, so it is directly related to employee productivity. Research conducted by Zulkarnain and Hadiyani (2014) explains that organizational commitment and employee involvement influence employee readiness to change. Based on the description above, this research aims to determine the influence of organizational culture and organizational commitment on the performance of case study sales officers at PT. State Savings Bank (Persero) Tbk Medan Branch.

METODE

This research design is quantitative research with a descriptive approach, which aims to describe the research object and research results PT BTN. Sugiyono (2016) states that the descriptive approach is an approach that has the function of providing a description/picture of the object being studied through data/samples that have been collected as they are and no variables have been manipulated in the research.

The majority of respondents served in the marketing division, 17 people or 34%. The majority of respondents had a bachelor's degree (S1) as many as 31 people or 62%. This research data was analyzed using the Smart PLS software program version 3.3.2. First, processing is carried out on the outer model to test validity and reliability. Validity analysis is seen from the outer loadings value > 0.5 and the average variance extracted value > 0.5 . The cross loading value criterion is that the outer loading value produced by each indicator for its latent construct must be greater than the outer loading value of each indicator for the other latent construct. Next, the reliability analysis is seen from the value of the Cronbach alpha, which is above 0.7, which is the criterion that the data used can be claimed to have reliability.

Second, processing is carried out on the inner model to test the hypotheses that have been generated. Before testing the hypothesis, first test the research construct by looking at the R-square (R²) value, if the value is $1 - 0.67$, it means there is a strong or substantial influence, if it is between $0.66 - 0.33$ then the influence is moderate or moderate. , and if the R-square value ranges between $0.32 - 0.19$, it means there is a weak influence. For the

R-square value, if the value is 0.02 – 0.14 it means the influence is weak, 0.15 – 0.34 means the influence is moderate, and above 0.35 means there is a strong influence. For the GoF (Goodness of Fit) value, if the value is 0.1 it means the suitability of the model is small, the value 0.25 means the suitability of the model is medium, and the value 0.36 means the suitability of the model is large.

RESULT AND DISCUSSION

Validity test results

The research shows that all the indicators used to measure the variables in this research are declared convergently valid because they have outer loading values greater than 0.5. Apart from that, it was also declared convergently valid because it had an average variance extracted (AVE) value for each variable greater than 0.5. If the outer loading value produced by each indicator on its latent construct is greater than the outer loading value of each indicator on other latent constructs, it is concluded that based on discriminant validity testing, the variables and indicators used are valid, which refers to the cross loading value.

Respondent Characteristics

Table 1. Characters by gender

Gender	Sample	Percentage (%)
Man	26	44,8
Woman	32	55,2
Total	58	100

Based on the data above, the dominant sales force is 32 women (55.2%). The remaining 26 were men (44.8%).

Table 2. Characters based on age

Age (Years)	Sample	Percentage (%)
21 – 25	11	19
26 – 30	24	41,4
>30	23	39,7
Total	58	100

Based on the data above, the dominant sales group aged >30 is 23 (39.7%).

Table 3. Characteristics of Respondents Based on Education

Education	Sample	Percentage (%)
Diploma	5	8,6
S1	50	86,2
S2/S3	3	5,2
Total	58	100

Based on the data above, the dominant sales type are 50 Bachelor degree graduates (86.2%).

Table 4. Characteristics of Respondents Based on Work Status

Status	Sample	Percentage (%)
Contract	18	31
Still	40	69
Total	58	100

Based on Table 4.3 above, it shows that respondents with contract work status were 18 people (31%) and 40 people were permanent employees (69%). Sales with permanent employee status can be more productive because they have full focus on sales tasks. They also have a long-term commitment to the company and can develop stronger relationships with customers over time.

Multiple Regression Analysis

Table 4. Summary of Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
1 Constant	0.508	2.700		0.003
Budaya Organisasi	0.861	0.180	0.485	0.000
Komitmen Organisasi	0.525	0.115	0.464	0.000
R Square (R ²)	0.823			
Sig. F	0.000			

The results of the multiple linear regression analysis in Table 4 above are then entered into the following multiple linear regression equation model. The explanation of the form of this equation is as follows:

$$Y = 0,508 + 0.861 X_1 + 0.525 X_2$$

- a. The constant value (a) is 0.508 which indicates that the variables of organizational culture and organizational commitment have a positive effect on the sales officer performance variables of PT. State Savings Bank (Persero), Tbk Medan Branch. This means that if the culture and organizational commitment variables are constant, the sales officer's performance will be 0.508.
- b. The regression coefficient value
- c. The regression coefficient value

Analysed

The Influence of Organizational Culture on the Performance of PT Sales Officers. State Savings Bank (Persero), Tbk Medan Branch. The research results show that organizational culture has a significant effect on the performance of PT sales officers. Bank Tabungan Negara (Persero), Tbk Medan Branch with a sig value of 0.000 < 0.05. Organizational culture influences the way a person works and interacts with others, culture also influences what managers must do to achieve their goals and keep their management running smoothly, including the type of coaching, training, incentives and restrictions the company provides. In sales management, company culture can influence internal competitiveness, the quality of customer relationships, sales ethics, and team dynamics.

The results of the research above are in line with the findings of Alfitri Rijanto (2018) that there is a significant positive influence between organizational culture variables and

employee performance variables. This research is also supported by research by Ridho (2016) that there is a positive and significant influence between organizational culture on employee performance.

The Influence of Organizational Commitment on the Performance of PT Sales Officers. State Savings Bank (Persero), Tbk Medan Branch. Based on tests that have been carried out, organizational commitment as measured by commitment has a regression coefficient value of 0.00 which is smaller than 0.05, thus organizational commitment has a significant positive effect on sales officer performance. So increasing the right organizational commitment will be able to improve the performance of the sales officer of PT. Bank Tabungan Negara (Persero), Tbk, Medan Branch.

The results of this research are in accordance with the results of research conducted by Djoeddawi (2016), entitled The Influence of Organizational Culture and Organizational Commitment on Employee Performance at PT. Publisher Erlangga Mahameru, which shows that organizational commitment has a significant effect on employee performance at PT. Publisher Erlangga Mahameru Makasar Branch.

CONCLUSION

Based on the description above, it can be concluded that: Organizational culture has a significant effect on the performance of PT sales officers. Bank Tabungan Negara (Persero), Tbk Medan Branch with a sig value of $0.000 > 0.05$. Organizational commitment has a significant effect on the performance of PT sales officers. Medan Branch State Savings Bank with a sig value of $0.000 > 0.05$.

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