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## Research Article

### ORGANIZATIONAL PERFORMANCE ANALYSIS: ORGANIZATIONAL COMMITMENT, COMPETENCE AND ORGANIZATIONAL CULTURE (STUDY ON BEKASI CITY GOVERNMENT)

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#### ABSTRACT

The performance of Bekasi City Government is influenced by many factors. This study analyzed the influence of Organizational Commitment, Competence and Organizational Culture on Organizational Performance. The research method is quantitative research, the population consists of Regional Device Work Unit (SKPD) in Bekasi City Government, Head of Department, Head of Agency and Head of Division who occupy essay II and III in Town Government of Bekasi amounting to 208. Research sample is echelon II as many as 24 people and echelon III Officials as many as 113 people, bringing the total sample of 137. Sampling method conducted by census. Analyzer used Multiple Linear Regression, continued with partial test of hypothesis (t test) and simultaneously (F test) with alpha 5 percent. Data analysis tool with SPSS 21.00 application. The result of the research is that Organizational Commitment, Competence and Organizational Culture have positive and significant influence to the Organization Performance either partially or simultaneously. From the results of determination analysis there are other factors that influence the Performance of Organizations other than Organizational Commitment, Competence and Organizational Culture variables. The better the Organizational Commitment, Competence and Organizational Culture will be the better the Organizational Performance on SKPD in the City Government of Bekasi.

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#### INTRODUCTION

Regional autonomy basically has purpose to welfare the people equally, and make every region have the right to arrange their own rule especially to develop area, not least with city of Bekasi. Bekasi as one of the city on the outskirts of the center of the capital is an area that has the potential to improve the welfare of the community through improved performance.

The Municipal Government is a public organization at the local level responsible for development. In addition City Government is a bridge in the implementation of programs of Central and Provincial Government. So that the City Government is required to have a good performance in order to impact on improving the welfare of the community. In order to implement the performance improvement, Bekasi City Government arranged a work agreement in accordance with Presidential Regulation No. 29 of 2014 on Government Institution Accountability System. Improved organizational performance is determined by the mentality and capacity of human resources. Therefore the mentality of human resources is important for the organization considering the human resources is the subject of organizational movers. If the

mentality of human resources possessed inadequate it will have implications for the decline in organizational performance.

Mangkunegara (2008: 67) states the performance of the organization is the work of quality and quantity of a person in performing functions in accordance with the responsibilities given. Thus, the performance achieved by each regional head must be tailored to the mission and vision of both quality and quantity, as accountability to the community.

In this regard, in order to empower the local government resources, it should first consider likelihood factors such as opportunities, constraints. So that resources are utilized will give optimal result of work in doing service to society and finally produce good governance. Therefore, in order to create good governance, it is needed government apparatus who have high commitment, competence and work culture in performing their duties and functions as an element of service to public organization. Commitment is the ability and willingness to align the person with the needs and goals of the organization. Porter *et al.* (1974: 12) states commitment is the strength of the introduction and involvement of a person in a particular organization. While Becker (1960, 39-40) describes the commitment as a tendency to be bound in a consistent line of

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activity because it assumes there is a cost of implementation of other activities. Based on these opinions, then the city of Bekasi should be one of the spearheads of the government expect that every apparatus working within has a commitment to the organization, in order to create optimal organizational performance.

In addition to commitment, employee competence is also a factor that can create organizational performance improvement. According to Lynn (1985: 33) competence can include repetition of facts and concepts to further skills up to learning behaviors and professional values. Fogg (2004: 90) divides competencies into two categories: basic competence (Threshold) and differentiating competencies according to the criteria used to predict the performance of a job. Threshold competencies are the main characteristics, such as the ability to read, while differentiating competencies are different from others. In other words, competence is the mastery of a set of knowledge, skills, values and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with the profession.

In addition to commitment and competence to improve organizational performance, there are many important things to do. In this case leaders are required to create an organizational culture (organizational culture), because organizational culture is an important thing in human resource management. Culture binds members of community groups into a unified view that creates uniformity of behaving or acting.

Culture acts as a determinant of boundaries; Meaning that culture creates a distinction between one organization and another. In addition, cultures contain the identity of an organization, and culture facilitates the birth of commitment to something greater than the interests of individuals and culture can also to improve the stability of social systems because culture can be used as a social glue that helps unify the organization by providing standards on what Should be said or done employees. The development of discipline and honest culture is the implementation of the mandate of one of the bureaucracy reform agenda, as well as what is currently done in the environment of the City Government of Bekasi in accordance with the vision and mission of the government as outlined in the concept of organizing and developing organizational structures and regional devices.

Based on the background and problems, the objectives of this research are:

1. Analyzing the influence of Organizational Commitment on Performance Organization partially.
2. Analyzing the influence of Competence on Performance Organization partially.
3. Analyzing the influence of Organizational Culture on Performance Organization partially.
4. Analyzing the influence of Organizational Commitment, Competence and Organizational Culture on Organization Performance simultaneously on Bekasi City Government.

## LITERATURE REVIEW

### *Organizational Performance*

Performance is a tool that can be used to measure the level of achievement or policy groups and individuals. Performance is a translation of performance that is often interpreted as "appearance, demonstration or achievement" (Keban, 2004: 191). It also agrees with Mangkunegara (2008: 67) that the term performance comes from the word job performance or actual performance that is the performance or achievement to be achieved. Murphy (1990: 74) states that performance is a set of behaviors relevant to the goals of the organization or organizational unit of the workplace.

While the meaning of organizational performance is as a description of the level of achievement of the implementation of an organization's tasks in an effort to realize the goals, goals, mission and vision of the organization (Bastian, 2001: 329). Then another definition of organizational performance proposed by Pasolong (2007: 176) is the work achieved by employees or group of employees within an organization, in accordance with the authority and responsibility of each in an effort to achieve the objectives of the relevant organization legally, not violating the law and In accordance with morals and ethics. "Thus can be said organizational performance is a picture of the work of the organization in achieving goals that of course will be influenced by resources owned by the organization.

The resources in question can be physical such as human and non-physical resources such as regulations, information, and policies, to better understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that every public organization provides services to the public and can be measured performance by using existing performance indicators to see whether the organization has done a good job and also to determine whether the established goals have been achieved or not.

According to Stout (1993: 112): "Performance measurement is the process of recording and measuring the achievement of activities in the direction of mission accomplishment through the results of products, services or processes." Furthermore, Yuwono *et al.* (2002: 264) "States that performance measurement is a measurement measure performed on various activities within the value chain contained within the company or organization." Thus the measurement of the performance of the public sector a process of assessing the progress of work against pre-determined goals and targets, including information on the efficiency of use Resources in the production of goods and services, the quality of goods and services, the results of activities compared to the intended purpose, and the effectiveness of actions in achieving the goals, vision and mission of the organization.

According Lohman (2003: 72) There are several key elements in a performance measurement, namely:

1. Establish organizational goals, objectives, and strategies. Goals are general statements about what the organization wants to achieve. Goals are organizational goals that have been explicitly stated with clear time constraints.

Strategy is the way or technique the organization uses to achieve its goals and objectives.

2. Formulate indicators and performance measures. Performance indicators refer to performance appraisals indirectly are things that are only a performance indication. Performance measures refer to performance appraisals directly.
3. Measures the level of achievement of organizational goals and objectives. If performance indicators and measures are clear, performance measures can be implemented. Measuring the level of achievement of goals, objectives and strategies is to compare actual results with predetermined indicators and performance measures.
4. Performance evaluation will provide an overview to the recipient of information on the value of the organization's performance.

Performance measurement if done continuously can motivate employees in achieving organizational goals by complying with predefined standards of behavior and will ultimately produce results as desired.

Measuring the performance of public organizations is quite difficult because it is multidimensional because stakeholders have different interests according to the needs of each. Some indicators that are usually used to measure the performance of public bureaucracy according to Dwiyanto (2008: 50-51) are:

1. Productivity. The concept of productivity not only measures the level of efficiency, but also the effectiveness of the service. Productivity is generally understood as the ratio between input and output.
2. Quality of Service. Service quality tends to become increasingly important in explaining the performance of public service organizations. Community satisfaction can be a parameter for assessing the performance of public organizations. The main advantage of using community satisfaction as a performance indicator is information about community satisfaction often available easily and inexpensively which can be obtained from the mass media as well as public discussion.
3. Responsiveness. Responsiveness is the ability of the organization to recognize the needs of the community in setting the agenda and priorities of service and developing public service programs in accordance with the needs and aspirations of the community.
4. Responsibility. Responsibility describes whether the implementation of the activities of the public organization is carried out in accordance with the principles of administration that are true or in accordance with the policy of the organization, both explicit and implicit.
5. Accountability. Public accountability shows how much the policies and activities of public organizations are subject to the political officials elected by the people, the assumption being that these political officials are elected by the people, in itself will always represent the interests of the people.

In addition, the performance of public organizations can be measured from efficiency, effectiveness, fairness and capability

(Kumoro 2005: 64). These four sizes are interconnected with each other, from the consideration of a benefit gained in accordance with the vision and mission determined so that justice will be felt and then the capture power to the community will be more optimal. According to Mahsun *et al* (2006: 31) measurement of the performance of public organizations include the following aspects:

1. Input is everything that is needed for the execution of activities to run to produce output. Input is everything that is used to produce output and outcome.
2. Process is a measure of activity, both in terms of speed, determination, and accuracy of the implementation of the activity. This indicator contains a description of the steps undertaken in carrying out the service.
3. Output is something that is expected to be directly achieved from an activity that can be tangible or intangible.
4. Outcomes are anything that reflects the functioning of the output of activities in the medium-term that have a direct effect. Outcome indicators provide an overview of the actual or expected results of goods or services produced by an organization.
5. Benefit is something that is related to the ultimate goal of the implementation of the activity. This performance indicator describes the benefits derived from the outcome indicator
6. Impact) is the effect of either positive or negative. The impact indicator provides an overview of the direct or indirect effects resulting from the achievement of the program objectives.

### **Organizational Commitment**

Commitment is a promise to yourself or to others reflected in the action. Commitment is a complete acknowledgment, as the true attitude that comes from the character and out of one's self. Commitment will encourage self-confidence, and morale runs the task towards a change towards the better.

Organizational commitment is a psychological state that characterizes employees' relationships with the organization or its implications that affect whether employees will remain in the organization or not identified in three components: affective commitment, continual commitment and normative commitment (Allen and Meyer 1993: 83).

Commitment to the organization is an aspect that plays an important role in an organization, because the commitment to the organization can affect the improvement of effectiveness and work efficiency. According to Northcraft and Neale (1994: 73) generally employees who have a high commitment to the organization will show more effort in doing the task. Zurnali (2010: 56) said that organizational commitment is a strong and strong feeling of a person towards the goals and values of an organization in relation to the role of efforts to achieve the goals and values.

Therefore every person who works in a company or organization must have a commitment in work because if an employee of a company does not have a commitment in work, then the purpose of the company or organization will not be achieved.

Porter *et al.* (1974: 12), expressed commitment is the strength of the introduction and involvement of a person in a particular organization. Becker (1960: 24) describes commitment as a tendency to be bound in a consistent line of activity because it considers the cost of implementing another activity (stop working). While Meyer and Allen (1993: 83) use the term affective commitment for the first opinion and continuance commitment for the second opinion.

According to Durkin (1999: 127), organizational commitment is a strong and strong feeling of a person towards the goals and values of an organization in relation to the role of employees towards the effort to achieve the goals and values. It then states that a clearer picture of the definition of organizational commitment is put forward by Allen and Meyer (1993: 83), arguing that organizational commitment is a psychological state characterizing employees' relationships with organizations or their implications that affect whether employees will survive in the organization or Not, identified in three components: affective commitment, continual commitment and normative commitment.

1. Affective commitment is a person's emotional involvement in the organization in the form of feelings of love to the organization.
2. Continuous commitment is one's perception of costs and risks by leaving the organization today. That is, there are two aspects to a continuous commitment, namely: involves personal sacrifice when leaving the organization and the absence of alternatives available to the person.
3. Normative commitment is a moral dimension based on mandatory feelings and responsibilities to the employing organization.

### **Competence**

Competence is "the ability (ability) or capacity of a person to perform various tasks in a job, where this ability is determined by two factors namely intellectual ability and physical ability (Robbins, 2007: 38). Meanwhile, according to Wibowo (2007: 86), mengkemukan competence is defined as the ability to perform or perform a job or task based on skills and knowledge of work demanded by the job. Thus the competence shows the skills or knowledge characterized by professionalism in a particular field.

Fogg (2004: 90) divides competencies into 2 (two) categories: Threshold and differentiating and distinguishes these two competencies according to the performance criteria of a job ie the Threshold competencies are the main characteristics, which Usually in the form of basic knowledge or skills such as the ability to read, while differentiating competence is a competence that makes a person different from others.

Government Regulation (PP) no. Law No. 23 of 2004 concerning the National Professional Certification Agency (BNSP) describes the certification of work competence as a process of awarding competency certificates conducted systematically and objectively through competency tests referring to the Indonesian National and International Competency Standards.

While the Decision of the Head of the State Personnel Agency Number 46A in 2003, about the definition of competence are: the ability and characteristics possessed by a Civil Servant in the form of knowledge, skills, and behavioral behavior required in the implementation of duties, so that Civil Servants can perform task Professionally, effectively and efficiently.

Limited competence and special competence for a particular job are patterns or guidelines in personal selection, succession planning, performance appraisal and development. In other words, competence is the mastery of a set of knowledge, skills, values and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with the profession.

Competence is the utilization of knowledge and work skills to achieve optimal performance. Thus can be said that the competence is everything that is owned by someone in the form of knowledge skills and internal factors other individuals to be able to do a job. In other words, competence is the ability to perform tasks based on the knowledge and skills possessed by each individual.

### **Organizational Culture**

Organizational culture is a system of trust and value developed by organizations where it guides the behavior of members of the organization itself (Wood, 2001: 391). While Robbins (2007: 289), suggests organizational culture is a shared perception shared by members of the organization. Schein (1992: 12), says that organizational culture is the archetype accepted by the organization to act and solve problems, forming employees who are able to adapt to the environment and unify the members of the organization. Therefore it should be taught to members including new members as a correct way of assessing, thinking and feeling the problems at hand. Further Schein (1992: 24) describes there are three levels or layers of organizational culture, namely: 1) Artifacts (Artifacts); 2) Exposed values; 3) Basic assumptions.

Cushway and Lodge (2000: 257), suggests that organizational culture is an organizational value system and will affect how work is done and how employees behave. Kotter and Heskett, (1997: 5) reveals that organizational culture emerges in two levels, the less visible levels of values held by group members who tend to persist even if members have changed.

Organizational culture is concerned with how employees understand the cultural characteristics of an organization, and are not related to whether employees like the characteristics. Organizational culture is a descriptive attitude, not like a more evaluative work satisfaction. Siagian (1992: 153) states that the functions of organizational culture, are:

- a. As a determinant of the boundaries of behavior in terms of determining what is and is not to be done, what is considered good or bad, determines what is right and what is wrong.
- b. Grow the identity of an organization and its members.
- c. Cultivate a commitment of mutual interest over the interests of individual or group.
- d. As a strap for all members of the organization
- e. As a means of controlling the behavior of the members of the organization concerned.

The study of organizational culture according to Denison (1990: 54), suggests that there are four integrative principles about the interrelationships between organizational culture and the effectiveness of the company's work. These four principles are named as the four main traits concerning involvement, consistency, adaptability (adaptability), and mission. The four main properties can be explained as follows.

**Conceptual Framework**

Organizational performance is a description of the work of the organization in achieving goals that of course will be influenced by resources owned by the organization. In theory there are so many factors related to employee performance. These factors may be sourced from the environment (including the organization) as well as the factors that come from within the employees themselves. Environmental factors ie factors related to the organization, such as work environment, job characteristics, and so forth. While the factors derived from the employee itself that is related to the character, behavior and personal qualifications of employees who in this case implemented in the form of commitment, competence and organizational culture.

The result of Sanii's research (2013) shows that organizational commitment has a positive influence on organizational performance. This means that if employees have a high commitment to the organization where they take shelter, then the employee will always be able to provide optimal results of work. Allen and Mayer (1993: 83) explain that organizational commitment is a psychological state with the following characteristics: 1) believing and accepting the goals of the organization; 2) a willingness to strive earnestly for the sake of the organization; 3) have a strong desire to remain an organization member.

Research results conducted by Yang *et al.* (2011) is that competence has a positive influence on performance. In additions Chae *et al.* (2014) found the results of the study that competence is positively correlated with organizational performance. Agha (2012), found that core competencies have a strong and positive influence on competitive advantage and organizational performance, competitive advantage has a significant impact on organizational performance. Further research results Shahzad (2014), shows that organizational culture has a significant positive influence on the performance of the organization either directly or indirectly.



Figure 1 Conceptual Framework , Because it is still Bahasa Indonesia

Based on the above explanation of the flow of thinking between research variables with reference to the results of previous research and expert opinion, it can be described

through the framework of research models such as the following figure:

**Research Hypothesis**

Pursuant to research purpose hence this research hypothesis is:

- i. Organizational Commitment effect on Organization Performance partially.
- ii. Competence effect on Performance Organization partially.
- iii. Organizational Culture effect on organizational performance partially.
- iv. Organizational Commitment, Competence and Organizational Culture influence on Organization Performance simultaneously in Bekasi City Government.

**METHODS**

The unit of analysis of this research is all the Regional Device Work Unit (SKPD) in City Government Bekasi namely Head of Department, Head of Body and Head of Department who occupy the office of II and III esselon in Municipal Government of Bekasi which amounted to 172 people. The sample of research is echelon II Officials as many as 24 people and echelon III Officials as many as 113 people, so the total sample counted 137 Methods of quantitative analysis, with analytical tools with multiple linear regression, the equation  $Y = a + b_1 X_1 + b_2 X_2 + 3X_3 + e =$  Where Y is Organization Performance variable,  $_1$ ,  $_2$  and  $_3$  coefficient variable Organizational Commitment (X1) Competence (X2) and Organization Culture (X3). SPSS version 21.0 application data analysis tool.

Then the analysis is continued with analysis of determination analysis test (R Square), partial hypothesis testing (t test) and simultaneous (F test) with 5 percent error tolerance level. Prior to multiple linear regression process in the test instrument (questionnaire) with validity and reliability test and classical assumption (normality test, autocorrelation and other analysis). After allmeet new criteria in the analysis with multiple linear regression.

**RESULT AND DISCUSSION**

Generally the respondents of this study officials in the environment of the City Government of Bekasi provide a good perception of the questionnaires distributed and responded to vary from agree and to strongly agree on the items of the questionnaire. This shows that Organizational Commitment, Competence and Organizational Culture have been applied in Bekasi City Government and in accordance with expectation of respondent perception. Results Interpretation of summary models, Coefficients, and Anova from the output of quantitative analysis of Multiple Linear Regression as below.

A good multiple-linear regression equation model that can be passed on to the next analysis is that which meets the requirements of classical assumptions, including all normal distributed data, the model must be free of heteroscedasticity and no correlation between independent variables. From the previous analysis it has been proved that the equation model proposed in this study has met the requirements of the classical assumption so that the equation model in this research is

considered good. Multiple linear regression analysis is used to test the partial and simultaneous hypothesis of independent variables on the dependent variable. Based on multiple linear regression coefficients with SPSS 21.0 program obtained results such as Table 1 below:

**Table 1** Coefficients

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	4.859	1.700		2.859	.005
1 X1_Organizational_Co mmitment	.608	.107	.370	5.692	.000
X2_Compentence	.318	.122	.226	2.618	.010
X3_Organizational_Cult ure	.409	.110	.314	3.728	.000

a. Dependent Variable: Y\_Organizational\_Performance

Source: Output SPSS under 21.00

From Table 1 above we get the result of multiple linear regression equation:  $Y = +_{.1} X_1 + +_{.2} X_2 + +_{.3} X_3 + e = 4.859 + 0.608 X_1 + 0.318 X_2 + 0.409 X_3 + e$ . Description: Y = Organizational Performance; X1 = Organizational Commitment, X2 = Competence; X3 = Organizational Culture Organization. From this equation can be interpreted: 1) Organizational Commitment, Organizational Competence and Culture variable have positive coefficient toward Organization Performance; 2) The value of the constant shows the effect of variables X1, X2 & X3 when the variable X1 one unit will affect one unit in variable Y.

**Results of Determination Analysis (R2)**

To see the contribution of Organizational Commitment (X1), Organizational Competence (X2), and to Organizational Performance can be seen from the coefficient of determination R2 as shown in Table 2 below:

**Table 2** Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723a	.523	.512	2.097

a. Predictors: (Constant), X3\_Organizational\_Culture, X1\_Organizational\_Commitment, X2\_Compentence

Source: Output SPSS under 21.00

R value of 0.723 shows a double correlation (Organizational Commit\_X1, Competency\_X2 and Organizational Culture\_X3) with Organizational Performance. Taking into account the variation of R Square value of 0.523 which indicates the role or contribution of Organizational Commitment, Competence and Organizational Culture variable able to explain the organizational performance variable of 52.3 percent and the remaining 47.7 percent influenced by other variables.

Other variables or other factors that may affect the Performance of the Organization such as work motivation and job satisfaction. While the results of other studies explain that the motivation and employee satisfaction have positive and significant impact on employee performance, either partially or simultaneously (Masydzulhak and Ali, Hapzi, *et al*, 2016). Besides, work discipline and spirit of work have a positive and significant effect on employee performance (Masydzulhak and

Ali, H., *et al*, 2016). So from the results of other studies that Organizational Culture, Organizational Climate and Leadership Style positive and significant effect on Organizational Commitment, either partially or simultaneously and have a positive impact also on Employee Performance, (Agussalim, Ali Hapzi, *et al.*, 2016).

Partial Effect Test Result (t test) and Simultaneous Influence (Test F) Hypothesis testing aims to explain the characteristics of particular relationships or differences between groups or the independence of two or more factors in a situation, (Ali, H., and Lima, N., 2013: 72). The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with  $\alpha = 0.05$  and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

**Table 3** t Test Results (Partial)

Model	t	Sig.
(Constant)	2.859	.005
1 X1_Organizational_Commitment	5.692	.000
X2_Compentence	2.618	.010
X3_Organizational_Culture	3.728	.000

Source: Output SPSS under 21.00

From Table 3 above, it can be seen that t count the Organizational Commit (X1) variable is 5.692, because t value > T table (5.692 > 1.656) then Ho is rejected and H1 accepted, it means partially significant influence Organizational Commitment to Organizational Performance. In addition to test based on significance test, can be seen from the significance output of 0.000, because the number of significance level more <0.05 (0.000 <0.05) it can be concluded that Organizational Commitment has a positive and significant impact on Organizational Performance on Bekasi City Government. Thus the first hypothesis is proved and acceptable.

Furthermore, in Table 3 above obtained the number t arithmetic Competence variable (X2) of 2.618, because the value of t arithmetic > t Table (2.618 > 1.656) then Ho rejected, meaning that there is a significant partial influence Competence on Organizational Performance. In addition, to test based on significance test, it can be seen from the significance output of 0.010, because the level of significance is more <0.05 (0.010 <0.05) it can be concluded that Competence have positive and significant influence to the Organization Performance at Local Government of Bekasi City. Thus the second hypothesis is proven and acceptable.

Furthermore, in Table 3 above obtained t count the variable Culture Organization (X3) of 3.728, because the value of t arithmetic > t Table (3.728 > 1.656) Ho is rejected, meaning that there is a significant partial influence Organizational Culture on Organizational Performance. In addition to test based on significance test, can be seen from the significance output of 0.000, because the number of significance level is much more <0.05 (0.000 <0.05) it can be concluded that Organizational Culture has a positive and significant effect on Organizational Performance at Local Government of Bekasi City. Thus the third hypothesis is proven and acceptable. To answer the fourth hypothesis that Organizational Commitment, Competence and Organizational Culture

influence on Organization Performance simultaneously can be seen from table 4 below.

**Table 4** Anova

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	641.335	3	213.778	48.633	.000 <sup>b</sup>
1 Residual	584.636	133	4.396		
Total	1225.971	136			

a. Dependent Variable: Y\_Organizational\_Performance  
 b. Predictors: (Constant), X3\_Organizational\_Culture, X1\_Organizational\_Commitment, X2\_Competence

Source: Output SPSS under 21.00

From Table 4 above (anova table) obtained Fcount of 48,633 is greater than Ftable 3.06 ( $48.633 > 3.06$ ) and a significant value of 0.000 is smaller than 5 percent ( $0.000 < 0.05$ ). Then the hypothesis zero (H0) is rejected and Hypothesis alternative (H1) accepted, it means there is positive influence and significant variable Organizational Commitment (X1), Competence (X2) and Organization Culture (X3) on Organization Performance (Y) simultaneously ) To the City Government of Bekasi. Thus the fourth hypothesis is acceptable.

From Table 4 above (anova table) obtained Fcount of 48,633 is greater than Ftable 3.06 ( $48.633 > 3.06$ ) and a significant value of 0.000 is smaller than 5 percent ( $0.000 < 0.05$ ). Then the hypothesis zero (H0) is rejected and Hypothesis alternative (H1) accepted, meaning there is positive influence and significant variable Organizational Commitment (X1), Competence (X2) and Organization Culture (X3) on Organization Performance (Y) simultaneously) To the City Government of Bekasi. Thus the fourth hypothesis is acceptable.

From the interpretation of the above data it can be discussed that:

Organizational Commitment can be explained by indicators of the process of affective commitment, continuous commitment, and normative commitment (Allen and Meyer 1993: 83). The largest contribution to organizational commitment variables is an indicator of continuous commitment. This explains that employees have a commitment to develop the organization in the future, Employees try to maintain work in accordance with the knowledge they have, and Employees have the spirit to work better. Organizational commitment has a positive and significant effect on organizational performance is the input (input), process (process), output (outcomes), benefits (benefits), and impact (Mahsun *et al.*, 2006: 31). These findings show similar results with research conducted by Sani (2013) which shows that organizational commitment has a positive influence on organizational performance. This means that if employees have a high commitment to the organization where they take shelter, then the employee will always be able to provide optimal results of work.

Competence can be explained by indicators of motives, innate factors, self-concept, knowledge and skills (Spencer & Spencer, 1993: 9). The biggest contribution to competence variables is self concept indicator. This explains that employees have good enough competence to show pleasant attitude and behavior in performing their duties, employees have good

language speech and can provide clear information in performing their duties, and employees are able to behave properly and politely in carrying out their duties. Competence has a positive and significant effect on organizational performance is the input (input), process (process), output (outcomes), benefits (benefits), and impact (Mahsun *et al.*, 2006: 31). These findings show similar results with a study conducted by S Chae *et al.* (2014), which suggests that competence is positively correlated with organizational performance. In addition Agha (2012) found that core competencies have a strong and positive influence on organizational performance. This means that if employees have good competence in carrying out the main tasks and functions, then the employee will be able to give good results also on the organization.

Organizational culture can be explained by involvement, consistency, adaptability (adaptability), and mission (Denison (1990: 54) The largest contribution to organizational culture variables is a consistent cultural indicator. Explained that employees are able to follow the rules set by the organization, can implement the rules firmly, and the organization can make decisions based on agreement between superiors and subordinates Organizational culture has a positive and significant impact on organizational performance is input (input), process (process ), Outputs, outcomes, benefits, and impacts (Mahsun *et al.*, 2006: 31) These findings show the same results as Shahzad's (2014) study, suggesting that Organizational culture has a significant positive influence on the performance of the organization either directly or indirectly.

Organizational performance is measured from inputs, processes, outputs, outcomes, benefits, and impacts (Mahsun *et al.*, 2006: 31). Benefit indicators are the dominant indicators in forming organizational performance variables. This shows that the benefits of activities undertaken by the City Government of Bekasi reflects the improvement of community welfare, work programs undertaken Bekasi City Government can be directly utilized by the community, as well as programs undertaken by the City Government of Bekasi can improve services to the community. Organizational Commitment, Competence and Organizational Culture have positive and significant impact to the Organization Performance.

## CONSLUSSION AND SUGESTION

### Conclusion

Based on the results and discussion then the conclusions of this study are:

Organizational commitment has a positive and significant influence on the Performance of Organization partially. Organizational commitment consisting of dimensions: affective commitment, continuous commitment, and normative commitment. The better the Organizational Commitment, the better it will be with the Organizational Performance of Bekasi City Government.

1. Competence has an effect on positively and progress to Performance Organization partially. Competencies are built by dimensions: inputs, processes, outputs, outcomes, benefits, and impacts. The better the Competence is owned by the employees of the City of

Bekasi Performance of the Organization of the City Government of Bekasi.

2. Organizational Culture has an effect on positively and significantly to Performance Organization partially. Organizational culture consists of dimensions: involvement, consistency, adaptability (adaptability), and mission. The better the Organizational Culture will be with the Organizational Performance of the City Government of Bekasi.
3. Organizational Commitment, Competence and Organizational Culture have positive and significant effect on Organization Performance simultaneously in Bekasi City Government. Organizational performance is measured from inputs, processes, outputs, outcomes, benefits, and impacts. Benefit indicator is the dominant indicator in forming Organization Performance variable in Bekasi City Government.

### Sugestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

1. The organization's performance in Bekasi City Government still needs to be improved by applying organizational commitment, competence and good organizational culture to the organization by balancing affective commitment, continuous commitment, and normative commitment to achieve better achievement. In addition, with the implementation of Organizational Learning model by sharing the vision and good working relationships and building the values of the organization will be able to improve the Performance Orgnisasi in City Government of Bekasi.
2. Competence has less influence on the performance of the organization, then the better implementation of organizational performance on Bekasi City Government should be done more wisely, especially in improving the competence of employees, such as by providing training to all employees on a regular basis so that all employees expected to be good competence in the future In carrying out its main tasks and functions.
3. Application of organizational culture that has been done can be improved, so that level of organizational performance can be more improved. Therefore, the leadership of Bekasi City Government needs to take a policy step especially related to the culture of adaptation to the changes and development of the environment by way of coordinating routinely to all apparatus to equate perception in anticipation of the development of the environment.
4. Given this study still has shortcomings, then for the next researchers can conduct further research on other government organizations and use a larger sample of the samples that researchers do in this study.
5. The next researcher may consider using other variables in order to improve organizational performance, such as environmental variables, career development variables, leadership variables.

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