

**ANALYSIS OF EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL  
CULTURE AND ORGANIZATIONAL COMMITMENT USING THE PLS SEM  
METHOD AND THE ROOT CAUSE ANALYSIS APPROACH  
(CASE STUDY: CIRATA GENERATION UNIT PT PLN NUSANTARA POWER)**

Submitted to International Program

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By

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2023

## AUTHENTICITY STATEMENT

For the sake of Allah SWT, I admit this work is the result of my own work except for the excerpts and summaries from which I have explained the source. If in the future it turns out that my confession is proven to be untrue and violates the legal regulations in the paper and intellectual property rights, then I am willing to get a bachelor degree that I have received to be withdrawn by the Universitas Islam Indonesia.

Yogyakarta, January 19, 2023



Handwritten signature of Shafina Abdul Aziz Baraba.

(Shafina Abdul Aziz Baraba)

الجامعة الإسلامية  
الاستدراك الإلكتروني

**UNDERGRADUATE THESIS APPROVAL OF SUPERVISOR**

**ANALYSIS OF EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL  
CULTURE AND COMMITMENT USING THE PLS SEM METHOD AND THE  
ROOT CAUSE ANALYSIS APPROACH  
(CASE STUDY: CIRATA GENERATION UNIT PT PLN NUSANTARA POWER)**



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Yogyakarta, January 19, 2023

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A handwritten signature in black ink, appearing to read 'Winda Nur Cahyo', written over the Arabic calligraphy of the UII stamp.

(Ir. Winda Nur Cahyo, S.T., M.T., Ph.D., IPM)

**UNDERGRADUATE THESIS APPROVAL OF EXAMINATION COMMITTEE**

**ANALYSIS OF EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL  
CULTURE AND COMMITMENT USING THE PLS SEM METHOD AND THE  
ROOT CAUSE ANALYSIS APPROACH  
(CASE STUDY: CIRATA GENERATION UNIT PT PLN NUSANTARA POWER)**

**UNDERGRADUATE THESIS**

By

Name : Shafina Abdul Aziz Baraba  
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Has been defended in front of the Examination Committee in Partial Fulfillment of the Requirement for Bachelor Degree of Industrial Engineering Department Universitas Islam Indonesia

Examination Committee

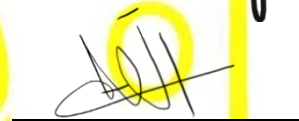
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Member I



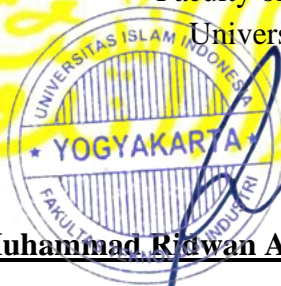
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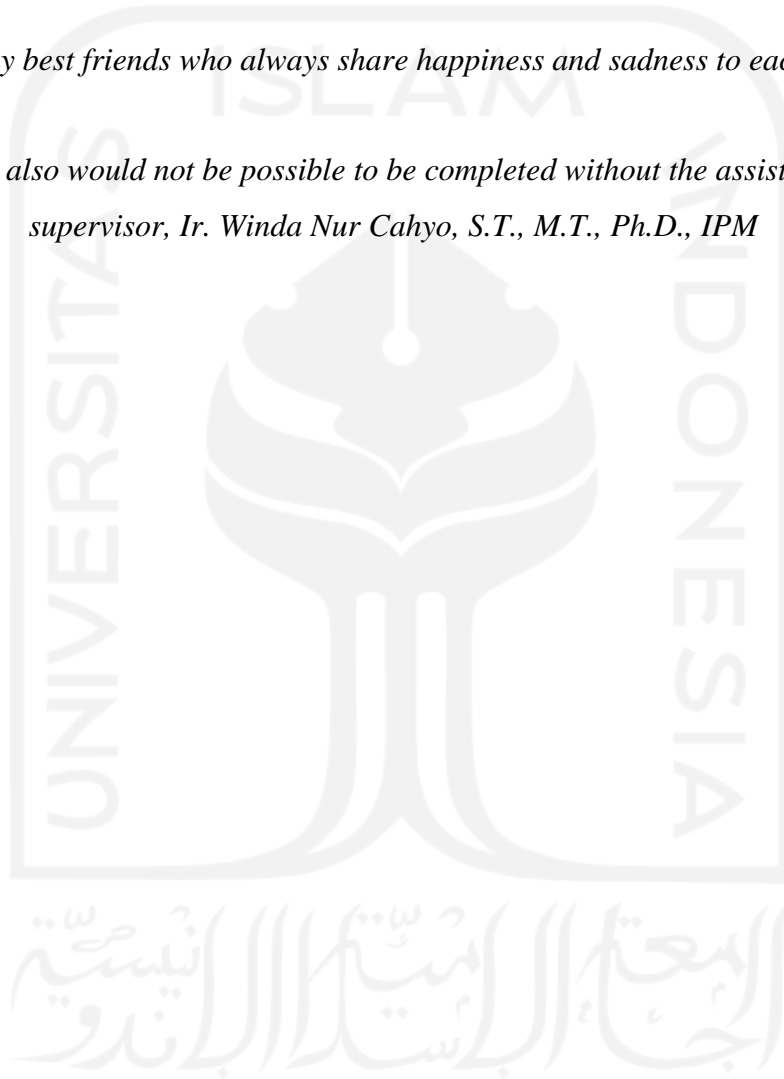
## DEDICATION PAGE

*Alhamdulillahirabbil'alamin*

*This undergraduate thesis that spent a lot of time and resources is dedicated to my family, especially Abi, Mama, Rania, Raihana and Sabrina.*

*To all my best friends who always share happiness and sadness to each other.*

*This thesis also would not be possible to be completed without the assistance of my supervisor, Ir. Winda Nur Cahyo, S.T., M.T., Ph.D., IPM*



## MOTTO

وَإِذْ تَأَذَّنَ رَبُّكُمْ لَئِن شَكَرْتُمْ لَأَزِيدَنَّكُمْ وَلَئِن كَفَرْتُمْ إِنَّ عَذَابِي لَشَدِيدٌ

*“And ‘remember’ when your Lord proclaimed, ‘If you are grateful, I will certainly give you more. But if you are ungrateful, surely My punishment is severe.’”*

Q.S Ibrahim verse 7



## PREFACE

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With the permission of Allah SWT, the author was able to complete the undergraduate thesis with the title "**Analysis of Employee Performance with Organizational Culture and Organizational Commitment Using the PLS SEM method and the Root Cause Analysis Approach (Case Study: Cirata Generation Unit PT PLN Nusantara Power)**". Therefore, the author would like to express gratitude and gratitude to all parties involved in the making of this Undergraduate Thesis, namely:

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The author realizes that this undergraduate thesis still has many shortcomings. Therefore, criticism and suggestions are expected so as to make the undergraduate thesis even better. Hopefully, this undergraduate thesis can be useful for readers or future researchers. *Aamiin.*

***Wassalamu'alaikum Warahmatullahi Wabarakatuh.***

Yogyakarta, January 19, 2023



Shafina Abdul Aziz Baraba



## ABSTRACT

PT PLN Nusantara Power is an electricity company that is heavily reliant on the generator reliability factor, namely Equivalent Availability Factor (EAF), and the outage rate factor, namely EFOR. Humans are one of the most important assets that companies must consider. The exact cause of the Cirata Power Unit's numerous generator disturbances is unknown. The company experienced a significant loss as a result of this. This study aimed to investigate the relationship between organizational commitment and organizational culture, and employee performance, as well as their impact on the operational performance of the company's generators. Therefore, to validate the relationship, a survey of 35 people was conducted, and data was processed using the SEMPLS (Structural Equation Model - Partial Least Square) method. The findings show that organizational culture (X1) and organizational commitment (X2) have a positive and statistically significant impact on employee performance (Y1). The next variable, employee performance (Y1), has a positive and significant effect on the plant's operational performance (Z1). Furthermore, a deeper investigation was conducted using the Root Cause Analysis method with brainstorming tools and fishbone diagrams to determine the root causes of the plant's decreased operational performance. The results of Root Cause Analysis show that the KPIs that each General Manager already has are not deconstructed to the functional level. As a result, the KPI design for the Cirata Unit was carried out from six perspectives: productivity, cost-effectiveness, work safety, environmental perspective, quality perspective, and learning perspective. It can be a good input for the company if implemented in accordance with ISO 55001: 2014 standards for asset management for KPI design that is adjusted to the maintenance scorecard.

**Keywords:** SEMPLS, Organizational Culture, Organizational Commitment, Employee Performance, Root Cause Analysis, KPI, Maintenance Scorecard.

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# CHAPTER I

## INTRODUCTION

### 1.1 Research Background

Performance measurement is needed to find out how efficiently a subsidiary works to meet company demands amidst limited resources. When performance measurement is made, a series of decision-making units will appear that is used to compare which sources have the potential or become sources of company inefficiency. Human resources are still in the spotlight for organizations in the organization's efforts to survive in increasingly competitive competition. One of the main focuses of managers in increasing organizational effectiveness is the behavior of human resources at work. Employee performance is influenced by many things, including leadership style, organizational commitment, and organizational culture owned by a company PT PLN Nusantara Power is one of the industries engaged in the field of energy and generation where the company has developed since 1995. Currently, PT PLN Nusantara Power has an operating power plant of more than 20.00 MW spread throughout Indonesia. Work culture is generally a philosophical statement and can function as a binding requirement for employees because it can be formally formulated in various company rules and regulations. By standardizing work culture as a reference for applicable rules or regulations, leaders and employees will be indirectly bound so that they can shape attitudes and behavior in accordance with the company's vision and mission, and strategy. The formation process will eventually produce professional leaders and employees who have high integrity. Therefore, leaders must try to create conditions for a conducive work culture that can support the creation of good performance. It is the target for PT PLN Nusantara Power company leadership in creating the desired work culture or a strong culture; the effort to be achieved is to create a good work culture so as to improve the performance of employees in the company environment.

Reliability performance is indicated by the Equivalent Availability Factor (EAF) value in 2021 reaching 95.47% or 102.04% of the 2021 Company Work Plan and Budget target, slightly lower than 2020 of 95.52% mainly due to power plant disturbances at Cirata Generation Unit. Achievement of plant disturbance performance as reflected in the 2021 Equivalent Factor Outage Rate (EFOR) value of 3.70% or 142.59% of the 2021 Company Work Plan and Budget

target, an increase from 0.93% in 2020, mainly influenced by the large number of interruption hours at Cirata Generation Unit.

Based on the above explanation and annual data from the company in 2021, there will be power plant disruptions which will cause a decrease in the plant's operational performance. It is known in the Equivalent Availability Factor (EAF) and Equivalent Factor Outage Range (EFOR) values, which are factors that affect the performance of power plant companies. Power plant disturbances can be caused by several factors, such as internal factors and external factors. Internal factors can be caused by equipment or generator damage. Meanwhile, external factors can be caused by natural disasters or human factors. The human factor can occur. Equivalent Availability Factor (EAF) of Existing Power Plant EAF is the indicator that shows the readiness level of a power plant to operate and produce electricity. The equivalent Availability Factor (EAF) is the main indicator of the Company in realizing services to the customers. The corporate Equivalent Availability Factor (EAF) value has the function to identify the factor of corporate power plant availability to operate with Net Dependable Capacity (NDC) for a certain period. The higher the Equivalent Availability Factor (EAF) value, the better the power plant's performance. In 2021, the Equivalent Availability Factor (EAF) value of PT PLN Nusantara Power's existing power plant was 95.47%, slightly decreased compared to 2020 at 95.52%. The decrease was due to several power-plant disruptions in Cirata GU.

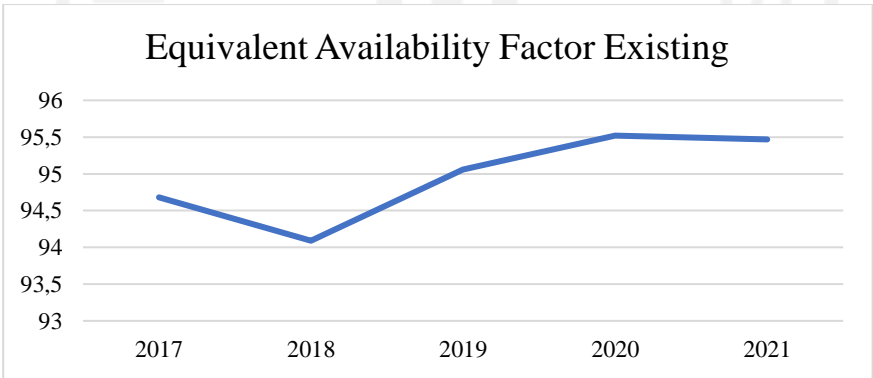


Figure 1.1 EAF Existing Annual Report

Equivalent Factor Outage Range (EFOR) of Existing Power Plant EFOR is the indicator to measure the power plant's reliability level to operate during an outage or the inability of the unit to operate due to interference. The lower Equivalent Factor Outage Range (EFOR) value indicates more rapid handling of the outage. In 2021, the Equivalent Factor Outage Range (EFOR) value of PT PLN Nusantara Power's existing power plant was 3.70%, an increase

compared to 2020 by 0.93%. The increase in Equivalent Factor Outage Rate (EFOR) value was mainly due to several power-plant disruptions in Cirata Generation Unit.

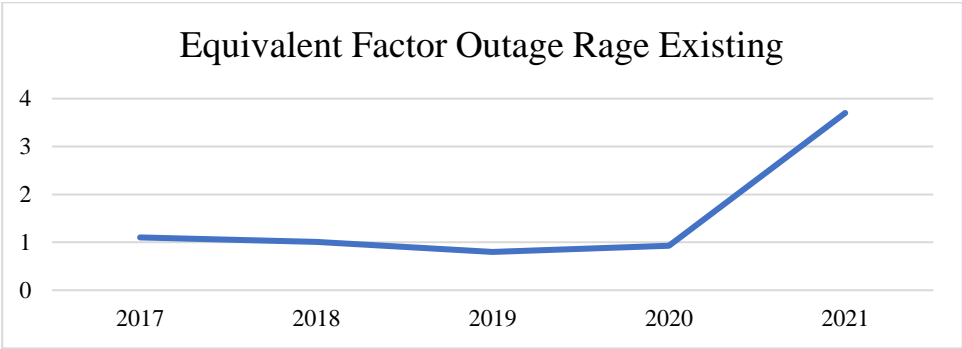


Figure 1.2 EFOR Existing Annual Report

The performance of the company that generates electricity greatly influences the operational performance of the generators that operate in each of the generating units owned by the company. Operational performance is one dimension in measuring company performance. Performance measurement is divided into two categories, namely: 1. operational performance measurement consists of the company's internal operations, including productivity, product quality and customer satisfaction 2. business performance measurement related to finance and marketing, including sales growth, profits, and market share (Ali & Talib, 2013). In the electricity industry, the operational performance of generators is a very important indicator for companies because it will determine the amount of revenue that will impact the sustainability of the company. And humans are external factors that affect the operational performance of power plants. So far, PT PLN Nusantara Power at the Cirata Generation Unit has not had an evaluation or improvement of the human element and organizational culture. Organizational commitment affects employee performance which surely has an impact on company performance, and this is what is meant by the operating performance of power generation companies. Many factors can affect a company in improving its company performance, including marketing, finance, sales, resources, and quality, to even small things that can affect company conditions such as the workplace or work environment (Subekti, 2019).

Furthermore, employee performance is also influenced by organizational culture in which, this organizational culture can affect employee performance. Organizational culture must be well created so that employees feel better and safe in their working environment. It is also supported by previous studies on the influence of organizational culture on employee performance. Based on (Soomro & Shah, 2019) studied on the influence of organizational



culture on employee performance, it stated that the results of this study underlined the outcomes of the study that corporate culture positively and significantly affects employee's performance. This is additionally reinforced by (Paais & Pattiruhu, 2020), therefore be a value or rule in the organization since all members participate to the work in a correct way to comprehend, think about, and feel about associated difficulties. A positive working environment and a dedicated organizational culture will improve employee performance in order to accomplish the predetermined goal.

Additionally, organizational commitment exists in addition to organizational culture and may have an impact on employee performance. High-commitment workers who are compassionate towards the organization also make a substantial and powerful impact. There is research to support this idea. Employee performance at work is significantly impacted by organizational commitment. Employee commitment can either increase or decrease, which has an impact on both the productivity and quality of their work (Loan, 2020). Additionally, there is a correlation between organizational commitment and employee performance. According to (Eliyana et al., 2019), a person with a high level of organizational commitment will behave positively toward the company, give their all, keep striving, have a strong sense of loyalty to the organization, and be willing to stick around. This indicates that a person who exhibits a high level of organizational commitment makes an attempt to demonstrate good performance (high level of work output). As a result, organizational commitment is crucial for employees' performance at work.

Based on these problems, it is reasonable to do research on the role of organizational culture and organizational commitment to employee performance in an effort to increase the operational performance of a power plant company, namely PT PLN Nusantara Power Cirata Generation Unit. PT PLN Nusantara Power Cirata Generation Unit has implemented evaluations for power plants and checks on power plants on a regular basis. However, there is no employee performance evaluation that is directly related to the existing power plant. This research will be conducted using the Structure Equation Modeling-Partial Least Square (SEM-PLS) method using SmartPLS software. The use of PLS can also be used when the assumed causal relationship is still weak and when the model being tested is very complex (Ali, 2017). Based on this, the SEM-PLS method will be used to conduct this research. The reason the researcher chose the first SEM-PLS method due to this method can describe the relationship between variables through a model and can also find out how the influences between variables.

Thus, the company can evaluate which variables have a significant effect. Secondly, this method has the advantage of covering 3 tests at once, including testing the validity and reliability of the instrument, which is equivalent to confirmatory factor analysis, model testing the relationship between variables which is equivalent to path analysis, and finally model testing for predictions which is equivalent to structural model or regression analysis (Sarwono & Narimawati, 2015).

### **1.2 Problem Formulation**

From the explanation of the background above, the company has not been able to evaluate employee performance optimally which has an impact on the company's operational performance. Therefore, obtained several formulations of the problem, namely:

1. How does organizational culture influence employee performance at PT PLN Nusantara Power Cirata Generation Unit?
2. How does organizational commitment influence employee performance at PT PLN Nusantara Power Cirata Generation Unit?
3. How does employee performance influence company operational performance at PT PLN Nusantara Power Cirata Generation Unit?
4. What improvements can be implemented at PT PLN Nusantara Power Cirata Generation Unit?

### **1.3 Research Objective**

From the problem formulation above, below are the objectives of this study are as follows:

1. To analyze the influence of organizational culture on employee performance at PT PLN Nusantara Power Cirata Generation Unit.
2. To analyze the influence of organizational commitment on employee performance at PT PLN Nusantara Power Cirata Generation Unit.
3. To analyze the influence of employee performance on company operational performance at PT PLN Nusantara Power Cirata Generation Unit.
4. Provide improvements that can be implemented at PT PLN Nusantara Power Cirata Generation Unit in accordance with the existing problems.

#### **1.4 Scope of Research**

There are several limitations of internship that must be identified as guidelines in carrying out this undergraduate research. The limitations of this undergraduate research are:

1. The research was conducted at PT PLN Nusantara Power Cirata Generation Unit from October to December 2022.
2. This study only focuses on organizational commitment, organizational culture, employee performance, and company operational performance
3. The object of this study is employees at PT PLN Nusantara Power Cirata Generation Unit.
4. The method used in this study is only SEM-PLS using SmartPLS version 4.0 software.
5. Variables and indicators are in accordance with what has been determined.

#### **1.5 Research Benefit**

The result of this research is expected to provide contributions to several sectors:

1. For students, knowing the application of Industrial Engineering science in Industrial Management, especially in organizational culture, organizational commitment, and its impact on employee performance will later affect the operational performance of the plant.
2. For companies, it can provide information about the role of organizational culture and organizational commitment to employee performance and its impact on company performance for electricity generation. So, it can be used as an evaluation for companies in considering influential variables and indicators.

#### **1.6 Systematic Writing**

This undergraduate research will be organized into several chapters, which will be explained below:

##### **CHAPTER I INTRODUCTION**

The introduction contains the background for the undergraduate thesis and the problem formulation. Besides, it also contains the 7 objectives of the research, the scope of the research, and the benefits of the research.

##### **CHAPTER II LITERATURE REVIEW**

Chapter 2 will summarize the findings from the prior studies and research which are relevant to this research. After reviewing the prior studies and

research thoroughly, it will become the reference for this undergraduate research to resolve the existing problem.

### CHAPTER III METHODOLOGY

This section describes the framework, flow chart, and data collection method of this undergraduate research. This will help to make the research more structured and organized. Here, the flow of the research will be explained in detail so that the readers can understand the research methodology.

### CHAPTER IV DATA COLLECTION AND PROCESSING

This chapter describes the data collection in the form of an overview of the company organization, problem issues, and sales quantitative data to be further processed to become a proposed performance improvement project in the company.

### CHAPTER V DISCUSSION

The outcomes of this research will be discussed in chapter 4. The result of the research will be analyzed subjectively using theoretical explanations and statistically based on the research findings and studies. The findings needed to satisfy the research objectives. Based on the analysis in this chapter, there will be recommendations on how to improve the supply chain of the metal casting company.

### CHAPTER VI CONCLUSION AND SUGGESTION

Chapter 6 is closing that contains conclusions and suggestions regarding the undergraduate thesis. The conclusion is made based on the result and discussion, also must answer the objective of the research.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Deductive Review**

##### **2.1.1 Company Performance**

Company performance is a view of the overall condition of the company during a certain period of time, which is the result or achievement that is influenced by the company's operational activities in utilizing its resources. Performance is a general term that is used for some or all of the actions or activities of an organization in a period with reference to standard amounts such as past or projected costs, on the basis of efficiency, accountability or management accountability, and the like (Srimindarti, 2004). Operational performance is one dimension in measuring company performance. Company performance can be divided into two types, namely operational performance, which consists of the company's internal operations, including productivity, product quality, and customer satisfaction. Whereas, the second type of company performance is business performance related to finance, and marketing includes growth, sales, profits, and market share (Ali & Talib, 2013).

According to Wibowo (2012), the company's operational performance is the company's ability to generate income and cover expenses in such a way as to generate a maximum operating profit. In addition, the operational performance also reflects the performance of the company's internal operations in terms of costs and waste reduction, improving product quality, developing of new products, improving delivery performance, and increasing productivity (Ibrahim, 2016). Mushtaq et al. (2017) stated that performance is the achievement of a worker in achieving targeted prospects related to efficiency in the organization (Mushtaq, Raja, & Khan, 2017). An increase in performance is marked by adding value to each work activity carried out in the form of improving service and managing subordinates properly and correctly. Performance can also be used as material for task evaluation of activities that have been carried out (Hernaus & Mikulic, 2014). Therefore, an organization needs individuals who have high performance to achieve the desired targets (Kont & Janston, 2013).

Performance measurement is very important in an effective organization. In general, performance is defined as the extent to which an operation meets performance objectives and key steps in order to meet customer needs. The facts show that without measuring performance, it is difficult to improve it. Therefore, improving operational performance requires identifying the variables that influence it and measuring them accurately (Ibrahim, 2016). The performance

of power plant companies in this study is the operational performance of power plants, where the indicators are the Equivalent Factor Outage Rate (EFOR) and Equivalent Availability Factor (EAF). The assessment of this variable is adjusted to the company's performance according to the results of the annual report and discussions with PT PLN Nusantara Power.

1. There is a significant increase in the Equivalent Availability Factor (EAF)
2. There is an improvement in Equivalent Factor Outage Rate (EFOR)

### **2.1.2 Organizational Culture**

Organizational culture affects the performance of employees of an organization. Organizational culture is one of the ways used by organizations to create characteristics that are different from other organizations. Robbins & Coulter (2010) suggested that organizational culture or organizational culture is a set of values, principles, traditions, and ways of working shared by and influencing the behavior and actions of members of the organization. In most organizations, these shared values and practices have evolved over time and actually greatly influence how an organization is run. The study, entitled Effects of Organizational Culture, Organizational Commitment to Performance: Study in Hospital of South Konawe District of Southeast Sulawesi, was examined by Hakim (2015).

The results of the study show that organizational culture has a positive and significant influence 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 and employee performance. This finding implies that to improve employee performance, it is necessary to improve organizational culture and organizational commitment. Luthans (2006) states that organizational culture is the norms and values that direct the behavior of members of the organization. Luthans (2012) presented 6 important characteristics of organizational culture, namely: rules of conduct, norm, dominant values, philosophy, rules, and organizational climate. Robbins (2002) states that organizational culture is a system of shared meaning formed by its members which is also a differentiator from other organizations. organizational culture within a company. Organizational culture indicators, according to Robbins, are:

#### **a. Innovation and Risk Taking**

Innovation and risk-taking, namely the level of employee motivation to be innovative and dare to take risks. The indicators:

1. Involve members of the organization in decision-making.

2. Give members the freedom to innovate.
3. Give members the freedom to express ideas.

**b. Attention to Detail**

Attention to detail, namely the level of demands on employees to be able to show accuracy, analysis, and attention to detail. The indicators:

1. The top-level management conveys the goals of the organization in detail.
2. The organization provides detailed information regarding the design of the lesson plan,
3. The organization provides clear direction on the work to be done.
4. Members of the organization are required to do the job properly.

**c. Outcome Orientation**

Orientation to results, namely the level of demands on management to focus more attention on results rather than attention to the techniques and processes used to achieve these results.

The indicators:

1. The organization evaluates work results on a regular basis.
2. The organization is able to meet predetermined targets.
3. The organization is able to meet predetermined work standards.

**d. People Orientation**

Orientation to people, namely the level of management satisfaction in considering the effects of results on individuals in the organization. The indicators:

1. Creating a harmonious relationship between colleagues.
2. Creating a harmonious relationship between leaders and members of the organization.
3. The organization gives an appreciation for a well-accomplished job.

**e. Team Orientation**

Orientation to the team, namely the level of work activity that is arranged in teams, not individually. The indicators:

1. Members of the organization prioritize group interests.
2. There is togetherness between team members.
3. There is coordination between one division and another.
4. There is coordination between team members.

**f. Aggressiveness**

Aggressiveness is the degree to which people are required to be aggressive and competitive rather than casual. The indicators:

1. The organization is able to grow the spirit of the members of the organization.

2. The organization is able to grow a sense of competition to achieve achievements
3. The organization is able to motivate members of the organization to achieve achievements.

**g. Stability**

Stability, namely the level of emphasis on organizational activities in maintaining the status quo compared to growth. The indicators:

1. There are work procedures that have been established by the organization.
2. There are work standards set by the organization.
3. The organization provides job-related information

**2.1.3 Organizational Commitment**

Allen and Mayer (1997) said that organizational commitment is a psychological construct that characterizes the relationship between the organization and its members and has implications for individual decisions to continue their membership in the organization. Every member who has a commitment to his organization will be able to survive faster to be part of the organization. Luthans (2006) also mentions that there are two factors that influence organizational commitment, namely, the first factor is the person or individual, such as age, position in the organization, and disposition.

Dessler (1994) defines organizational commitment as the strength of individual identification and involvement with the organization. High commitment is characterized by three things, namely strong trust and acceptance of the goals and values of the organization, a strong will to work for the organization, and a strong desire to remain a member of the organization. Commitment appears in three separate but closely related forms of attitude, and the first is identification with the organization's mission, the second is psychological involvement with organizational tasks, and the last is loyalty and attachment to the organization. Research conducted by Setiawan et al. (1999) with the title Employees Performance; Leadership, Organizational Commitment, and Trust shows that the results of the descriptive and quantitative analysis show that organizational commitment is a significant mediator between servant leadership and employee performance. The results also show that servant leadership cannot directly produce employee performance but can produce employee performance through organizational commitment and trust, which means that organizational commitment has an effect on employee performance. Indicators of organizational commitment, according to Allen and Meyer, are:



**a. Affective commitment**

It is an emotional approach from the individual in involvement with the organization so that the individual will feel connected to the organization. The affective component is related to employees' emotional identification and involvement in an organization. The indicators:

1. Happy career throughout life in the company.
2. Organizational problems are the problems of every employee.
3. Sense of belonging to the organization.
4. Pride of being part of the organizational family.

**b. Continuance commitment**

It is the desire that is owned by the individual to survive in the organization so that the individual feels the need to be connected with the organization. This commitment is based on the employee's perception of the losses he will face if he leaves the organization. The indicators:

1. Remain in the organization due to salary requirements
2. Remain in the organization because of the benefits obtained from the company.
3. Hard to leave the organization even though you really want to leave the organization
4. Employees stay in the organization because there are no other job alternatives.

**c. Normative commitment**

It is a feeling of obligation from the individual to survive in the organization. Normative is the employee's feelings about the obligations he must give to the organization, and these actions are the right thing to do. The indicators:

1. Do not leave the organization even though it is profitable.
2. Awareness in employees that commitment is something that must be done
3. Belief in the organization
4. Do not leave the organization because of high responsibility in an organization

**2.1.4 Employee Performance**

Armstrong (2014) also explains human resource management is based on four principles. First, the organization must be used as a place of important assets, and good management in it is the key to success for the company. Second, organizational success is based on regulations, procedures, and policies for managing resources so that they can make a real contribution to the company. Third, organizational cultural and environmental values have a direct influence on

organizational achievement. Fourth, human resource management must relate, integrate, and work together to achieve organizational goals. The success or failure of an organization is related to the performance of its members, so the organization must always develop and improve the performance of its members. According to Prawirosentoso (2000), performance is the result of work achieved by a person or group within the organization, in accordance with authority and responsibility, in an effort to achieve organizational goals legally, not violating the law, and in accordance with morals and ethics. The performance of employees of an organization can be seen from how far the organization is able to carry out the vision and mission, goals, and objectives set by the organization.

Employee performance is a measure of the progress of an organization; if an organization has effective, reliable, and quality human resource performance management in completing a given set of responsibilities, then the organization will be able to survive in the midst of competition. Robbins and Judge (2008) explain that performance is the level of efficiency and effectiveness as well as innovation in achieving goals by management and divisions within the organization. Performance can be said to be good and successful if the desired goals can be achieved properly. Performance is also seen as a function of the interaction between ability, motivation, and opportunity so a person's performance is influenced by job satisfaction. Performance is an action that shows that he is a member of the group. This statement shows that performance refers to the actions or behavior of a person in a group (organization). In addition to performance appraisal, an organization also needs employee empowerment and organizational commitment. According to Bernardin and Russell, employee performance indicators are:

**a. Quality**

Quality is the extent to which employees can complete work close to perfection, both in terms of adjusting to some ideal way of carrying out activities or meeting activity goals. The indicators:

1. The ability of employees to maintain the reliability of generator engines.
2. The ability of employees to operate generating machines.
3. The ability of employees to manage consumable material parts.
4. The ability of employees to carry out stock management & unloading properly.
5. The ability of employees to optimize IT in support of business processes.

**b. Quantity**

Quantity is how much amount is produced from a job that has been done by an employee.

The indicators:

1. The ability of employees to meet the specified work targets.
2. The ability of employees to fulfill the responsibilities given.
3. The ability of employees to fulfill responsibilities according to work procedures.

**c. Timelines**

Timeliness is the extent to which employees can complete work in accordance with the specified time. The indicators:

1. The ability of employees to carry out short-term information planning.
2. The ability of employees to submit operational realization reports in accordance with the time allotted.
3. The ability of employees to quickly inform if there is a power failure.
4. The ability of employees to complete work related to generator maintenance in accordance with the time allotted.

**d. Cost-effectiveness**

Cost Effectiveness is the extent to which the use of organizational resources (e.g. human, financial, technological, material) can be maximized to obtain the highest profit or reduce losses from each use of resources. The indicators:

1. The ability of employees to perform operator work in the Central Control Room and Site.
2. The ability of employees to use tools properly for maintenance facilities.
3. The ability of employees to apply the concept of IT-based Generating Unit Governance (CMMS/EAMS).
4. The ability of employees to make good use of the internet network infrastructure

**e. Need for supervisors**

Need for supervision is the extent to which a person can perform job functions without having to seek supervisory assistance or requiring supervisory intervention to prevent an adverse outcome. The indicators:

1. The ability of employees to handle generator disturbances with a small scope.
2. The ability of employees to receive instructions and implement applicable SOPs.
3. The ability of employees to carry out operational activities related to Health, Safety & Environment (HSE).
4. The ability of employees to handle internet network infrastructure disruptions.

#### **f. Interpersonal impact**

Interpersonal influence is the extent to which a person promotes feelings of self-worth, goodwill, and cooperation among co-workers and subordinates. The indicators:

1. The ability of employees to communicate and coordinate well among colleagues.
2. The ability of employees to work well together.
3. The willingness of employees to support and appreciate colleagues.

#### **2.1.5 Structure Equation Modelling-Partial Least Square (SEM-PLS)**

Structural Equation Modeling (SEM) is an analytical method that combines simultaneous equation modeling with factor analysis. This method is able to look for interrelated dependent relationships of its constituent variables (Ali, 2017). This method is also capable of evaluating latent variable measurements and examining the relationship between latent variables (Junior, Sarstedt, Hopkins, & Kuppelwieser, 2014). SEM is categorized into 2 types, namely a structural model that provides an overview of the relationship between latent variables and a measurement model that provides an overview of the relationship between indicators and latent variables as the basis (Kline, 2005).

Furthermore, SEM using PLS is divided into 3 components, namely structural models, measurement models, and weighting schemes. SEM with PLS has the main goal of maximizing the variance of the dependent (endogenous) latent variables that are explained to the existing dependent variables (Jonathan & Umi, 2015). SEM-PLS is an alternative to SEM by using data that is not normally distributed. The SEM-PLS method is not as stringent as the SEM, which must be normally distributed, while PLS has an analytical method with soft modeling characteristics because it can assume data with a certain measurement scale with a relatively small number of samples and allows an algorithm with ordinary least square series analysis so that calculations can be more efficient. The use of PLS can also be used when the assumed causal relationship is still weak and when the model being tested is very complex (Ali, 2017).

#### **2.1.6 Correlation**

Correlation is a term used to measure the strength of the relationship between variables. Correlation analysis is a way to find out whether there is a relationship between variables, for example, the relationship between two variables. If there is a relationship between variables, the changes that occur in one variable will result in changes in other variables. Correlation analysis is a statistical method used to determine the strength or degree of a linear relationship

between two or more variables. The more real the straight line relationship, the stronger or higher the degree of straight line relationship between the two or more variables. The measure for the degree of straight-line relationship is called the correlation coefficient.

Correlation coefficient analysis is used to determine the direction and strength of the relationship between two or more variables. Direction is expressed in the form of positive and negative relationships, while the strength or weakness of the relationship is expressed in the magnitude of the correlation coefficient (Sugiyono, 2018). The correlation coefficient ( $r$ ) shows the degree of correlation between the independent variable and the dependent variable (Kasuya, 2019). The value of the correlation coefficient must be within the limits of -1 to +1 ( $-1 < r \leq +1$ ), which results in several possibilities, including the following:

- a. A positive sign indicates a positive correlation in the variables tested, which means that every increase and decrease in X values will be recognized by an increase and decrease in Y. If  $r = +1$  or close to 1, it indicates a positive influence between the variables tested very strong.
- b. The negative sign indicates a negative correlation between the variables tested, meaning that any increase in X values will be followed by a decrease in Y values and vice versa. If  $r = -1$  or close to -1, then it shows a negative influence, and the correlation of the variables tested is weak.
- c. If  $r = 0$  or close to 0, it shows a weak correlation or no correlation between the variables tested.

### **2.1.7 R-squared**

Determination coefficient ( $R^2$ ) measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination is 0 and 1. A small  $R^2$  value means that the ability of the dependent variables is very limited. Values close to 1 mean that the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2018). In this study, determination analysis was used to determine how much the ability of the independent variables to explain the variation of the dependent variable.

The coefficient of determination is used to see how much the independent variables together are able to provide an explanation of the dependent variable. So the greater the variation in the dependent variable that can be explained by the variation in the independent variables. Conversely, if the R-squared is small, the smaller the variation in the dependent variable that can be explained by the independent variable. R square is a value that shows how

much the independent (exogenous) variable affects the dependent (endogenous) variable. R squared is a number that ranges from 0 to 1, which indicates the magnitude of the combination of independent variables that jointly affect the value of the dependent variable.

### **2.1.8 Root Cause Analysis (RCA)**

Root Cause Analysis, or what can be abbreviated as RCA, is a problem-solving process that has the goal of identifying identified accidents, problems, concerns, or discrepancies (Zani & Supriyanto, 2021). In a book written by (Andersen & Fagerhaug, 2006), Root Cause Analysis has many meanings. However, the definition that describes the concept of RCA is in the form of a structured investigation with the aim of identifying the true causes of the problems that arise and providing the actions needed to eliminate them. In order to carry out identification, several points are needed as follows:

- a. Identification of problems
- b. Determine the problem
- c. Understand the problem
- d. Identify the root cause
- e. Corrective action
- f. Monitoring the system

There are several tools that can be used to find the root causes of the problems 5-Why's Analysis, brainstorming, and Fishbone Diagrams.

### **2.2 Inductive Review**

In an inductive study, several brief explanations regarding previous research that are relevant to this research will be presented. A deductive study aims to determine the development and shortcomings of previous research so that they can see opportunities to be able to carry out further research. The following is a presentation of some previous research.

Table 2.1 Inductive Review

No	Title	Method	Result
1	The Role of Organizational Commitment in Mediating The Relationship Between Competence and Organizational Culture with Teachers' Performance	SEM-AMOS	The results of this study indicate that competence has a significant effect on organizational commitment, organizational culture has a significant effect on organizational commitment, competence has a significant effect on teachers' performance, organizational culture has no significant effect on teachers' performance, competence has no significant effect on organizational commitment on teachers performance, and organizational culture does in significant effect through an organizational commitment to teachers performance.
2	Organization Culture as a determiner of employee performance improvement with work motivation as a meditation variable (A study on some village credit institutions (LPD) in Badung Regency-Bali)	PLS	An indirect effect of organization culture on employee performance through work motivation as an intervening variable with Zobel test calculation, it can be stated that the work motivation variable could mediate the effect of organization culture upon employee performance in LPD of Badung Regency.
3	The Effect of Leadership and Organizational Culture on Employee Performance	SEM-PLS	This study shows that 1) Leadership has a positive and significant effect on Employee Performance, 2) Leadership has a positive and significant influence on Organizational Culture, and 3) Organizational culture has a positive and significant influence on employee performance.

No	Title	Method	Result
4	Influence of organizational commitment on work-life balance and organizational performance of female construction professionals	SEM-PLS	This paper presents empirical research on the significance of family-friendly initiatives within construction organizations in the Nigerian context, and the results of the study have implications for industry practitioners and academics. The findings revealed that there is a positive relationship between WLB and organizational commitment and that organizational commitment mediates the impact of WLB on organizational performance.
5	The triangular relationship between TQM, organizational excellence and organizational performance: A case of Arab American University Palestine	SEM-PLS	The result of this paper is that TQM practices had a significant relationship with organizational performance, and organizational performance had a significant relationship with organizational performance. Moreover, TQM had a positive and significant effect on organizational Excellence. Finally, organizational excellence also mediated the relationship between TQM and organizational performance.

Based on the above studies, not much research has been found on the role of organizational culture and organizational commitment on employee performance and its impact on company performance, especially in power generation companies. Therefore, in this study, an analysis was carried out regarding the role of organizational culture and organizational commitment on employee performance and its impact on company performance using the SEM-PLS method. This method can show how significant the hypothesis tested in this study. A significant hypothesis can be an input for companies to develop companies, and it is hoped that this research can contribute to further research.



## **CHAPTER III**

### **RESEARCH METHOD**

#### **3.1 Research Subject and Object Design**

In this study, the research subjects were employees at PT PLN Nusantara Power Cirata Generation Unit located in Cadas Sari Village, Tegal Waru District, Cadassari, Kec. Plered, Purwakarta Regency, West Java 41162. The object of the research is the influence of organizational culture and organizational commitment on employee performance which has an impact on the operational performance of power companies.

#### **3.2 Data Collection Method**

This data collection method was carried out using several methods, such as literature studies, interviews, and questionnaires. As for the literature study conducted was to design and design a questionnaire related to organizational culture and organizational culture on employee performance which has an impact on the operational performance of the plant. This literature study was also carried out to strengthen the basis of the research conducted.

Then interviews were conducted to verify the questionnaire that had been designed by the researcher to the research supervisor at PT PLN Nusantara Power. In addition, interviews were conducted to find out the conditions, situations, and things that caused power plant disturbances that occurred, the factors of which came from employees at the Cirata Generation Unit. Furthermore, the distribution of questionnaires was carried out by collecting data from research subjects to determine the relationship between variables in the interest of this research. Questionnaires were distributed online to PT PLN Nusantara Power Cirata Generation Unit employees.

### 3.3 Research Flow

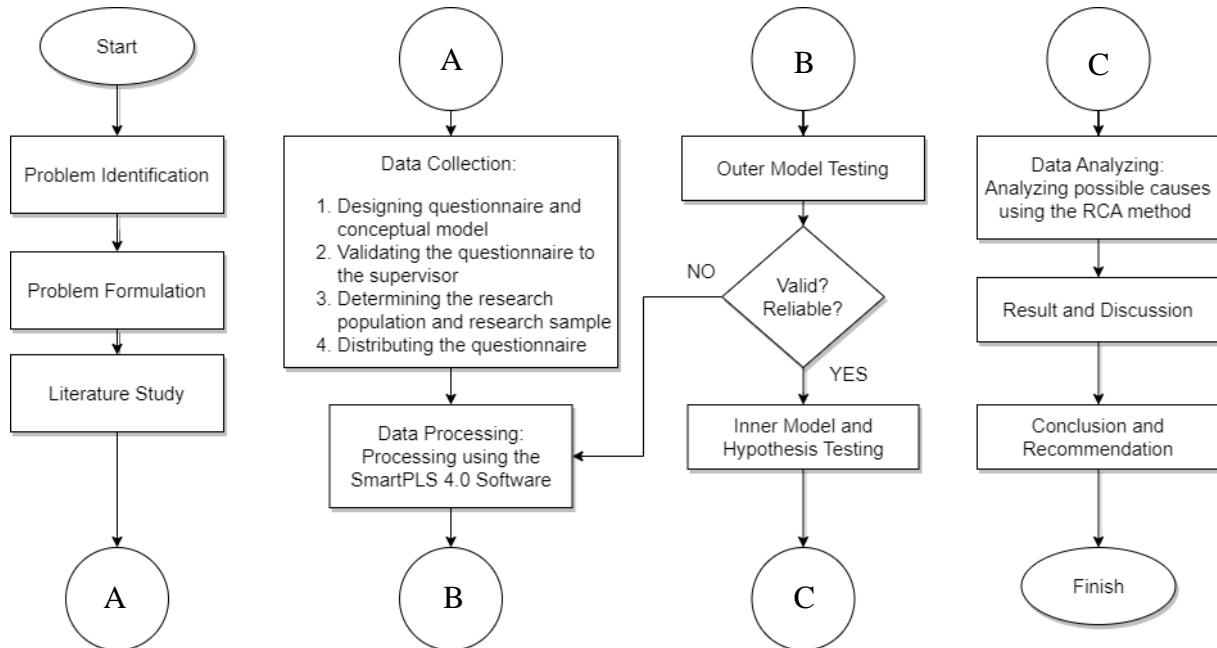


Figure 3.1 Research Flow

#### 3.3.1 Problem Identification

At this stage an analysis is carried out regarding the problems that exist in the company which will be the background and basis for conducting this research.

#### 3.3.2 Problem Formulation

The problem formulation stage is carried out after identifying the problems that exist in the company. This stage determines the problems to be examined to determine the direction of research. The problem is determined to be a question that will be answered by the results of the research.

#### 3.3.3 Literature Study

The Literature Study Stage is carried out to find supporting data in research. The data used as references include journals and previous research with similar methods. Literature studies were also carried out to determine research methods, design questionnaires, and prepare research background.

#### 3.3.4 Data Processing Method

##### 1. Questionnaire Design

The questionnaire was made based on independent, dependent, and intervening variables and indicators related to the research. There are 59 questions made based on the indicators of each variable which are divided into 4 parts. The first part measures

organizational culture which consists of 23 questions; the second part measures organizational commitment, which consists of 11 questions; the third part measures employee performance which consists of 23 questions and the fourth part measures the company's operational performance, which consists of 2 questions. The questionnaire has answers in the form of a Likert scale (1-5). The Likert scale can be used to measure attitudes, perceptions, and opinions of a person towards a symptom or phenomenon (Helmi, Munjin, & Purnamasari, 2016).

Table 3. 1 Research Variable & Indicators

No	Variable	Indicator	Code	
1	Organizational Culture (X1)	Innovation and Risk Taking	Involve members of the organization in decision-making.	OCU1
			Give members the freedom to innovate.	OCU2
			Give members the freedom to express ideas	OCU3
		Attention to Detail	The top-level management conveys the goals of the organization in detail.	OCU4
			The organization provides detailed information regarding the design of the lesson plan,	OCU5
			The organization provides clear direction on the work to be done.	OCU6
			Members of the organization are required to do the job properly.	OCU7
		Outcome Orientation	The organization evaluates work results on a regular basis.	OCU
			The organization is able to meet predetermined targets.	OCU9
			The organization is able to meet predetermined work standards.	OCU10
		People Orientation	Creating a harmonious relationship between colleagues.	OCU11

No	Variable		Indicator	Code		
			Creating a harmonious relationship between leaders and members of the organization.	OCU12		
			The organization gives an appreciation for a job well done.	OCU13		
		Team Orientation	Members of the organization prioritize group interests.	OCU14		
			There is togetherness between team members.	OCU15		
			There is coordination between one division and another.	OCU16		
			There is coordination between team members.	OCU17		
		Aggressiveness	The organization is able to grow the spirit of the members of the organization.	OCU18		
			The organization is able to grow a sense of competition to achieve achievements	OCU19		
			The organization is able to motivate members of the organization to achieve achievements.	OCU20		
		Stability	There are work procedures that have been established by the organization.	OCU21		
			There are work standards set by the organization.	OCU22		
			The organization provides job-related information	OCU23		
		2	Organizational Commitment (X2)	Affective Commitment	Happy career throughout life in the company.	OCO1
					Organizational problems are the problems of every employee.	OCO2
					Sense of belonging to the organization.	OCO3

No	Variable	Indicator	Code			
		Pride of being part of the organizational family.	OCO4			
		Continuance Commitment	Remain in the organization due to salary requirements	OCO5		
			Remain in the organization because of the benefits obtained from the company.	OCO6		
			Hard to leave the organization even though you really want to leave the organization	OCO7		
		Normative Commitment	Do not leave the organization even though it is profitable.	OCO8		
			Awareness in employees that commitment is something that must be done	OCO9		
			Belief in the organization	OCO10		
			Do not leave the organization because of high responsibility in an organization	OCO11		
		3	Employee Performance (Y1)	Quality	The ability of employees to maintain the reliability of generator engines.	EP1
					The ability of employees to operate generating machines.	EP2
					The ability of employees to manage consumable material parts.	EP3
The ability of employees to carry out stock management & unloading properly.	EP4					
The ability of employees to optimize IT in support of business processes	EP5					
Quantity	The ability of employees to meet the specified work targets.			EP6		
	The ability of employees to fulfill the responsibilities given.			EP7		

No	Variable	Indicator	Code
		The ability of employees to fulfill responsibilities according to work procedures.	EP8
	Timeliness	The ability of employees to carry out short-term information planning.	EP9
		The ability of employees to submit operational realization reports in accordance with the time allotted.	EP10
		The ability of employees to quickly inform if there is a power failure.	EP11
		The ability of employees to complete work related to generator maintenance in accordance with the time allotted.	EP12
		The ability of employees to perform operator work in the Central Control Room and Site.	EP13
	Cost Effectiveness	The ability of employees to use tools properly for maintenance facilities.	EP14
		The ability of employees to apply the concept of IT-based Generating Unit Governance (CMMS/EAMS).	EP15
		The ability of employees to make good use of the internet network infrastructure	EP16
	Needs for Supervisor	The ability of employees to handle generator disturbances with a small scope.	EP17
		The ability of employees to receive instructions and implement applicable SOPs.	EP18
		The ability of employees to carry out operational activities related to Health, Safety & Environment (HSE).	EP19

No	Variable	Indicator	Code
		The ability of employees to handle internet network infrastructure disruptions.	EP20
	Interpersonal Impact	The ability of employees to communicate and coordinate well among colleagues.	EP21
		The ability of employees to work well together.	EP22
		The willingness of employees to support and appreciate colleagues.	EP23
4	Company Performance (Z1)	There is a significant increase in the Equivalent Availability Factor (EAF)	CP1
		There is an improvement in Equivalent Factor Outage Rate (EFOR)	CP2

Table 3. 2 Interval Score

Scale	Description
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

A population is a group of people, events, or interests in something so that researchers can draw conclusions (Now, Research Methods for Business, Sixth Edition, 2013). In this study, researchers made all employees of PT PLN Nusantara Power Cirata Generation Unit as the study population. At the same time, the sample has a smaller scope than the population. The sample is part of the population, but not all elements from the sample. With a sample, researchers can draw conclusions that can represent an interest in a population (Now, Research Methods for Business Sixth Edition, 2013). The sample in this study were sewing operators employed by PT PLN Nusantara Power Cirata Generation Unit, with a total of 35 respondents. Determining the number of samples is based on research conducted by Sekaran (2013), which

states that a sample size of more than equal to 30 and less than 500 is appropriate for most studies. Data collection was carried out using online questionnaires using google form.

2. Research Variable

The results of the questionnaire will be processed using the SEM-PLS method assisted by the SmartPLS 4.0 software. The conceptual model built is shown in below.

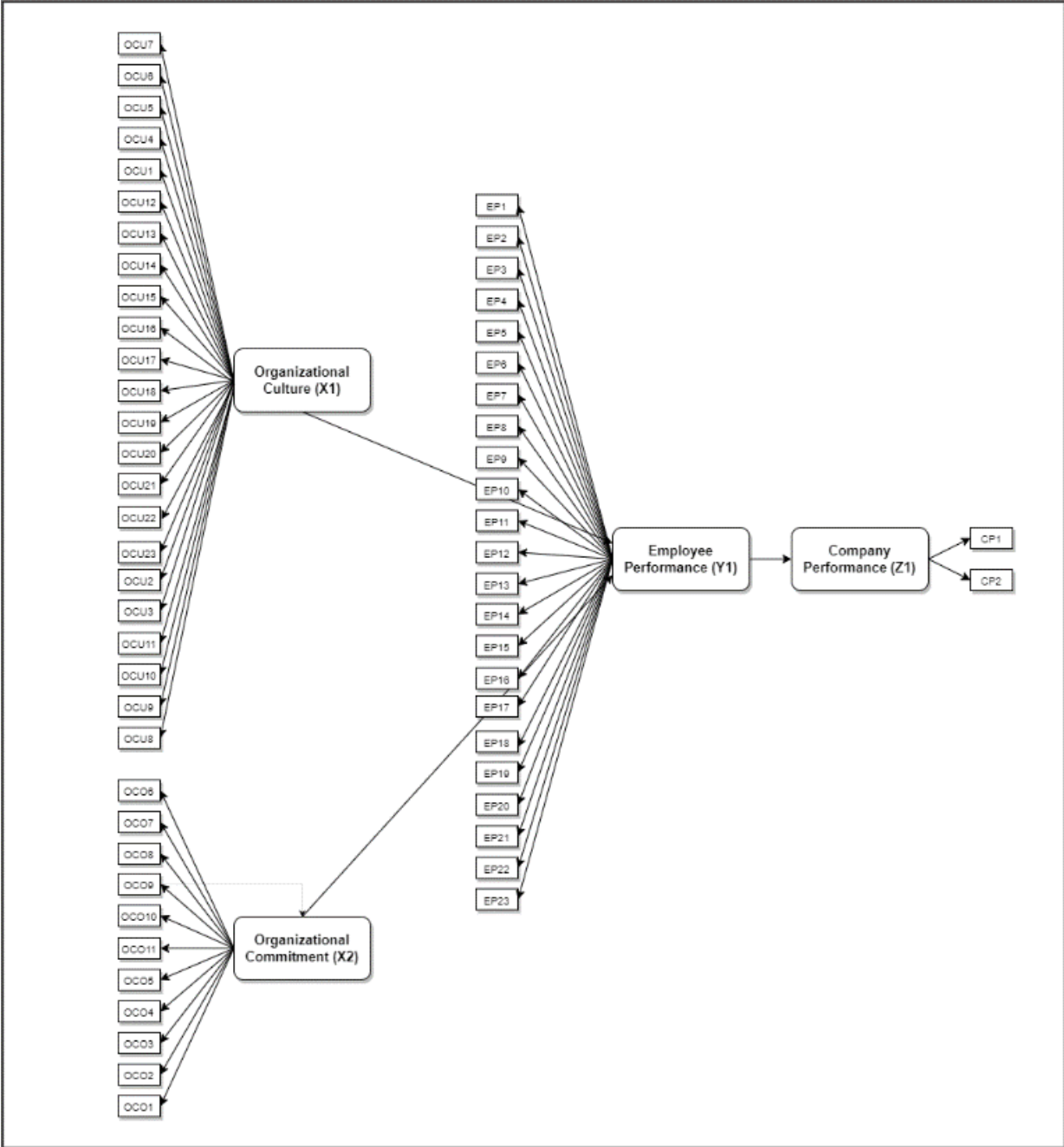


Figure 3. 2 Conceptual Framework

Based on the figure above, there are several variables and indicators obtained from sources related to this research. In this study, we will discuss the role of organizational



culture and organizational commitment to employee performance which have an impact on the operational performance of power plants. From above conceptual model, formed the following hypothesis:

H1: Organizational Culture has a significant influence on Employee Performance.

H2: Organizational Commitment has a significant influence on Employee Performance.

H3: Employee Performance has a significant influence on the Company's Operational Performance.

### 3. Data Testing

In determining the variables that affect the company's operational performance, several tests were carried out using SmartPLS software on the data that had been obtained with the following steps:

#### a. Validity Testing

The validity test in the evaluation of the measurement model is by looking at the correlation between the indicators and their constructs through convergent validity. A convergent validity test can be seen from the value of the loading factor on each indicator construct. The loading factor value is said to be correlated if  $> 0.7$  and the Average Variance Extracted (AVE) value is  $> 0.5$ .

The method for testing discriminant validity is by looking at the cross-loading value for each variable  $> 0.7$ . Another method that can be used is to compare the square root of the AVE (Average Variance Extracted) in each construct with the correlation value between the constructs in the model. Good discriminant validity, namely the square root of AVE in each construct, is greater than the correlation between constructs in the model (Ghozali and Latan, 2015).

#### b. Reliability Testing

Reliability tests are carried out with the aim of proving the accuracy, consistency, and accuracy of instruments in construct measurement. A questionnaire is said to be reliable or reliable if someone's answer to the question is consistent or stable over time. This study test the reliability of the data by using the method of internal consistency reliability using the Cronbach Alpha and composite reliability test to identify how well the items in the questionnaire relate to each other. A construct or variable is said to be reliable if it gives a Cronbach Alpha and composite reliability. The indicator is considered reliable if it has a correlation value  $> 0.7$  (Ghozali & Latan, 2015).

c. Outer Model Testing

This test will ensure that the measurement model is valid and reliable using the SmartPLS software. In testing the outer model, the following tests are carried out:

1. Convergent Validity

Evaluation of convergent validity begins by looking at item reliability (validity indicator) as indicated by the loading factor value. Loading factor is a number that shows the correlation between the score of a question item and the score of the construct indicator, the indicator that measures the construct. The loading factor value  $> 0.7$  is said to be valid.

2. Discriminant Validity

Evaluation of discriminant validity was carried out by looking at the cross-loading value of the construct measurement. The cross-loading value shows the correlation between each construct and its indicators and indicators from other block constructs. A measurement model has good discriminant validity if the correlation between the construct and its indicators is higher than the correlation with indicators from other block constructs with a cross-loading value of  $>0.7$ .

d. Inner Model Testing

In testing the inner model, the relationship between latent variables will be described based on substantive theory (Ghozali, 2006). Inner model testing is carried out to ensure that the structural model that has been built is accurate. Then the evaluation of the inner model can be seen from two indicators, namely the coefficient of determination ( $R^2$ ) and predictive relevance ( $Q^2$ ).  $R^2$  represents the percentage of variance for the latent dependent variable using the Stone-Geisser Q measure Square Test.  $R^2$  the latent dependent variable can also be used to measure the goodness of fit index. The explanation for  $Q^2$  is that it can be used to measure how good the research value is by the model and the estimated indicators. If the for  $Q^2$  value  $> 0$ , then the model is said to have predictive relevance, but if the model has a  $Q^2$  value  $< 0$ , then it is said to have less predictive relevance.

e. Average Variance Extracted

The next test is by comparing the AVE value used to measure the number of variants that can be accepted by the variable rather than the variance that exists due to errors in measurement. The expected AVE value is  $> 0.5$ .

f. Composite Reliability

Composite Reliability or reliability test is a measurement to show the extent to which the measurement is free from error because it guarantees consistent measurement across time and across various items in the instrument. Reliability can be measured by Cronbach's alpha and composite reliability. The value of composite reliability and Cronbach's alpha must be  $> 0.7$ .

Table 3. 3 Parameter Composite Reliability

<b>Parameter</b>	<b>Rules of Thumb</b>
Loading Factor	$>0.7$
Cross Loading	$>0.7$
Average Variance Extracted	$>0.5$
Composite Reliability	$>0.7$
Cronbach's Alpha	$>0.7$

g. Hypothesis Testing

The last step in determining the variables that affect the company's operational performance is to test the hypothesis. Hypothesis testing looks at the p-value, which is said to have a significant effect if it has a p-value  $<0.05$  and a t-statistic value  $> 1.96$  (t-table). The p values and t-statistics will be calculated using the SmartPLS software with the bootstrapping menu. Bootstrapping is a resampling method that is intended so that the sample obtained is able to describe the population using iteration.

Table 3. 4 Hypothesis Testing Parameter

<b>Parameter</b>	<b>Rules of Thumb</b>
P value	$<0.05$
T-statistics	$>1.96$

**3.3.5 Result and Discussion**

After processing the data, an explanation of the results obtained during the research process was carried out from the initial stages to obtaining a discussion of the variables and indicators that had been tested using the SmartPLS software to produce a correlation that could determine the final results of this study. The discussion covers both objectives of this research. Then, the research uses root cause analysis (RCA) to identify the core problem based on the model that is already being processed.

### 3.3.6 Conclusion and Recommendation

In the end, the core of the results of this research will be presented. The conclusion contains the core points that answer the objectives of this study. At the same time, suggestions will include initiations or things that can be done for further research or for companies.



**CHAPTER IV**  
**DATA COLLECTING & PROCESSING**

**4.1 Respondents Characteristics**

The respondents in this study were employees of the Cirata Generation Unit of PT PLN Nusantara Power. This questionnaire was distributed online via Google form to PT PLN Nusantara Power Cirata Generation Unit employees consisting of 35 respondents. The data collection was conducted for one month, from October 2022 to November 2022. Following are the characteristics of the respondents consisting of employee gender, employee age, employee's last education, employee years of service, and employee position. Based on the questionnaires collected, data were obtained from 35 respondents about the age of the research respondents. The results of the frequency of respondents' answers based on age can be shown in table 4.1.

Table 4.1 Respondents' Characteristics Based on Gender

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Female	5	14,29%
Male	30	85,71%
<b>Total</b>	<b>35</b>	<b>100%</b>

Based on the table above shows the characteristics of respondents based on gender; male respondents were 30 respondents (85.71%) while female respondents were 5 respondents (14.29%). This shows that there are more male respondents than female respondents.

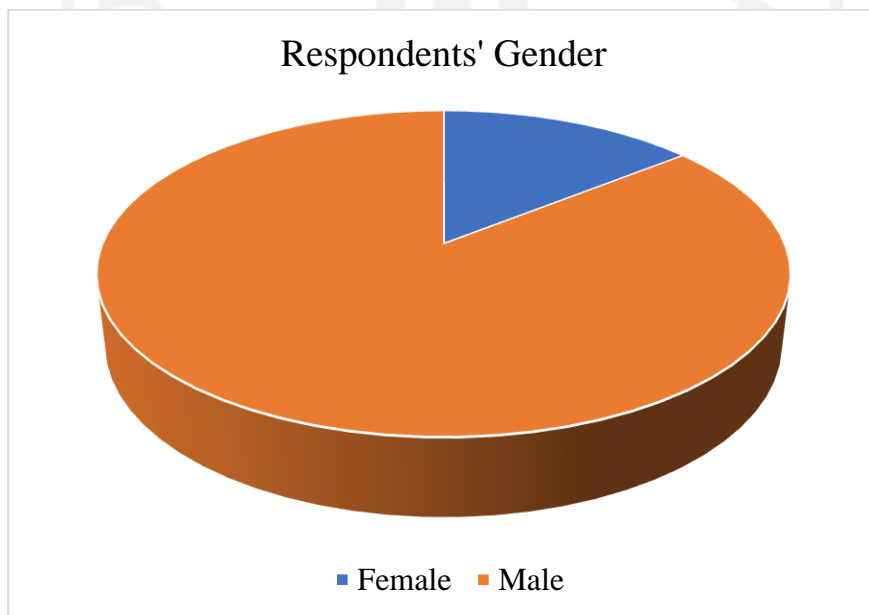


Figure 4.1 Pie Chart of Respondents' Characteristics Based on Gender

Then the next characteristic is the age of the employees obtained from 35 respondents. The results of the frequency of respondents' answers can be shown in the table below.

Table 4.2 Respondents' Characteristics Based on Age

Age	Frequency	Percentage (%)
< 19 years old	0	0.00%
19 – 30 years old	15	42,86%
31 – 40 years old	8	22,86%
41 – 56 years old	12	34,29%
> 56 years old	0	0.00%
<b>Total</b>	<b>35</b>	<b>100%</b>

Based on the table above shows the characteristics of respondents based on age. Respondents aged <19 years were 0 respondents (0%), respondents aged 19-30 years were 15 respondents (42.86%), respondents aged 31-40 years were 8 respondents (22.86%), Respondents aged 41-56 years were 12 respondents (34.29%) and respondents aged more than 56 years were 0 respondents (0%). This shows that there are more respondents with a vulnerable age of 19-30 years compared to other ages.

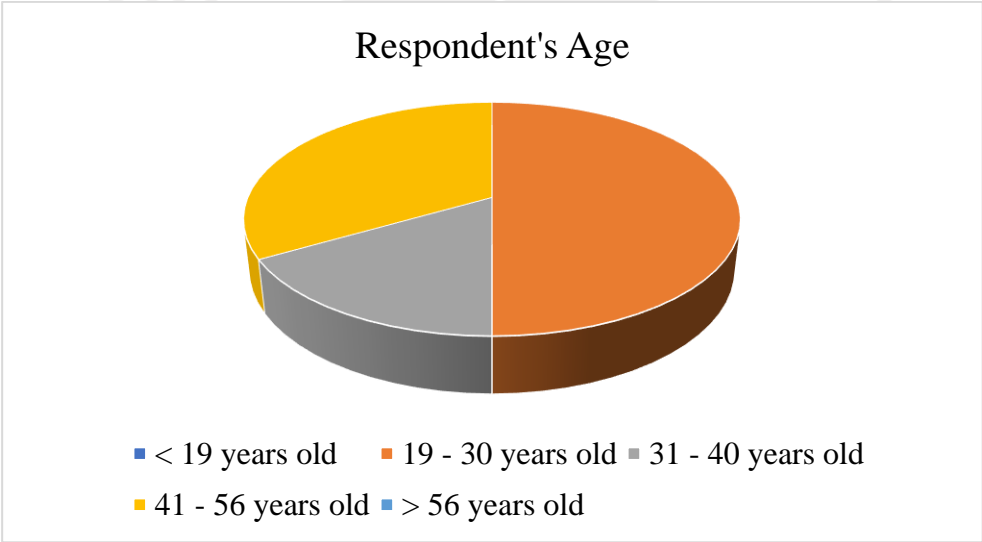


Figure 4.2 Pie Chart of Respondents' Characteristics Based on Age

Then the next characteristic is the employee's last education obtained from 35 respondents. The results of the frequency of respondents' answers can be shown in the table below.

Table 4.3 Respondents' Characteristics Based on Age

<b>Educational Background</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Senior High School	13	37.14%
Associate's degree	5	14.29%
Bachelor's degree	17	48.57%
Master's degree	0	0.00%
<b>Total</b>	<b>35</b>	<b>100%</b>

Respondents with high school/vocational high school education were 13 employees (37.14%), respondents with D3 education were 5 employees (14.29%), respondents with S1 education were 17 employees (48.57%), while employees with S2 education as many as 0 employees (0.00%). This shows that the respondents with the last bachelor's degree were more dominant at 48.57%.

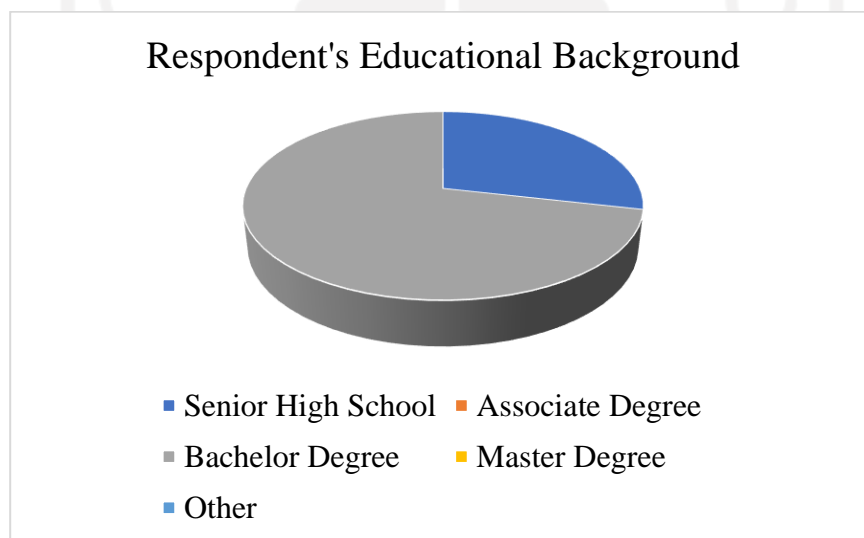


Figure 4.3 Pie Chart of Respondents' Characteristics Based on Educational Background

Then the next characteristic is the employee's tenure obtained from 35 respondents. The results of the frequency of respondents' answers can be shown in the table below.

Table 4.4 Respondents' Characteristics Based on Working Time

<b>Working Time</b>	<b>Frequency</b>	<b>Percentage (%)</b>
< 1 year	0	0
1-3 years	6	17,14%
4-6 years	19	54,29%
7-9 years	6	17,14%
> 9 years	4	11,43%

<b>Working Time</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Total</b>	<b>35</b>	<b>100%</b>

Respondents with a working time less than one year were 0 employees (0.00%), respondents with working time 1-3 years were 6 respondents (17.14%), respondents with working time 4-6 years were 19 employees (54, 29%), respondents with a working time of 7-9 years were 6 employees (17.14%), respondents with a working time of more than 9 years were 4 employees (11.43%). This shows that respondents with a working time of 4-6 years are more dominant as much as 54.29%.

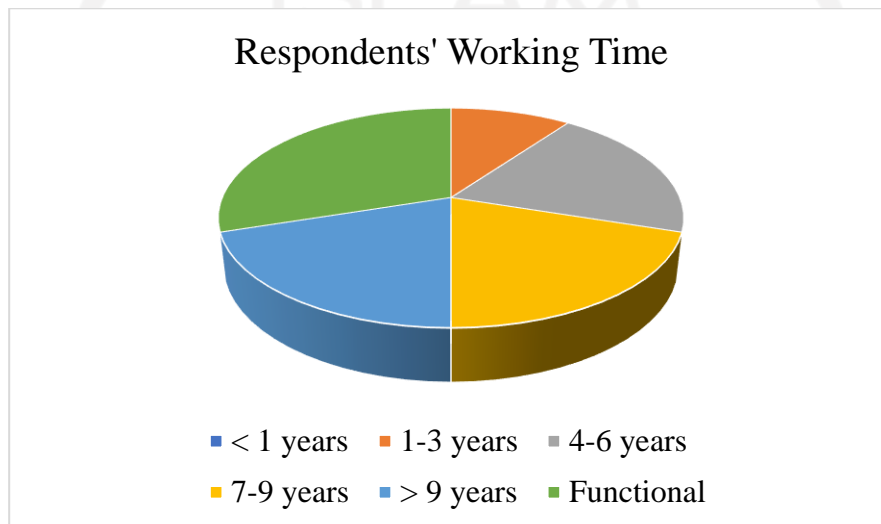


Figure 4.4 Pie Chart of Respondents' Characteristics Based on Working Time

Then the last characteristic is the employee's position obtained from 35 respondents. The results of the frequency of respondents' answers can be shown in the table below.

Table 4.5 Respondents' Characteristics Based on Job Position

<b>Position</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Top Management	1	2,86%
Middle Management	5	14,29%
Basic Management	2	5,71%
Top Supervisor	6	17,14%
Basic Supervisor	8	22,86%
Functional	13	37,14%
<b>Total</b>	<b>35</b>	<b>100%</b>

Respondents with top management positions were 1 employee (2.86%), respondents with middle management positions were 5 respondents (14.29%), respondents with basic management positions were 2 employees (5.71%), respondents with top supervisor positions as



many as 6 employees (17.14%), respondents with basic supervisor positions were 8 employees (22.86%), while respondents with functional positions were 13 people (37.14%). This shows that respondents with a functional position are more dominant, as much as 37.14%.

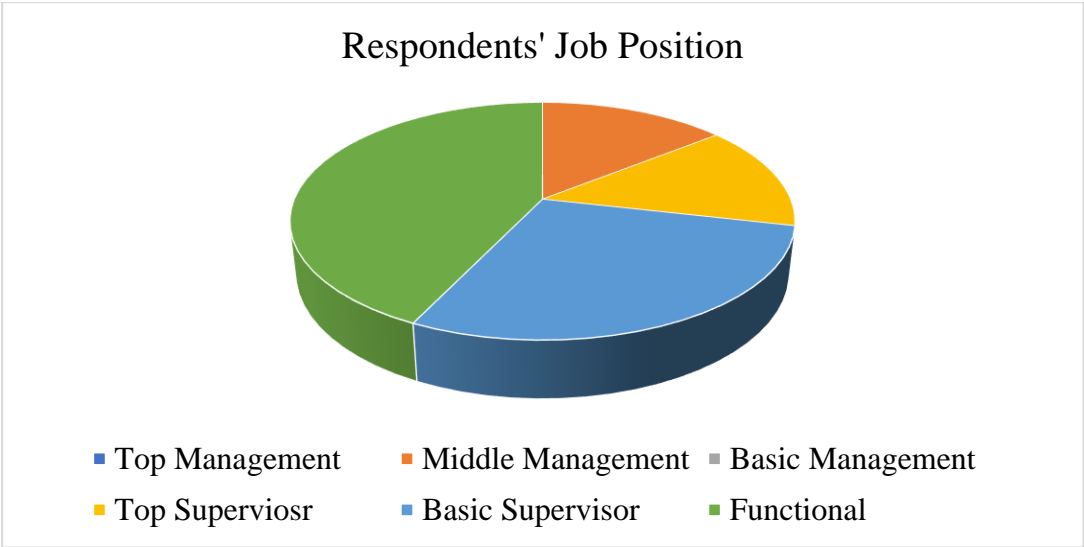


Figure 4.5 Pie Chart of Respondents' Characteristics Based on Job Position

**4.2 Descriptive Analysis**

Descriptive analysis is used to understand the data in order to find out the score of the answers to each question for each variable being studied. The variables used in this study are Organizational Commitment, Organizational Culture, Employee Performance, and Company Performance. Using the variable using 1 as the lowest score and 5 as the highest score, the following intervals can be obtained:

$$Interval = \frac{Maximum - Minimum}{Total Class} = \frac{5 - 1}{5} = 0.8$$

Based on the calculation above, the distribution scale of the opinion criteria is as follows:

Table 4.6 Interval Score

Description	Interval
Strongly Disagree	1.00 – 1.80
Disagree	1.81 – 2.60
Neutral	2.61 – 3.42
Agree	3.43 – 4.23
Strongly Agree	4.24 – 5.00

### 4.3 Outer Model Test (Validity and Reliability Research Test)

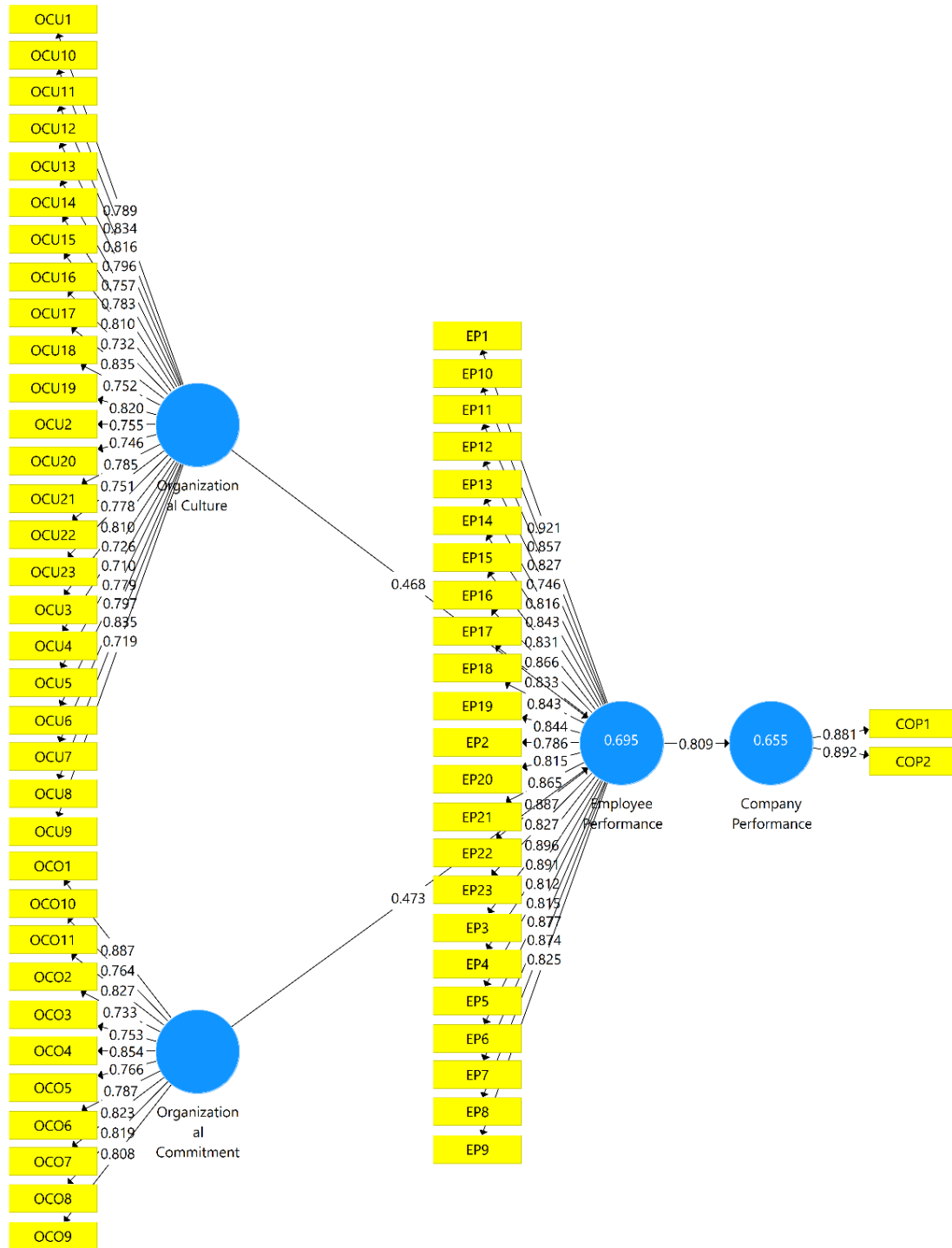


Figure 4.6 Outer Model

#### 4.3.1 Convergent Validity

A validity test is a test to prove that an instrument, technique, or process used in a study is in accordance with the concept used (Sekaran & Bougie, 2016). The convergent validity test is measured using the outer loading parameter or the loading factor. The measure of convergent

validity is stated to be good if the factor loading value is  $> 0.70$ . Apart from looking at the magnitude of the outer loading, convergent validity testing can also be seen through the value of the Average Variance Extracted (AVE), which must be greater than 0.5 (Ghozali and Latan, 2015). The following is the value of the convergent validity test for each indicator in this research variable as follows.

Table 4. 7 Result of Convergent Validity Testing

Variable	Indicator	Factor Loading	AVE	Information
Organizational Culture	OCU1	0.789	0.608	Valid
	OCU2	0.755		Valid
	OCU3	0.810		Valid
	OCU4	0.726		Valid
	OCU5	0.710		Valid
	OCU6	0.779		Valid
	OCU7	0.797		Valid
	OCU8	0.835		Valid
	OCU9	0.719		Valid
	OCU10	0.834		Valid
	OCU11	0.816		Valid
	OCU12	0.796		Valid
	OCU13	0.757		Valid
	OCU14	0.783		Valid
	OCU15	0.810		Valid
	OCU16	0.732		Valid
	OCU17	0.835		Valid
	OCU18	0.752		Valid
	OCU19	0.820		Valid
	OCU20	0.746		Valid
	OCU21	0.785		Valid
	OCU22	0.751		Valid
	OCU23	0.778		Valid
Organizational Commitment	OCO1	0.887	0.645	Valid
	OCO2	0.733		Valid

Variable	Indicator	Factor Loading	AVE	Information		
	OCO3	0.753		Valid		
	OCO4	0.854		Valid		
	OCO5	0.766		Valid		
	OCO6	0.787		Valid		
	OCO7	0.823		Valid		
	OCO8	0.819		Valid		
	OCO9	0.808		Valid		
	OCO10	0.764		Valid		
	OCO11	0.827		Valid		
	Employee Performance	EP1		0.921	0.713	Valid
		EP2		0.786		Valid
EP3		0.896	Valid			
EP4		0.891	Valid			
EP5		0.812	Valid			
EP6		0.815	Valid			
EP7		0.877	Valid			
EP8		0.874	Valid			
EP9		0.825	Valid			
EP10		0.857	Valid			
EP11		0.827	Valid			
EP12		0.746	Valid			
EP13		0.816	Valid			
EP14		0.843	Valid			
EP15		0.831	Valid			
EP16		0.866	Valid			
EP17		0.833	Valid			
EP18		0.843	Valid			
EP19		0.844	Valid			
EP20		0.815	Valid			
EP21		0.865	Valid			
EP22		0.887	Valid			

Variable	Indicator	Factor Loading	AVE	Information
	EP23	0.827		Valid
Company Performance	COP1	0.881	0.785	Valid
	COP2	0.892		Valid

Based on table 4.7, the factor loading value of all research variables is  $> 0.7$ , and the AVE (Average Variance Extracted) value is  $> 0.50$  (Ghozali and Latan, 2015), thus indicating that all indicators in the research variables can be said to fulfill the convergent validity test.

#### 4.3.2 Discriminant Validity

The discriminant validity test is related to the principle that each measurement of a different construct should not be correlated with height, as seen through the Fornell-Larcker Criterion value and cross-loading, which shows the magnitude of the correlation between constructs and their indicators and indicators from other constructs (Ghozali and Latan, 2015). Measurement through cross-loading is seen based on the loading value of related construct indicators, which must be higher than the loading value on all other latent constructs (variables).

Table 4. 8 Fornell-Larcker Criterion

	Company Performance	Employee Performance	Organizational Commitment	Organizational Culture
Company Performance	0.886			
Employee Performance	0.809	0.844		
Organizational Commitment	0.562	0.740	0.803	
Organizational Culture	0.733	0.738	0.572	0.780

Table 4. 9 Cross Loading

	Organizational Culture	Organizational Commitment	Employee Performance	Company Performance
OCU1	0.789	0.305	0.475	0.476

	<b>Organizational Culture</b>	<b>Organizational Commitment</b>	<b>Employee Performance</b>	<b>Company Performance</b>
<b>OCU2</b>	0.755	0.666	0.646	0.587
<b>OCU3</b>	0.810	0.513	0.628	0.663
<b>OCU4</b>	0.726	0.225	0.347	0.470
<b>OCU5</b>	0.710	0.307	0.533	0.576
<b>OCU6</b>	0.779	0.625	0.648	0.651
<b>OCU7</b>	0.797	0.477	0.543	0.641
<b>OCU8</b>	0.835	0.411	0.674	0.653
<b>OCU9</b>	0.719	0.360	0.402	0.470
<b>OCU10</b>	0.834	0.577	0.660	0.569
<b>OCU11</b>	0.816	0.577	0.741	0.783
<b>OCU12</b>	0.796	0.310	0.496	0.588
<b>OCU13</b>	0.757	0.387	0.452	0.347
<b>OCU14</b>	0.783	0.530	0.659	0.660
<b>OCU15</b>	0.810	0.537	0.672	0.681
<b>OCU16</b>	0.732	0.138	0.419	0.406
<b>OCU17</b>	0.835	0.386	0.496	0.475
<b>OCU18</b>	0.752	0.440	0.588	0.542
<b>OCU19</b>	0.820	0.474	0.586	0.647
<b>OCU20</b>	0.746	0.343	0.536	0.424
<b>OCU21</b>	0.785	0.460	0.565	0.455
<b>OCU22</b>	0.751	0.520	0.621	0.663
<b>OCU23</b>	0.778	0.280	0.489	0.418
<b>OCO1</b>	0.533	0.887	0.681	0.460
<b>OCO2</b>	0.455	0.733	0.447	0.314
<b>OCO3</b>	0.323	0.753	0.397	0.293
<b>OCO4</b>	0.364	0.854	0.654	0.471
<b>OCO5</b>	0.567	0.766	0.617	0.627
<b>OCO6</b>	0.470	0.787	0.538	0.409
<b>OCO7</b>	0.480	0.823	0.559	0.402
<b>OCO8</b>	0.471	0.819	0.676	0.491

	<b>Organizational Culture</b>	<b>Organizational Commitment</b>	<b>Employee Performance</b>	<b>Company Performance</b>
<b>OCO9</b>	0.361	0.808	0.567	0.343
<b>OCO10</b>	0.494	0.764	0.553	0.466
<b>OCO11</b>	0.499	0.827	0.716	0.577
<b>EP1</b>	0.645	0.667	0.921	0.683
<b>EP2</b>	0.552	0.645	0.786	0.647
<b>EP3</b>	0.734	0.670	0.896	0.667
<b>EP4</b>	0.784	0.710	0.891	0.725
<b>EP5</b>	0.551	0.492	0.812	0.715
<b>EP6</b>	0.686	0.527	0.815	0.727
<b>EP7</b>	0.649	0.719	0.877	0.657
<b>EP8</b>	0.602	0.647	0.874	0.648
<b>EP9</b>	0.569	0.466	0.825	0.693
<b>EP10</b>	0.705	0.542	0.857	0.711
<b>EP11</b>	0.574	0.708	0.827	0.671
<b>EP12</b>	0.461	0.616	0.746	0.660
<b>EP13</b>	0.520	0.631	0.816	0.653
<b>EP14</b>	0.638	0.641	0.843	0.675
<b>EP15</b>	0.568	0.512	0.831	0.709
<b>EP16</b>	0.670	0.756	0.866	0.738
<b>EP17</b>	0.577	0.629	0.833	0.598
<b>EP18</b>	0.716	0.571	0.843	0.706
<b>EP19</b>	0.603	0.562	0.844	0.713
<b>EP20</b>	0.567	0.587	0.815	0.575
<b>EP21</b>	0.649	0.733	0.865	0.710
<b>EP22</b>	0.645	0.623	0.887	0.733
<b>EP23</b>	0.585	0.661	0.827	0.680
<b>COP1</b>	0.646	0.500	0.700	0.881
<b>COP2</b>	0.654	0.496	0.734	0.892

Based on table 4.8 and table 4.9, the Fornell-Larcker Criterion value and cross loading for each item has a value  $> 0.70$  (Ghozali & Latan, 2015), and also for each item it has the greatest value when it is associated with its latent variable compared to when it is associated with other latent variables. This shows that each variable in this study correctly explains the latent variable and proves that the discriminant validity of all items is valid.

### 4.3.3 Reliability Test

The reliability test was carried out with the aim of proving the accuracy, consistency, and accuracy of the instrument in construct measurement. In this study, Cronbach's Alpha and Composite Reliability (CR) will be implemented to measure whether the instruments used reflect the same or consistent basic constructs and the correlations that exist between variables. This study conducted reliability tests using Cronbach's Alpha (CA) & Composite Reliability (CR) approach with a standard of  $> 0.70$  (Ghozali & Latan, 2015).

Table 4.10 Result of Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability	Information
Organizational Culture	0.971	0.973	Reliable
Organizational Commitment	0.945	0.952	Reliable
Employee Performance	0.982	0.983	Reliable
Company Performance	0.727	0.880	Reliable

From table 4.10 above, it can be seen that the value of all variables in the reliability test using either Cronbach's Alpha or Composite reliability has a value of  $> 0.70$ . Therefore, it can be concluded that the variables tested are valid and also reliable so that it can be continued to test the structural model

### 4.4 Structural Model Analysis (Inner Model)

Evaluation of the structural model or inner model aims to predict the relationship between latent variables. The structural model is evaluated by looking at the magnitude of the percentage of variance described, namely by looking at the R-Square value for endogenous latent constructs, testing the fit model, and testing the significance to answer the research hypothesis.



#### 4.4.1 R-Square (R<sup>2</sup>)

To find out the magnitude of the relationship between the independent variable and the dependent variable, you can see the value of the determinant coefficient (R<sup>2</sup>). Table 4.11 shows the R-square value.

Table 4. 11 R-Square (R<sup>2</sup>)

Model	R Square	Adjusted R Square
Company Performance	0.655	0.645
Employee Performance	0.695	0.676

Based on table 4.11, it can be concluded that the influence model of Organizational Culture and Organizational Commitment on Employee Performance gives a value of 0.695, which can be interpreted that the Employee Performance variable can be explained by the Organizational Culture and Organizational Commitment variables of 69.5% while the rest is explained by other variables outside this research.

In the models of the influence of Employee Performance on Company Performance, it gives a value of 0.655, which can be interpreted that the Company Performance variable that can be explained by the Employee Performance variable is 65.5% while the rest is explained by other variables outside this study.

#### 4.4.2 Q-Square (Q<sup>2</sup>)

The Predictive Relevance Evaluation (Q<sup>2</sup>) is used to present the cross-validation synthesis by predicting the observed variables and estimating of the construct parameters. The standard Predictive Relevance value is said to be good if > 0 and is seen through the Blindfolding model (Ghozali and Latan, 2015).

Table 4.12 Q-Square (Q<sup>2</sup>)

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
<b>Company Performance</b>	70.000	36.793	0.474
<b>Employee Performance</b>	805.000	429.330	0.467
<b>Organizational Commitment</b>	385.000	385.000	
<b>Organizational Culture</b>	805.000	805.000	

Table 4.12 above shows that the predictive relevance value or observation value in this study is  $> 0$ , which means that the resulting observation value is good.

#### 4.4.3 Hypothesis Testing

Hypothesis testing is carried out through the bootstrapping method by deciding to accept the hypothesis based on the significance value (P Value) and the T-table value. Testing by looking at the Path Coefficient based on the positive value of the original sample estimate coefficient indicates that there is a positive relationship or influence between variables and vice versa. The criterion for accepting or rejecting the hypothesis is if the significance value of the t-value is  $> 1.96$  and/or the p-value is  $< 0.05$  at a significance level of 5% ( $\alpha 5\%$ ), then  $H_a$  is accepted, and  $H_o$  is rejected, otherwise, if the t-value is  $< 1.96$  and/or the p-value  $> 0.05$  at a significance level of 5% ( $\alpha 5\%$ ) then  $H_a$  is rejected, and  $H_o$  is accepted (Ghozali & Latan, 2015). The following are the hypotheses proposed in this study:

Table 4.13 Hypothesis Testing Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Culture -> Employee Performance	0.468	0.458	0.156	2.988	0.003
Organizational Commitment -> Employee Performance	0.473	0.492	0.177	2.675	0.008
Employee Performance -> Company Performance	0.809	0.806	0.099	8.198	0.000

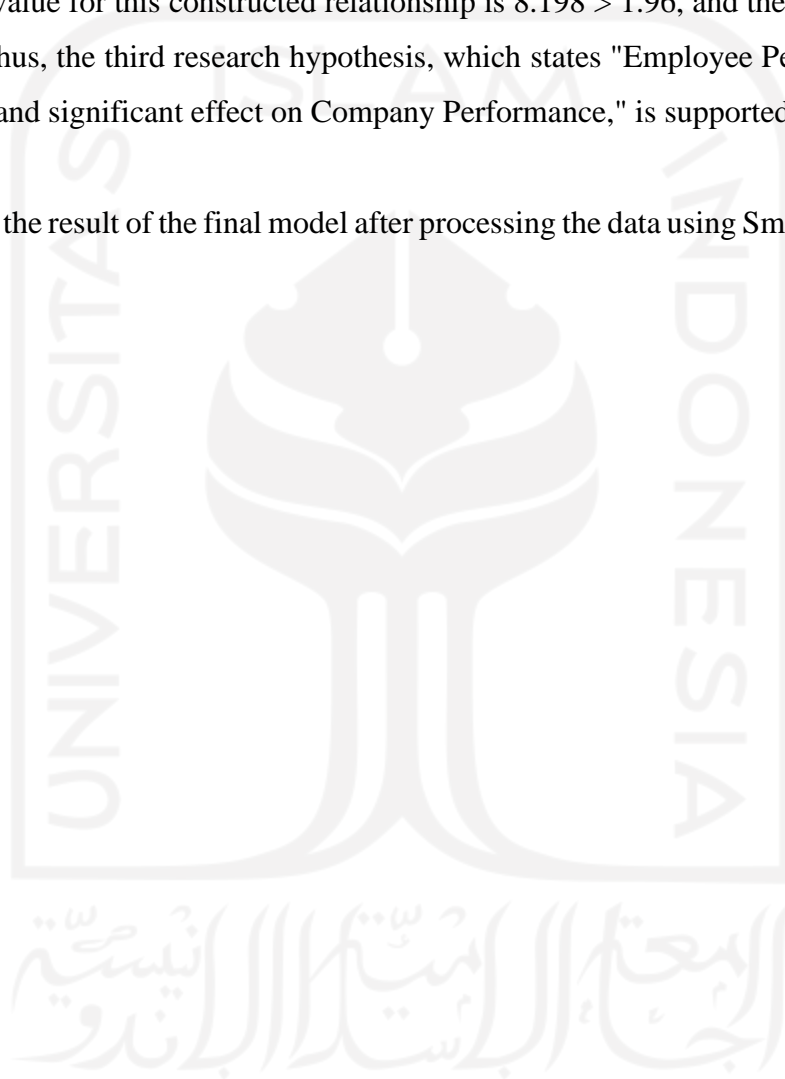
Based on the results of hypothesis testing in table 4.13 above, it can be explained as follows:

1. Testing the first hypothesis shows that the effect of the Organizational Culture variable on Employee Performance has a positive original sample coefficient of 0.468. The t-statistic value for this constructed relationship is  $2.988 > 1.96$ , and the p-value is  $0.003 < 0.05$ . Thus, the first research hypothesis, which states, "Organizational Culture has a positive and significant effect on Employee Performance," is supported by the available data.
2. Testing the second hypothesis shows that the effect of the Organizational Commitment variable on Employee Performance has a positive original sample coefficient of 0.473.

The t-statistic value for this constructed relationship is  $2.675 > 1.96$ , and the p-value is  $0.008 < 0.05$ . Thus, the second research hypothesis, which states, "Organizational Commitment has a positive and significant effect on Employee Performance," is supported by the available data.

3. Testing the third hypothesis shows that the effect of the Employee Performance variable on Company Performance has a positive original sample coefficient of 0.809. The t-statistic value for this constructed relationship is  $8.198 > 1.96$ , and the p-value is  $0.000 < 0.05$ . Thus, the third research hypothesis, which states "Employee Performance has a positive and significant effect on Company Performance," is supported by the available data.

The following is the result of the final model after processing the data using SmartPLS software:



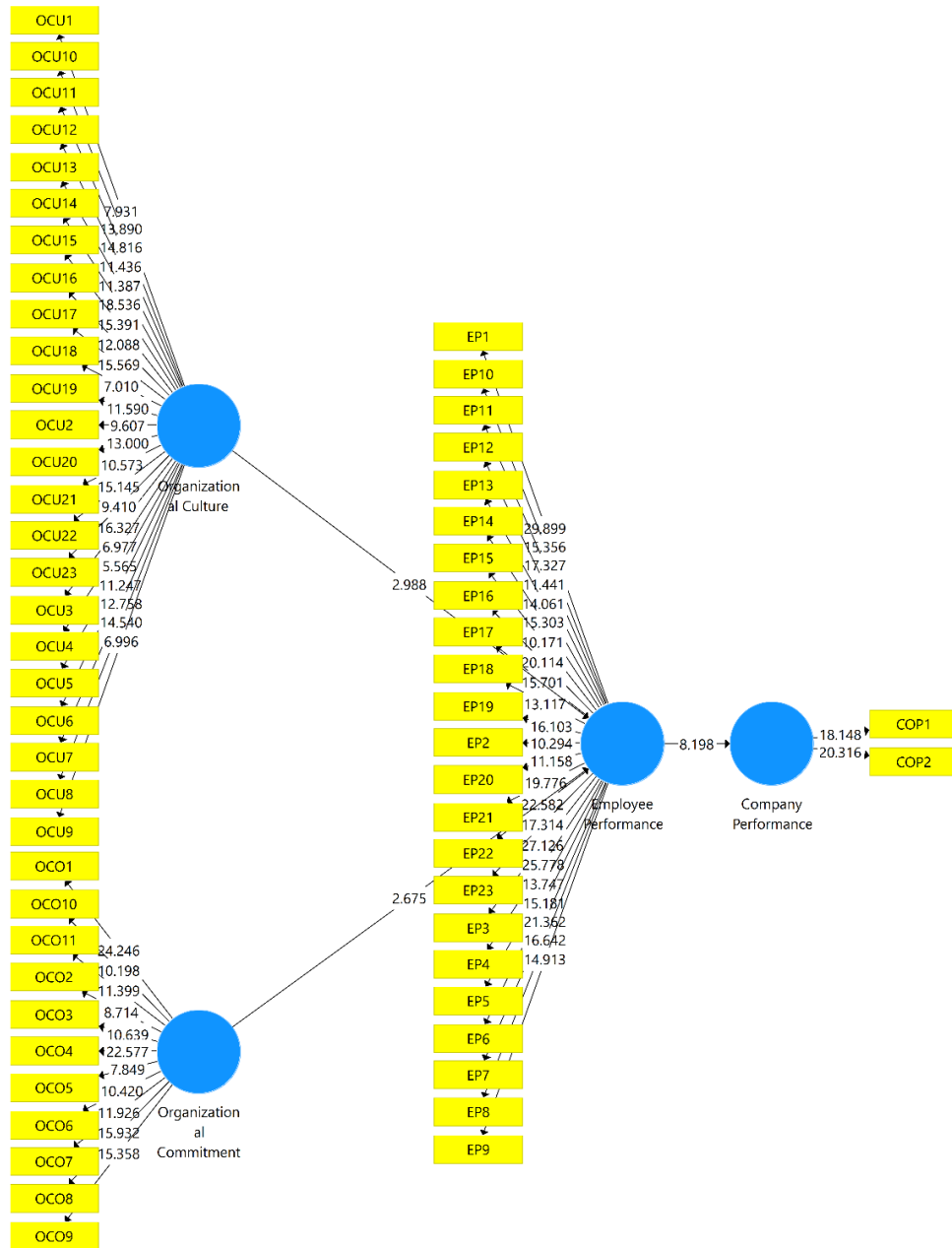


Figure 4.7 Inner Model

#### 4.5 Problem Analysis

The problem analysis carried out in this study was by using the Root Cause Analysis (RCA) method with fishbone diagram tools and brainstorming with related parties. After processing the data using the PLS-SEM method using SMART PLS 4.0 software, it was found that organizational culture and organizational commitment have a significant value on employee performance. Then, the value of the relationship between employee performance and company operational performance, it is very large. This states that the variable has a large enough influence. Therefore, because these variables have relatively high outer loadings, an in-

depth problem analysis is carried out using the root cause analysis (RCA) method with brainstorming tools and fishbone diagrams.

The first step will be an analysis using brainstorming tools visualized in a fishbone diagram to find the root cause of the decreased performance of power plants at PT PLN Nusantara Power Cirata Generation Unit. Fishbone diagrams are used to help researchers focus on finding problems in each category. Not only that, but fishbone diagrams are also used to strengthen the analysis by brainstorming and getting the real root cause of the problem. Identification of the problems of each indicator for this company is carried out to be able to find out whether the indicators that affect the latent variables are problems in the company or gaps between theory and reality, causing a decrease in the performance of power plant performance. Therefore, an analysis using Root Cause Analysis, as well as brainstorming tools and fishbone diagrams, can help find out the root of the problems that occur in the company so that suggestions for improvements can be given to the company.

The following are possible root causes that have been confirmed to occur between the expectations of employees and the reality that occurs in the company, in this case, PT PLN Nusantara Power Cirata Generation Unit, in the table below.

Table 4.14 Possible Root Causes

No	Variable	Indicator	
1	Organizational Culture	OCU8 (0.835)	The organization evaluates the work of employees on a regular basis
		OCU17 (0.835)	There is coordination between team members in an organization
		OCU10 (0.834)	Employees are able to meet work standards set by the organization
		OCU19 (0.820)	Organizations are able to foster a sense of competition to achieve achievements
		OCU11 (0.816)	Employees are able to create harmonious relationships between colleagues

No	Variable	Indicator	
2	Organizational Commitment	OCO1 (0.887)	Employees enjoy their careers throughout their lives in the organization
		OCO4 (0.854)	Employees have pride in being part of the organizational family
		OCO11 (0.827)	Employees do not leave the organization because of high responsibility in an organization
		OCO7 (0.823)	Employees find it difficult to get a job with a good income, like my current job
		OCO8 (0.819)	Employees will not leave the organization even if it is profitable
3	Employee Performance	EP1 (0.921)	Employees are able to maintain the reliability of generator engines
		EP3 (0.896)	Employees are able to do consumable material parts
		EP4 (0.891)	Employees are able to do stock management & unloading properly
		EP22 (0.887)	Employees can work well together in a team
		EP7 (0.877)	Employees are able to fulfill the responsibilities given

After getting the results from SMARTPLS 4.0 regarding information about the indicators for each variable that has the greatest influence on each variable, the researchers conducted in-depth analysis and brainstorming with the company to get the root cause of the problem and can be visualized in the form of a fishbone diagram. The following is a visualization of the brainstorming that has been done using a fishbone diagram.

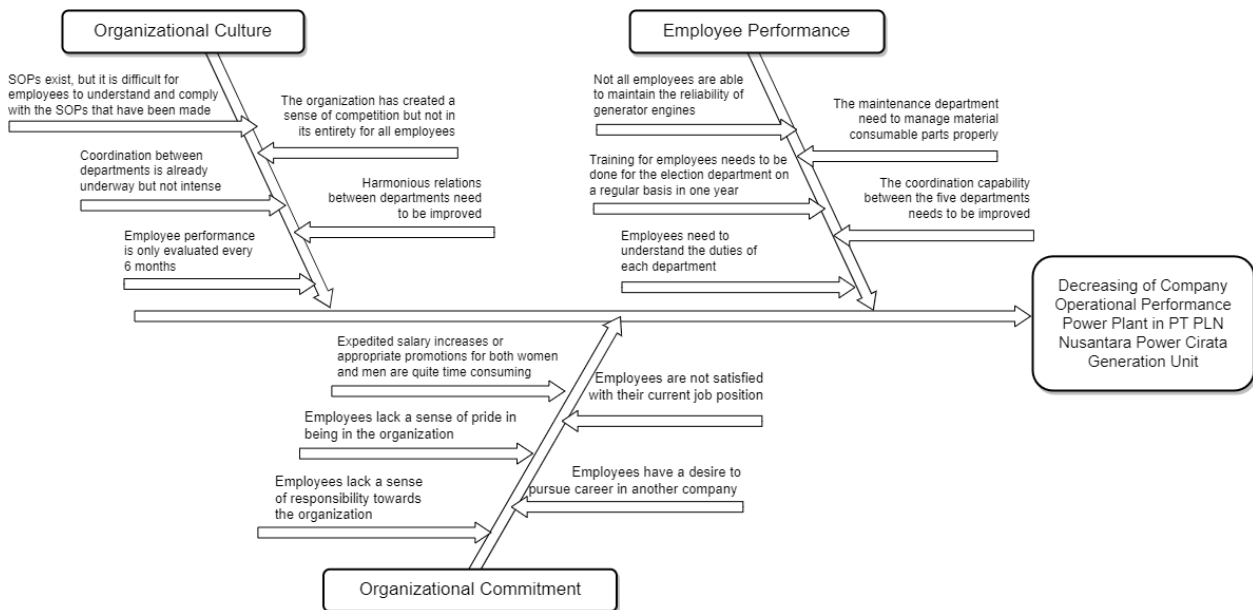


Figure 4.8 Fishbone Diagram

Then, from the results of the visualization above and the brainstorming that has been carried out in the root cause analysis, it was found that there are two things that are very much at the root of the problem, namely the organizational culture variable regarding employee performance evaluation which is systemized in application owned by PT PLN Nusantara Power which is only evaluation 2 times in one year or can be said per semester (6 months). This is a matter of sufficient concern because the generator performance evaluation is carried out once a month, but the employee performance evaluation is only carried out once every 6 months. In addition, in this organizational culture variable, there are indicators that must be corrected, namely, related to harmonization between the five departments in the Cirata Generation Unit of PT PLN Nusantara Power. This is quite significant if it is well managed to avoid the so-called silo effect in an organization. Each department must be able to know and understand the duties, responsibilities, and authorities of each department in order to establish good communication and harmonization in order to achieve the company's vision and mission.

Furthermore, on the organizational commitment variable, based on interviews and brainstorming that has been done previously, employee turnover at PT PLN Nusantara Power's Cirata Generation Unit is classified as very low. So that it can be ascertained that, on average, the employees who work there have a pretty good commitment to the company. However, it cannot be denied that there are some employees who lack more responsibility towards the company. This can happen because a salary increase or promotion by the company seems too long. In addition, the employees' sense of pride in being in their current position and being in the company is still relatively lacking. Some employees still want to start their career outside

the company to get more benefits and also better opportunities. Of course, these things are only felt by a minority of employees at PT PLN Nusantara Power's Cirata Generation Unit.

The last variable is the employee performance variable. In this variable, there are things that companies need to pay attention to because they greatly influence the good and bad performance of the electricity company's generator operations. In this variable, the indicator that needs to be considered is the employee's ability to complete a given job or task. Employees who feel at PT PLN Nusantara Power's Cirata Generation Unit must be able to manage generator reliability well, but not all employees have this ability. Then, for the Maintenance Department, which has the task of being able to properly manage consumable parts materials, it is still lacking. Every employee of the Cirata Generation Unit of PT PLN Nusantara Power has the right to receive training to be able to improve skills and career management and also help the company achieve its vision and mission. PT PLN Nusantara Power has standards that must be carried out to determine the training that is suitable for employee positions in a department. This is determined by the results of interviews with the managers of each department, later, it will be mapped and adjusted to what abilities and potential employees in a department should have. With a system like this, it is good enough, but in determining what training is suitable for employees, it is necessary to involve employees in the selection of training to be carried out. With this, employees will be able to have the opportunity to be able to choose what training according to the employee is needed and add to the results of interviews and competency skills that should be possessed by employees in a department. The hope is that by involving employees in determining the training to be attended, the company can provide appropriate training that is more in line with the desires and competence of employees.

Based on the preceding discussion, it is clear that businesses must reintroduce variables that are both advantageous and distinct. This can be viewed as a business goal in order to bridge the gap between desire and reality within a given organization. As a result, business flow is critical in order to understand the work that will be done and to obtain clear guidance from the bottom to the top levels of management. This can also be used to move information from the bottom to the top of a company. This is a diagram of the organizational structure of PT PLN Nusantara Power Cirata Generation Unit.



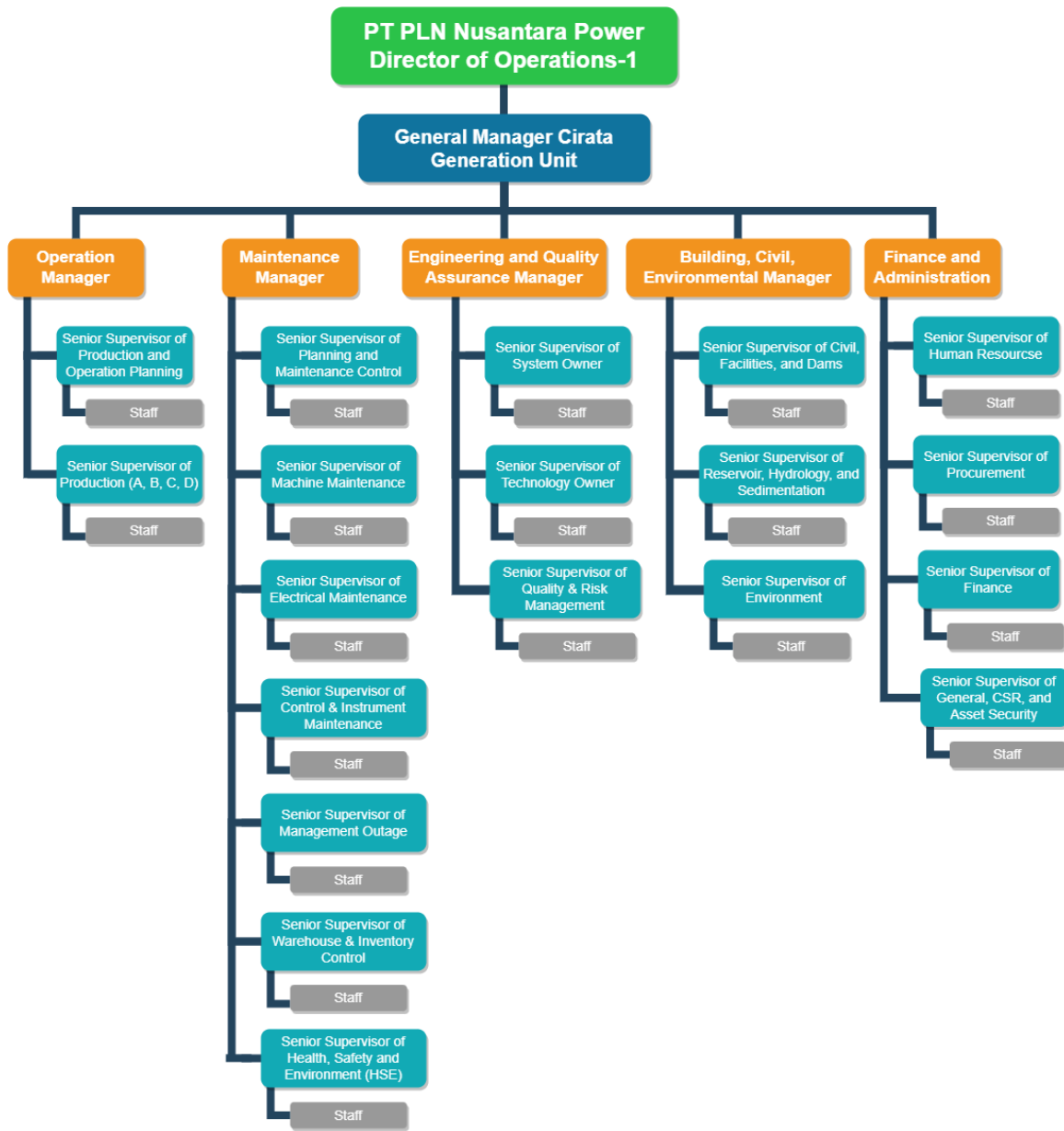


Figure 4.9 PT PLN Nusantara Power Cirata Generation Unit Organizational Structure

According to (Cahyo, 2018), a system matrix is a tool that can be used to align any department's strategy with the business strategy, which has been converted into a business KPI. This paper demonstrates how to use a system matrix. It refers to the development of a system matrix for the maintenance department.

Based on the organizational structure described in the figure above, information can be found that the highest structure is under the auspices of the Director of Operations-1 at PT PLN Nusantara Power, then the position below is the general manager of each unit at PT PLN Nusantara Power. In the Cirata Power Unit, there are 5 departments, each of which is led by a manager. The departments are the departments of operation, maintenance, engineering and

quality assurance, building, civil and environmental. Then the last one is finance and administration. Each department has a senior supervisor according to the needs of the organization. The operations department has 2 senior supervisors, the maintenance department has 7 senior supervisors, the engineering and quality assurance department has 3 senior supervisors, the building, civil and environment department has 3 senior supervisors, and the finance and administration department has 4 senior supervisors. In this organizational structure, each senior supervisor has their own staff. As of October 2022, PT PLN Nusantara Power Cirata Generation Unit has 171 employees. Within an organization, structure simplifies and clarifies the flow of communication as well as decision-making. In addition, this can also clarify the goals, duties, and responsibilities of each individual in the existing structure so that they are aligned with the company's goals and targets.

The current system matrix is typically used to represent the system's current state, whereas the conceptual system matrix is for the new proposed system. A key Performance Indicator is a measurement tool that is issued as a goal achievement in determining the degree of success of an organization or company. Its usefulness as a method and tool to measure the performance of organizations and companies in the form of finance and non-financial. Key performance indicator identification can be in the form of successful activities, health, and development of organizations or companies, as well as realizing organizational targets in programs or service delivery (Ulfa,2015). Some columns, such as the KPI and Plan columns, are found to be empty in some cases. It is because the observed department lacks KPI(s) that are distributed to department employees. In this case, determining KPI for all positions within the department, as well as whether the KPI needs to be redesigned, is the first step in developing the conceptual system matrix. Another critical aspect to consider is how each employee in the organization communicates with one another regarding the business process.

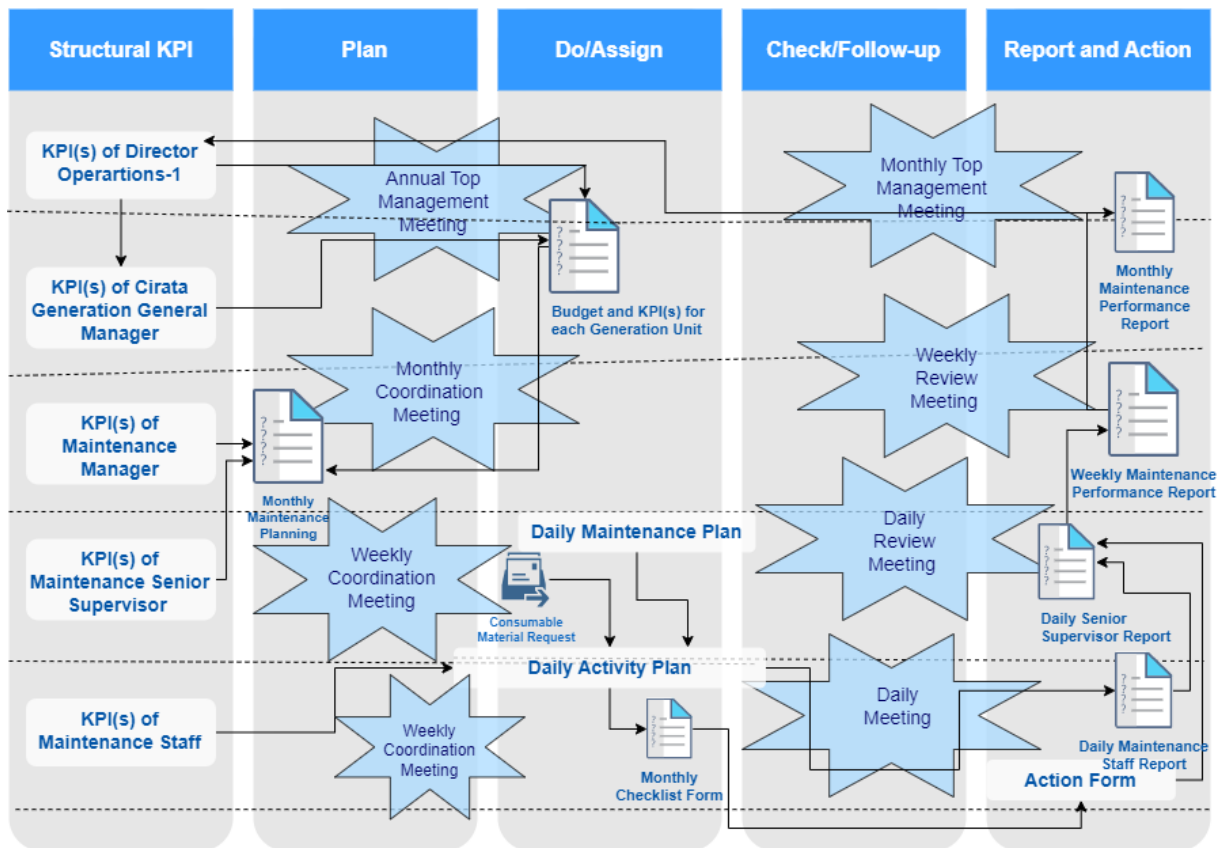


Figure 4.10 Conceptual System Matrix of Maintenance Department

The picture above shows the KPI breakdown from the Director of Operations-1 to the KPI for staff maintenance at PT PLN Nusantara Power Cirata Generation Unit. This is a brief description of how KPI is distributed from top management to the lower ones, and so does the KPI distribution from the maintenance manager to his subordinates. Also, there are several KPI(s) of the maintenance department which is related to other departments, such as job description and costs. After the KPI for the maintenance department is determined, it can be a basis for selecting the maintenance strategy. For example, one of the KPIs for a company engaged in the electricity sector is the percentage of reliability of power generation machines and also the percentage reduction in the risk of generator disruption that will occur. This is often referred to as Equivalent Availability Factor (EAF) and Equivalent Factor Outage Range (EFOR), which are the most important KPIs for power generation companies. To achieve the desired Equivalent Availability Factor (EAF) and Equivalent Factor Outage Range (EFOR) percentage, the department needs to study which maintenance strategy is going to be used for the following period.

After determining the KPI for each position in the maintenance department and placing them in the KPI column of the conceptual system matrix, the next step is to develop a plan for each position to achieve their KPI (s). There is a document titled KPI and budget and asset performance plan/report, as shown in the figure above. The document is placed in the matrix between the columns plan and do/assign, as well as between the rows for Director of Operations-1 and General Manager. That is, the document is used in the KPI and budget planning processes of both the Director of Operations-1 and the General Manager. The document is also used by General Manager to support any maintenance and asset management activities and to delegate some of the tasks to the maintenance manager.

The star shape in the figure above represents a meeting. As previously stated, the business strategy, in this case, has been transformed into the Director of Operations-1's KPI. In terms of maintenance-related KPIs, the Director of Operations-1 holds an annual meeting to discuss the maintenance budget as well as to review the asset and generator reliability, in this case, Equivalent Availability Factor (EAF) and Equivalent Factor Outage Rate (EFOR). This meeting is where the Director of Operations-1 formally communicates with the General Managers of each Generation Unit, including Cirata, in order to develop a plan and assign tasks to the Maintenance Manager. The Maintenance Manager then distributes some tasks to his subordinates via a meeting called the Monthly Coordination Meeting to discuss the Monthly Maintenance Plan and Request for Consumable Materials. In general, the process cascades to the bottom of the organization. They have plans to meet the KPI and will carry out or assign the plan. Furthermore, some meetings have been planned to follow up on the tasks assigned to each position and report the results using the specific form provided.

#### **4.6 Designing KPI**

Based on the existing problems and also the breakdown that has been carried out in the proposed model for flow information using KPI and PDCA, it is necessary to design KPIs using a maintenance scorecard in accordance with the asset management approach. PT PLN Nusantara Power Cirata GU has implemented asset management in accordance with ISO 5500:2014 standards. The Maintenance Scorecard (MSC) is a comprehensive approach to building and implementing strategies in the area of asset management. The Maintenance Scorecard provides information to employees about the factors driving current and future success. As a methodology based on performance measurement, the Maintenance Scorecard is built on the use of management indicators known as Key Performance Indicators (KPI) to lead to strategy

development and implementation (Mather, 2005). Based on the conceptual maintenance scorecard model, key performance indicators will be developed based on six perspectives. The sixth perspective is the productivity perspective, cost-effectiveness perspective, safety perspective, environmental perspective, learning perspective and quality perspective. The figure below is the conceptual model of the maintenance scorecard.

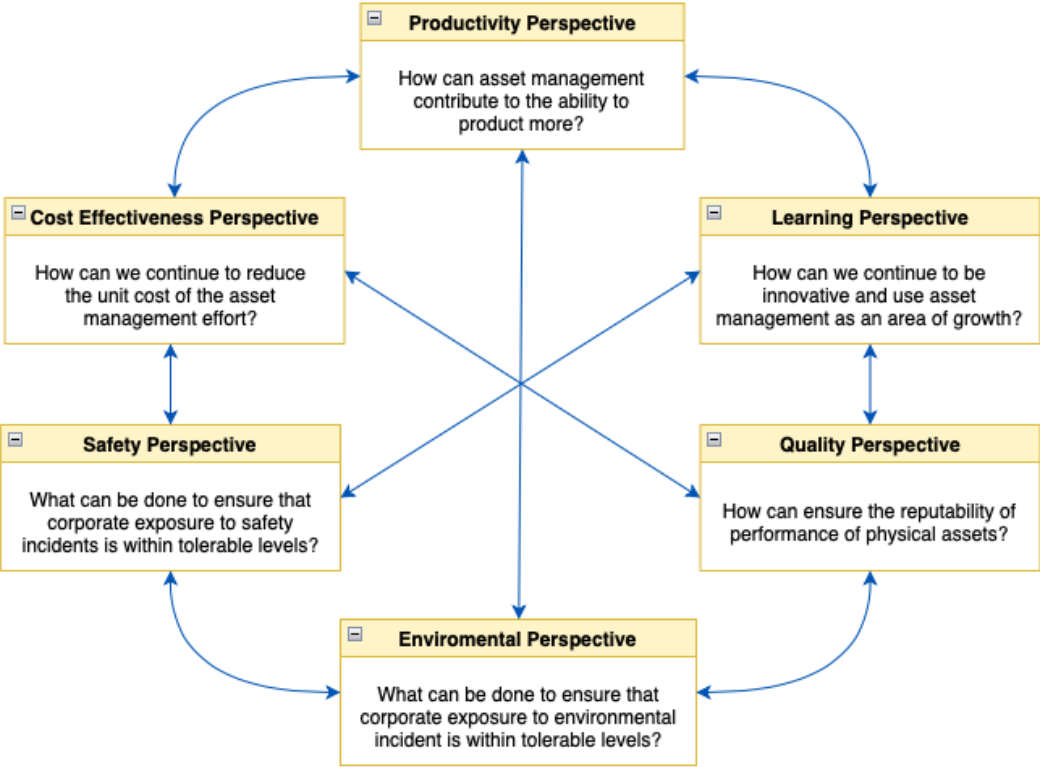


Figure 4.11 Conceptual Maintenance Scorecard

Then created KPIs for 3 levels below General Manager, namely for Manager Maintenance, Senior Supervisor Maintenance, and Maintenance Staff. Manager Maintenance is included at the corporate level, Senior Supervisor Maintenance is included at the strategic level, and Maintenance staff is included at the functional level. Following are the details of the KPIs formulated for the Maintenance Department, especially the Senior Supervisor of Planning and Maintenance Control.

**a. KPI for Maintenance Manager at Corporate Level**

The first stage in designing the maintenance scorecard for the development stage is studying competitive advantage at the corporate level. The results of the analysis of the environmental conditions of the in determining the competitive advantage of this company are:

1. Productivity Perspective is producing electricity optimally. PT PLN Nusantara Power Cirata Generation Unit has a good capacity for producing electrical energy.
2. The cost Effectiveness Perspective is to increase company profits by minimizing costs for electricity production and maintenance needs.
3. Quality Perspective provides service and quality in the electricity sector in accordance with ISO 9001: 2008.
4. The safety Perspective is maintaining the safety and health of workers or employees in accordance with the company's SMK3 program because workers or employees are the company's most important assets that must be maintained.
5. Environmental Perspective is protecting and paying attention to the environment and the surrounding community because the existence of the surrounding environment greatly influences operations.
6. Learning Perspective is to provide training to improve employee competency in the electricity sector in accordance with the program that has been made by PT PLN Nusantara Power.

KPIs that have been identified are divided based on the existing perspective in the maintenance scorecard, namely:

Table 4.15 KPI Formula for Maintenance Manager

<b>Perspective</b>	<b>Question</b>	<b>Target</b>
<b>Productivity Perspective</b>	How can asset management contribute to the ability to produce more?	Increasing the production of electricity generated by generators.
<b>Cost Effectiveness Perspective</b>	How can we continue to reduce the unit cost of the asset management effort?	Increase company profits.
<b>Safety Perspective</b>	What can be done to ensure that corporate exposure to safety incidents is within tolerable levels?	Increased safety and security at work.
<b>Quality Perspective</b>	How can we ensure the repeatability of the performance of physical assets?	Monitor the quality achievement goals
<b>Environmental Perspective</b>	What can be done to ensure that corporate exposure to environmental incidents is within tolerable levels?	Maintain environmental harmony

<b>Learning Perspective</b>	How can we continue to be innovative and use asset management as an area of growth?	Increasing employee knowledge.
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The performance indicators at the corporate level can be seen in table below

Table 4.16 Designed KPI for Maintenance Manager

<b>Perspective</b>	<b>KPI</b>	<b>KPI Formula</b>	<b>Unit</b>
<b>Productivity Perspective</b>	The number of kWh produced	kWh meter start- kWh meter end	%
<b>Cost Effectiveness Perspective</b>	Revenue	kWh produced x price	Rp
<b>Safety Perspective</b>	Number of Work Accidents	Total work accidents that occurred	times
<b>Quality Perspective</b>	Customer Satisfaction Index	Value of customer satisfaction survey results	times
<b>Environmental Perspective</b>	Number of environmental complaints against the company	Total environmental complaints	times
<b>Learning Perspective</b>	The amount of training provided to employees	Total training for employees	times

**b. KPI for Supervisor Senior of Maintenance Control at Strategic Level**

The following are the results of strategic levels and KPIs that can be used to achieve the corporate objectives described earlier:

Table 4.17 KPI Formula for Senior Supervisor

<b>Perspective</b>	<b>Question</b>	<b>Target</b>
<b>Productivity Perspective</b>	How can asset management contribute to the ability to produce more?	Increased electricity production capacity.
<b>Cost Effectiveness Perspective</b>	How can we continue to reduce the unit cost of the asset management effort?	The target to be achieved is to minimize operational costs.

<b>Perspective</b>	<b>Question</b>	<b>Target</b>
<b>Safety Perspective</b>	What can be done to ensure that corporate exposure to safety incidents is within tolerable levels?	The target to be achieved is an increase in understanding of work safety
<b>Quality Perspective</b>	How can we ensure the repeatability of the performance of physical assets?	The target to be achieved is to increase the quality of generator engines
<b>Environmental Perspective</b>	What can be done to ensure that corporate exposure to environmental incidents is within tolerable levels?	The target to be achieved is to increase awareness of the environment and the surrounding community.
<b>Learning Perspective</b>	How can we continue to be innovative and use asset management as an area of growth?	The target to be achieved is to increase the competence and expertise of employees.

The performance indicators at the strategic level can be seen in table below

Table 4.18 Designed KPI for Senior Supervisor

<b>Perspective</b>	<b>KPI</b>	<b>KPI Formula</b>	<b>Unit</b>
<b>Productivity Perspective</b>	Equivalent Availability Factor (EAF)	Max capable power/installed power x 100%	%
<b>Cost Effectiveness Perspective</b>	Total expenses	Administrative/production costs	Rp
<b>Safety Perspective</b>	Training SMK3	Total SMK3 training	Times
<b>Quality Perspective</b>	Equivalent Factor Outage Rage (EFOR)	Sudden interruption per generator	Times
<b>Environmental Perspective</b>	Corporate Social Responsibility (CSR)	Total CSR carried out	Times
<b>Learning Perspective</b>	Employee competencies	Total competency of employees performed	times

### c. KPI for Maintenance Staff at Functional Level

The definition of strategic assets is carried out at the functional or tactical level of an organization which is a set of capabilities and capacities needed to achieve strategic assets and KPI objectives in each perspective to achieve strategic objectives:



Table 4.19 KPI Formula for Maintenance Staff

<b>Perspective</b>	<b>Question</b>	<b>Target</b>
<b>Productivity Perspective</b>	How can asset management contribute to the ability to produce more?	The targets to be achieved are the planning and implementation of maintenance programs.
<b>Cost Effectiveness Perspective</b>	How can we continue to reduce the unit cost of the asset management effort?	The target to be achieved is the efficiency of maintenance costs.
<b>Safety Perspective</b>	What can be done to ensure that corporate exposure to safety incidents is within tolerable levels?	The target is doing safety and health when doing the job for training
<b>Quality Perspective</b>	How can we ensure the repeatability of the performance of physical assets?	The target to be achieved is the planning and scheduling of equipment inspections
<b>Environmental Perspective</b>	What can be done to ensure that corporate exposure to environmental incidents is within tolerable levels?	The target is to do the corporate social responsibility
<b>Learning Perspective</b>	How can we continue to be innovative and use asset management as an area of growth?	The target to be achieved is to increase the competence of employees in the field of maintenance.

The performance indicators at the functional level can be seen in the table below.

Table 4.20 Designed KPI for Maintenance Staff

<b>Perspective</b>	<b>KPI</b>	<b>KPI Formula</b>	<b>Unit</b>
<b>Productivity Perspective</b>	Maintenance rework	Total repeated maintenance	Times
<b>Cost Effectiveness Perspective</b>	Actual life vs. Budget Life Maintenance Ratio	Maintenance planning fee/reliability maintenance fee x 100%	%
<b>Safety Perspective</b>	Periodic K3 training	Participate in K3 training in one semester	times
<b>Quality Perspective</b>	Inspection Schedule Complain	Planning and scheduling	Times
<b>Environmental Perspective</b>	Participate in CSR activities	Participate in CSR activities in one semester	times

Perspective	KPI	KPI Formula	Unit
<b>Learning Perspective</b>	Implementation of maintenance training	Total maintenance training conducted	times

Then combined each KPI from the corporate level, strategic level, and also functional level.

Table 4.21 Proposed Key Performance Indicator

Perspective	Position	KPI	KPI Formula	Unit
<b>5rtgb</b>	Maintenance Manager	The number of kWh produced	kWh meter start-kWh meter end	%
	Supervisor Senior of Maintenance Control	Equivalent Availability Factor (EAF)	Max capable power/installed power x 100%	%
	Maintenance Staff	Maintenance rework	Total repeated maintenance	times
<b>Cost Effectiveness Perspective</b>	Maintenance Manager	Revenue	kWh produced x price	Rp
	Supervisor Senior of Maintenance Control	Total expenses	Administrative/production costs	Rp
	Maintenance Staff	Actual life vs. Budget Life Maintenance Ratio	Maintenance planning fee/reliability maintenance fee x 100%	%
<b>Safety Perspective</b>	Maintenance Manager	Number of Work Accidents	Total work accidents that occurred	times
	Supervisor Senior of Maintenance Control	Training SMK3	Total SMK3 training	Times
	Maintenance Staff	Periodic K3 training	Participate in K3 training in one semester	times
<b>Quality Perspective</b>	Maintenance Manager	Customer Satisfaction Index	Value of customer satisfaction survey results	times
	Supervisor Senior of Maintenance Control	Equivalent Factor Outage Rage (EFOR)	Sudden interruption per generator	Times
	Maintenance Staff	Inspection Schedule Complain	Planning and scheduling	times

<b>Perspective</b>	<b>Position</b>	<b>KPI</b>	<b>KPI Formula</b>	<b>Unit</b>
<b>Environmental Perspective</b>	Maintenance Manager	Number of environmental complaints against the company	Total environmental complaints	times
	Supervisor Senior of Maintenance Control	Corporate Social Responsibility (CSR)	Total CSR carried out	Times
	Maintenance Staff	Participate in CSR activities	Participate in CSR activities in one semester	times
<b>Learning Perspective</b>	Maintenance Manager	The amount of training provided to employees	Total training for employees	times
	Supervisor Senior of Maintenance Control	Employee competencies	Total competency of employees performed	times
	Maintenance Staff	Implementation of maintenance training	Total maintenance training conducted	times

Assets are everything that is owned by an organization or company and is able to increase value. While maintenance is how to ensure that the physical assets of an asset can be sustainable to fulfill the function of the asset. So maintenance is very important in the field of asset management, namely in terms of managing important company assets such as equipment and machinery (Taufik, 2014). Below is the KPI for each level in the organizational structure from the maintenance manager, senior supervisor, and maintenance staff. Key performance indicators must be aligned with each position within the organization. Therefore, the KPI is structured, formulated, and designed for the company, in this case, PT PLN Nusantara Power Cirata Generation Unit, to get a better understanding in order to achieve the target of the company.

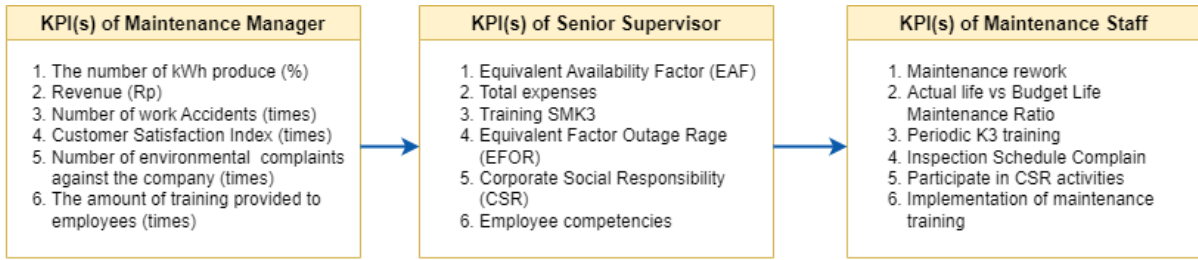


Figure 4.12 Key Performance Indicator Flow

It is also supported by (Meri Z. & Dila, 2017) stated that The Maintenance Scorecard (MSC) is an approach designed to assist the development of an implementation strategy in corporate asset management. This is implemented through a hierarchy of objectives or a structural approach into three main levels, namely corporate, strategic, and functional. The application of MSC in performance measurement is expected to be able to describe the vision, mission, and strategy in a clear and measurable framework so that the level of achievement of the implemented strategy can be measured.

## **CHAPTER V**

### **DISCUSSION**

#### **5.1 Data Analysis**

##### **5.1.1 Outer Model Analysis**

The outer model value is represented by the validity and reliability values. Measurement of validity in research is useful for determining the accuracy or accuracy of an instrument in measurement. Validity is a variable characterized by the AVE value and cross-loading value, while indicator validity is indicated by the loading factor value. The Average Variance Extracted (AVE) value is used to describe the number of variants that can be owned by the dependent variable. The overall AVE value of each research variable is  $> 0.5$ , meaning that all variables in this study are declared valid. In this study, cross-loading was also used to determine whether the variables used were discriminant and adequate.

This decision is made by comparing the values of each variable, provided that cross-loading is  $> 0.5$ . Each variable in this study gets a value of  $> 0.5$ . In other words, each construct is valid. Reliability testing aims to determine the consistency of the variables in the questionnaire, if there is a change, and whether the questionnaire will remain consistent. As for this study, all variables were declared reliable, and this was indicated by the composite reliability value of all variables  $> 0.6$ .

##### **5.1.2 Inner Model Analysis**

Testing the inner model uses the R Square value with the condition that it must be  $> 0.5$ . It can be concluded that the influence model of Organizational Culture and Organizational Commitment on Employee Performance gives a value of 0.695, which can be interpreted that the Employee Performance variable can be explained by the Organizational Culture and Organizational Commitment variables of 69.5% while the rest is explained by other variables outside this research.

In the models of the influence of Employee Performance on Company Performance, it gives a value of 0.655, which can be interpreted that the Company Performance variable that can be explained by the Employee Performance variable is 65.5% while the rest is explained by other variables outside this study.

### 5.1.3 Hypothesis Testing Analysis

In this study, there are three hypotheses, namely, the first hypothesis is that organizational culture has a positive and significant influence on employee performance. Then for the second hypothesis, organizational commitment has a positive influence on employee performance. The third hypothesis is that employee performance has a positive and significant influence on the operational performance of the plant. . If the T-statistic value produced by the two-tailed test is more than 1.96 with a significance level of 5%, a variable is considered to have a relationship with other variables. Furthermore, the P value obtained shows the influence of factors. If the P value is more than 0.00 and less than 0.05, then the variables in the study are valid and significant. Based on the hypothesis testing that was carried out using the PLS-SEM method with the help of SMARTPLS 4.0 software, it was found that all hypotheses were declared accepted.

The results of data processing in the first hypothesis shows that organizational culture has a positive and significant influence on employee performance with t-statistics  $2.988 > 1.96$  and with a P value of  $0.003 < 0.05$ . Therefore the first hypothesis in this study is accepted. Corporate culture can increase the effectiveness of achieving the vision, purpose, and business goals. Corporate culture influences all activities carried out by the company and all aspects of the performance of the company itself. The company always increases employee awareness to have behavior that is in accordance with the corporate culture code of conduct. Conditions in the field at PT PLN Nusantara Power's Cirata Generation Unit show that this is supported by the company's annual report that the board of directors can ensure effective management of change management and corporate culture to create a dynamic organizational environment that is able to respond to competitive challenges.

The second hypothesis shows that organizational commitment has a positive and significant influence on employee performance with t-statistics  $2.675 > 1.96$  and with a P value of  $0.008 < 0.05$ . Therefore, the second hypothesis is accepted because it meets the existing standards. PT PLN Nusantara Power's Cirata Generation Unit has 171 employees who are quite loyal to the company due to the relatively low turnover rate. However, strengthening organizational commitment to employees is still uneven. Thus, the management has a strategy for PT PLN Nusantara Power to compile a Roadmap for implementing corporate culture as an internalization effort where the implementation stages of strengthening PT PLN Nusantara Power's corporate culture begin with raising awareness, building understanding, and then encouraging PT PLN Nusantara Power's employee involvement (acceptance) so that in the end

all PT PLN Nusantara Power employees are expected to have full commitment in realizing the company's vision (commitment/transform).

The third hypothesis shows that employee performance has an influence on company operational performance with t statistics  $8.198 > 1.96$  and with a P value of  $0.000 < 0.05$ . This shows that the third hypothesis is accepted. Conditions in the company show that employees are very frequent and closely related to power plants. Employee KPIs are adjusted to power plant KPIs. Therefore, the performance evaluation of the power plant is carried out once a month for a total of 12 times a year. However, employee performance is only evaluated for 6 months with a total of 2 times a year. Then, if there is a decrease in the performance of the company's employees; it takes a long time to be able to find out the decrease in employee performance. If employee performance evaluations are carried out more routinely, small mistakes or targets that have not been achieved by the company can be immediately followed up or preventive steps so that top-level management's vision, mission, and KPIs can be achieved at the end of the year.

## **5.2 Problem Analysis**

Based on testing and on the stage of validity and reliability testing, which measures each indicator against a variable called cross-loadings. The expected cross-loading value is more than  $> 0.7$ , or it can be said to be valid. Based on the tests that have been carried out, the cross-loading value for all variables in each indicator meets and exceeds 0.7. The first variable, namely the organizational culture variable for the most cross-loading, it is obtained by the OCU8 indicator with the statement "The organization evaluates the work of employees regularly" with a cross-loading of 0.835. Then, the second largest cross-loading in the organizational culture variable with the OCU17 indicator with a cross-loading of 0.835 based on the statement "There is coordination between team members." The third largest cross-loading in the organizational culture variable is the OCU10 indicator with a cross-loading of 0.834, namely the statement "I am able to meet the work standards set by the organization." For cross loading including the fourth, namely the OCU19 indicator with a cross-loading of 0.820 with the statement "Organizations are able to foster a sense of competition to achieve achievements." Then, for cross-loading the OCU11 indicator with a cross-loading of 0.816 with the statement "I am able to create harmonious relationships between colleagues."

Then, the next variable is Organizational Commitment with the top 5 variables, the first is OCO1 (0.887) "Employees enjoy their career throughout their lives in the organization." Then

,the second most influential indicator is OCO4 (0.854) "Employees have pride in being part of the organizational family." The third most influential indicator is OCO11 (0.827) with the statement "Employees do not leave the organization because of high responsibility in an organization." For the fourth largest indicator in the organizational commitment variable is OCO7 (0.823) with the statement "Employees find it difficult to get a job with a good income like my current job." Then for the fifth largest indicator, namely OCO8 (0.819) with the statement "Employees will not leave the organization even if it is profitable."

The next variable is the Employee Performance variable, with the highest factor loading with the top 5 indicators, namely the first highest with code EP1 having a value of 0.921 with the statement "Employees are able to maintain the reliability of generator engines." Then for the second highest indicator, namely with the EP3 code with a value of 0.896 with the statement "Employees are able to do consumable material parts." Then for the next indicator with the EP4 code with a value of 0.891 with the statement "Employees are able to do stock management & unloading properly." Then for the fourth highest, namely with the EP22 code and a value of 0.887 with the statement "Employees can work well together in a team." Furthermore, for the fifth highest indicator, namely with the EP7 code and a value of 0.877 with the statement "Employees are able to fulfill the responsibilities given".

Then, the value that has outer loading top 5 for each indicator in an existing variable. The problems will then be analyzed to find out the real problems that cause the section to be unable to meet the company's targets which affect the company's vision and mission with the Root Cause Analysis (RCA) method with the tools used, namely fishbone diagrams and brainstorming. Overall the two tools aim to find the root of the problem in this study, but each tool has its own role. The fishbone diagram is used as a form of visualization of the results of brainstorming with related parties and is focused based on the existing variables, namely organizational culture and organizational commitment, and employee performance.

PT PLN Nusantara Power's organizational culture has been running and is very strong in employees at PT PLN Nusantara Power Cirata Generation Unit. The division that has a fairly close relationship or is directly related to the Power Plant is Maintenance. This division has 7 subdivisions under it structurally. If the work culture is getting better, then the employee's performance is getting higher. Competition within the company needs to be built in a healthy and mature manner so that harmonization can be created between one division and other divisions. By creating a work environment and corporate culture that supports employees, they can improve employee performance so that the company's targets will be achieved.



Then the next variable is organizational commitment. In every organization, commitment plays an important role because, with high commitment, of course, an organization or company will have employees who are loyal and successful who are not committed. Usually, employees who have a commitment will do optimal work so that they can devote their attention, thoughts, energy, and time to their work. So that what has been done is in accordance with what is expected by the company. So by, being committed, it will reduce the intention to leave the company or turnover intention. Employees who previously did not think about looking for a new job but finally thought of looking for another job which resulted the emergence of turnover intention, negative situation, and do not care about the problems that exist in the company.

Not all commitments are owned by employees, but even better if all three components are owned by employees. When affective commitment is more dominant, the employee feels more compatible with the field of work, both emotionally and in accordance with the characteristics of work and himself. He feels that his work is in accordance with his education, hobbies, goals, togetherness, comfort, and others. But if employees have never been given the development of knowledge and skills through seminars, training etc. So it can lead to a lack of a normative commitment component and can also affect performance compared to employees who have the same level of commitment.

The condition that happened at PT PLN Nusantara Power Cirata Generation Unit is that every employee has the right to self-development through training which must be carried out in one semester or 6 months. However, the training that will be carried out and provided for these employees only involves a point of view from the Manager and Senior Supervisor without conducting a survey in advance of the desirability of employees regarding the training that will be carried out for employees. Involving employees in the selection of training to be carried out, it can foster a sense of sufficient engagement and enjoyment when conducting training because their interests and talents are fulfilled by the company, in this case, PT PLN Nusantara Power Cirata Generation Unit.

The last variable is employee performance. PT PLN Nusantara Power's Employee Performance Management System or abbreviated as SIMKK uses an online system that is divided into several periods to ensure effective communication, discussion, and guidance from superiors to staff. SIMKK implementation refers to the principles of focus, measurability, transparency and objective. Based on these principles, SIMKK is divided into 3 (three) stages, namely the stages of planning, monitoring, and evaluating employee performance. In addition, However, PT PLN Nusantara Power Cirata Generation Unit also has drawbacks with a system

like this because the evaluation of employee KPI targets is not carried out as quickly and responsively as KPI generators. If the employee KPI and generator KPI are evaluated simultaneously, it will be easier to find the gap between the target and the reality that occurs as well as what steps and decision making must be made by the company in order to achieve the company's target by the end of the year.

As one of the efforts to resolve the problems that occur due to a decrease in the operational performance of the plant, which has a quite positive and significant relationship with employee performance, it is necessary to improve the company's employee performance evaluation system and design KPIs for company employees which must be broken down in detail so that the vision, company mission and target achieved. Thus, a proposed improvement was obtained by designing KPIs for the maintenance department, which is led by a manager with seven senior supervisors. This KPI is designed according to the maintenance scorecard on good asset management maintenance. PT PLN Nusantara Power UP Cirata has implemented asset management with ISO 5500:2014 standards. The maintenance scorecard consists of several perspectives, namely, a productivity perspective, a cost-effectiveness perspective, a safety perspective, a quality perspective, an environmental perspective, and a learning perspective. Then from here, a suggestion can be made to the company to be able to pay attention and provide an understanding of all existing positions in order to be able to fulfill the vision and mission targets of the company. This is useful for companies to evaluate employee performance more routinely so that preventive steps can be taken so that the company's targets can be achieved.

## **CHAPTER VI**

### **CONCLUSION & SUGGESTION**

#### **6.1 Conclusion**

Based on the research that has been done, the researcher draws the following conclusions:

1. There is a positive and significant influence of the organizational culture variable on the employee performance variable with a T statistics value of  $2.988 > 1.96$  and a P value of  $0.003 < 0.05$
2. There is a positive and significant influence of the organizational commitment variable on the employee performance variable with a T statistic of  $2,675 > 1,96$  and a P Value of  $0.008 < 0.05$ .
3. There is a positive and significant influence of the employee performance variable on the company's operational power plant performance with a T statistics of  $8,198 > 1,96$  and a P-value of  $0.000 < 0.05$ .
4. The input for improvement that can be given to companies is to pay attention to the variables that have a positive and significant influence in this study according to the most significant influence and positive impact on company operational power plant performance, namely Employee Performance, Organizational Culture, and Organizational Commitment, respect. Then, the company needs to review the employee performance evaluation from once every 6 months to once every 3 months. In addition, companies should also involve employees in determining training that is in accordance with the competence and desires of employees so that it can be aligned with company goals. The KPI design has been broken down into three levels in accordance with the standard maintenance scorecard on the application of international asset management standards, namely ISO 5500:2014.

#### **6.2 Suggestions**

In conducting research, there are several limitations that can affect the results of the study and are expected to be corrected by further researchers. Therefore more reliable results regarding this study can be improved if other variables are considered. Based on the discussion, conclusions, and limitations of this study, the suggestions that can be used as a reference for further research with similar topics are expected to be able to develop this research with other independent variables so that they can see conditions other than using the variables used in this

study. The following are the results of suggestions from research Suggestions that can be given by researchers based on research results are:

1. For further research

It is hoped that future research will not only use questionnaires in data collection, so it is hoped that future researchers will have a long enough time to be able to collect questionnaires and direct interviews with at least one respondent in each existing division. In addition, studies are expected to be able to use other different independent variables because the factors that influence the dependent variable in this study are quite extensive, for example, leadership style factors and also job satisfaction or compensation. Future research is also expected to be able to obtain respondents with a balanced and even number of divisional samples in the 5 existing divisions of the Cirata Generation Unit PT PLN Nusantara Power

2. For the company

Cirata Generation Unit PT PLN Nusantara Power is expected to pay attention to all indicators that are declared valid and reliable in the variables of organizational culture, organizational commitment, and employee performance. Then, the company must be able to pay attention and make it easier for employees to choose the training that suits their performance. Not only that, by doing a KPI breakdown, it is hoped that it will provide clarity for the company down to the functional level, in this case, staff. The company needs to pay attention to the maintenance division because it is directly related to the power plant as well as companies must evaluate employees in a shorter time so that things should be corrected and corrected from the start in order to achieve the company's vision, mission, and targets.

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## APPENDIX

Questionnaire Sheet

Yth. Bapak/Ibu/Saudara/i

Karyawan UP Cirata PT PLN Nusantara Power

di tempat

Dengan hormat,

Saya adalah mahasiswa Fakultas Teknologi Industri Universitas Islam Indonesia Yogyakarta dengan identitas:

Nama : Shafina Abdul Aziz Baraba

NIM : 19522004

Jurusan : Teknik Industri

Yang akan mengadakan penelitian yang berjudul **“Strategi Peningkatan Kinerja Perusahaan Melalui Budaya Organisasi, Komitmen Organisasi dan Dampaknya Terhadap Kinerja Karyawan di Unit Pembangkit Cirata PT PLN Nusantara Power”**.

Dengan segala kerendahan hati perkenankanlah saya pada kesempatan ini, memohon kepada bapak/ibu/saudara/i agar bersedia meluangkan waktu untuk menjawab pernyataan yang saya ajukan yang terlampir dalam kuesioner ini. Perlu bapak/ibu/saudara/i ketahui bahwa penelitian ini adalah semata-mata untuk tujuan ilmiah, di mana pendapat bapak/ibu/saudara/i tersebut akan saya pergunakan dalam rangka penyusunan riset.

Atas segala bantuannya, saya mengucapkan terimakasih sedalam-dalamnya.

Hormat saya,

Peneliti



Shafina Abdul Aziz Baraba



## A. Identitas Narasumber

Mohon Bapak/Ibu/Saudara/I untuk dapat memberikan jawaban/tanggapan terhadap pertanyaan atau pernyataan di bawah ini sesuai dengan kenyataan yang dialami dengan sejujur-jujurnya.

1. Nama Responden
2. Jenis Kelamin
  - a. Laki-laki
  - b. Perempuan
3. Usia
  - a. < 19 tahun
  - b. 19-30 tahun
  - c. 31-40 tahun
  - d. 41-56 tahun
  - e. > 56 tahun
4. Pendidikan Terakhir
  - a. SMA/SMK
  - b. D3
  - c. S1
  - d. S2
  - e. Lainnya
5. Masa Kerja
  - a. < 1 tahun
  - b. 1-3 tahun
  - c. 4-6 tahun
  - d. 7-9 tahun
  - e. > 10 tahun
6. Jabatan
  - a. Manajemen Atas
  - b. Manajemen Menengah
  - c. Manajemen Dasar
  - d. Supervisor Atas
  - e. Supervisor Dasar
  - f. Fungsional

## B. Petunjuk Pengisian Kuisisioner

1. Berikanlah nilai antara 1-5 pada pernyataan yang telah disediakan untuk memilih jawaban yang dinilai sangat mewakili sesuai dengan fakta yang ada.
2. Setiap pertanyaan responden berhak untuk memilih 1 jawaban saja.
3. Mohon untuk mengisi kuisisioner dengan sebaik-baiknya
4. Guna meminimalisir terjadinya bias data, dimohon untuk menjawab pertanyaan sesuai dengan keadaan yang ada di lapangan.

## C. Keterangan Poin Jawaban

Dalam pengisian kuisisioner ini responden hanya diperkenankan untuk memilih satu jawaban saja yang dianggap paling sesuai dengan fakta yang ada. Setiap pertanyaan meliputi poin jawaban. Adapun poin jawaban tersebut dapat dimulai dari yang terkecil yaitu 1 sampai dengan 5 yang paling besar. Pada penelitian ini digunakan skala likert dalam menilai pendapat Bapak/Ibu/Saudara/i dengan pembobotan nilai sebagai berikut.

Nilai	Keterangan
1	Sangat Tidak Setuju
2	Tidak Setuju
3	Netral
4	Setuju
5	Sangat Setuju

Lima poin tersebut merupakan poin jawaban yang ada pada setiap pertanyaan yang diajukan peneliti. Melalui penjelasan tersebut diharapkan responden dapat memberikan jawaban pada kolom yang telah disediakan sesuai dengan fakta. Atas perhatiannya peneliti mengucapkan terima kasih dan selamat mengisi kuisisioner ini.

#### D. Kuisisioner

No	Variable	Indikator	Pernyataan	Label
1	Organizational Culture	Innovation and Risk Taking	Saya dilibatkan anggota organisasi dalam pengambilan keputusan	OCU1
			Saya diberikan kebebasan untuk berinovasi	OCU2
			Saya diberikan kebebasan untuk mengungkapkan gagasan	OCU3
		Attention to Detail	Atasan saya menyampaikan tujuan organisasi secara detail	OCU4
			Organisasi memberikan informasi mengenai rancangan rencana pembelajaran secara detail	OCU5
			Organisasi memberikan arahan yang jelas mengenai pekerjaan yang harus dilakukan	OCU6
			Saya dituntut organisasi untuk melakukan pekerjaan dengan tepat	OCU7
			Organisasi mengevaluasi hasil kerja saya secara rutin	OCU8
		Outcome Orientation	Saya mampu memenuhi target yang telah ditentukan organisasi	OCU9
			Saya mampu memenuhi standar kerja yang telah ditetapkan organisasi	OCU10
		People Orientation	Saya mampu menciptakan hubungan harmonis antar rekan kerja	OCU11

No	Variable	Indikator	Pernyataan	Label
			Tercipta hubungan harmonis antara pemimpin dengan anggota organisasi	OCU12
			Saya mendapatkan apresiasi atas pekerjaan yang telah saya selesaikan dengan baik	OCU13
		Team Orientation	Saya mengutamakan kepentingan kelompok	OCU14
			Terjadi kebersamaan antar anggota tim	OCU15
			Terdapat koordinasi antar kelompok satu dengan kelompok lainnya	OCU16
			Terdapat koordinasi antar anggota tim	OCU17
		Aggressiveness	Organisasi mampu menumbuhkan semangat anggota organisasi	OCU18
			Organisasi mampu menumbuhkan rasa bersaing untuk mencapai prestasi	OCU19
			Organisasi mampu memotivasi anggota organisasi untuk meraih prestasi	OCU20
		Stability	Organisasi telah menetapkan prosuder kerja dengan baik dan mudah dipahami	OCU21
			Organisasi telah menetapkan standar kerja	OCU22
			Organisasi menyediakan informasi terkait pekerjaan	OCU23

No	Variable	Indikator	Pernyataan	Label
2	Organizational Commitment	Affective commitment	Saya senang berkarir sepanjang hidup dalam organisasi	OCO1
			Saya merasa masalah organisasi adalah masalah setiap karyawan	OCO2
			Rasa memiliki terhadap organisasi	OCO3
			Saya memiliki kebanggan menjadi bagian dari keluarga organisasi	OCO4
		Continuance commitment	Saya sulit meninggalkan perusahaan ini karena takut tidak mendapatkan kesempatan kerja ditempat lain	OCO5
			Akan terlalu merugikan bagi saya untuk meninggalkan perusahaan ini	OCO6
			Sulit mendapatkan pekerjaan dengan penghasilan yang bagus seperti pekerjaan saya sekarang	OCO7
		Normative commitment	Saya tidak akan meninggalkan organisasi meskipun hal tersebut menguntungkan	OCO8
			Saya sadar bahwa komitmen adalah sesuatu yang harus dilakukan	OCO9
			Saya memiliki keyakinan terhadap organisasi	OCO10
			Saya tidak meninggalkan organisasi karena adanya	OCO11

No	Variable	Indikator	Pernyataan	Label
			tanggung jawab yang tinggi dalam suatu organisasi	
3	Employee performance	Quality	Saya mampu menjaga keandalan mesin pembangkit	EP1
			Saya mampu mengoperasikan mesin pembangkit	EP2
			Saya mampu mengelola material <i>consumable parts</i>	EP3
			Saya mampu melakukan stock management & unloading dengan baik	EP4
			Saya mampu mengoptimalkan IT dalam mendukung proses bisnis	EP5
		Quantity	Saya mampu untuk memenuhi target kerja yang ditentukan	EP6
			Saya mampu untuk memenuhi tanggung jawab yang diberikan	EP7
			Saya mampu untuk memenuhi tanggung jawab sesuai prosedur kerja	EP8
		Timelines	Saya mampu melakukan perencanaan informasi jangka pendek	EP9
			Saya dapat menyerahkan laporan realisasi operasi sesuai dengan waktu yang diberikan	EP10
			Saya dapat menginformasikan dengan cepat jika terjadi gangguan pembangkit	EP11

No	Variable	Indikator	Pernyataan	Label
			Saya dapat menyelesaikan pekerjaan terkait pemeliharaan pembangkit sesuai dengan waktu yang diberikan	EP12
			Saya dapat melakukan kerja operator di Central Control Room dan Site	EP13
		Cost effectiveness	Saya dapat menggunakan tools dengan baik untuk sarana pemeliharaan	EP14
			Saya dapat menerapkan konsep Tata Kelola Unit Pembangkit berbasis IT (CMMS/EAMS)	EP15
			Saya dapat memanfaatkan infrastruktur jaringan internet dengan baik	EP16
			Saya dapat menangani gangguan pembangkit dengan lingkup yang kecil	EP17
		Needs for supervisor	Saya bersedia untuk menerima instruksi dan menerapkan SOP yang berlaku	EP18
			Saya mampu melaksanakan kegiatan operasional yang berkaitan dengan Kesehatan dan Keselamatan Kerja (K3)	EP19
			Saya dapat menangani gangguan infrastruktur jaringan internet	EP20
		Interpersonal Impact	Saya mampu berkomunikasi dan berkoordinasi dengan baik antar rekan kerja	EP21

No	Variable	Indikator	Pernyataan	Label
			Saya mampu untuk bekerja sama dengan baik	EP22
			Saya memiliki kemauan untuk mendukung dan menghargai rekan kerja	EP23
4	Company Operational Performance		Equivalent Availability Factor	COP1
			Equivalent Factor Outage Rage	COP2





## DATA TABULATION

### 1. Organizational Culture Variable

Respondents	OCU1	OCU2	OCU3	OCU4	OCU5	OCU6	OCU7	OCU8	OCU9	OCU10	OCU11	OCU12	OCU13	OCU14	OCU15	OCU16	OCU17	OCU18	OCU19	OCU20	OCU21	OCU22	OCU23
1	4	4	5	4	4	5	4	5	4	4	5	5	5	5	4	4	4	5	4	5	4	5	4
2	4	3	3	4	4	3	3	4	4	3	3	4	4	3	3	4	4	3	3	4	4	3	4
3	2	3	3	3	2	2	3	2	3	2	3	2	3	3	2	3	2	2	2	3	2	3	3
4	4	3	3	3	4	4	4	3	4	3	4	3	3	4	3	3	3	4	4	3	3	3	3
5	5	5	5	4	5	5	5	5	4	5	5	4	5	4	4	4	5	4	4	4	5	4	5
6	4	4	4	4	4	4	3	4	4	3	4	3	3	3	3	3	3	4	3	3	3	4	3
7	4	5	4	4	5	4	4	4	5	4	5	4	5	4	4	4	4	5	4	5	4	5	5
8	5	5	4	5	4	5	4	5	5	4	4	4	5	5	5	4	5	4	4	5	5	5	5
9	3	4	3	3	4	3	3	4	3	3	4	4	3	3	4	3	3	3	4	3	3	4	3
10	4	4	5	5	4	4	5	5	4	4	5	5	4	4	4	5	4	5	5	4	4	5	5
11	4	4	3	4	4	3	3	3	4	3	3	3	4	3	3	3	3	4	3	3	4	3	4
12	3	4	4	4	4	4	4	4	4	3	4	4	3	4	4	3	3	3	3	3	4	3	3
13	5	5	5	4	4	4	4	4	4	4	5	4	4	4	4	5	4	4	5	4	5	5	5
14	5	4	4	5	5	4	4	5	5	4	4	5	5	4	4	5	5	4	4	5	4	4	5
15	4	4	4	4	3	4	4	3	4	4	3	4	4	3	4	3	4	3	4	3	4	3	3
16	5	4	4	5	5	4	4	5	5	4	4	5	5	4	4	5	5	4	4	5	5	4	5
17	4	5	5	4	5	4	5	5	4	5	5	5	4	5	5	4	5	5	5	4	4	5	4
18	4	4	5	5	4	5	4	4	5	4	4	4	5	4	4	4	4	4	4	5	5	5	5
19	5	4	5	5	4	4	5	5	4	4	5	5	4	4	5	5	4	4	5	5	4	4	5
20	3	4	3	3	3	4	3	4	3	4	4	3	4	4	4	3	3	4	3	4	4	3	4

Respondents	OCU1	OCU2	OCU3	OCU4	OCU5	OCU6	OCU7	OCU8	OCU9	OCU10	OCU11	OCU12	OCU13	OCU14	OCU15	OCU16	OCU17	OCU18	OCU19	OCU20	OCU21	OCU22	OCU23
21	2	2	3	2	2	3	2	3	2	2	2	3	3	3	3	3	3	2	2	3	3	3	2
22	5	4	5	4	5	5	5	5	4	4	5	4	4	5	5	5	4	4	4	5	5	5	5
23	3	3	4	3	4	3	4	4	3	3	3	3	3	3	3	4	3	4	3	4	4	3	4
24	5	4	5	4	4	5	5	5	4	5	5	4	5	4	5	4	5	4	5	5	4	4	4
25	4	4	5	5	4	4	4	4	5	5	5	5	5	4	4	4	5	5	5	4	5	4	5
26	4	4	5	4	4	4	5	5	4	4	4	4	5	5	5	4	4	5	4	5	5	5	5
27	4	5	5	5	4	5	4	5	5	5	5	5	5	4	4	4	4	4	5	4	5	4	4
28	4	4	5	4	4	4	5	5	4	4	4	5	5	5	5	4	5	5	4	4	5	4	5
29	4	5	5	4	4	5	5	5	5	4	5	5	4	5	5	4	5	4	5	5	5	4	4
30	5	5	4	5	5	4	5	4	4	5	4	5	4	4	4	4	5	4	5	4	5	4	4
31	5	5	5	5	4	4	5	5	5	4	5	5	5	5	5	5	5	4	4	4	5	5	4
32	4	4	5	4	5	4	5	4	5	5	4	4	5	4	5	4	4	4	4	4	4	4	5
33	4	5	5	4	4	5	4	5	4	5	5	5	4	5	4	5	4	4	4	4	5	4	4
34	4	4	4	4	5	5	5	5	4	5	4	5	4	4	4	5	4	5	5	4	5	4	5
35	5	5	4	4	5	5	4	4	5	4	5	4	5	5	5	4	5	5	5	5	4	4	5

## 2. Organizational Commitment Variable

Respondents	OCO1	OCO2	OCO3	OCO4	OCO5	OCO6	OCO7	OCO8	OCO9	OCO10	OCO11
1	4	5	5	5	4	5	4	4	5	4	4
2	3	2	3	3	3	3	3	3	3	3	2
3	3	4	4	4	3	4	4	3	3	4	3
4	4	4	3	4	4	3	3	3	3	3	4
5	4	4	5	5	5	4	4	5	5	4	5
6	5	4	4	5	5	4	4	5	5	4	5

Respondents	OCO1	OCO2	OCO3	OCO4	OCO5	OCO6	OCO7	OCO8	OCO9	OCO10	OCO11
7	5	5	4	5	4	5	5	5	5	5	4
8	4	4	5	4	4	4	5	5	4	4	5
9	4	4	5	4	4	4	4	5	5	4	4
10	3	4	3	3	4	3	3	4	3	4	3
11	2	3	3	2	2	3	2	2	3	3	2
12	3	3	4	4	4	4	4	4	3	4	4
13	4	5	4	4	5	4	5	4	5	4	4
14	4	4	4	3	3	3	4	4	3	3	3
15	4	5	5	4	5	5	4	4	5	5	4
16	3	3	3	4	4	4	3	3	3	4	4
17	4	4	4	4	5	4	4	4	4	4	5
18	5	5	5	4	5	4	5	4	4	4	4
19	3	3	3	3	4	3	3	4	3	4	3
20	5	4	5	5	4	4	5	5	4	4	5
21	2	3	3	3	2	2	2	3	3	3	2
22	4	5	5	4	4	5	4	4	5	5	5
23	3	4	3	3	3	4	3	4	4	4	4
24	4	5	4	4	5	5	5	4	4	4	4
25	4	4	4	4	4	5	4	4	4	4	5
26	5	4	4	5	5	5	5	5	5	5	4
27	5	4	4	5	5	4	4	5	4	5	5
28	5	4	4	5	4	4	4	5	4	5	4
29	5	5	5	5	4	5	4	5	5	5	5
30	5	4	4	5	4	5	4	5	5	5	4

Respondents	OCO1	OCO2	OCO3	OCO4	OCO5	OCO6	OCO7	OCO8	OCO9	OCO10	OCO11
31	5	5	4	5	4	5	5	5	4	4	4
32	4	4	4	4	4	5	4	4	4	4	4
33	4	5	4	4	4	4	4	4	5	5	4
34	5	5	5	4	4	4	5	4	4	5	5
35	5	5	5	4	5	4	4	4	4	5	4

### 3. Employee Performance Variable

Respondents	EP1	EP2	EP3	EP4	EP5	EP6	EP7	EP8	EP9	EP10	EP11	EP12	EP13	EP14	EP15	EP16	EP17	EP18	EP19	EP20	EP21	EP22	EP23
1	4	4	5	5	4	4	5	4	4	5	5	4	5	4	4	4	5	4	4	5	4	4	4
2	2	2	3	3	3	3	2	3	2	2	2	3	2	3	2	2	2	3	3	3	2	2	3
3	2	3	2	2	2	3	2	2	3	2	3	3	3	3	2	2	2	2	2	2	2	3	3
4	4	4	4	3	3	3	3	3	4	4	4	3	4	3	4	3	3	3	3	4	4	4	3
5	4	4	5	5	4	5	4	4	4	5	4	4	5	5	4	5	4	4	5	4	4	4	5
6	5	4	4	5	5	4	4	5	5	4	4	5	5	4	4	5	5	4	5	5	4	5	4
7	5	4	4	5	5	4	5	4	4	5	4	5	4	5	4	4	4	5	4	4	5	4	5
8	4	4	5	4	5	5	4	4	4	4	4	4	5	4	4	4	5	5	4	4	4	4	4
9	4	5	4	4	5	4	4	4	4	4	4	5	4	5	5	4	5	4	4	4	4	5	5
10	3	4	3	3	3	4	3	3	3	3	3	4	3	3	4	3	3	4	3	4	3	4	3
11	2	3	2	2	3	3	2	2	3	3	2	3	2	2	3	2	3	2	3	2	3	2	2
12	2	4	2	3	4	4	3	3	4	4	4	4	3	4	4	3	3	3	4	3	4	2	4
13	4	4	5	5	5	4	4	5	4	5	5	5	4	5	4	4	4	4	4	4	4	5	5
14	3	3	3	4	3	3	3	3	4	4	3	3	3	4	3	3	4	3	3	4	3	3	3
15	2	3	2	3	2	2	3	2	2	2	3	3	2	2	2	3	3	2	2	2	3	2	3
16	5	5	4	5	5	4	4	4	5	5	4	4	4	5	5	4	4	5	5	4	4	5	5

Respondents	EP1	EP2	EP3	EP4	EP5	EP6	EP7	EP8	EP9	EP10	EP11	EP12	EP13	EP14	EP15	EP16	EP17	EP18	EP19	EP20	EP21	EP22	EP23
17	5	4	5	5	4	4	4	5	4	4	4	5	4	4	5	5	5	4	5	4	4	5	5
18	4	5	4	4	4	4	4	5	4	4	4	5	4	4	5	5	4	4	5	4	5	4	4
19	4	4	5	5	5	5	4	4	5	5	4	4	5	4	4	4	5	5	4	4	4	5	4
20	5	5	5	4	4	4	4	5	4	4	4	5	5	4	5	4	5	5	5	5	5	4	4
21	2	2	2	2	3	2	3	3	3	2	3	3	3	2	3	3	3	2	3	3	2	2	3
22	5	4	5	5	4	5	5	4	5	5	5	5	4	5	4	5	5	4	5	4	5	5	5
23	3	4	3	3	3	4	4	3	4	4	4	3	3	4	4	3	4	3	3	4	3	3	4
24	5	4	5	5	4	4	4	5	5	4	5	4	4	4	5	5	4	4	4	4	5	5	5
25	5	5	4	4	4	4	4	5	5	4	4	4	4	5	5	4	4	5	5	4	4	4	4
26	5	4	5	5	4	4	4	5	4	4	4	4	4	5	5	5	5	5	5	5	5	5	4
27	5	5	5	5	4	5	4	5	5	5	4	4	5	4	5	4	5	4	4	5	5	5	5
28	5	5	5	5	4	5	5	4	5	5	5	4	4	4	4	5	5	5	4	5	5	5	4
29	4	5	5	5	5	4	5	5	4	4	5	4	4	5	5	5	4	4	5	4	5	5	5
30	5	5	5	5	5	5	5	4	5	5	5	4	5	5	4	4	5	4	4	5	4	5	4
31	4	5	5	5	4	5	4	4	5	5	5	4	4	5	4	4	4	4	4	4	4	5	5
32	5	4	4	5	5	5	5	5	4	4	4	5	4	5	5	4	4	4	5	4	5	4	5
33	5	4	5	4	4	5	5	5	5	5	5	4	4	5	5	5	5	4	5	5	5	5	5
34	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	5	5	4	4	5	4	4	4
35	4	5	4	4	5	4	4	4	5	4	4	5	5	4	5	4	4	5	5	4	4	4	4

#### 4. Company Operational Performance Variable

Respondents	COP1	COP2
1	5	4
2	2	3

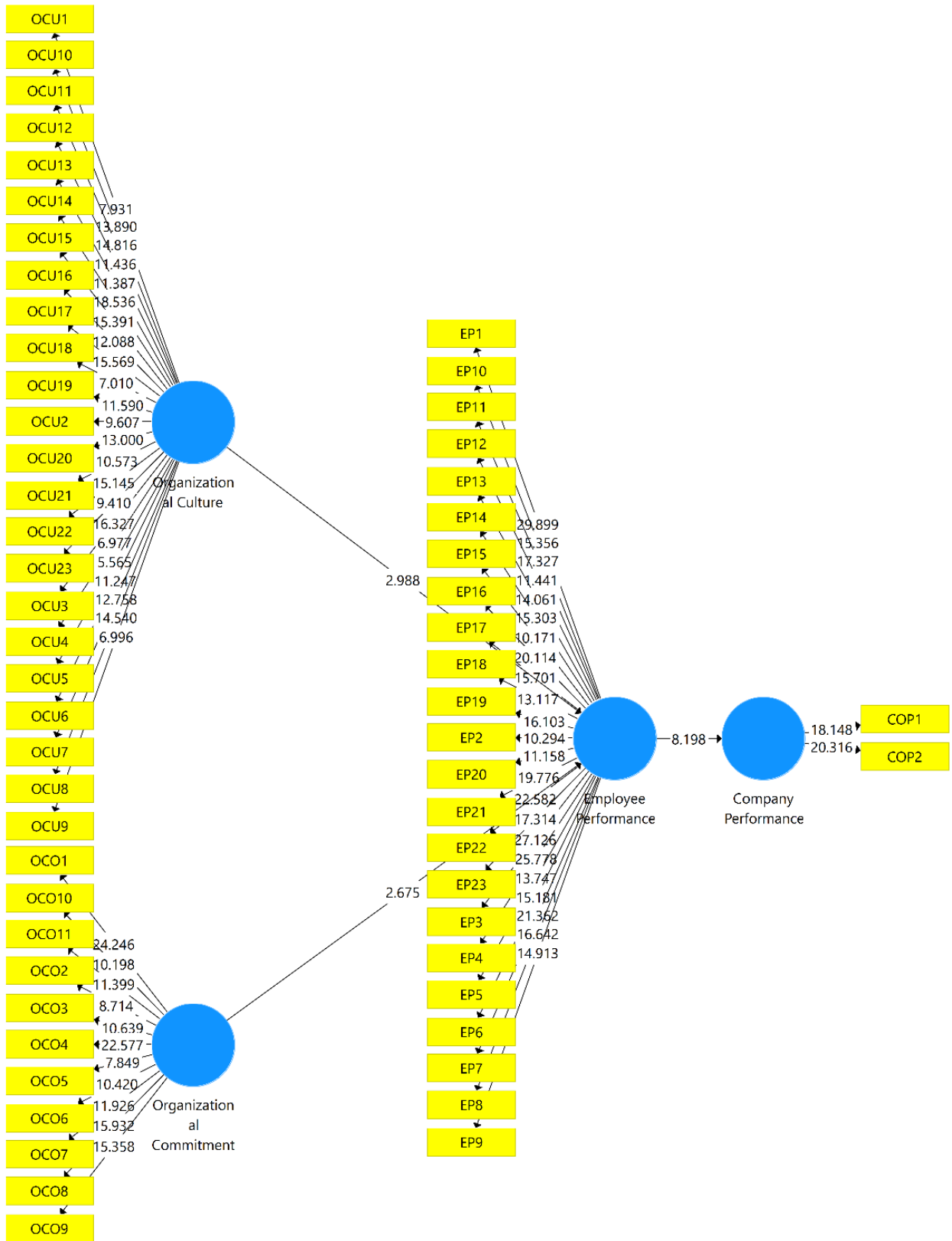
Respondents	COP1	COP2
3	3	2
4	4	4
5	4	5
6	5	4
7	5	4
8	5	4
9	4	5
10	5	4
11	3	2
12	5	5
13	4	4
14	3	3
15	2	3
16	4	5
17	5	5
18	4	5
19	5	5
20	3	3
21	2	3
22	5	5
23	2	3
24	4	5
25	4	5
26	4	5

Respondents	COP1	COP2
27	5	4
28	5	4
29	4	5
30	5	4
31	5	4
32	5	4
33	4	5
34	5	4
35	4	5

الجامعة الإسلامية  
الاستدرا الأندونيسية

# Processing Data with PLS Software

## Measurement Model Output





### CONVERGEN VALIDITY

	Organizational Culture	Organizational Commitment	Employee Performance	Company Performance
OCU1	0.789			
OCU2	0.755			
OCU3	0.810			
OCU4	0.726			
OCU5	0.710			
OCU6	0.779			
OCU7	0.797			
OCU8	0.835			
OCU9	0.719			
OCU10	0.834			
OCU11	0.816			
OCU12	0.796			
OCU13	0.757			
OCU14	0.783			
OCU15	0.810			
OCU16	0.732			
OCU17	0.835			
OCU18	0.752			
OCU19	0.820			
OCU20	0.746			
OCU21	0.785			
OCU22	0.751			
OCU23	0.778			
OCO1		0.887		
OCO2		0.733		
OCO3		0.753		
OCO4		0.854		
OCO5		0.766		
OCO6		0.787		
OCO7		0.823		
OCO8		0.819		
OCO9		0.808		
OCO10		0.764		
OCO11		0.827		
EP1			0.921	

	Organizational Culture	Organizational Commitment	Employee Performance	Company Performance
EP2			0.786	
EP3			0.896	
EP4			0.891	
EP5			0.812	
EP6			0.815	
EP7			0.877	
EP8			0.874	
EP9			0.825	
EP10			0.857	
EP11			0.827	
EP12			0.746	
EP13			0.816	
EP14			0.843	
EP15			0.831	
EP16			0.866	
EP17			0.833	
EP18			0.843	
EP19			0.844	
EP20			0.815	
EP21			0.865	
EP22			0.887	
EP23			0.827	
COP1				0.881
COP2				0.892

الجامعة الإسلامية  
الاستدلال الأدبي

## DISCRIMINANT VALIDITY

### *Fornell-Larcker Criterion*

	Company Performance	Employee Performance	Organizational Commitment	Organizational Culture
Company Performance	0.886			
Employee Performance	0.809	0.844		
Organizational Commitment	0.562	0.740	0.803	
Organizational Culture	0.733	0.738	0.572	0.780

### *Cross Loading*

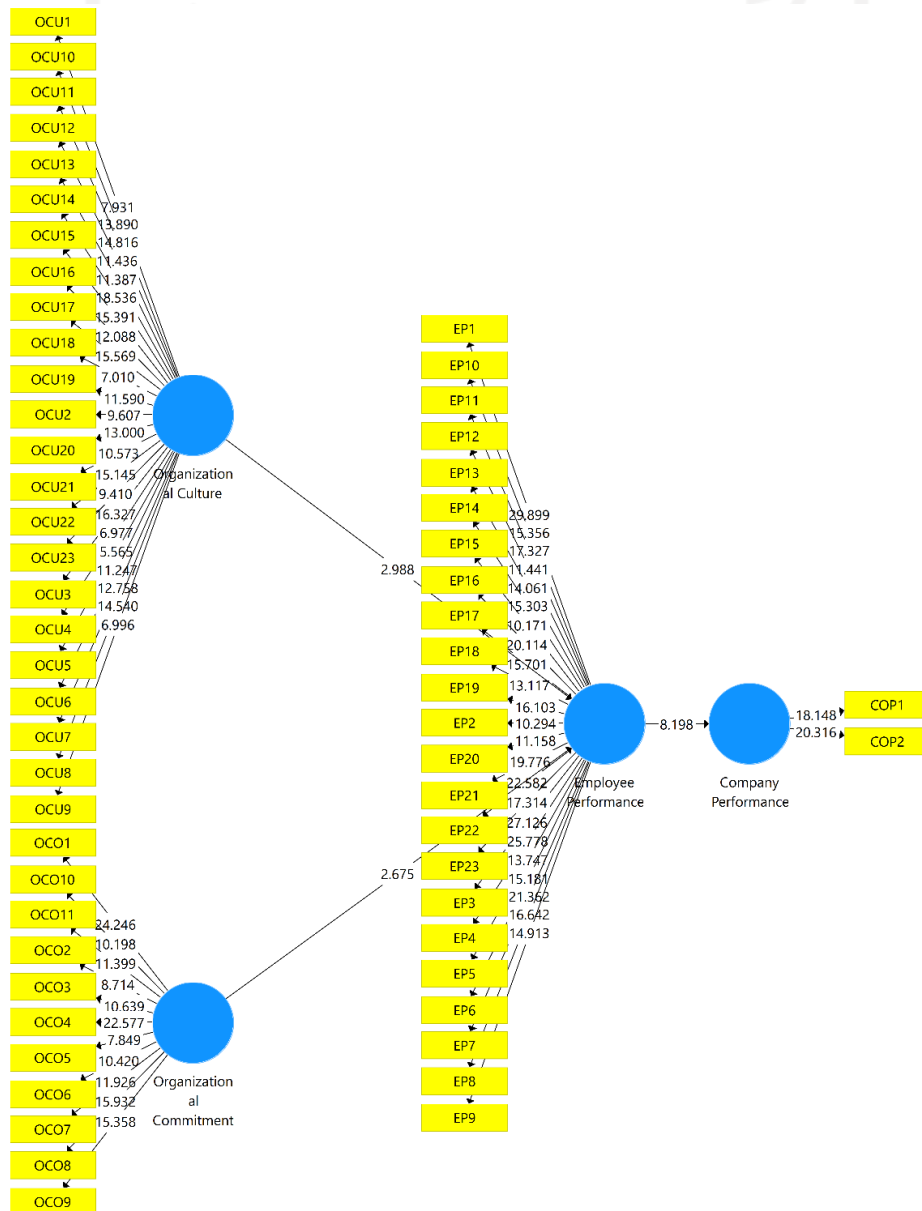
	Organizational Culture	Organizational Commitment	Employee Performance	Company Performance
OCU1	0.789	0.305	0.475	0.476
OCU2	0.755	0.666	0.646	0.587
OCU3	0.810	0.513	0.628	0.663
OCU4	0.726	0.225	0.347	0.470
OCU5	0.710	0.307	0.533	0.576
OCU6	0.779	0.625	0.648	0.651
OCU7	0.797	0.477	0.543	0.641
OCU8	0.835	0.411	0.674	0.653
OCU9	0.719	0.360	0.402	0.470
OCU10	0.834	0.577	0.660	0.569
OCU11	0.816	0.577	0.741	0.783
OCU12	0.796	0.310	0.496	0.588
OCU13	0.757	0.387	0.452	0.347
OCU14	0.783	0.530	0.659	0.660
OCU15	0.810	0.537	0.672	0.681
OCU16	0.732	0.138	0.419	0.406
OCU17	0.835	0.386	0.496	0.475
OCU18	0.752	0.440	0.588	0.542
OCU19	0.820	0.474	0.586	0.647
OCU20	0.746	0.343	0.536	0.424
OCU21	0.785	0.460	0.565	0.455
OCU22	0.751	0.520	0.621	0.663
OCU23	0.778	0.280	0.489	0.418
OCO1	0.533	0.887	0.681	0.460

	<b>Organizational Culture</b>	<b>Organizational Commitment</b>	<b>Employee Performance</b>	<b>Company Performance</b>
<b>OCO2</b>	0.455	0.733	0.447	0.314
<b>OCO3</b>	0.323	0.753	0.397	0.293
<b>OCO4</b>	0.364	0.854	0.654	0.471
<b>OCO5</b>	0.567	0.766	0.617	0.627
<b>OCO6</b>	0.470	0.787	0.538	0.409
<b>OCO7</b>	0.480	0.823	0.559	0.402
<b>OCO8</b>	0.471	0.819	0.676	0.491
<b>OCO9</b>	0.361	0.808	0.567	0.343
<b>OCO10</b>	0.494	0.764	0.553	0.466
<b>OCO11</b>	0.499	0.827	0.716	0.577
<b>EP1</b>	0.645	0.667	0.921	0.683
<b>EP2</b>	0.552	0.645	0.786	0.647
<b>EP3</b>	0.734	0.670	0.896	0.667
<b>EP4</b>	0.784	0.710	0.891	0.725
<b>EP5</b>	0.551	0.492	0.812	0.715
<b>EP6</b>	0.686	0.527	0.815	0.727
<b>EP7</b>	0.649	0.719	0.877	0.657
<b>EP8</b>	0.602	0.647	0.874	0.648
<b>EP9</b>	0.569	0.466	0.825	0.693
<b>EP10</b>	0.705	0.542	0.857	0.711
<b>EP11</b>	0.574	0.708	0.827	0.671
<b>EP12</b>	0.461	0.616	0.746	0.660
<b>EP13</b>	0.520	0.631	0.816	0.653
<b>EP14</b>	0.638	0.641	0.843	0.675
<b>EP15</b>	0.568	0.512	0.831	0.709
<b>EP16</b>	0.670	0.756	0.866	0.738
<b>EP17</b>	0.577	0.629	0.833	0.598
<b>EP18</b>	0.716	0.571	0.843	0.706
<b>EP19</b>	0.603	0.562	0.844	0.713
<b>EP20</b>	0.567	0.587	0.815	0.575
<b>EP21</b>	0.649	0.733	0.865	0.710
<b>EP22</b>	0.645	0.623	0.887	0.733
<b>EP23</b>	0.585	0.661	0.827	0.680
<b>COP1</b>	0.646	0.500	0.700	0.881
<b>COP2</b>	0.654	0.496	0.734	0.892

## CONSTRUCT RELIABILITY

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
<b>Organizational Culture</b>	<b>0.971</b>	<b>0.974</b>	<b>0.973</b>	<b>0.608</b>
<b>Organizational Commitment</b>	<b>0.945</b>	<b>0.951</b>	<b>0.952</b>	<b>0.645</b>
<b>Employee Performance</b>	<b>0.982</b>	<b>0.982</b>	<b>0.983</b>	<b>0.713</b>
<b>Company Performance</b>	<b>0.727</b>	<b>0.728</b>	<b>0.880</b>	<b>0.785</b>

## INNER MODEL



### R-SQUARE

	R Square	R Square Adjusted
Company Performance	0.655	0.645
Employee Performance	0.695	0.676

### Q-SQUARE

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Company Performance	70.000	36.793	0.474
Employee Performance	805.000	429.330	0.467
Organizational Commitment	385.000	385.000	
Organizational Culture	805.000	805.000	

### HYPOTHESIS TESTING

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Culture -> Employee Performance	0.468	0.458	0.156	2.988	0.003
Organizational Commitment -> Employee Performance	0.473	0.492	0.177	2.675	0.008
Employee Performance -> Company Performance	0.809	0.806	0.099	8.198	0.000