

The Role of Organizational Culture and Organizational Commitments in Determining the Quality of Work-Life and Employee Performance at PT Carrefour Supermarket Denpasar

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ABSTRACT

This study aims to determine the effect of organizational culture and organizational commitment on employee performance, with work-life as a mediating variable. This study uses an explanatory research design. The population of this study was 76 permanent employees at PT Carrefour Supermarket Denpasar. The analytical tool was descriptive analysis. This study used SEM analysis with the SmartPLS 3.0 program. The findings indicate that organizational culture (X1) has a positive and significant effect on the quality of work-life and employee performance. Organizational commitment (X2) has a positive and significant effect on the quality of work-life and employee performance. The quality of work-life (Y1) has a positive and significant effect on employee performance.

Keywords: Employee Performance, Organizational Culture, Organizational Commitment, Quality of Work Life

INTRODUCTION

In the era of globalization, human resources that have the potential and quality are, of course, the prominent supporters in establishing a company. Because human resources are an essential element for companies to compete against similar competitors, especially those with potential and quality will be the main point of strength in the company. Therefore, a company that is easy to develop is a company that has reliable human resources. With potential and quality human resources, it is hoped that they will face competition in the modern era. With the rapid development of technological sophistication and information, it is hoped that competent human resources will be adapted to these changes and neutralize the negative impact on the company and the development of technological sophistication within the information.

Human resource management is crucial for companies or organizations in managing, regulating, and utilizing employees to function productively in achieving their goals. It is a movement to recognize the importance of the human element as a potential resource. Its development is needed to make a maximum contribution to the organization and its development. Mathis and Jackson (2015) stated that human resource management is an art determining the role relationship of the workforce to effectively and efficiently help realize the company's goals, employees, and society.

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Employee performance is essential for the organization to pay attention to because it can affect organizational goals and progress to survive in a changing or unstable global competition. Nawawi (2015) argued that performance results from a person or group of people following their authority and responsibilities. Seymour (in Suharto & Cahyono, 1984) explained that performance is actions or tasks that can be measured or assessed. Thus, employee performance in an organization needs to be measured or assessed to know whether the employee's performance is good or bad as part of a global company.

PT. Carrefour Indonesia endeavors to provide excellent service standards in the retail industry of Indonesia. It brought in the hypermarket concept and catered to a new alternative for Indonesia customers. Its One-Stop Shopping brings choices of several products with low prices and the best service to exceed customer expectations. Like the company concept above, employees' performance is significant. It is always expected to be maximal to support its performance, especially in serving customers to achieve its concept, namely One-Stop Shopping.

From the initial observations that have been made by researchers, the phenomenon that occurs to employees of PT Carrefour Supermarket Denpasar Branch, where some employees seem to have low organizational commitment, show behavior with high levels of absenteeism. They often do not come to work without any information, arrive late beyond work hours that have been determined, and leave work earlier than the company's set working hours. They often have negative feelings, such as wanting to leave the company where they work now. Meanwhile, employees who have high organizational commitment show positive behaviors. Those can be mentioned as coming to work on time and even arriving early, leaving work beyond the time specified by the company (willing to work overtime), providing information when asked, and showing high work performance. They are willing to work beyond the usual conditions, accept the various tasks assigned to them, feel there is a typical value in him with the company where he works, feel inspired by the company, and pay attention to its fate as a whole.

Organizations that succeed effectively and efficiently combine their resources to implement the strategies central to any strategy. The source of power was the employees who plan and implement the strategy of an organization. As the organization's driving force, human resources were heavily influenced by the participants' behavior. Increasing the performance of individual employees would encourage the performance of human resources as a whole, which was reflected in the increase in productivity (Arayesh, Golmohammadi, Nekooezadeh, & Mansouri, 2017).

The process of organizational culture deals with an ideology, expectations, norms, values, beliefs, attitudes, assumptions, and philosophy that are binding shared in a community (Robbins & Judge, 2015). A productive culture could make organizations strong and have high performance to accommodate the goals. The strength of the culture of an organization or company was very dependent on how employees live and practice the values contained in that culture. According to Drucker in Tika (2009), the organization has a significant role in shaping the behavior of employees. As a value system, organizational culture contains the values and attitudes that employees believe in and become the basis for employee behavior and attitudes. Attitudes and values that

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have been crystallized in the organization will guide employees to think, act, and behave based on attitudes and values that are believed. In other words, culture would affect the extent to which organizational members achieve organizational goals (Muis, Jufrizen, & Fahmi, 2018). Organizational culture was the organization's basic philosophy, which included beliefs, norms-norms, and values together into the core characteristics of an organization (Tintami, Pradhanawati, & Nugraha, 2013).

Several previous research results found that organizational culture positively affect employee's performance (e.g., Aziz, 2018; Khaliq, 2015; Rosyidah, Fadah & Tobing, 2018; Suharto & Nusantoro, 2018). However, it was different from Mandri, Komara, and David (2018) findings, proving that organizational culture has a positive and insignificant influence on employee performance. Employees with high commitment can produce the best performance. Luthans (2012) defined organizational commitment as one's commitment and ongoing process of concern for organizational success. Low commitment may lead to organizational problems since it is the determining commodity of the organization's success. It is reflected from one's responsibility for carrying duties. Organizational commitment also affected employee performance. According to Luthans (2012), commitment to the organization was the desire to remain as a member of the organization, acceptance, and personal beliefs of the organizational goals and values.

In contrast, according to Nikpour (2017), organizational commitment was a one's attitude through identification, engagement, and loyalty, a desire to remain and not willing to leave the organization. It reflects a loyalty and a continuous process in which organization members show their concern to the organizational success and progress. Commitment has a significant role for one's occupational performance since commitment is an encouragement and reference of responsibility. Nevertheless, companies or organizations did not pay attention to their employees commitment/loyalty.

Mandri et al., (2018), Sunjaya, Yulianeu, Hasiholan, and Syaifuddin (2017), Saryanto and Amboningtyas (2017) highlighted organizational commitment positive and significant effect on employee performance. This finding is different from the research results by Nongkeng (2012), which confirmed that organizational commitment could have an indirect and insignificant effect on employee performance. Furthermore, Tanuwibowo and Sutanto's (2014) research showed that organizational commitment positively affects employee performance. Different results were obtained by Marsoit, Sendow, and Rumokoy (2017), who found organizational commitment has no effect on employee performance, and research by Trigunajasa, Sularso, and Titisari (2018) showed that organizational commitment could not improve employee performance. Sutrisno, Haryono, and Warso (2018) stated that organizational commitment is formed because of trust, willingness, and desire to achieve a goal to maintain its existence as part of the organization in excellent or stormy conditions. Commitment plays a vital role in employee performance (Ramadhan, 2017), which could motivate or encourage someone to be responsible for their obligations to face every challenge and difficulty they face. Another thing that affected the performance was the quality of work life. It was a form of appreciation for humans as workers by providing supporting facilities in the work environment. It can be realized by employing employees to use their energy and their intellectual abilities. Human dignity as workers also needs to be recognized,

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and the desired managerial ability is democratic, where employees are allowed to be involved in company affairs. It could increase employee loyalty (Cascio, 2015).

Work life quality is a management philosophy of improving human resource quality. Since the seventies, the quality of work-life was narrowly defined as a technique of management, including, job enrichment, quality control groups, negotiating approach, management of maintaining employees mental fitness, participatory management, harmonious industrial relations, and one of the forms of intervention in organizational development (French et al. in Arifin, 1999). The quality of work life is determined by how workers perceive their role in each organization. The role here is defined as part of a systematic way in which employees participate in decision-making regarding attitude issues related to their work, activities, and organization so that the role can provide a sense of responsibility and a sense of belonging to each job. Those arose from mutual agreements and decisions. Previous research found that work satisfaction and motivation became moderator variables to strengthen the effect of the quality of work-life on employee performance (Sari, Bendesa, & Antara, 2019).

Furthermore, according to Hermawati and Mas (2016) stated that transglobal leadership and quality of work-life (QWL) significantly influenced employee performance. Furthermore, according to Irmayanthi and Surya (2020), transformational leadership on employee performance has a positive relationship between organizational culture and employee performance. The purpose of this study is to examine and analyze the influence of organizational culture on the *quality of work-life*, the effect of organizational commitment on the quality of work-life, the influence of organizational culture on employee performance, the effect of organizational commitment on employee performance, and the quality of work-life on the performance of employees of PT Carrefour Supermarket Denpasar.

Quality of Work Life (QWL) is a concept or management philosophy in improving human resources. Arifin (2015) stated that the work-life quality has a positive and significant effect on company performance. In an organization or company, organizational culture could directly affect the work life quality. A solid organizational culture would increase consistent behavior, which could be a means to improve the quality. The influence of organizational culture on the quality of work-life is supported by research conducted by Ariyanti (2011), which stated that organizational culture has a positive effect on *the quality of work-life* so that the hypothesis can be drawn:

H1: Organizational culture positively affect the quality of work-life at PT Carrefour Supermarket Denpasar.

The primary key to the commitment is how the company focuses on the fundamental values in the quality of the work-life process. The quality of work-life is very influential, even though not many companies have adopted organizational commitment as a culture. Ellyana (2020) suggested a positive relationship between organizational commitment and the quality of work life. According to Afsar's research (2014), organizational commitment positively affected the quality of work life. It supported the effect of organizational commitment on the quality of work-life

H2: Organizational commitment has a positive effect on the *quality of work-life* at PT Carrefour Supermarket Denpasar.

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Organizational culture could shape the personalities and habits of employees. These personalities and habits would shape employee behavior in doing work, ultimately determining the employee's performance. Widodo (2010) suggested that organizational culture positively affect employee performance; the better the organizational culture, the better the performance of employees in the company. Muis et al. (2018) stated a positive and significant effect of organizational culture on employee performance.

H3: Organizational culture has a positive effect on the performance of employees of PT Carrefour Supermarket Denpasar.

Employees with high organizational commitment prioritize the interests of the organization rather than their interests so that these employees tend to work optimally and have good performance. Tolentino (2013) showed that organizational commitment positively affects the performance of members of organizations. Lanjar, Hamid, and Mukzam (2017) revealed a positive influence between organizational commitment and employee performance. This is in line with Wicaksana (2016) stating that partial variable testing's result, namely organizational commitment, significantly affected nurses' performance variables.

H4: Organizational commitment has a positive effect on employee performance at PT Carrefour Supermarket Denpasar.

Quality work life is applied for organization and human resources managements. The quality of work-life aimed to evaluate employee satisfaction to improve their performance and productivity. The research results conducted by Hermawati and Mas (2016) stated that there is a direct positive effect between transglobal leadership and the quality of work-life and employee performance. Chanana and Ghupta (2016) suggested that the quality of work-life has a positive effect on employee performance. Research conducted by Rahmawati (2017) supported the influence of quality of work-life on employee performance.

H5: *Quality of Work Life* positively affects employee performance at PT Carrefour Supermarket Denpasar.

RESEARCH METHOD

Research design is research activity flow providing solutions with a quantitative approach carried out by surveys (Margono, 2010). Survey research with a questionnaire as the primary research instrument in this study was to explain (*explanation*) the interrelationships of the variables studied, namely: organizational culture, organizational commitment, quality of work-life, and employee performance. This study was conducted at PT Carrefour Supermarket Denpasar, which is located on Sunset Road in Denpasar-Bali. The object of this research is Cultural Organization (X 1), Organizational Commitment (X 2), Quality of Work Life (Y1), and Employee Performance (Y2). The population and sample were all permanent employees of PT Carrefour Supermarket Denpasar (76 people). The sources of data used were primary data and secondary data. The techniques used for data collection are interviews, questionnaires, and documentation. The analytical technique is the Structural Equation Modeling (SEM) variance-based or component-based SEM, known as Partial Least Square (PLS).

RESULTS AND DISCUSSION

Measurement Model Evaluation Results (*Outer Model*)

Evaluation of the measurement model is to test the indicator validity and reliability measuring the latent or construct variable. This research was divided into four latent variables, namely organizational culture (X-1), organizational commitment (X2), quality of work-life-QWL (Y1), and the performance of the employee (Y2), which was a measurement model with indicator reflective. Thus, the measurement model evaluation was carried out by checking the indicator convergent and discriminant validity and the the indicator block composite reliability.

Convergent Validity

Convergent validity aims to measure the validity of the indicator as a measure of the construct that can be seen in the *outer loading*. The indicators are valid if they have a value of outer loading of over 0:50. Based on the analysis of the outer loading, it can be obtained information that kept indicators that measure variables such as organizational culture, organizational commitment, quality of work-life-QWL, and employee performance have an outer loading greater than 0:50.

Discriminant Validity

This evaluation was carried out by comparing each latent variable's square root of average variance extracted (AVE) with the correlations between other latent variables in the model. Table 1 is related to discriminant validity checks.

Table 1. Discriminant Validity Check

Variable	AVE	AVE	X1	Y2	X2	Y1
Organizational Culture (X1)	0.657	0.810	0.810			
Employee Performance (Y2)	0.553	0.740	0.817	0.740		
Commit shortly Organizations (X2)	0.671	0.819	0.687	0.910	0.819	
Quality of Work Life (Y1)	0.652	0.807	0.897	0.865	0.763	0.807

The results of the *discriminant validity* examination showed the AVE value is more significant than 0.50, and the four latent variables studied have a more significant *square root of average variance extracted* (AVE) value with correlation coefficients between other variables. Thus, the results obtained indicate that it has good *discriminant validity*.

Composite Reliability

Composite reliability evaluates the reliability value of ant fig block indicator of the constructs. The assessment results showed that the value of four latent variables is above 0.70, indicating that the block indicator was declared reliable (see Table 2).

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Table 2. Composite Reliability

Variable	<i>Composite Reliability</i>
Organizational Culture (X1)	0.884
Employee Performance (Y2)	0.860
Organizational Commitment (X2)	0.858
Quality Of Work Life (Y1)	0.944

Under the evaluation results of each indicator's convergent and discriminant validity and the composite reliability for the indicator block obtained, it concludes that the indicators for each latent variable are valid and reliable measures.

Structural Model Evaluation (Inner Model)

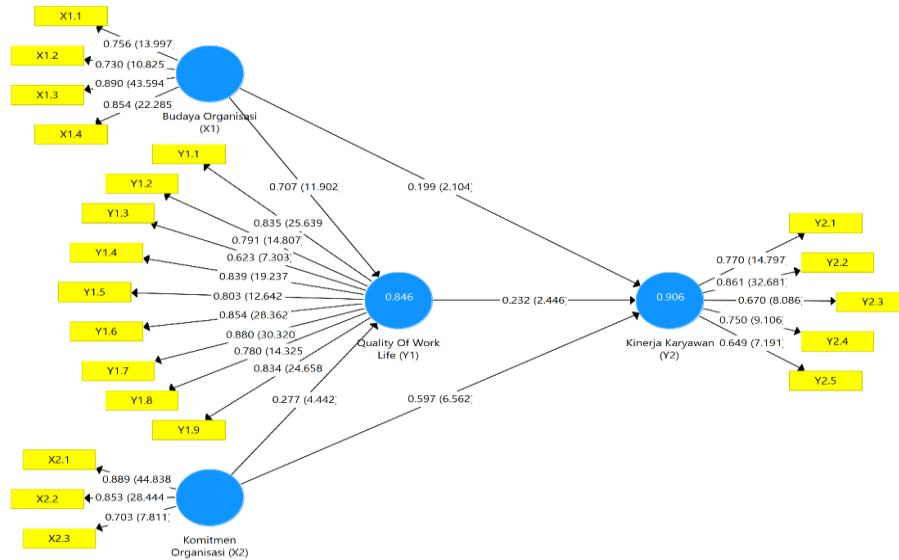
Structural models were evaluated concerning Q^2 predictive relevance models measuring how well they generate the observed values. The Q^2 is based on the coefficient of determination of all dependent variables, the magnitude of which is a range of $0 < Q^2 < 1$. The closer the value to 1 means the better the model. Table 3 presents the calculation of the Q^2 predictive relevance model of appropriate grain.

Table 3. Results of Evaluation of the Structural Model (Inner Model)

Structural Model	Variable Endogenous	<i>R-square</i>
1	Quality of Work Life (Y1)	0.906
2	Employee Performance (Y2)	0.846
Calculation : $Q^2 = (1 - [(1 - R_1^2) (1 - R_2^2)])$ $Q^2 = (1 - [(1 - 0.906) (1 - 0.846)])$ $Q^2 = 0.985$		

Table 3 indicates that the Q^2 of 0985 approaches a value of 1, giving the proper indication that the structural compatibility model was good. It also gives the sense that 98.5 % of the data can be explained by the model, while the remaining 1.5 % is by errors or other variables outside the model.

Figure 1. Overall Analysis Result Model



Hypothesis testing is conducted using T statistics by sorting out the direct and indirect effects (examining mediating variables). In the following sections, the results of the direct influence test and the examination of the mediating variable are described, respectively. Table 4 shows the validation test path coefficient results at each track.

Table 4. Direct Effect Hypothesis Testing Results

No	Relationship between Variables	Path Coefficient	T Statistics	Status
1	Organizational Culture (X1)-> Quality of Work Life (Y1)	0.707	11902	H ₁ accepted
2	Organizational Commitment (X2)-> Quality of Work Life (Y1)	0.277	4.442	H ₂ accepted
3	Organizational Culture (X1)-> Employee Performance (Y2)	0.199	2.104	H ₃ accepted
4	Organizational Commitment (X2)-> Employee Performance (Y2)	0.597	6.562	H ₄ accepted
5	Quality of Work Life (Y1)-> Employee Performance (Y2)	0.232	2.446	H ₅ accepted

Organizational Culture Affects the Quality of Work Life

The results of hypothesis testing indicate that organizational culture positively affects the quality of work life. This result means that the better the existing organizational culture, the better the *quality of the work-life* of employees at PT Carrefour Supermarket Denpasar. Organizational culture with indicators of norms, philosophy, rules, and cooperation can encourage employees to be sporty at work. Organizational culture is crucial for an organization or company. With the organizational culture, the company can improve the quality of the performance of its employees. This is because the perceptions and norms that exist in a company are created to help improve

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the quality of work life. The results are in line with Ariyanti (2011). Organizational culture has a positive or significant effect on the quality of work life. Goodman, Zammuto, and Gifford, 2013) found an organization's positive influence on employees' quality of work life.

Organizational Commitment Affects the Quality of Work Life

The hypothesis testing show that organizational commitment positively affects the quality of work life. This implies that the better the existing organizational commitment, the better the *quality of employees' work-life* at PT Carrefour Supermarket Denpasar. Organizational commitment could create a good quality of work life. Organizational commitment with affective, ongoing, and normative commitments can encourage employees to remain in the organization. Organizational commitment refers to employees accepting and believing organizational goals and being willing to leave or stay with the company, reflected in absenteeism and employee turnover. The results are in line with research from and Afsar (2014) and Ellyana (2020), stating that organizational commitment significantly affects the quality of work life.

Organizational Culture Affects Employee Performance

The hypothesis testing found that organizational culture has a positive effect on employee performance. This result meant that the better the existing organizational culture, the better the performance of employees at PT Carrefour Supermarket Denpasar. Organizational culture with indicators of norms, philosophy, rules, and cooperation can encourage employees to be sporty at work. Organizational culture is essential for an organization or company. With the organizational culture, the company could improve the quality of the performance of its employees. This is because the perceptions and norms in a company are created to help improve employee performance. The results are in line with research by Rahmawati (2017) and Saraswati, Widayani, and Sagita (2020), stating that work-life and organizational culture positively affected employee performance. Muis et al. (2018) stated a positive and significant influence of organizational culture on performance. However, it is different from research by Nusari, Falasi, Al Rajawy, Khalifa, and Osama stating that project management assets positively impacted employee performance and culture. In contrast, cultural organization might harm employee performance.

Organizational Commitment Affects Employee Performance

The hypothesis testing found that organizational commitment positively affects employee performance, implying that the better the existing organizational commitment, the better the performance of employees at PT Carrefour Supermarket Denpasar. Organizational commitment could create a good quality of work life. The results are in line with Abdirahman, Najeemdeen, Abidemi, and Ahmad (2018), stating that work-life balance, job satisfaction, and organizational commitment are correlated positively with employee performance. Lanjar, Hamid, and Mukzam (2017) underlined a positive influence of organizational culture on organizational commitment and employee performance.

Quality of Work Life Affects Employee Performance

The hypothesis testing shows that the quality of work-life has a positive effect on employee performance, implying that the better the quality of work-life, the better the performance of employees at PT Carrefour Supermarket Denpasar. Quality of work-

life could encourage employees to be sporty at work. It provides solutions to lack of job satisfaction, absenteeism, employee turnover, work stress, breakdown of communication networks, work-life balance, and positive organizational culture. It is very influential on improving the performance of employees. This study is in line with Rahmawati (2017)s stating that the quality of work-life has a positive effect on employee performance. Research results from Chanana and Gupta (2016) stated that the quality of work-life has a significant effect on employee performance.

Mediation Variable Check

Table 5 presents the results of moderating effect hypothesis test.

Table 5. Recapitulation of Mediation Variable Examination Results

No	Mediasi Variabel <i>Quality of Work Life-QWL (Y₁)</i>	Koefisien Efek				Status
		A	B	C	D	
1	Organizational Culture (X ₁) → Employee Performance (Y ₂)	0.199 (Sig.)	0.374 (Sig.)	0.707 (Sig.)	0.23 2 (Sig.)	Partial Mediation
2	Organizational Commitment (X ₂) → Employee Performance (Y ₂)	0.597 (Sig.)	0.656 (Sig.)	0.277 (Sig.)	0.23 2 (Sig.)	Partial Mediation

The results indicate that the quality of Work-Life-QWL (Y1) mediates the direct effect of organizational culture (X-1) on the performance of the employee (Y2). This is evident from the mediation test on the effects of A, C, and D, showing significant values. Also, the indirect effect path coefficient is significant. It implies that the increase in the organization's culture will encourage the behavior quality of employees and ultimately impact the performance of employees. The mediating effect of work-life-QWL (Y1) on the indirect effect of organizational culture (X-1) on the performance of the employee (Y2) is partial. These findings provided guidance. Mediation quality of work-life (QWL) is not as decisive as the influence of organizational culture (X-1) on the performance of the employee (Y2). It is because organizational culture (X-1) has a significant direct effect on the employee's performance (Y2).

The exposure from the *quality of work-life-QWL (Y1)* was shown to mediate the direct effect of organizational commitment (X2) on the performance of the employee (Y2). These results imply that the increase in organizational commitment will drive the behavior of quality of work-life and ultimately impact improving the performance of employees. The mediating effect of variables quality of work life-QWL (Y1) on the indirect influence of organizational commitment (X2) on the performance of the employee (Y2) is partial. These provide guidance. Mediation quality of work life-QWL (Y1) is not as decisive as the influence of organizational commitment (X2) on the performance of the employee (Y2). It is because organizational commitment (X2) has a significant direct effect on the employee's performance (Y2).

CONCLUSIONS

Based on the results, it can be concluded that this study has a significant positive effect on the quality of work-life-QWL. It means that the better the existing organizational

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culture, the better the quality of work-life-QWL of employees at PT Carrefour Supermarket Denpasar. On the other hand, if the existing organizational culture is not good, it will impact decreasing the quality of work-life-QWL of employees.

The commitment of organizations has a significant positive effect on the quality of work-life-QWL. It means that the better the existing organizational commitment, the better the quality of work-life-QWL of employees at PT Carrefour Supermarket Denpasar. On the other hand, if the existing organizational commitment is not exemplary, it will impact decreasing the quality of work-life-QWL of employees.

Organizational culture has a positive and significant effect on employee performance. It means that the better the existing organizational culture, the better the performance of employees at PT Carrefour Supermarket Denpasar. On the other hand, if the existing organizational culture is not good, it will impact decreasing employee performance. Organizational commitment has a positive and significant effect on employee performance. It means that the better the existing organizational commitment, the better the performance of employees at PT Carrefour Supermarket Denpasar. On the other hand, if the existing organizational commitment is not exemplary, it will impact decreasing employee performance.

Quality of work-life-QWL has a positive and significant effect on employee performance. It means that the better the existing quality of work-life-QWL, the better the performance of employees at PT Carrefour Supermarket Denpasar. On the other hand, if the existing quality of work-life-QWL is not good, it will impact decreasing employee performance.

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