

The Influence of Organizational Restructuring, Organizational Culture and Organizational Commitment on Employee Performance at Perum LKBN ANTARA

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ABSTRACT

This study aims to determine the exact and clear empirical picture of the phenomena that exist in Perum LKBN ANTARA and the policies perceived by employees in increasing management professionalism. This study uses a quantitative approach with a survey in order to collect data whose analysis results will be presented in the form of numbers. the results of significant multiple linear regression analysis with a calculated F value of 62.407 with a significance level of 0.000. The significance value is still below the set significance value of 0.05 and positive, so it can be concluded that restructuring, organizational culture and organizational commitment have a significant effect on employee performance at LKBN Antara. The better the restructuring, organizational culture and organizational commitment of Perum LKBN ANTARA, the higher the performance of LKBN Antara's employees. Vice versa, if the restructuring, organizational culture and organizational commitment of Perum LKBN ANTARA are not good, then the performance of LKBN Antara employees will decrease.

Keywords : Organizational Restructuring, Organizational Culture, Organizational Commitment, Employee Performance

INTRODUCTION

In a modern management system, both private and public organizations will always exist and have their legitimacy recognized if they are able to make adjustments to changes and community dynamics. To achieve this, every formal organization often evaluates the performance of its organizational structure so that it correctly issues policies to restructure its organizational apparatus to adapt to changes in the development paradigm and the dynamics that develop in society.

Companies need to evaluate performance by carrying out a series of improvements in order to be able to compete and survive. The way that companies can take in order to stay ahead in the competition is to carry out organizational restructuring. (Akib et al., 2019; Junus et al., 2016; Syam et al., 2018; Zainal et al., 2018) states that organizational restructuring is part of a business strategy to rearrange to realize the company's vision and mission. According to (Karatepe, 2013; Marewo et al., 2020), the theory says that there is an influence of organizational structure on

employee performance in a company, depending on the form of organizational structure used by the company.

A quality and well-planned restructuring process will have a positive impact on the right pattern of employee placement. Appropriate employee placement is the placement of individuals in work organizational units in accordance with their expertise and educational background. This of course greatly affects the performance of employees in these organizational units. Giving equal opportunities to all structures to carry out their functions properly in accordance with the job descriptions that have been set will have a very good effect on improving employee performance in that structure.

In addition, organizational culture has an important role in determining organizational growth. Organizations can grow and develop because the organizational culture contained therein is able to stimulate the morale of the human resources of its members, so that organizational performance increases. Organizational culture is the way people do things in the organization, is a unit of norms consisting of beliefs, attitudes, core values and behavior patterns that are carried out by people in the organization.

Organizational culture should be owned by companies including government agencies so that employees have values, norms, references, and guidelines that must be implemented. Organizational culture is also a unifying employee, reducing conflict, and motivating employees in carrying out their duties well, so that it has a positive effect on behavior and performance. A company or organization that has a strong culture will produce good performance in the long term. A strong culture means that all employees have the same perception in achieving organizational goals. Unity of perception is based on shared values that are believed, norms that are upheld, and patterns of behavior that are adhered to (Cahaya et al., 2019) In addition to the organizational culture described above, according to (Haryono et al., 2019; Niswaty et al., 2015) the quality of human resources that has a strong influence on organizational performance is organizational commitment.

No organization's business environment is static, because everything is bound to change. Changes caused by dynamic and competitive environmental conditions will have an impact on even greater changes. Without competence that is supported by reliable human resources, the organization will have difficulty being able to compete with other organizations.

Employees who are committed to the organization have the potential to improve performance both individually, in groups and in organizations. Employees who have high organizational commitment will give maximum effort voluntarily for the betterment of the organization. They will strive to achieve organizational goals and maintain organizational values. In addition, they will participate and be actively involved in advancing the organization. Employees who have a high commitment will be responsible by being willing to give all their abilities because they feel they belong to the organization. A strong sense of belonging will make employees feel useful and comfortable in the organization (Rozi & Sunarsi, 2020; Sutrisno & Sunarsi, 2019).

Employee performance is one of the benchmarks of organizational performance, so in this case it is necessary to always evaluate the work performance in order to maintain or improve organizational performance and vice versa work performance that is already good must be maintained or even always improved. Many things affect employee performance, including lack of attention to every problem, lack of orientation to the results to be achieved, salaries and wages received by employees are not appropriate, unfair opportunities are given to all employees, no recognition of achievements, a bad place to work. less comfortable, the quantity of work produced is small, and the creativity of employees does not develop, and it shows the low performance of some employees towards the organization.

In this case the researcher wants to highlight three factors, namely restructuring factors,

organizational culture factors and organizational commitment. This selection is based on the fact that these three factors most often appear in theories that discuss the factors that influence employee performance.

The relationship between organizational culture and the success or failure of an organization's performance is believed by scientists of organizational behavior and management as well as a number of researchers to be very closely related. Organizational culture is believed to be the main determinant of the success of organizational performance. The success of an organization to implement aspects or values of its organizational culture can encourage the organization to grow and develop in a sustainable manner.

Performance is the result of someone's work caused by some or variations of that person's efforts, because of the ability and experience of that person. On the basis that performance has different value variations, so that performance has several dimensions, below are the dimensions that build an employee's performance in an organization, namely dimensions (1) quality of work; (2) work quantity; (3) knowledge; (4) reliability; (5) initiative; (6) creativity; and (7) cooperation. (Robins, 2010:248).

This research takes the object of research at Perum LKBN Antara which was founded in 1937 by four friends, Adam Malik, Soemanang, AM Sipahoetar and Pandoe Kartawigoena, when the spirit of national independence was driven by the youth fighters. The National News Agency (LKBN) ANTARA was established based on the Decree of the President of the Republic of Indonesia No. 85 of 1966, which stated that its formation was not profit-oriented. In 2007 LKBN ANTARA changed its status to Public Company (Perum) LKBN ANTARA, in accordance with Government Regulation No. 40 of 2007. Currently Antara News Agency has 33 bureaus and since 2007 LKBN ANTARA has bureau offices in Kuala Lumpur, Tokyo, Beijing, London, , Canberra, and New York.

Perum LKBN ANTARA is a state-owned company engaged in reporting, processing and selling news products consisting of Hardnews Text, Article Text, Hardnews Photo, Photostory, TV Hardnews, TV Features and Infographics.

there is a decrease in employee work performance and shows a low organizational commitment to the company's achievements, there has been no increase in production to produce news products according to the targets set, so it needs improvement. Specifically and in depth, it can be concluded that there is a decrease in employee performance.

In the news production process, there are several obstacles in broadcasting on an Antaranews distribution channel, so that the news broadcast seems slow and the news is no longer updated, this is a serious improvement, especially in broadcasting to be able to update and quickly broadcast on the Antara portal distribution channel.

It is at this time that top management restructures the organization by making the structure effective. The organizational restructuring policy essentially intends to make changes or rearrangement of the management structure so that it is in accordance with the needs of the company. In terms of organizational restructuring, performance improvements can be obtained in various ways, including more efficient and effective implementation, better division of authority so that decisions can be made quickly, and staff competence who are better able to answer problems in each work unit. With this restructuring is expected to have an influence on the performance of the company's employees.

Based on the discussion above, the authors found work ineffectiveness caused by several factors such as a convoluted bureaucracy and a work culture that triggers ineffectiveness so that work performance decreases, the existing work culture and the level of renewal of employee skills on work activities carried out. Then the idea arises of how all these factors are mutually sustainable so that it affects organizational commitment which has an impact on employee performance. So the authors are interested in conducting research with the title "The Effect of

Organizational Restructuring, Organizational Culture and Organizational Commitment on Employee Performance at Perum LKBN ANTARA".

METHOD

This study uses a quantitative approach with a survey in order to collect data whose analysis results will be presented in the form of numbers. According to Quantitative method is (Creswell & Creswell, 2017) a research method based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, sample collection is generally carried out randomly, data collection uses research instruments, data analysis is quantitative or statistical with the purpose of testing the established hypothesis.

To support the completeness of the discussion in this study. Researchers obtained data sourced from primary and secondary data. Primary data is original data collected by researchers to answer their research problems specifically. Primary data is data obtained directly from the source, observed and recorded for the first time. The primary data in this study is data obtained from employees of Perum LKBN ANTARA in the form of data regarding opinions or phenomena from the object under study through filling out questionnaires.

The population in this study were permanent employees of LKBN consisting of Structural, Functional officers of all divisions and implementation at all levels of education, age and gender totaling 180 employees based on data as of December 2019.

The researcher draws the number of research samples by means of simple random sampling (simple random sampling) where the sample is selected at random from a predetermined number. In determining the number of samples to be selected, the authors use an error rate of 5%, because in every study it is impossible for the results to be 100% perfect, the smaller the error tolerance, the more accurate the sample that describes the population. So the sample that will be used in this study is 136 people/respondents

The technique of determining the data in this study the authors made a questionnaire in the form of a statement to be distributed/delivered to all employees of Perum LKBN ANTARA totaling 136 people/respondents as the research sample to describe the state of the entire population where the answers in the statement consist of 5 (five) ratings referring to the scale likert.

After filling out the instrument (questionnaire), then it was withdrawn to be collected by researchers which was then processed and analyzed, based on the number of answers from 4 variables, each filled into the Organizational Restructuring table (X1), Organizational Culture table (X2), Organizational Commitment table (X3) and employee performance table (Y) in the form of numbers which can be found in the attachment.

Furthermore, the tabulation process of data recapitulation of the results of the answers to the questionnaire statements of 136 respondents related to the research variables was carried out, to analyze each variable, the weighting was carried out based on the Likert scale.

RESULT AND DISCUSSION

Simple Linear Regression Analysis

The first hypothesis testing states that restructuring has an effect on employee performance at Perum LKBN ANTARA. The formulation of the hypothesis is:

Ho : B = 0, There is no partial effect between restructuring on employee work performance at

Perum LKBN ANTARA.

H₁ : B ≠ 0, There is a partial effect of restructuring on employee work performance at Perum LKBN ANTARA.

Table 1
Result of Restructuring Variable Regression Processing (X1)

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.186	2.445		7.44	0
	Restructurisation	0.962	0.101	0.635	9.53	0

a. Dependent Variable: Performance

Based on the table above, the test results in the coefficients table are known to have the Unstandardized Coefficients B value of 0.962 with a Sig value. of 0.000. Thus, Ho is rejected and H1 is accepted, meaning that there is a partial and significant effect of Restructuring on Employee Work Performance.

1) Coefficient of Determination Test (R-Square)

The value of the coefficient of determination (R²) is used to measure the magnitude of the influence of the restructuring variable affecting work performance at Perum LKBN ANTARA.

Table 2
Determination Coefficient (H1)

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.635 ^a	0.404	0.399		3.95

a. Predictors: (Constant), Restructurization

Based on the table above, the R-Square value (coefficient of determination) is 0.404, it can be concluded that the magnitude of the influence of the Restructuring variable (X1) on the Employee Performance variable (Y) is 40.4% while the remaining 59.6% is influenced by other factors.

2) Partial Test (t test)

In this study, a significance criterion of 5% (0.05) was used by comparing tcount with ttable, namely as follows:

If tcount < ttable: means Ho is accepted and H1 is rejected (α = 5%)

If tcount > ttable: means Ho is rejected and H1 is accepted (α = 5%)

The amount of ttable is searched by using the formula:

Df = (n-2), then obtained (136-2) = 134, so ttable = 1.979

Table 3
Partial t-Test Results (H1)

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients	Std. Error	Standardized Coefficients		
		B		Beta		
1	(Constant)	18.186	2.445		7.44	0
	Restrukturisasi	0.962	0.101	0.635	9.53	0

a. Dependent Variable: Performance

Source: SPSS 21 year 2019 data processing

Based on the table above, the value of tcount > ttable or (9,527 > 1,979), it is also evidenced by a significance of 0.000. Thus, Ho is rejected and H1 is accepted, this shows that there is a positive and partially significant effect between Restructuring on work performance at Perum LKBN ANTARA.

a. The results of testing the Second Hypothesis, the influence of Organizational Culture on Employee Performance (X2 to Y)

1) Simple Linear Regression Analysis

Testing the first hypothesis states that Organizational Culture has an effect on employee performance at Perum LKBN ANTARA. The formulation of the hypothesis is:

Ho : B = 0, There is no partial influence between Organizational Culture on the Work Performance of employees at Perum LKBN ANTARA.

H1 : B ≠ 0, There is a partial influence of Organizational Culture on the Work Performance of employees at Perum LKBN ANTARA.

Table 4
Results of Organizational Culture Variable Regression Processing (X2)

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients	Std. Error	Standardized Coefficients		
		B		Beta		
1	(Constant)	11.553	2.607		4.43	0
	Organizational Culture	0.516	0.045	0.704	11.5	0

a. Dependent Variable: Performance

Source: SPSS 21 year 2019 data processing.

Based on table 4 above, the test results in the coefficients table are known to have the Unstandardized Coefficients B value of 0.516 with a Sig value. of 0.000. Thus, Ho is rejected and H1 is accepted, meaning that there is a partial and significant influence of Organizational Culture on Employee Work Performance.

1) Coefficient of Determination Test (R-Square)

The value of the coefficient of determination (R^2) is used to measure the magnitude of the influence of the Organizational Culture variable on Work Performance at Perum LKBN ANTARA.

Table 5
Coefficient of Determination (H2)

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error	of the Estimate
1	.704 ^a	0.496	0.492		3.634	

a. Predictors: (Constant), Organizational Culture

Source: SPSS 21 year 2019 data processing

Based on the table above, the R-Square value (coefficient of determination) is 0.496, it can be concluded that the magnitude of the influence of the Organizational Culture variable (X₂) on the Employee Performance variable (Y) is 49.6% while the remaining 50.4% is influenced by other factors.

2) Partial Test (t test)

In this study, a significance criterion of 5% (0.05) was used by comparing tcount with ttable, namely as follows :

If tcount < ttable: means Ho is accepted and H1 is rejected ($\alpha = 5\%$)

If tcount > ttable: means Ho is rejected and H1 is accepted ($\alpha = 5\%$)

The amount of ttable is searched by using the formula:

Df = (n-2), then obtained (136-2) = 134, so ttable = 1.979

Table 6
Partial t-Test Results (H2)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.553	2.607		4.43	0
	Organizational culture	0.516	0.045	0.704	11.5	0

a. Dependent Variable: Performance

Source: SPSS 21 year 2019 data processing.

Based on table 6 above, the value of $t_{count} > t_{table}$ or $(11,474 > 1,979)$, it is also evidenced by a significance of 0.000. Thus, H_0 is rejected and H_1 is accepted, this shows that there is a positive and partially significant influence between Organizational Culture on work performance at Perum LKBN ANTARA.

b. c. The results of the third hypothesis testing, the effect of Organizational Commitment on Employee Work Performance (X^3 to Y)

1) Simple Linear Regression Analysis.

The first hypothesis testing states that Organizational Commitment has an effect on the work performance of employees at Perum LKBN ANTARA. The formulation of the hypothesis is:

$H_0 : B = 0$, there is no partial effect between Organizational Commitment on Employee Work Performance at Perum LKBN ANTARA.

$H_1 : B \neq 0$, There is a partial effect of Organizational Commitment on Employee Work Performance at Perum LKBN ANTARA.

Table 7
Organizational Commitment Variable Regression Processing Results (X^3)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.732	2.263		6.95	0
Commitment	0.705	0.062	0.701	11.4	0

a. Dependent Variable: Performance

Source: SPSS 21 year 2019 data processing.

Based on table 7 above, the test results in the coefficients table are known to have the Unstandardized Coefficients B value of 0.705 with a Sig value. of 0.000. Thus, H_0 is rejected and H_1 is accepted, meaning that there is a partial and significant influence on Organizational Commitment on Employee Work Performance.

2) Coefficient of Determination Test (R-Square)

The value of the coefficient of determination (R^2) is used to measure the magnitude of the influence of the Organizational Commitment variable on the work performance of employees at Perum LKBN ANTARA.

Table 8
Coefficient of Determination (H3)

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error	of the Estimate
1	.701 ^a	0.492	0.488		3.647	

a. Predictors: (Constant), Commitment

Source: SPSS 21 year 2019 data processing.

Based on the table above, the R-Square value (coefficient of determination) is 0.492, it can be concluded that the magnitude of the influence of the Organizational Commitment variable (X3) on the Employee Performance variable (Y) is 49.2% while the remaining 50.8% is influenced by other factors.

3) Partial Test (t test)

In this study, a significance criterion of 5% (0.05) was used by comparing tcount with ttable, namely as follows:

If tcount < ttable: means Ho is accepted and H1 is rejected ($\alpha = 5\%$)

If tcount > ttable: means Ho is rejected and H1 is accepted ($\alpha = 5\%$)

The amount of ttable is searched by using the formula:

Df = (n-2), then obtained (136-2) = 134, so ttable = 1.979

Table 9
Partial t Test Results (H3)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.732	2.263		6.95	0
	Komitmen	0.705	0.062	0.701	11.4	0

a. Dependent Variable: Performance

Source: SPSS 21 year 2019 data processing.

Based on the table above, the value of tcount > ttable or (11,388 > 1.979), it is also evidenced by a significance of 0.000. Thus, Ho is rejected and H1 is accepted, this shows that there is a positive and partially significant influence between Organizational Commitment on Work Performance at Perum LKBN ANTARA.

c. d. The results of testing the 4th hypothesis, the effect of restructuring (X1), Organizational Commitment (X2), Organizational Commitment (X3) on Employee Work Performance (Y)

1) Multiple Linear Regression Analysis.

Testing the fourth hypothesis states that restructuring, organizational culture, organizational commitment affect the work performance of employees at Perum LKBN ANTARA. The formulation of the hypothesis is:

Ho : B = 0, there is no joint influence between Restructuring, Organizational Culture, and Organizational Commitment on the Work Performance of employees at Perum LKBN ANTARA.

H1 : B ≠ 0, There is a Joint Effect of Restructuring, Organizational Culture and Organizational Commitment on Employee Work Performance at Perum LKBN ANTARA.

Table 10
Results of Restructuring Processing, Organizational Culture and Organizational Commitment to Employee Work Performance

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.445	2.45		3.45	0
1 Restructurisation	0.23	0.131	0.152	1.76	0.1
Organizational culture	0.242	0.068	0.331	3.55	0
Commitment	0.369	0.083	0.367	4.44	0

a. Dependent Variable: Performance

Based on Table 4.31 above, the following equation can be made:

$$Y = 8,445 + 0,230 X1 + 0,242 X2 + 0,369 X3$$

- From this equation, it can be explained that the regression coefficient X1 (Restructuring) is positive (0.230), this indicates that the effect of restructuring is in the same direction as employee performance. In other words, restructuring has a positive effect on employee performance. If the restructuring is good, it will have a positive impact on improving the performance of LKBN Antara employees.
- The equation above explains that the regression coefficient X2 (Organizational Culture) is positive (0.242), this indicates that the influence of organizational culture is in line with employee performance. In other words, organizational culture has a positive influence on employee performance. If the level of Organizational Culture is high, it will have a positive impact on the performance of LKBN Antara employees.
- The equation above explains that the regression coefficient of X3 (Organizational Commitment) is positive (0.369), this indicates that the effect of organizational commitment is in line with employee performance. In other words, organizational commitment has a positive influence on employee performance. If the level of organizational commitment is

high, it will have a positive impact on the performance of LKBN Antara employees.

2) Koefisien Determinasi (R-Square)

The value of the coefficient of determination (R²) is used to measure the influence of the independent variables Restructuring, Organizational Culture, and Organizational Commitment on Performance on LKBN Antara.

Table 11
Coefficient of Determination

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	
1	.766 ^a	0.586	0.577		3.315	

a. Predictors: (Constant), Komitmen, Restrukturisasi, Budaya_Organisasi

Based on Table 11, the determination coefficient value is 0.586. This shows that the ability of the restructuring variable, organizational culture and organizational commitment to explain its influence on the employee performance variable at LKBN Antara is 58.6%. While the remaining 41.4% is the influence of other independent variables not examined in this study.

3) Simultaneous Test (F Test)

Simultaneous testing is intended to test the effect of all independent variables together on the dependent variable. In this study to test the effect of the variables Competence, Organizational Climate, and Job Satisfaction simultaneously on Teacher Performance at the Media Lektur Graphics Foundation with the F statistical test (simultaneous test) with a significance ($\alpha=5\%$) or 0.05 and degrees of freedom (dk) with the formula $dk = n-k-1$, where n is the number of respondents and k is the number of variables studied and compares the value of Fcount with Ftable with the following conditions:

If Fcount < t table: means Ho is accepted and H1 is rejected ($\alpha = 5\%$)

If Fcount > t table: means Ho is rejected and H1 is accepted ($\alpha = 5\%$)

The amount of ttable is searched by using the formula: Df (N2) = 136-3-1 and Df (N1) = 3, so $F_{table} = 2.67$.

Table 12
Simultaneous F Test Results (H4)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2057.13	3	685.71	62.407	.000 ^b
	Residual	1450.37	132	10.988		
	Total	3507.5	135			

a. Dependent Variable: Performance

b. Predictors: (Constant), Commitment, Restructuring, Organizational Culture

Based on the table above, it is obtained that the value of Fcount > Ftable or (62.407 > 2.67),

it is also reinforced with a significance of 0.000. Thus, H_0 is rejected and H_1 is accepted, this shows that there is a simultaneous positive and significant influence between Restructuring, Organizational Culture, and Organizational Commitment on the Work Performance of employees at Perum LKBN ANTARA.

Discussion

1. The Effect of Restructuring, Organizational Culture and Work Organizational Commitment on Employee Performance.

Previously, it has been explained through multiple linear quantitative methods that it has been proven that motivation and satisfaction together have a significant effect on employee performance. This is indicated by the results of significant multiple linear regression analysis with a calculated F value of 62.407 with a significance level of 0.000. The significance value is still below the set significance value of 0.05 and positive, so it can be concluded that restructuring, organizational culture and organizational commitment have a significant effect on employee performance at LKBN Antara. The better the restructuring, organizational culture and organizational commitment of Perum LKBN ANTARA, the higher the performance of LKBN Antara's employees. Vice versa, if the restructuring, organizational culture and organizational commitment of Perum LKBN ANTARA are not good, then the performance of LKBN Antara employees will decrease.

Restructuring, organizational culture and organizational commitment also have a contribution to the rise and fall of employee performance by 58.6% while the rest is influenced by other variables besides compensation and work motivation. This is indicated by the coefficient of determination which shows a value of 0.586. Therefore, based on the results obtained in the study, the hypothesis which states that restructuring, organizational culture and organizational commitment affect the performance of LKBN Antara employees can be accepted as true..

2. The Effect of Restructuring on Employee Performance

Based on the value of t-test or t-count of the restructuring variable, where t-count is 9.527 which is greater than t-table at $\alpha = 0.05$, which is 1.979. This means that the restructuring variable partially affects employee performance because the significance value is below $\alpha = 0.05$. Thus, it can be concluded that motivation has a significant effect on employee performance at LKBN Antara.

3. The Influence of Organizational Culture on Employee Performance

The t-test value or t-count of work motivation variables, where t-count is 11,474 greater than t-table at $\alpha = 0.05$, which is 1.979. This means that the organizational culture variable partially affects employee performance because the significance value is below $\alpha = 0.05$. Thus it can be concluded that satisfaction has a significant effect on employee performance at LKBN Antara.

4. The Influence of Organizational Culture on Employee Performance

In the t-test value or t-count of work motivation variables, where t-count is 11,388 which is greater than t-table at $\alpha = 0.05$, which is 1.979. This means that the organizational culture variable partially affects employee performance because the significance value is below $\alpha = 0.05$. Thus it can be concluded that satisfaction has a significant effect on employee performance at LKBN Antara.

CONCLUSION

There is an effect of restructuring on employee performance with $t_{count} > t_{table}$ or (9,527 > 1,979), it is also evidenced by a significance of $0.000 < 0.05$. The R-Square value (coefficient of determination) is 0.404, so it can be concluded that the magnitude of the influence of the Restructuring variable (X1) on the Employee Performance variable (Y) is 40.4% while the remaining 59.6% is influenced by other factors. There is an influence of Organizational Culture on Employee Performance with $t_{count} > t_{table}$ or (11,474 > 1,979), it is also evidenced by the significance of $0.000 < 0.05$. The value of R-Square (coefficient of determination) is 0.496, so it can be concluded that the magnitude of the influence of the Organizational Culture variable (X2) on the Employee Performance variable (Y) is 49.6% while the remaining 50.4% is influenced by other factors. There is an effect of Organizational Commitment on Employee Performance with $t_{count} > t_{table}$ or (11,388 > 1,979), it is also evidenced by a significance of $0.000 < 0.05$. The R-Square value (coefficient of determination) is 0.492, so it can be concluded that the magnitude of the influence of the Organizational Commitment variable (X3) on the Employee Performance variable (Y) is 49.2% while the remaining 50.8% is influenced by other factors. There is the influence of Restructuring, Organizational Culture, Organizational Commitment has an effect on Employee Performance with a value of $F_{count} > F_{table}$ or (62,407 > 2.67), it is also evidenced by a significance of $0.000 < 0.05$. The R-Square value (coefficient of determination) is 0.586. This shows that the ability of the restructuring variable, organizational culture and organizational commitment to explain its influence on the employee performance variable at LKBN Antara is 58.6%. While the remaining 41.4% is the influence of other independent variables not examined in this study.

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