

The Influence of Organizational Commitment, Organizational Culture, Leadership Style and Environment on Employee Performance in the Wood Processing Industry

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Abstract

This study aimed to examine the effects of organizational commitment, organizational culture, leadership and working environment variables on employee performance in the small-scale woodworking industry in Alalak, Barito Kuala, South Kalimantan. Employee performance is a matter of concern because it affects the overall performance of the business. The study subjects included employees in the wood processing industry in Alalak area, Barito Kuala Regency, South Kalimantan. This study aimed to determine the influence of organizational commitment, organizational culture, leadership, and actual work environment on performance. The sampling technique used is proportional random sampling. Data analysis technique using multiple linear regressions. The results show that organizational commitment, organizational culture, leadership, and actual work environment have an impact on performance.

Keywords: commitment, culture, leadership style, work environment, performance

INTRODUCTION

From a contemporary management perspective, businesses and industries read staff and human resources (HR) as priceless pluss. Human resources are an important asset for many kinds of organizations, the most pillar and drive for achieving the corporate's vision and mission. Therefore, the management seeks to manage human resources professionally to attain a balance between the wants of employees and therefore the aspirations and capabilities of the business organization. smart employees improve the performance of the company. The action provided by a corporation is basically the achievement of members of the

organization or the company itself, from the management level to the operations staff.

The company's management as a representative seeks to optimize the performance of the company. one among the company's performance is littered with the performance of human resources. For this reason, management should optimize the performance of workers and their talents. Performance problems are a continuing downside for a company's management, therefore management must apprehend the factors that have an effect on worker performance.

To improve worker performance, management should be ready to manage company resources during a approach that makes robust synergies at intervals the corporate. Of course, in a company, several factors influence people to attain the goals they set for themselves, however the management of the company is influenced by the behavior of people who care regarding every group. The behavior of individuals who work for the company includes a direct or indirect influence on the company. this can be thanks to the various ability of people to trot out their work and activities. every or one and all perpetually considers his or her actions against all that he needs and permits them to be shunned competition among people or teams so the specified performance may be achieved.

The success and performance of an organization will be seen from the performance achieved by the workers, that's why the corporate needs its employees to be ready to show optimum performance. Yuniningsih (2002) argues that the great or unhealthy performance achieved by employees can have an effect on the performance and overall success of the company.

Employee performance is however no-hit Associate in Nursing employee is in finishing up their duties and responsibilities. Mathis and Jackson (2002) assert that performance is actually what staff do and do not do. worker performance affects the employee's contribution to the organization. worker performance is suffering from 2 factors, that are external factors and internal factors. Internal factors are factors that return from employees, as well as job satisfaction and commitment to the organization. whereas alien factors are people who come from outside of employees, including leadership, work safety and security, and structure culture.

Umam (2010) Basically, job analysis could be a key think about the effective and economical development of a corporation thanks to higher policies or programs for existing human resources within the organization. The evaluation of every individual's performance is extremely useful for the general dynamics of the event of the organization, through that the performance standing of the worker are often known.

Bernadin (2007) explains that a personality's performance may be measured from six criteria obtained from the task in question. The six criteria are:

1) Quality, 2) Quantity, 3) Speed, 4) Efficiency, 5) Independence, 6) Commitment. several factors have an effect on worker performance. Timpe (1993) has 3 determinants of performance: 1) competency level, here connected to: knowledge, ability, soft skills and technical skills (skills and aptitudes), 2) Level of effort: staff with solely good skills won't be able to do a decent job while not a touch effort. Basically, employees should be driven to work, 3) External conditions: the extent to that external conditions support worker productivity (employee's work environment).

The company strives to attain these goals well, however it needs the commitment of the stakeholders. worker engagement is a very important issue touching employee performance. worker engagement is achieved by taking note AND creating staff believe the organization. once employee engagement is attained, loyal employees are earned who do their best for the nice of the organization. this case is well matched for achieving structure goals, because it permits the organization to totally target high priority goals with the total support of its members. structure commitment is an perspective that reflects the extent to that an individual is aware of AND is committed to the organization mythical monster (2004). Organization, concern for structure success and semipermanent progress (Luthans: 2006). The importance of organizational involvement in regard to performance, assumptive (1) a bearing on sales and (2) engaged people are possible to exert a lot of effort at work (Morrison, 1997). worker commitment to their organization are often a very important tool for rising employee performance (Khan et al., 2010). structure commitment is that the condition within which an employee sided with a selected organization and his or her goals and need to stay a member of the organization (Robbins and Judge, 2008). At constant time, consistent with mythical monster (2004), structure commitment is AN perspective that reflects the degree to which a personal is aware of and is connected to his or her organization. a personal with a high level of engagement is probably going to check them as a real member of the organization. Commitment is an attitude that reflects worker loyalty to the organization and an current method within which members of the organization specific an interest within the organization, its success, and its ongoing progress. organization's customs. structure members who are committed to their organization will develop a a lot of positive read of the organization and well-being while not having to expend additional energy for the nice of the organization (Anik and Arifuddin, 2003). . This shows that structure commitment suggests that quite mere loyalty. passive, however involves active relationships and employees' need to create pregnant contributions to the organization.

There are 3 aspects of structure commitment, namely: First, emotional commitment. Emotional commitment indicates a personality's robust need to continue operating for a company as a result of they accept as true with the organization and are willing to try and do so. affectional commitment refers to an

employee's emotional attachment, identification, and involvement with an organization. a personality's emotional commitment becomes stronger once their expertise in an organization meets their expectations and satisfies their basic needs, and vice versa. Second, continued commitment or in progress commitment. The commitment relies on the losses related to the employee's departure from the organization. Third: normative commitment or normative commitment. Normative commitment involves feeling obligated to remain within the organization because it ought to be (Allen and Mayer in polyglot & Baron (2003). a corporation as a company can't be separated from its structure culture. structure culture may be a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, or norms that are shared and bound among a specific community. structure culture is that the attitudes and behaviors of individuals, who realize themselves operating along to realize goals, additionally supported shared values. Rahmadita et al. (2011) Culture was found to supply folks with steerage on the way to behave in sure situations. Cultures between organizations vary greatly. Even among constant organization, structure culture tends to alter over time. Organizations don't seem to be static, they're dynamic. as a result of the culture of a company confirmed|is decided|is set} by the operating conditions within the team, the managers, the characteristics of the organization and their various management processes. Therefore, once the factors that determine the organizational culture change or differ, the organizational culture additionally tends to be different. structure culture plays a really important role in efforts to realize organizational goals. Why organizational culture is vital is because it's the habits that occur within the organization's hierarchy that represent the standards of behavior that members of the organization follow. Culture additionally has a vital perform for the company. Culture structure culture may be a pervasive system of beliefs and values that develops among a company and guides the behavior of its members. structure culture will be a key tool of competitive advantage, whether or not organizational culture supports organizational strategy and whether organizational culture will meet or overcome environmental challenges by quick and correct approach or not.

Organizational culture can have {an effect on} all aspects of the organization and also the behavior of its members, thereby crucial the performance of the members and the organization (Wirawan, 2007). analysis results of Soedjono (2005) show that organizational culture has an influence on organizational performance. one in every of the external factors touching worker performance is organizational culture. structure culture is that the values that develop among a company, wherever these values are accustomed guide the behavior of its members. in step with Robbins (2001), organizational culture could be a system of data shared by members of an organization that distinguishes an organization from alternative organizations. Hofstede (1986, at Koesmono, 2005) asserts that culture could be a series of interactions of habitual characteristics that have an effect on teams of individuals within their surroundings. Meanwhile,

Mangkunegara (2005) concludes the construct of structure culture as a group of assumptions or systems of beliefs, values, and norms developed among a company that's used as a guide for behavior. members to beat issues with external adaptation and internal integration. The behavior of those workers is influenced by the environment within which they work, formed by the organizational culture, wherever the existence of culture in the organization is believed to boost worker performance. . Organizational culture is that the driver and guide in shaping the attitudes and behaviors of its members. one by one or during a group, someone won't be separated from the structure culture, and in general, the members of the organization are influenced by the variety of resources available. Robbins and choose (2008), one in every of the particular results of a powerful organizational culture could be a reduction in worker turnover. Harmonization of goals achieved between workers and also the organization through culture builds organizational commitment among employees. firms with a strong culture tend to achieve success companies. a powerful organizational culture will enhance skills, build consistency, and commitment in order that everybody in a company is intended to adapt to the stress of an dynamic environment. In an organization, the role of leadership plays a vital role. Indeed, leadership can encourage and inspire workers to perform their duties. Leadership (leadership) is that the method of influencing someone or cluster of {individuals} in numerous ways that to attain a standard goal. Northouse, 2003) leadership could be a process within which individuals influence teams to achieve common goals. Meanwhile, in step with Martoyo (2007), leadership is the totality of activities that influence people to require to work along to attain a desired goal together. Leadership is bothered with the work to be done (task function) and also the engagement of the folks it leads (relationship function). Leadership is one in every of the decisive factors for the company's orientation and goals to satisfy the event of today's times. Leaders who fail to anticipate change, or a minimum of fail to retort in time, are possible to bring their organizations into stagnation and ultimate collapse. Leadership could be a matter of intelligence, confidence, kindness, courage, and discipline (Agustian, 2006). A leadership dependent alone on intelligence can cause the emergence of rebellion. Leadership practices that rely alone on kindness can produce a weak impression. certitude conjointly ends up in stupidity. Relying an excessive amount of on the strength of spirit leads to violence. Excessive discipline and regulation leads to cruel behavior. someone can solely become a pacesetter if he already possesses these 5 aspects and may manage them during a balanced manner.

Leadership is one in all the foremost necessary parts of a company's management system. Leadership is that the method of influencing others towards structure goals. Leadership may be a person's ability to mobilize, organize, lead a group, interpret ideas in order that they're accepted by others. Leaders are answerable for channeling all efforts ANd obstacles to confirm a transparent

vision. Leaders should be able to produce an organizational atmosphere wherever workers be happy however responsible. Riyono and Zulaifah (2001) state that leadership involves the flexibility to inspire and influence subordinates. a pacesetter succeeds as a result of he will act as a robust and goal-oriented leader and motivator. The results of many studies show that leadership is critical to sustainably improve the fight of companies. Leadership may be a method by that an individual will become a pacesetter (leader) through continuous activities in order that he can influence those he leads (followers) to attain structure or business goals. Gibson et al. (1996) declared that the leader's behavior has an influence on the success of the followers. Sitio and Anisykurlillah (2014), who examined the performance of auditors in urban center city, showed that leadership vogue has an influence on worker performance. the particular work atmosphere is all that's realistic about the condition of the place or area and every one the materials or instrumentation employees have to be compelled to do their job. Actual operating atmosphere is that the condition during which employees work, including: lighting technique, air temperature, noise, use of color ANd abstraction necessities (Mangkunegara, 2005:105). the particular working environment in an enterprise may be a working condition that gives a cushty working environment and atmosphere for workers to attain the required goals of the enterprise. Poor working conditions will create employees straightforward to induce sick, simply stressed, troublesome to concentrate and cut back work productivity. Overcrowded working environment, unclean and shrie working environment will have an effect on workers' comfort once operating. whereas the non-physical atmosphere is all the conditions that occur in regard to the work relationship, each the connection with the superior and also the relationship with colleagues, or the relationship with the subordinates. The working environment plays a vital role within the quality of workers' work results. The working environment is that the environment during which these employees work. AN employee at work can actually need a good working environment, in order that he will improve his performance. a good or applicable working environment if employees are able to perform their activities optimally, in a healthy, safe and cozy manner. Supardi (2003: 37), asserts that the work atmosphere may be a state round the workplace, each physical and immaterial, that may offer the impression of being pleasant, safe and secure. and comfortable operating feeling, etcetera If the working environment is comfortable and also the communication between workers goes well, it's bound that the work potency are maximized. The working environment may be divided into 2 dimensions, that's, the physical environment and the immaterial environment. A physical work environment is all that is realistic for the conditions of the place or accommodation and every one the materials or instrumentation an worker has to do the job. Actual operating atmosphere is that the condition during which workers work, including: lighting technique, air temperature, noise, use of color and house necessities (Mangkunegara: 2005). The

non-physical working environment may be a condition concerning work relationships, each with colleagues, superiors and even subordinates. This immaterial work environment can have an effect on the employee's work performance. To support high performance employees, a corroborative non-physical environment is required. Some analysis results show that the working environment has an impact on employee performance. Widodo (2010) provides proof that a productive and economical work environment has a significant result on worker performance. Mahardiani and Pradhanawati (2013) the particular operating atmosphere features a positive effect on the performance of outsourced workers at BPD Central Java Bank.

Human resources within the style of workers are Associate in Nursing quality for a company, as is in small and medium-sized industries (SMEs). workers are a crucial important} consider achieving the company's goals. little and medium enterprises can in fact continuously face the management capability of the owner or enterpriser to manage the resources control by the company. The management capacity of entrepreneurs in small and medium enterprises and enormous industries will definitely be very different. SMEs usually face not solely capital and market constraints, however conjointly production systems and human resource management. This study was conducted on atiny low and medium scale within the wood process trade in Alalak region, Barito Kuala Regency, South Kalimantan. particularly in terms of the capability and productivity of little businesses, that are so much earlier than giant corporations in the same sector, however are ready to survive the event of the many laws and economic fluctuations. to not mention the varied forest policies and regulations directly involving the wood processing business. The objectives of this study are: 1) to research the influence of structure commitment on worker performance, 2) to analyze the influence of organizational culture on employee performance. employees, 3) to analyze the influence of leadership vogue on worker performance and 4) to research the influence of the surroundings on employee performance.

METHOD

This study is a descriptive study that shows a causal relationship between independent variables, organizational involvement, organizational culture, leadership, and physical work environment, and the dependent variable, employee performance. Correlation studies, namely studies to investigate whether two or more variables are related, the size of the relationship, and the direction of the relationship (Indriyantoro and Supomo (1999).

Table 1.
Research Variables and Variable Measurement

Variables	Indicator
Employee performance (Y)	Quantity (Y1), Quality (Y2), Efficiency (Y3), Ability (Y4), Accuracy (Y5), Knowledge (Y6), Creativity (Y7). Source: Tsui et al (1997).
Organizational Commitment (X1)	Feelings of being part of the organization (X11), Pride of the organization (X12); Concern for the organization (X13); Interest in working for the organization (X14); Strong belief in organizational values (X15); Great willingness to strive for the organization (X16). Source: Ganesan and Weitz (1996)
Organizational Culture (X2)	Openness (X21), Sense of security with work (X22), Feelings of respect (X23), Cooperation (X24), Organizational clarity (X25), Support and attention (X26). Source: Hofstede et al. (1993); Kolb et al. (1999) in Mas'ud (2004)
Leadership (X3)	Telling (ability to tell members what they should do) (X31), Selling (ability to sell/provide ideas to members) (X32), Participating (ability to participate with members) (X33), and Delegating (ability to delegate to members) (X34). Source: Hersey-Blanchard in Robbins (1996) and Wirjana and Supardo (2005)
Physical Work Environment (X4)	Sound (X41), air condition (X42), lighting (X43), cleanliness (X44), workspace layout (X45). Source: Moekijat (1995)

The population of this study was of a limited type and homogeneous in nature. All the subjects of this investigation are white-collar workers working in the wood processing industry in Alalak, Barito Kuala District, South Kalimantan. The sampling method used in this survey is a simple random sampling method with a sample size of 65 respondents. The data type in this survey is qualitative data and the data source is primary data. The data collected in this survey is primary data and the data collection method is a direct survey of respondents (Sugiyono, 2005).

The validity of the instrument in this study was tested by calculating the Spearman correlation of each question's score with the total score. Search support is considered valid if the correlation value is > 0.300 . In terms of reliability, it uses Chronbach's Alpha. The search aid is said to be reliable if the Chronbach's Alpha value is > 0.60 .

The data analysis technique used multiple linear regression analysis. In calculating data processing, researchers used data processing tools in the form of a computer application program, namely SPSS version 19.0.

RESULTS AND DISCUSSION

Hypothesis testing

Statistical testing of the goodness-of-fit model victimization Table three shows that the variables of structure commitment, organizational culture, leadership, and also the physical atmosphere of the organization at the same time have an effect on worker performance. will be} indicated by the likelihood price of F of 0.000 that is smaller than 0.05. On the opposite hand, the results of testing hypothesis one show that the probability value of the organizational commitment variable on employee performance is a smaller amount than 0.05 (0.01), indicating that the determination of organizational commitment to affect employee performance can be reduced. For hypothesis 2, organizational culture on employee performance contains a probability value less than 0.05, therefore it are often complete that structure culture has an impact on worker performance. For hypothesis three associate degreed particularly the influence of leadership on employee performance and also the influence of the physical atmosphere on employee performance the likelihood values are severally smaller than 0.05, namely 0.000 and 0.000, in order that leadership and physical environment have an effect on employee performance. the worth of the constant of determination is given with an R2 value of 0.936. This shows that the variables of organizational attachment, organizational culture, leadership, and physical environment will make a case for 93.6% of the variation in employee performance, whereas the remaining 6, can be explained by different variables outside the model. associate degree worker's performance is an employee's performance, and {also the} better the employee's performance, the higher the company's performance. staff as people actually ought to listen to wages, salaries and incentives they receive at work. Therefore, not solely incentive factors, however also other factors, corresponding to non-physical environment, work pressure, have an effect on employee performance.

Table 2.
 Summary of Regression Analysis Results

Variable	Standardized Coefficients Beta	t	Sig.	Information
	0.144	2.515	0.014	Significant
X2	0.322	5.023	0.000	Significant
X3	0.187	2.695	0.009	Significant
x4	0.407	6.201	0.000	Significant
R ²	: 0.936			
R ² adjusted	: 0.931			
RCount	: 217,0			
Prob	: 0.000			

Source: Results of data processing

Discussion

The Effect of Organizational Commitment on Employee Performance

Based on hypothesis testing, we tend to show that structure commitment affects worker performance. This finding is supported by information on operating hours of employees within the Alalak carpentry business in the Barito Kuala district, South Kalimantan. structure commitment is a vital facet of employee behavior which will be accustomed gauge an employee's propensity to stay a member of a company or company. Engagement refers to the identification and commitment of comparatively robust staff in an organization. This positive result of connexion the organization shows that employees feel a part of the organization, proud, interested and luxuriate in working there. staff believe powerfully in the values of the organization and are extremely impelled by staff who contribute to the organization. workers are terribly dedicated. In short, employees have a high sense of responsibility towards their work. extremely engaged employees will work optimally to assist them build the simplest potential contribution to their organization. staff are accountable for the progress of the corporate as a result of their high level of commitment makes them an integral a part of the company. extremely motivated employees will definitely try to unendingly improve their performance for the good thing about the organization. On the opposite hand, employees with low levels of engagement tend to own poorer performance. analysis findings involving this issue are Yudi Muliawan, Badia Perizade and Afriyadi Cahyadi (2017), Nurfajar, M. Syafiq Marzuqi and

Nika Rohmayati (2018), Andrian Noviardy and Sabeli Aliya (2020), Cisilia Prilestari and Debora Eflina Purba (2019). The results of this study indicate that structure culture includes a positive influence on worker work. staff who perceive the values of the organization as a full build those values personal to the organization. These values and beliefs are mirrored in day-after-day activities within the geographic point and are personal achievements. hopped-up by existing talent, systems and technology, the company's strategy permits smart individual performance to translate into good structure performance. structure culture is receptive management, and staff tend to be human, valued and reassured, that ends up in higher performance. The organizational culture of tiny businesses, wherever the amount of employees isn't too large, even small, and where there's a detailed relationship between the owner and/or management and therefore the employees, tends to form clear within the organization. In comparatively simple, small industrial enterprises where employees are still family ties, create a robust organizational culture to extend the support and a spotlight of those concerned within the business. Such conditions tend to boost worker performance. the foremost dominant indicator of structure culture is that the feeling of being appreciated, suggesting that once employees feel valued in the company, then the existence of the culture are perceived by the staff and influenced by the organization. have an effect on their higher work performance. The results of this study are in keeping with the findings of Imelda Andayani and Satria (2019), Ahmad Rivai (2020), Benjamin Richard Manery, Victor P. K. Lengkong, and provincial capital T. Saerang (2018) and Wan Dedi Wahyudi and Zulaspan Tupti (2019) that organizational culture influences structure culture. positive on worker performance.

The Effect of Leadership on Employee Performance

The results of this study indicate that leadership includes a positive influence on worker performance. this implies that leadership is that the effort to influence many folks through the communication method to realize structure goals. Leadership could be a process of moving people in a company as a result of they need the power, authority and talent so they add an environment of high ethical character and might sky-high do their duties in keeping with their needs. expected results. this means that leadership in tiny industries tends to be able to have interaction current employees, in line with what the business (owners) expect. tiny woodworking trade house owners in Alalak, Barito Kuala Regency, thusuth Kalimantan can on the average take a leadership role as they need smart data of the producing of those materials and products. So its artistry in distribution, sales, engagement and authorization tend to be good. Competencies are closely-held by management and, beside employees, a number of whom still have family ties, such conditions will after all tend to possess a positive impact on their job performance. Staff. The results of this study are in keeping with the analysis results of WA lyric poem Zusnita Muizu, Umi Kaltum, Ernie T. Sule (2019), Nel Arianty (2015), conjointly by Indra Marjaya and Fajar Pasaribu (2019) wherever leaders have a positive impact on worker performance.

Effect of Physical Environment on Employee Performance

The physical surroundings are a few things found within the work environment that may directly or indirectly influence someone or a bunch of individuals in the performance of their activities. The results show that the physical environment affects worker performance. This implies that a more robust physical environment is able to improve employee performance. A decent operating environment means a working environment that matches the wants and desires of staff to perform their jobs. Within the trade industry, of course, the environment matches the requirements of staff to complete woodworking. In step with research, the physical environment in the form of sound is enough to assist staff complete their work. A normal worker's workshop encompasses a radio or container that stops him from obtaining tired quickly. Meanwhile, in terms of air conditioning, it's relatively not too hot, as a result of the typical fan is available, and the staff is from the realm around Tanggulangin, that the temperature and air conditions aren't any different from wherever they live. Lighting within the work is sort of smart, whereas cleanliness is comparatively good because of the division of house or workshops of every department, corresponding to packing, cutting materials. The findings of this study are according to the idea that the physical surroundings can have an {effect on} worker performance. The results of this study are consistent with the findings of Widodo (2010), Mahaardiani and Pradhanawati (2013) once the physical work environment encompasses a positive effect on employee performance.

CONCLUSION

Based on the results of the analysis and discussion conducted, it can be concluded that organizational commitment, organizational culture, leadership and actual working environment affect employee performance. Member in the wood processing industry in Alalak area, Barito Kuala Regency, South Kalimantan. High organizational commitment will have a positive effect on employee performance. Although there is a strong organizational culture, which can be attached to all members of the organization, in this case, employees can improve their performance. Management has the ability to delegate, engage or engage with employees and know the trending products that can communicate and influence employees in line with the company's wishes. The company's physical environment is very conducive to employee performance.

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