



**THE INFLUENCE OF ORGANIZATIONAL CULTURE THROUGH COMPETENCE,  
WORK MOTIVATION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE  
PERFORMANCE AT PT. PEGADAIAN (PERSERO) OFFICE REGION VI MAKASSAR**

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**Abstract**

This study aims to analyze (1) the influence of organizational culture on employee performance at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar. (2) the influence of organizational culture on employee competence at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar. (3) the influence of organizational culture on employee motivation at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar. (4) the influence of organizational culture on organizational commitment at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar. (5) the influence of organizational culture indirectly on employee performance through employee competence at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar. (6) the influence of organizational culture indirectly on employee performance through work motivation at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar. (7) the influence of organizational culture indirectly on employee performance through organizational commitment at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar. This study uses a quantitative approach. The data used is primary data. A sample of 81 respondents. These respondents are permanent employees of PT. Pegadaian (Persero) Tbk, Regional Office VI Makassar. Data collection was carried out through observation and distribution of questionnaires and interviews. Data analysis using descriptive analysis techniques, validity and reliability tests, normality tests, linearity tests, multicollinearity tests, Heteroscedasticity Tests, Descriptive Statistical Analysis, path analysis (Path Analysis), Sobel tests and hypothesis testing (T test, F test, R2 test), and analysis Correlation, The results of the research analysis show that there is a significant partial effect of organizational culture variables on the performance of employees of PT Pegadaian (Persero) Tbk Kanwil VI Makassar. There is a significant influence on the competence of employees at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar. There is a significant influence on employee motivation at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar. There is a significant influence on organizational commitment at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar. There is a significant influence of organizational culture variables on the performance of employees of PT Pegadaian (Persero) Tbk Kanwil VI Makassar which is mediated by employee competence. There is a significant influence of organizational culture variables on the performance of PT Pegadaian (Persero) Tbk Regional Office VI Makassar which is mediated by employee motivation. There is a significant influence of organizational culture variables on the

performance of PT Pegadaian (Persero) Tbk Regional Office VI Makassar which is mediated by organizational commitment.

**Keywords:** *Organizational Culture, Competence, Work Motivation, Organizational Commitment, employee Performance*

## A. PRELIMINARY

The rapid development of technology and the increasing complexity of business competition demands a greater role for human resource management. The demand for workers with high skills, knowledge and abilities is also increasing. This change in the business environment has led to the recognition of the importance of human resources as a source of competitive advantage for organizations. Therefore, human resources who have high competence are seen as able to support employee performance improvement and contribute to determining the future of the company.

The results of the performance appraisal at Pegadaian, especially at the Makassar Regional Office, consist of an assessment, namely the performance of areas, branches, outlets and customers, if described as follows, namely assessments related to Finance and Markets, Customer Focus, Product and Process Effectiveness, Governance Leadership and Community Responsibility. This is inseparable from the targets and realization that must be achieved every year as an assessment of the work performance of each employee.

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The results of the performance appraisal aimed at obtaining the level of work achievement for each employee are used by the management of PT. Pegadaian as material for consideration for improving employee quality, increasing employee wages, and obtaining annual bonuses received by employees.

The following is a summary of the target results and actual achievements of PT. Pegadaian Regional Office VI Makassar for January 2020 - December 2021 can be seen in table 1.1 as follows:

**Table.1**  
**Target and Realization of PT Pegadaian Kanwil VI Makassar**  
**January-December 2021**

No.	Month year	Target	Realization	Percentage
1	Jan 2020	5,674,101,972,292	5,851,419,646,689	103 %
2	June 2020	5,794,776,696,138	6,211,153,858,725	107%
3	Dec 2020	6,075,445,496,888	6,456,771,242,231	106%
4	Jan 2021	7,053,110,917,584	6,785,779,703,070	96%

5	June 2021	7,214,366,913,231	6,779,408,810,371	94%
6	Dec 2021	7,381,262,872,213	6,504,069,171,446	88%

*Source: PT. Pegadaian (Persero) Regional Office VI Makassar*

Based on Table 1, it can be seen that in January 2020 Perum Pegadaian (Persero) Kanwil VI Makassar succeeded in achieving the target with a percentage of 103%, while in June 2020 there was an increase of 107% and in December 2020 there was a decrease of 106%, then in January 2021 there was another decrease not reaching the target of only 96%, in June 2021 there was another decrease of 94% and in December 2021 there was another decrease of only 88% of the target. From the table above there has been a decrease in almost every last 3 months during this 2 year period, namely 2020-2021, this is inseparable from the performance of employees of PT. Pegadaian Kanwil VI Makassar, so that the targets set by management are not achieved.

Many factors have a big role in terms of achieving increased employee performance, but in this study researchers focused more on 4 variables namely: organizational culture, competence, motivation and organizational commitment. The reason for choosing this variable is because the four factors from previous research have a significant influence on improving employee performance.

The phenomenon that occurred at PT. Pegadaian (Persero) is related to competency, namely regarding the lack of skills, skills and knowledge of employees, this is indicated by an incorrect estimate of the goods/gold pawn received by the employee so that it can harm the company and as a result the employee concerned must compensate according to the nominal difference in the error in the estimate. In addition, there are still employees who receive counterfeit goods from customers, this is due to the lack of ability of employees / appraisers to carefully distinguish fake or genuine goods / gold, of course this can be detrimental to the company and the employees themselves

Another phenomenon that occurs is the large number of auction items at PT. Pegadaian because customers no longer want to redeem/pay for pawned goods, this cannot be separated from the competence of employees in seeing the ability to pay customers so that at maturity the customer prefers the goods to be auctioned because they cannot pay mortgage installment. This will result in company losses and increase the company's burden to resell customer goods to cover loans.

The phenomenon that occurs at PT. Pegadaian is related to motivation, namely related to absenteeism decrease that affect performance so that it can lead to work motivation also decrease. Management Field Practice, it was also found several factors of employee motivation as follows: 1. there are still employees who prioritize personal interests over office interests in carrying out their duties, 2. If there are errors at work, employees lack the initiative to fix them, 3. There is still a lack of employees in generate new ideas in completing tasks. There is still a lack of responsibility here.

The phenomenon of organizational commitment at PT Pegadaian (Persero) Kanwil VI Makassar is that there is still a lack of desire for some employees to advance the company, where employees who are supposed to serve customers well, but do not do it optimally, this can be seen from how these employees carry out their work, not even Rarely does anyone commit *fraud* namely employees who are naughty to

take customers' valuables to change to gold or Vehicle BPKB, as well as make fictitious loan disbursements, misuse customer ID / data for loans or pawn the same items at the company. This is of course related to integrity and commitment to the company.

Therefore, commitment in employees is also very important in the company to realize company goals, commitment can be realized if the individual in the employee carries out his rights and obligations in accordance with the functions and duties that have been entrusted by the company to him. Where Robbins (2006: 110) defines organizational commitment is a situation in which an employee sided with a particular organization and its goals as well as intend look after membership in that organization.

## **B. LITERATURE REVIEW**

### **1. Organizational Culture**

Organizational culture is a pattern of basic assumptions to act, determine, or develop members of the organization in overcoming problems by adapting them from outside and integrating into the organization, where employees can work calmly and thoroughly, also useful for new employees as a basis for correcting perceptions they, thoughts, and feelings in relationships overcome problems according to (Wagner and Hollenbeck in Tampubolon, 2004)

It is a set of values and norms that have been applied and shared by every member of the organization (employee) as a norm of behavior in acting and solving organizational (company) problems. The variable indicators: individual initiative, **tolerance for risky actions, direction, integrity, support from management, control, identity**, reward system, tolerance for conflict, and communication patterns

### **2. Competence**

Competence is a combination of knowledge, skills and personality of a person, to be able to improve his performance and show his role for the success of his organization. The combination of one's knowledge, skills and personality, to be able to improve performance and demonstrate its role for the success of the organization. The variable indicators: knowledge, understanding, abilities/skills, values, and attitudes

### **3. Work Motivation**

Work motivation is a part of management (management function) which is different at the mobilizing stage, namely after planning, organizing, then motivation. Therefore it can be emphasized is one of the important factors in an organization. A will or desire that appears in a person/employee that creates enthusiasm or encouragement to achieve goals of an organization. The variable indicators are: physiological needs, safety needs, the need for belonging, the need for self-esteem and the need for self-actualization.

### **4. Organization Commitment**

Sopiah (2008: 155) organizational commitment is the desire of members of the organization to maintain their membership in the organization and are willing to work hard for the achievement of organizational goals.

A circumstance or condition in which an employee is in favor of the organization and wants to maintain its membership in the organization. The variable indicators: a strong belief in a career in the company, the level of involvement in company problems, the level of involvement in the company, the company is part of the company, and the meaning of the company for oneself

## 5. Performance

Employee work results in quantity, quality and timeliness achieved by an employee in carrying out tasks in accordance with the responsibilities given to achieve organizational goals . The variable indicators: quality, quantity, timeliness, effectiveness, and independence.

## 6. Conceptual Framework

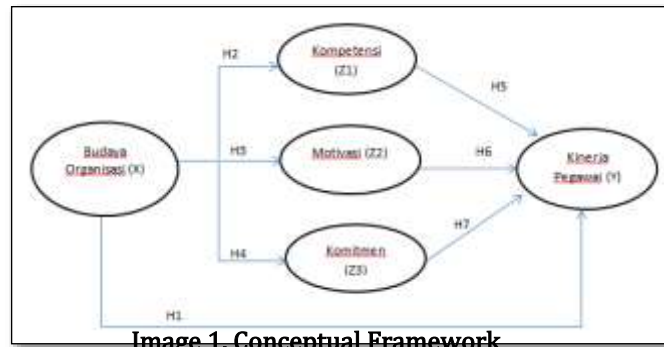


Image 1. Conceptual Framework

Hypothesis :

- H1: Organizational culture has a positive and significant influence on the performance of employees of PT Pegadaian (Persero) Regional VI Makassar Office.
- H2: Organizational Culture has a positive and significant influence on employee competence at PT Pegadaian (Persero) Regional VI Makassar Office.
- H3: Organizational Culture has a positive and significant influence on employee motivation at PT Pegadaian (Persero) Regional VI Makassar Office.
- H4: Organizational Culture has a positive and significant influence on employee commitment at PT Pegadaian (Persero) Regional VI Makassar Office.
- H5: Organizational Culture has an indirect influence on employee performance through competence at PT Pegadaian (Persero) Regional VI Makassar Office.
- H6: Organizational Culture has an indirect influence on employee performance through work motivation at PT Pegadaian (Persero) Regional VI Makassar Office.
- H7: Organizational Culture has an indirect influence on employee performance through organizational commitment to PT Pegadaian (Persero) Regional VI Makassar Office.

## C. RESEARCH METHODS

### Research Design

In this study researchers used a quantitative approach that aims to describe and analyze the influence of organizational culture through competence, work motivation and organizational commitment to employee performance at PT. Pegadaian (Persero) Regional Office VI Makassar. This research involves a certain time ( *cross sectional*) and the unit of analysis is the individual, namely PT Pegadaian employees in Regional Office VI Makassar.

### Population and sample

The population in this study were employees of PT. Pegadaian Kanwil VI Makassar which have 71 branches. Each branch of placement of employees varies in number, but the researchers only limited the specific sampling to those in the Makassar 1 and Makassar 2 areas with a population of 423 permanent employees.

This study used a simple random sampling technique where sampling of members of the population is done randomly without regard to the existing strata in the population. Based on the calculation above, the number of samples used by researchers was 81 people for the sampling technique with criteria : Employees whose working period is 1 year and above, permanent employees of PT. Pegadaian, willing to be a respondent in this study.

#### **Method of collecting data**

Data collection in this study are data obtained through observation, study of literature, questionnaire, and interview methods as research instruments in collecting data where respondents answer questions or statements given by researchers.

#### **Data analysis technique**

This study uses data analysis using path analysis and sobel test. Path analysis is part of using regression to estimate the causal relationship between variables (casual mode) that has been previously determined based on theory (Ghozali, 2018). To make it easier to do the analysis, use the SPSS version 21 program.

### **D. ANALYSIS AND DISCUSSION**

#### **Validity and Reability Test**

In this study, the instrument of validity test using the Pearson method. If the value of  $r$  count  $>$   $r$  table, then the items in the questionnaire are valid.

The reliability test are using the Cronbach Alpha method, if the reliability coefficient value  $>$  0,7 , it was concluded that the variable was reliable.

**Table 1. Validity and Reliability Test Results**

Variable	Items	R-count	R-table	Conclusion	Cronbach's Alpha
Organizational Culture	X.1	0.829	0.219	Valid	0.911 (Reliable)
	X.2	0.637		Valid	
	X.3	0.673		Valid	
	X.4	0.840		Valid	
	X.5	0.845		Valid	
	X.6	0.791		Valid	
	X.7	0.695		Valid	
	X.8	0.748		Valid	
	X.9	0.737		Valid	
	X.10	0.801		Valid	
Competence	Z1.1	0.769	0.219	Valid	0.950 (Reliable)
	Z1.2	0.896		Valid	
	Z1.3	0.842		Valid	
	Z1.4	0.874		Valid	
	Z1.5	0.812		Valid	
	Z1.6	0.803		Valid	
	Z1.7	0.814		Valid	

	Z1.8	0.816		Valid	
	Z1.9	0.764		Valid	
	Z1.10	0.801		Valid	
	Z1.11	0.825		Valid	
Motivation	Z2.1	0.729	0.219	Valid	0.940 (Reliable)
	Z2.2	0.818		Valid	
	Z2.3	0.845		Valid	
	Z2.4	0.914		Valid	
	Z2.5	0.860		Valid	
	Z2.6	0.872		Valid	
	Z2.7	0.878		Valid	
	Z2.8	0.845		Valid	
Commitment	Z3.1	0.844	0.219	Valid	0.887 (Reliable)
	Z3.2	0.862		Valid	
	Z3.3	0.644		Valid	
	Z3.4	0.861		Valid	
	Z3.5	0.779		Valid	
	Z3.6	0.837		Valid	
Employee Performance	Y.1	0.749	0.219	Valid	0.896 (Reliable)
	Y.2	0.790		Valid	
	Y.3	0.812		Valid	
	Y.4	0.604		Valid	
	Y.5	0.738		Valid	
	Y.6	0.735		Valid	
	Y.7	0.689		Valid	
	Y.8	0.761		Valid	
	Y.9	0.760		Valid	
	Y.10	0.622		Valid	

The results of the validity test obtained that all items in each variable had a  $r$  count  $>$   $r$  table (0,219) so all items were valid, meaning that all items could be used to measure variables. In the reliability test, Cronbach's alpha value for each variable is  $>$  0,7 so it can be said that the instrument (questionnaire) used for each variable is reliable.

### Path Analysis

**Table 2. Regression**

Model	Hubungan		Standardized Coefficients			
	Independen	Dependen	X	Z1	Z2	Z3
1	X	Y	0.774	-	-	-
2	X	Z1	0.717	-	-	-
3	X	Z2	0.755	-	-	-
4	X	Z3	0.777	-	-	-
5	X, Z1, Z2, Z3	Y	0.226	0.264	0.227	0.241

Based on the table 1, the linear regression equation is obtained as follows:

Regression model 1 ( $X \rightarrow Y$ )

$$Y = 0,774X$$

Regression model 2 ( $X \rightarrow Z1$ )

$$Z1 = 0,717X$$

Regression model 3 ( $X \rightarrow Z2$ )

$$Z2 = 0,755X$$

Regression model 4 ( $X \rightarrow Z3$ )

$$Z3 = 0,777X$$

Regression model 5 ( $X, Z1, Z2, Z3 \rightarrow Y$ )

$$Y = 0,226X + 0,264Z1 + 0,227Z2 + 0,241Z3$$

Based on the table above:

1. In the regression model 1, the path coefficient value of the Organizational Culture variable (X) is 0.774 with a positive direction, which indicates there is a unidirectional relationship between Organizational Culture (X) and Employee Performance (Y).
2. In the regression model 2, the path coefficient value of the Organizational Culture variable (X) is 0.717 with a positive direction, which indicates there is a unidirectional relationship between Organizational Culture (X) and Competence (Z1).
3. In the regression model 3, the path coefficient value of the Organizational Culture variable (X) is 0.755 with a positive direction, which indicates there is a unidirectional relationship between Organizational Culture (X) and Motivation (Z2).
4. In the regression model 4, the path coefficient value of the Organizational Culture variable (X) is 0.777 with a positive direction, which indicates there is a unidirectional relationship between Organizational Culture (X) and Commitment (Z3).
5. In the regression model 5,
  - the path coefficient value of Organizational Culture variable (X) is 0.226 with a positive direction, which indicates there is a unidirectional relationship between Organizational Culture (X) and Employee Performance (Y).
  - the path coefficient value of the Competency variable (Z1) is 0.264 in a positive direction, which indicates there is a unidirectional relationship between Competence (Z1) and Employee Performance (Y).
  - the path coefficient value of the variable Motivation (Z2) is 0.227 in a positive direction, which indicates there is a unidirectional relationship between Motivation (Z2) and Employee Performance (Y).
  - the path coefficient value of the Commitment variable (Z3) is 0.241 in a positive direction, which indicates there is a unidirectional relationship between Commitment (Z3) and Employee Performance (Y).
  - of the four independent variables in the regression model 5, variable Z1 (path coefficient = 0.264) has a higher influence on Y, compared to variables X, Z2, and Z3 (path coefficient X=0.226, Z2=0.227, Z3=0.241 ).

### Sobel Test

To find out whether there is mediation or indirect effect by the variable Work-life balance, the Sobel test is carried out as follows :

**Table 3. Relationship of Organizational Culture (X) to Employee Performance (Y) through Competence (Z1)**



Input:		Test statistic:	Std. Error:	p-value:
a	0.601	Sobel test: 2.77534002	0.05868506	0.0055144
b	0.271	Aroian test: 2.76028299	0.05900518	0.00577513
s <sub>a</sub>	0.066	Goodman test: 2.79064618	0.05836319	0.00526029
s <sub>b</sub>	0.093	Reset all	Calculate	

Based on table 3 showed that the statistical t value obtained was 2.77534002 with a sig value of 0.0055144. Because the sig value is lower than 0.05, so it can be conclude that Organizational Culture (X) has an indirect influence on Employee Performance (Y) through Competence (Z1).

**Table 4. Relationship of Organizational Culture (X) to Employee Performance (Y) through Motivation (Z2)**

Input:		Test statistic:	Std. Error:	p-value:
a	0.838	Sobel test: 2.07625779	0.07103549	0.03787011
b	0.176	Aroian test: 2.0667931	0.0713608	0.03875365
s <sub>a</sub>	0.082	Goodman test: 2.08585372	0.0707087	0.03699188
s <sub>b</sub>	0.083	Reset all	Calculate	

Based on table 4 showed that the statistical t value obtained was 2.07625779 with a sig value of 0.03787011. Because the sig value is lower than 0.05, so it can be concluded that Organizational Culture (X) has an indirect influence on Employee Performance (Y) through Motivation (Z2).

**Table 5. Relationship of Organizational Culture (X) to Employee Performance (Y) through Commitment (Z3)**

Input:		Test statistic:	Std. Error:	p-value:
a	0.813	Sobel test: 2.09014809	0.0770156	0.0366045
b	0.198	Aroian test: 2.08185287	0.07732247	0.03735591
s <sub>a</sub>	0.074	Goodman test: 2.09854326	0.0767075	0.03585718
s <sub>b</sub>	0.093	Reset all	Calculate	

Based on table 5 showed that the statistical t value obtained was 2.09014809 with a sig value of 0.0366045. Because the sig value is lower than 0.05, so it can be concluded that Organizational Culture (X) has an indirect influence on Employee Performance (Y) through Commitment (Z3).

**Hypothesis testing**  
**Partial test (t-test)**

**Table 2. T-test Result**

Model	Correlation		Var. Independent		Conclusion
	Independent	Dependent	t count	Sig	
1	X	Y	10.854	0.000	Significant
2	X	Z1	9.152	0.000	Significant
3	X	Z2	10.245	0.000	Significant

4	X	Z3	10.980	0.000	Significant
5	X	Y	2.099	0.039	Significant
	Z1		2.927	0.005	Significant
	Z2		2.131	0.036	Significant
	Z3		2.138	0.036	Significant

Based on the table 2, it can be concluded as follows:

1. The relationship between Organizational Culture (X) and Employee Performance (Y), the variable Organizational Culture (X) has a t-count value of 10,854 and a sig value of 0,000. Because the sig value < 0.05, Ha is accepted, meaning that Organizational Culture (X) has a positive and significant influence on Employee Performance (Y).
2. The relationship between Organizational Culture (X) and Competence (Z1), Organizational Culture (X) has a t-count value of 9.152 and a sig value of 0.000. Because the sig value is lower than 0.05, Ha is accepted, meaning that Organizational Culture (X) has a positive and significant influence on Competence (Z1).
3. The relationship between Organizational Culture (X) and Motivation (Z2), the Organizational Culture variable (X) has a t-count value of 10,245 and a sig value of 0,000. Because the sig value is lower than 0.05, Ha is accepted, meaning that Organizational Culture (X) has a positive and significant influence on motivation (Z2).
4. The relationship between Organizational Culture (X) and Commitment (Z3), the variable Organizational Culture (X) has a t-count value of 10,980 and a sig value of 0,000. Because the sig value is lower than 0.05, Ha is accepted, meaning that Organizational Culture (X) has a positive and significant influence on Commitment (Z3).
5. The relationship between Organizational Culture (X), Competence (Z1), Motivation (Z2), and Commitment (Z3) to Employee Performance (Y):
  - Organizational Culture variable (X) has a calculated t value of 2.099 and a sig value of 0.039. Because the sig value is lower than 0.05, Ha is accepted, meaning that Organizational Culture (X) has a positive and significant influence on Employee Performance (Y).
  - Competency variable (Z1) has a calculated t value of 2,927 and a sig value of 0,005. Because the sig value is lower than 0.05, Ha is accepted, meaning that competence (Z1) has a positive and significant effect on employee performance (Y).
  - Motivation variable (Z2) has a calculated t value of 2.131 and a sig value of 0.036. Because the sig value is lower than 0.05, Ha is accepted, meaning that motivation (Z2) has a positive and significant influence on employee performance (Y).
  - Commitment variable (Z3) has a calculated t value of 2.138 and a sig value of 0.036. Because the sig value is lower than 0.05, Ha is accepted, meaning that Commitment (Z3) has a positive and significant influence on Employee Performance (Y).

### Simultaneous test (F test)

F test aims to determine whether the independent variables have a significant influence on the dependent variable. This test can be seen in the ANOVA table output.

**Table 6. Simultaneous test ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.649	4	2.912	51.817	0.000 <sup>b</sup>
	Residual	4.272	76	0.056		
	Total	15.921	80			

a. Dependent Variable: Kinerja Pegawai (Y)

b. Predictors: (Constant), Komitmen (Z3), Kompetensi (Z1), Motivasi (Z2), Budaya Organisasi (X)

Based on the table above, the calculated F value obtained is 51,817 and the sig value is 0,000. Because the sig value is lower than 0.05, so it can be concluded that the variables Organizational Culture (X), Competence (Z1), Motivation (Z2), and Commitment (Z3) have a significant simultaneous effect on Employee Performance (Y).

### E. CONCLUSION

Based on the results of research on employee performance at PT Pegadaian (Persero) Tbk Kanwil VI Makassar, the following conclusions can be drawn:

1. There is a significant partial influence of organizational culture variables on the performance of PT Pegadaian (Persero) Tbk Regional Office VI Makassar.
2. There is a significant influence on the competence of employees at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar.
3. There is a significant influence on employee motivation at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar
4. There is a significant influence on organizational commitment at PT. Pegadaian (Persero) Regional Office (Kanwil) VI Makassar.
5. There is a significant influence of organizational culture variables on the performance of employees of PT Pegadaian (Persero) Tbk Kanwil VI Makassar which is mediated by employee competence.
6. There is a significant influence of organizational culture variables on the performance of PT Pegadaian (Persero) Tbk Regional Office VI Makassar which is mediated by employee motivation.
7. There is a significant influence of organizational culture variables on the performance of PT Pegadaian (Persero) Tbk Regional Office VI Makassar which is mediated by commitment organization.

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