

Effect of Organizational Culture, Organizational Commitment to Performance: Study In Hospital Of District South Konawe Of Southeast Sulawesi

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ABSTRACT

This study aims to analyze and determine the influence of organizational culture on organizational commitment and employee performance as well as the influence of organizational commitment to employee performance. The approach used is causality between the variables, whereas sampling techniques using the census method with the number of respondents targeted 115 employees. All the variables measured using indicators variables, and analytical methods used are Structural Equation Model (SEM). The results showed that organizational culture has a positive and significant impact on organizational commitment and employee performance. It was also found that organizational commitment has a positive and significant impact on employee performance, and organizational commitment has a significant role as a mediating variable between organizational culture with employee performance. These findings give meaning that, to improve employee performance it is necessary to increase organizational culture and organizational commitment.

Keywords: Organizational Culture, Organizational Commitment, Employees Performance.

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I. INTRODUCTION

The rapid development of science and technology at this time, has brought far-reaching implications for all aspects of human life, including the life of the organization, both moving business sector and the public service sector. The existence of an organization in the age of globalization, should be regarded as living beings who want to grow and develop in accordance with the demands of a changing environment. To develop an organization that has the competitive advantage of value-based, then the management needs to pay attention to its organizational culture, because the organizational culture is a set of values, beliefs, and attitudes among members of the organization imposed (Darmawan, 2013: 143), while Uha (2013: 4-5) states that, organizational culture is values that hold true of human resources in carrying out the obligations and behavior in the organization.

According to Astrid (1997: 3) that, these values will give an answer whether an action is right or wrong, and whether conduct is recommended or not, so it serves as a foundation to behave. If the values of the organizational culture has held firm and is run by most members of the organization or employees, means there has been a strong harmony and agreement between the members of the organization about what is believed to be the organization. The harmony of purpose of this kind will build cohesiveness, loyalty, and organizational commitment, which in turn will reduce the tendency of employees to leave the organization (Robbins and Judge, 2007, in Sunyoto and Burhanuddin (2011: 153). From the description was obtained that, organizational culture is linked to the organization's commitment as expressed Rival (2004: 432) that, culturally valuable to the organization or employees, improving culture and organizational commitment and consistency of employee behavior. Organizational commitment is a strong desire to become a member of a group, the willingness of a high effort for the organization, as well as a certain confidence and acceptance of the values and goals of the organization (Luthans, 1992 in Sutrisno, 2007: 292). Then Darmawan (2013: 146) states that culture adds to the organization's commitment and improve the consistency of behavior.

Relations concept of organizational culture and organizational commitment has been widely observed by previous investigators, like Tobing (2006: 44) found that organizational culture directly influence the organizational commitment. Likewise, the findings of Khan and Rashid (2012) that organizational culture has a significant influence on organizational commitment, while Abbas and Somaye (2012) states that, innovative organizational culture has a positive correlation to organizational commitment, but the bureaucratic organizational culture on organizational commitment is low.

Organizational culture can be used as a management tool to achieve efficiency, effectiveness, productivity, work ethic, as shown in different companies in Japan, America and some countries in Europe (Sutrisno, 2007: 1), while Lok and Crawford (2004) in Abdulkadir (2005: 8) states that, organizational culture can influence how people set personal and professional goals, carrying out tasks and use of resources in its achievement. This means that the value system adopted by the organization may affect the way work is done and how employees behave. Thus it can be said that, in the culture of an organization can encourage and deliver employees to achieve organizational objectives, as stated Darmawan (2013: 161) that, organizational culture associated with the success of the organization. With the organizational culture we can improve the behavior and motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals (Uha, 2010: 16).

With reference to the above description, it can be obtained a description that organizational culture has a direct relation to the increase in employee performance. This has been demonstrated by researchers earlier found, organizational culture positively and significantly affect performance (Abdulkadir, 2005: 60; Tobing, 2006: 44). In addition to organizational cultural factors that can determine the success of the organization, then the factor of employee commitment to the organization occupies a strategic position in improving employee performance and organizational performance. According to Hackett, Bycio, and Hausdorf (1994) that, the willingness of employees to donate energy to the achievement of organizational objectives is significantly influenced by the shape of its commitment to the organization. Organizational commitment has a significant positive effect on employee performance (Thamrin, 2012).

Between organizational culture and organizational commitment and organizational performance are intimately connected and determine the success of the organization in achieving its objectives, both business organizations and public organizations, not least for organizations that provide services in the field of health such as hospitals. The linkage between the three concepts wants observed how it is applied in the hospital business at local level. Therefore, this study aimed to analyze and determine the contribution between organizational culture and organizational commitment and performance of employees. In addition, this study also aimed to analyze and determine the contribution of organizational commitment to employee performance area hospital and wanted to know the role of organizational commitment in mediating between the culture of the organization with the employee's performance.

II. LITERATURE REVIEW

2.1. Organizational Culture

In partial understanding of the culture and the organization has differences include understanding organizational culture. Culture is a complex on the assumption of behavior, stories, metos metaphor, and a variety of other ideas that became the one to determine what it means to be a member of a particular community (Stoner *et al.*, 1995), then Djokosantoso (2003: 16) states as a pattern of culture is all good atmosphere all material or behavior that traditionally has been adopted by the community as a troubleshooting members. While the organization is a group of people who are bound formally in the superior and subordinate relationships that work together to achieve common goals as well (Kast, James and Rosenweig, 2002: 326-327). The definition has given to indicate that, the organization can be viewed as containers of various activities and as a process of interaction between people who are in it. In connection with the above description, the organizational culture is an integral part of the internal environment of the organization. Cultural organizations have the same meaning as the definition of plant culture, corporate culture, business culture and organizational culture (Uha, 2013: 4). Plant culture is a way of working and thinking embraced by employees, managers and all those involved in the plant, whereas the company or organization's culture is values that hold true of human resources in carrying out the obligations and behavior in the organization. Such values can serve as the foundation for behave (Astrid, 1996: 3), while Kilmann *et al.*, (1988) stated that, organizational culture is the soul of the organization and life of the members of the organization. The expert organizations have different views provide an understanding of the culture in the organization. Organizational culture can be defined as the system of values, beliefs, assumptions, or norms that have long been in force, agreed upon and followed by the members of an organization as a code of conduct and solving problems organization (Sutrisno, 2011: 2). A similar sentiment was expressed by Wheelen and Hunger (1986) in Hanggraeni (2011: 151) that, organizational culture is values that are shared by members of the organization and passed down from one generation to the next, while Robbins and Judge (2007) states that, organizational culture as a system of shared meaning held by the members of the organization that distinguishes the organization with other organizations.

Based on some of the views of the organizational culture in this study were all systems of values, norms and rules that have been established by the organization so that it can serve as a reference adhesive and employees in carrying out their duties and responsibilities as a member of the organization, particularly with regard to innovation and decision risks, attention to detail, outcome orientation, people orientation, team orientation and aggressiveness and stability.

For assessing and measuring the implementation of the organization's culture, there are various opinions that have been expressed by experts, for example: McKenna and Beech (2000) that organizational culture is divided into several components forming, namely: (a) the philosopher, which guide the determination organizational policies with regard to the employees and clients; (b) Core values held by the organization; (c) norms applied in the work; (d) rules to relate well in organizations that must be learned in order to be able to welcome new members of the organization; (e) certain typical behavior in a routine interaction between members of the organization, feeling or atmosphere created within the organization. But in this study, the concept of organizational culture is measured by the characteristic approach as suggested by Robbins (1996: 209), namely: (a) Innovation and the courage to take risks, is the extent to which the organization encourages employees to be innovative and take risks. In addition, how the organization appreciates measures risk taking by employees and raised the idea of employees; (b) The attention to detail is, the extent to which the organization expects employees exhibit precision, analysis and attention to details; (c) oriented to the result is, the extent to which management focused on results than attention to the techniques and processes used to achieve these results; (d) oriented to humans is the extent to which management decisions take into account the effect of the results of the people in the organization; (e) Oriented to the team is, the extent to which work activities are organized around teams, not only on individuals to support co-operation; (f) Aggressiveness is the extent to which the offender was aggressive and competitive organization to run the secret societies culture as well as possible; (g) Stability is the extent to which the activities of the organization to implement the status quo as a contrast of growth.

If the values of the organizational culture can be carried out by each employee properly, it can facilitate the emergence of a broader commitment, and can increase organizational commitment and consistency as well as the behavior of employees (Rival, 2004: 432). According to Deal and Kennedy (1982) that, culturally strong and positive influence on the behavior and the effectiveness of the company's performance, while Hackett, Bycio, and Hausdorf (1994) states that, the willingness of employees to donate energy to the achievement of organizational objectives significantly affected by forms of commitment to the organization. Darmawan (2013: 161) states that, organizational culture associated with the success of the organization. With the organizational culture we can improve the behavior and motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals (Uha, 2010: 16).

Based on these descriptions, it can be said that, the cultural organization with is linked directly to organizational commitment and employee performance improvement. It has been proved by previous researchers that, the organizational culture positively and significantly affect organizational commitment (Momeni, Marjani and Saadat, 2013; Kamal, et al, 2013). While other researchers stated that, organizational culture positively and significantly affect performance (Abdulkadir, 2005: 60; Tobing, 2006: 44). Thus it can be formulated a hypothesis (H1) who stated that, Organizational Culture has a positive and significant impact on Organizational Commitment, and the hypothesis (H2) which states Organizational Culture has a positive and significant impact on employee performance.

1.2. Organizational Commitment

Every employee who works in an organization would want to be successful in his career, and one of the steps that can be taken if it is to succeed it needed a high commitment to the organization. Commitment means the employee wishes to remain retain their membership in the organization and are willing to do business for the high achievement of organizational goals. If the phenomenon has been seen in the attitudes and behavior of employees, it can be said that the employee has had organizational commitment. Organizational commitment means employees' desire to maintain membership in the organization and are willing to do business for the high achievement of organizational goals (Darmawan, 2013: 171). While Luthans (1992) in Uha (2011: 292) states that, (a) organizational commitment is a strong desire to become a member of a group; (b) the willingness of high effort for the organization; (c) a certain belief and acceptance of the values and goals of the organization.

Based on this view, it is the commitment of the organization in this study, namely: the desire and the willingness of employees to remain in the organization, and remain willing to devote themselves to the success of the organization. Organizational commitment has three indicators, namely: (a) the willingness of employees is an attempt in good faith to his employees to take the initiative in the field of work; (b) employee loyalty is a form of loyalty of employees to indicate their identity in efforts to develop the organization in which the employee works; (c) the pride of the employees is a form of the totality of the work or the maximum achievement in the effort to demonstrate that, her work has achieved a good quality or optimal (Neale & Noetherraft, 1990). While the concept of organizational commitment formers used in this study is, concepts that have been proposed by Mayer and Allen (1990), namely: (a) continuance commitment, namely the members of the psychological attachment to the organization because of the cost of her responsibilities as a consequence out of the organization. (b) Normative commitment, namely the attachment members phisikology with the organization as a moral oblication to maintain a relationship with the organization; (c). Affective commitment, namely: the level of psychological attachment to the organization based on how good feelings about the organization.

If the employee has had a high attachment and feel they have organizations that want to remain in the organization, means that the employee has had organizational commitment. Hackett, Bycio, and Hausdorf (1994) states that, the willingness of employees to donate energy to the achievement of organizational objectives is significantly influenced by the shape of its commitment to the organization. Organizational commitment has a significant positive effect on employee performance (Thamrin, 2012). The linkage between the concept of organizational commitment to employee performance has been extensively researched and found that organizational commitment has a positive contribution and significant in improving organizational performance (Jeck, *et al.*, 2012; Negin, Mahdieh and Mamani, 2013; Rebecca, 2013; Naveed, Nadeen and Naqvi, 2014). Focused on the above description, it can be expected (H3) that, Organizational commitment has positive and significant impact in improving the performance of employees.

1.3. Employee Performance

Existence of employees in an organization determine the success and continuation of all activities of the organization in order to achieve organizational goals. Therefore, the management needs to provide strong support in motivating employees to work in a professional manner so that employees can achieve performance in line with their expectations and organizations. Performance is the contribution of both positive and negative individuals given individual in the organization (Ivancevich, 2008) in Noor (2012: 268). Individual performance is the foundation for the organization's performance (Noor, 2012: 267). Therefore, in order to create effective management, understanding the performance of individuals is very important. While Matis and Jacson (2002: 78) revealed that, good performance for individuals and groups to be the center of attention in an effort to boost the performance of the organization. The good performance is one of the objectives of the organization in achieving high productivity.

To measure the level of success or performance of the employees of an organization can be used several approaches. Miner (1990) argued in general it can be stated four aspects of performance, namely: (1) the quality of the resulting, explained about the number of errors, timing, and accuracy in performing tasks; (2) The quantity produced, in terms of how many products or services that can be produced; (3) working time, will explain how the number of absences, tardiness, and tenure that has been undertaken of the individual employee; (4) cooperation, will explain how individuals help or hinder the efforts of his fellow workers. While Bernardin and Russle (1995: 385) proposed six primary performance that can be used to measure performance, namely: (a) quality, is the degree to which the process or the results of the implementation of near-perfection or close to the expected goals; (b) quantity, the amount produced, for example, the amount of dollars, units, and the cycle of the activities carried out; (c) timeliness, is the extent to which an activity is completed at a desired time, taking into account other output coordination, as well as the time available for the activities of others; (d) cost effectiveness, is the degree to which the use of organizational resources (human, financial, technological and material) is maximized to achieve results or loss of each unit reduction in resource use; (e) the need for supervision, is the degree to which a worker can perform a job function without requiring the supervision of a supervisor to prevent actions that are less desirable; (f) interpersonal impact, the degree to which employees maintain dignity, good name, and cooperation among colleagues and subordinates. This concept is used in this study to measure the performance of employees of the regional hospital in South Konawe.

1.4. Framework Concept

Every organization is built is expected to grow and develop in line with the changing dynamics of the business environment. Organizations that want to have a competitive advantage, it is necessary to create and implement a system of values or norms that can be used as guidelines for all parties involved in the organization. If the system of values that are applied by the organization can be run well by all employees, it means that the organization has had a cultural value. Culture is a pattern of all the good atmosphere all material or behavior that traditionally has been adopted by the community as members of problem-solving (Djokosantoso, 2003: 16). If the cultural component is implemented in an organization, whether business or public organization it can be said that the organization has had organizational culture. Organizational culture contains a mix of values, beliefs, assumptions, perceptions, norms, distinctiveness, and behavioral patterns (Gibson, et al, 2009: 77). According Luthans in Noor, (2012: 152) that, an organizational culture norms and values that guide the behavior of members of the organization. Each member will behave in accordance with the prevailing culture in order to be accepted by the environment. Culture strong and positive influence on the behavior and the effectiveness of the company's performance (Deal & Kennedy, 1982).

Rival, (2004: 432) states that, culturally valuable to the organization or employees, improving culture and organizational commitment and consistency of employee behavior. Organizational commitment is a strong desire to become a member of a group, the willingness of a high effort for the organization, as well as a certain confidence and acceptance of the values and goals of the organization (Luthans, 1992 in Sutrisno, 2007: 292). So culture adds to the organization's commitment and improve the consistency of behavior (Benefactor, 2013: 146).

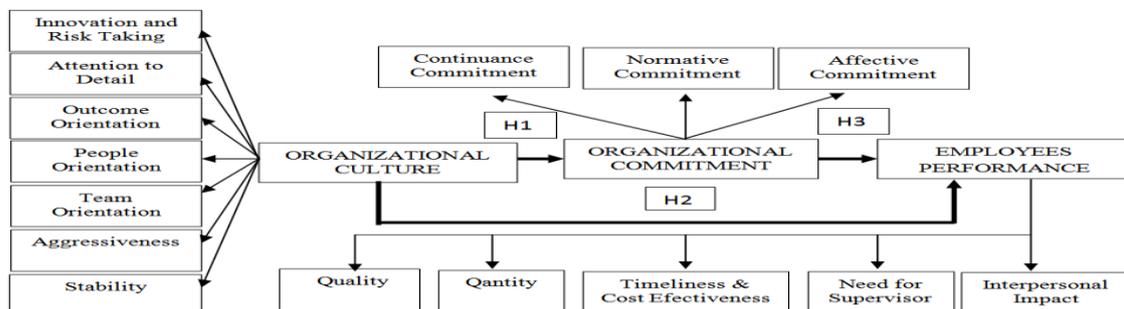
Some results of previous studies found that organizational culture directly influence the organizational commitment (Tobing, 2006: 44). Likewise, the findings Sofiah and Mohd (2012) that organizational culture has a significant influence on organizational commitment. Then Uha (2010: 16) states that, organizational culture we can improve the behavior and motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals. To assess the implementation of organizational culture can be seen from the characteristics, as suggested by Robbins and Judge (2009: 585-586), namely: Innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation and aggressiveness and stability. All of these characteristics has been a supporter of the establishment of the organization's culture. Organizational culture has become a guideline for employees in work. Therefore, the willingness of employees to donate energy to the achievement of organizational objectives is significantly influenced by the shape of its commitment to the organization.

Someone who shows a high involvement as an employee in an organization can be said to be a worker who has committed. Workers or employees who are committed to the organization have the possibility to remain in the organization higher than employees who do not have a commitment. Organizational commitment in this research was formed by three dimensions, namely: continuance commitment, normative commitment and affective commitment (Allen and Mayer, 1990 in Darmawan, 2013: 168).

System of values, beliefs and norms that have been prevailing in the organization, and has been used as a reference by employees in the work so as to give a positive impact on employee commitment to the organization, which in turn will contribute to improving the organization's performance and the performance of employees. Employee performance is a person's success in implementing the tasks (Lawler and Porter, 1967 in Sutrisno, 2011: 170). The performance of employees in this study using a concept that has been proposed by Bernardin and Russel (1995: 383) that the performance of primer that can be used to measure performance, namely: quality, quantity, timeliness and cost effectiveness, need for supervision and interpersonal impact.

The relationship between the concept of organizational culture, organizational commitment and organizational performance were examined in the study can be arranged in a model of study as follows:

Figure 1
Research Model



III. METHODOLOGY

This research is causality, aims to analyze and determine whether there is mutual relationship between the variables of organizational culture on organizational commitment and performance of employees, as well as the relationship organizational commitment to employee performance. The target population is all employees of the hospital district South Konawe 115 people. Therefore, this study population was limited, then sampling census method, which takes all of the population as the sample target. After collecting data from all respondents stated that deserves to be analyzed further, namely 105 respondents.

The study looked at the relationship of three variables, namely the organizational culture which in initialized as X1, measured with seven indicators, namely: Innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation and aggressiveness and stability (Robbins and Judge, 2009: 585-586), and organizational commitment which in initialized as X2, measured by the indicator variable of continuance commitment, normative commitment and affective commitment (Allen and Mayer, 1990 in Darmawan, 2013: 168). While the performance of the employee who serves as an endogenous variable (Y), measured by indicators: quality, quantity, timeliness and cost effectiveness, need for supervision and interpersonal impact (Bernardin and Russel, 1995: 383).

The scale of measurement used for all study variables were Likert scale with five levels, which are arranged in a questionnaire that is enclosed. Before the questionnaire circulated to all sample target, then first tested the validity and reliability, and the evaluation results declared valid and reliable to be used as an instrument of collecting data in the field. To answer all the hypotheses that have been put forward in this study, we used Analysis of Structural Equation Model (SEM) because of all the observed variables can not be measured directly but rather uses the indicator variables.

IV. RESULTS AND DISCUSSION

4.1. Variabel Description Research

4.1.1. Cultural Organization (X1)

Culture organizations observed in this study was formed by seven indicators, and the contribution of all indicators in shaping the organizational culture variables declared to be on top of the requirements. It can be seen from the results of confirmatory factors analysis, namely: Innovation and risk takers with a value of loading factor of 0.746, attention to detail (0.739), orientation results (0.802), orientation of people (0.809), orientation teams (0.768), aggressiveness (0.791), Stability (0.827).

Indicators of the most powerful in shaping the organizational culture variable is stability (stability). It means that, cultural values that received the most attention in the activities of the organization, which emphasizes the maintenance of the status quo as a contrast to the growth, while indicators that have contributed the least supportive organizational culture variable is the attention to detail. It means that the level of attention of employees to the accuracy, problem analysis, and attention to details of the work is still considered low when compared to other indicators.

4.1.2. Organizational Commitmen (X2)

Results of the analysis of organizational commitment variable factor formed by the three-dimensional, which is then used as an indicator variable to measure the magnitude of the contribution in shaping the organizational commitment variables, namely: continuance commitment to the value of loading factor of 0.724, and Normative commitment (0,700) for Affective commitment (0.627). The most dominant indicator variable in shaping organizational commitment are continuance commitment. It means that, employees have a high attachment to the organization in order to keep their jobs in order to finance his life in a sustainable manner, whereas the lowest indicator contributes in shaping variable affective organizational commitment is a commitment. It means that, the employee retains himself to be inside the organization though the level of comfort, security and other benefits be felt not in accordance with their expectations than elsewhere.

4.1.2. Employee performance (Y)

Each employee who works in an organization would want to be successful in the work. The success of the employee in performing the duties and responsibilities that have been given to him should be measurable. In this study, variable employee performance is measured using an indicator variable. Results of confirmatory factor analysis of all the indicators used in the form of employee performance variables obtained results or the value of loading factors, namely: Quality (0.712), Quantity amounted (0.708), Timeliness and cost effectiveness (0,740), Need for supervision (0.766) and Interpersonal impact (0,847). Indicators of the most powerful form of employee performance variables is the impact on interpersonal. It means that, most of the employees who work in the hospital area always maintain dignity, maintain the lowest indicator in giving in contributing to employee performance is variable quantity. It means that, most employees pay less attention to the volume of work that must be completed in the works.

4.2. Research Result

Based on the model test results for all study variables by using Structurel Equation Model (SEM), the test model of this study declared eligible for further analysis because it has qualified standardized. The test results are briefly structural model can be seen the results, as follows:

Table 1. Test Results Hypothesis Relationship Model of Organizational Culture, Organizational Commitment and performance of employees

Hypothesis	Strip Relations	Loading Factor	Probabality	Information
H1	Organizational Culture (X1) On Organizational Commitment (X2)	0,548	0,000	Significant
H2	Organizational Culture (X1) On Employee Performance (Y)	0,145	0,031	Significant
H3	Organizational Commitment (X2) On Employee Performance (Y)	0,730	0,000	Significant

4.3. Discussion

4.3.1. Organizational Culture On Organizational Commitment

Based on the results of model analysis showed that, cultural organizations formed by characteristic innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability has a positive and significant impact in improving organizational commitment. It can be seen from the loading factor obtained at 0.548 with probability 0,000, compared with α value of 0.05, it can be said that, hypothesis (H1) who stated organizational culture has a positive and significant impact can be accepted as true. The research results prove that the system of values, habits-habits and norms that have been established by the organization, and has become a reference in the work of employees, among others: (a) encourage employees to undertake innovation activities and appreciate the action of employee risk-taking (b) the employee is expected to exhibit precision, analysis, and attention to the details of the task and the work to be carried out properly and correctly; (c) the management of the organization to give primary attention to the results compared in terms of attention to the techniques and processes used to achieve these results; (d) any decision taken by the management always take into account the effect of the work on people who are in the organization; (e) any activity organization formed work teams, and not just on individuals to support cooperation. (f) each employee should have an attitude and an aggressive and competitive behaviors to run the organizational culture as well as possible; (g) each employee is expected to maintain the status quo as contrasted with growth.

All these elements have provided significant support in the form of variables within the organizational culture of the district hospital of South Konawe of Southeast Sulawesi Province, and the greatest contribution are: stability, human orientation, results orientation, team orientation, aggressiveness, innovation and risk, as well as the the lowest is the attention to detail. The contribution of all these components have a positive impact in improving employee commitment so feel have an attachment to: (a) continue to work within the organization, because they desperately need the jobs and requires the support of the organization, both financially and non-financially for the sake of survival (continuance commitment) ; (b) the employee wants to remain and contribute energy and ideas within the organization because they feel a moral obligation to deliver the organization in achieving success (Normative commitment); (c). most employees have a high commitment to remain working in the organization because of the existence of a desire and willingness and sincerity in their work (affective commitment).

Results of this study implies that, in order to increase employee commitment regional hospital district South Konawe terms of continuance commitment, normative commitment and affective commitment, it is necessary to increase the organization's culture. Such findings have provided support to the concept that culture is worth to the organization of employees, increase cultural and organizational commitment and consistency of employee behavior (Rival, 2004: 432). Furthermore Darmawan (2013: 146) states that, culture add to the organization's commitment and improve the consistency of behavior. With the organizational culture we can improve the behavior and motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals (Uha, 2010: 16). Results of this study contribute to strengthening the results of previous studies suggest that, organizational culture positively and significantly affect organizational commitment (Mandan, Amir and Vajihed, 2013; Kamal, et al, 2013).

4.3.2. Organizational Culture on Organizational Performance

As mentioned in the previous description that, organizational culture can be used as a management tool to achieve efficiency, effectiveness, productivity, work ethic and can influence the attitudes and behavior of employees in an effort to achieve organizational goals. Cultural organizations can improve the behavior and motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals (Uha, 2010: 16).

Based on the results of the analysis show that the hypothetical model, the cultural organization formed by indicators of innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability has a positive and significant impact in improving the performance of employees. It can be seen from the loading factor of organizational culture variable relationship with organizational performance of 0,145 with a probability of 0.031 ($p > 0.05 \alpha$), it can be said that the hypothesis (H2) which states the organization's culture has a positive and significant impact on the performance of employees can be accepted as true.

This finding implies that, in order to improve employee performance area hospitals Konsel Southeast Sulawesi province primarily related to improved performance in terms of quality, quantity, timeliness and cost effectiveness, need for supervision and interpersonal impact it is necessary to support the organization's culture. With the increased support organizational culture (innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability) it is expected that employees may: (a) conducting near-perfection and reach the goal as expected by organization; (b) complete a number of

tasks in accordance with the target set by the organization; (c) carry out their duties and responsibilities effectively and efficiently in accordance with the specified time, and resources available for use; (d) carry out the work properly and correctly without the need for supervision of the supervisor in question, and (e) keep and maintain themselves, goodwill and cooperation of co-workers and subordinates.

Results of this research have provided support for the statement Uha (2010: 16) that, organizational culture can improve the behavior and motivation of human resources so as to improve its performance, and in turn improve the performance of the organization to achieve organizational goals. Culture strong and positive influence on the behavior and the effectiveness of the company's performance (Deal & Kennedy, 1982). These findings come at the same time contributing to the knowledge of the results of the previous study which states that, organizational culture has a positive and significant contribution to organizational performance (Mujeeb, Tahir and Shakil, 2011; Mohammad, Rumana and Saad, 2013; Gunaraja, 2014). Results of this research while rejecting the findings of Jack, *et al* (2012) which states that, the organizational culture does not have a significant effect in improving the performance of employees.

4.3.3. Organizational Commitment on Employee Performance

Human behavior or employees are generally motivated by the desire to achieve a goal, either for personal benefit or the purpose of the organisation. Employees who have the morale and integrity of the organization, is a hallmark of employees who are highly committed to the organization. In this study, organizational commitment is formed by indicator variables; continuance commitment, normative commitment and affective commitment is stated to have a positive and significant contribution in improving the performance of employees. This can be evidenced by the results of the analysis of hypothetical model shows the value of the loading factor of 0.730 by probability level 0,000 ($p > 0.05 \alpha$). Results of the study indicated that, to improve organizational performance, especially with regard to quality, quantity, timeliness and cost effectiveness, need for supervision and interpersonal impact so it needed the support of the commitment of employees: (a) in order to keep working in the organization because they need a job and require the support of the organization, both financially and non-financially for the sake of survival; (b) remain and contribute energy and ideas within the organization because they feel a moral obligation to deliver the organization in achieving success, and (c) remain working within the organization because of the existence of a desire and willingness and sincerity. These findings as well as to provide support for the statement that, the willingness of employees to donate energy to the achievement of organizational objectives is significantly influenced by the shape of its commitment to the organization (Hackett, Bycio, and Hausdorf, 1994), while Thamrin (2012) states that the commitment the organization has a significant positive effect on employee performance. The results of this study help provide support to the results of previous studies which suggest that, organizational commitment has a positive and significant contribution in improving organizational performance (Jeck, *et al.*, 2012; Negin, Omid and Ahmad, 2013; Rebecca, 2013; Naveed, Nadeen and Naqvi, 2014).

V. CONCLUSION & RECOMMENDATIONS

5.1. Conclusion

Focused on the above description, it can take several conclusions, that: (a) the organizational culture (innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability) have a significant impact in improving organizational commitment (Continuance commitment, Normative commitment, Affective commitment). (b) organizational culture has a significant influence in improving employee performance (quality, quantity, timeliness and cost effectiveness, need for supervision and interpersonal impact). (c) The results of this study also found that, the commitment the organization has significant effect in improving the performance of employees, as well as the commitment the organization has a significant role as a variable between organizational culture and employee performance. (d) The results implies that, in order to improve employee performance in district Hospital of South Konawe, South East Sulawesi Province it is necessary to increase organizational culture and employee commitment to the organization.

5.2. Recommendation

In this study was found a few things that need attention of hospital management, if you want to improve organizational performance and the performance of employees, namely: required the efforts to improve the handling of the job in detail, and increase the ability of innovation and the courage to take risks are still low in contributing to the culture organizational. In addition, the management needs to pay attention to the level of comfort and safety in the workplace, because the issue is still a low value by the employee and are considered not in accordance with their expectations when compared to others in the workplace.

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