



**Influence of Organizational Structure, Job Analysis and
Organizational Culture on Organizational Performance Mediated by
Organizational Commitment**

AT PT. GRACE JAMES TECHNOLOGY

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Abstract: Organizational performance is at the heart of any for-profit or non-profit organization. Organizational performance is the transformation of inputs into outputs to achieve certain results. PT. Grace James Technology is registered as a company provider implementing services for construction, implementing services for the construction of telecommunications and/or telephone transmission networks and implementing services for the installation of telecommunications and/or telephone distribution networks. This research discusses about The Influence of Organizational Structure, Job Analysis and Organizational Culture on Organizational Performance Mediated by Organizational Commitment, this research was raised because it is important for companies to know what variables affect organizational performance. The purpose of this research is to see how The Effect of Organizational Structure, Position Analysis and Organizational Culture on Organizational Performance Mediated by Organizational Commitment. The data analysis technique used is path analysis using the SPSS 25 application. The research results show Organizational Structure has a positive and insignificant effect on Organizational Commitment at PT. Grace James Technology. Job Analysis has a positive and significant effect on Organizational Commitment at PT. Grace James Technology. Organizational Culture has a positive and significant effect on Organizational Commitment at PT. Grace James Technology. Organizational Structure has a negative and significant effect on Organizational Performance at PT. Grace James Technology. Job Analysis has a positive and significant effect on Organizational Performance at PT. Grace James Technology. Organizational Culture has a negative and significant effect on Organizational Performance at PT. Grace James Technology.

Key words: Organizational Structure, Job Analysis, Organizational Culture, Organizational Commitment, Organizational Performance

PRELIMINARY

Success in achieving its goals is very dependent on the ability of its human resources in carrying out the tasks given. All things that include human resources need to be an important concern for management. Human resources must be managed properly to increase effectiveness and efficiency of organization so that organizational goals can be achieved (Kindangen, Adolfini and Taroreh, 2019).

Organizational performance is at the heart of any for-profit or non-profit organization. Organizational performance is the transformation of inputs into outputs to achieve certain results. Judging from its content, performance informs about the relationship between minimal and effective costs (economy), between effective costs and realized output (efficiency) and between output and achievement of results (effectiveness) (Alansaaria, Yusoff and Ismail, 2019). Performance is also the result of cooperative activities among members or organizational components in order to realize organizational goals (Rizka, Yusuf and Majid, 2015). The related factors that affect organizational performance are organizational structure, job analysis, organizational culture and organizational commitment.

Organizational structure is very important for allocating authority and responsibility in an organization to meet its evolving needs, and emphasizes that once there is a match between processes and structures within an organization, the organization will tend to grow and achieve better performance. Organizational structure can negatively affect the effectiveness and efficiency of employees, as well as their utilization of skills and knowledge. Organizational structure can hinder the way of decision making and communication between different organizational sub-units, affecting the effectiveness, efficiency and growth of the organization. Authority as a key component of the organizational structure is needed to drive organizational performance (Kintu and de Waal, 2021).

Job analysis has grown in scope and application over the last decades. Job analysis is an important source of information about jobs and employers that professionals and managers use to develop documents such as job descriptions, job specifications, and job evaluations and performance standards to improve company performance. Job analysis is a prerequisite for effective and efficient management of overall organizational performance to be achieved steadily (Augustine et al, 2021).

Another predictor of organizational performance that departs from the internal organization is organizational culture. Organizational culture consists of various social phenomena, so it is not surprising that many parties have identified corporate culture as a multi-layered construction. Organizational culture can be defined as a pattern of shared values and beliefs that have resulted in behavioral norms that are adhered to in solving problems (Nuryanto et al, 2020).

The three variables described earlier are related to policies originating from the company. As one of the results of the company policy is the organizational commitment of individual employees. The bond that employees experience within their organizational context is called organizational commitment. Organizational commitment refers to employees' emotional attachment, identification and involvement in the organization. In general, if employees feel committed to the organization they work for, they will feel a connection to that organization. They also tend to be relatively highly productive and more willing to offer help and support. Employee organizational commitment is a key factor in increasing organizational productivity and efficiency (Almaaitaha et al, 2020).

An organization requires employee commitment to create organizational performance. The commitment of an employee in an organization needs to be grown. Every employee in an organization needs to have a commitment to foster superior organizational performance. Employees who are committed to an organization tend to have an impact on the performance of that organization. Employee efforts in providing ongoing support and service to their institutions in

achieving organizational goals in the future are strongly influenced by their organizational commitment (Alansaaria, Yusoff and Ismail, 2019).

As for the various results of previous studies discussing the relationship between organizational structure, job analysis and organizational culture and organizational commitment to organizational performance, there have been no studies that examined these variables together in one study, so these findings reinforce the novelty of this study. Although most of the previous studies used support that there is a relationship between variables, some do not support it, such as the results of research by Marampa, Ari and Angreani (2021) and Fadli, Nugraha and Setiani (2020). In addition, the methods and research objects used in previous studies also varied. This finding emphasizes the existence of a research gap that strengthens the relevance of this research.

Research purposes

The objectives to be achieved in this study are to analyze:

1. Direct influence Organizational Structure of Organizational Commitment at PT. Grace James Technology.
2. The direct effect of Job Analysis on Organizational Commitment at PT. Grace James Technology.
3. Influence direct Organizational Culture on Organizational Commitment at PT. Grace James Technology.
4. The direct influence of Organizational Structure on Organizational Performance at PT. Grace James Technology.
5. The direct effect of Job Analysis on Organizational Performance at PT. Grace James Technology.
6. The direct influence of Organizational Culture on Organizational Performance at PT. Grace James Technology.
7. The direct effect of Organizational Commitment on Organizational Performance at PT. Grace James Technology.
8. The Effect of Organizational Structure on Mediated Organizational Performance by Organizational Commitment at PT. Grace James Technology.
9. The Influence of Job Analysis on Organizational Performance mediated by Organizational Commitment at PT. Grace James Technology.
10. The influence of Organizational Culture on Organizational Performance is mediated by Organizational Commitment at PT. Grace James Technology.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (MSDM) is the activity of planning, procuring, developing, maintaining, and using human resources to achieve goals both individually and organizationally (Soetrisno, 2016: 6). Human resource management is the science and art of managing labor relations and roles in order to be effective and efficient help realize the goals of the company, employees, and society (Susan, 2019). Meanwhile, according to Kasmir (2016: 25), human resource management is the process of managing people, through planning, recruitment, selection, training, development, compensation, career, safety and health as well as maintaining industrial relations until termination of employment in order to achieve company goals and increase the welfare of stakeholders. The importance of HRM is also expressed by Mangkunegara (2016: 5), that human resource planning is very important for organizations (companies) in obtaining qualified prospective employees. HRM plays an important role in the continuity of the company, and to select employees according to the

needs and qualifications of job availability. Because if the employees meet the needs and qualifications of the right company then they can work well.

Organizational Performance

Performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented which is produced over a period of time (Edison, Anwar and Komariyah, 2016: 176). Organizational performance is the totality of work results achieved by an organization. The achievement of organizational goals means that, the performance of an organization can be seen from the level to which the organization can achieve goals based on predetermined goals (Surjadi, 2012: 7). Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined in an organization's strategic planning (Moehariono, 2012: 95). If in the organization every individual works well,

Organizational Commitment

Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his or her organization (Moorhead and Griffin, 2013: 73). According to Darmawan (2013: 169) organizational commitment is a reflective attitude loyalty employee on organizations and ongoing processes in which members of the organization express concern for the organization and its continued success and progress. Organizational commitment is employee or employee loyalty to the organization, which is reflected in high involvement in achieving organizational goals. Loyalty employees or employees are reflected through availability in work, and identification of organizational values and goals (Priansa, 2018: 234).

Organizational structure

The organizational structure is a form of duties and responsibilities that must be coordinated between sections or groups with one another in a company. One application is to form an organizational chart. The organizational chart here describes the duties and responsibilities of each section that must be understood by all members of the company (Colquitt, Lepine and Wesson, 2015: 504). Robbins and Coulter (2016: 322) state that organizational structure is a form of formality of the duties and responsibilities of each part in an organization. The organizational structure is to show how work tasks are formally divided, grouped and formally coordinated (Robbins and Judge, 2015: 231).expected.

Job Analysis

Job analysis is a procedure for determining the tasks and skills demands of a position and what kind of person will be hired for it (Rachmawati, 2017: 35). According to Sedarmayanti (2017: 169), job analysis is the process of gathering information about a particular position and element determination essentials needed to perform a particular job. In addition, job analysis can also be interpreted as a systematic process of determining the skills, duties, and knowledge required to perform certain jobs in an organization. Job analysis systematically collects, evaluates, and organizes information about job job (Handoko, 2016: 32). Based on the definition of job analysis above, the researcher understands that job analysis is an activity of collecting, evaluating data and information related to the employment data of an employee who will become a member or the most important part of the company, for example recruiting new employees. Especially workers who are just applying for vacant positions.

Organizational culture

Organizational culture is essentially the basic values of the organization, which will serve as the basis for attitude, behavior and action for all members of the organization. Organizational culture is the way people behave in organizations and this is a set of norms consisting of shared beliefs, attitudes, core values, and patterns of behavior within the organization (Wardiah, 2016: 196). Organizational culture as what workers feel and how this perception creates patterns, beliefs, values, and expectations (Wibowo, 2016: 15). Organizational culture is a set of values and norms of various results that control the interaction of members of the organization with each other and with people outside the organization (Fahmi, 2015: 47).

Previous research

Augustine et al (2021), in research to explain the correlation between job analysis and corporate performance of business organizations in Nigeria. The method used in this research is associative with a quantitative approach. The population of this study was 400 staff of Niger Mill Plc Calabar, Cross River State. The sample size is 200 respondents determined through the Taro Yamane formula in 1964. The results of the study show that there is a significant relationship between job analysis and the performance of business organizations in Nigeria. It was also found that there is a significant relationship between job description, job specification and evaluation, and company performance of business organizations.

Nasution et al (2021), in a study that aims to test whether there is an influence of analysis of organizational structure and position on work motivation and its influence on the performance of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency. The method used in this research is associative with a quantitative approach. Respondents of this study amounted to 50 employees. The sampling technique uses total sampling. The number of samples that can be used for analysis purposes is 50 people from the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency. The results of the study show that organization has a significant effect on work motivation. Job analysis has a significant effect on work motivation. Organizational structure has a significant effect on performance. Job analysis has a significant effect on performance. Work motivation has a significant effect on performance. Organizational structure has a significant effect on performance through work motivation. Job analysis has a significant effect on performance through work motivation.

Marampa, Ari and Angreani (2021), in research that aims to evaluate the effect of organizational culture and organizational commitment on organizational performance to study how organizational culture helps improve organizational performance. The method used in this research is associative with a quantitative approach. The 150 samples used in this study were company employees. The results of the study show that culture has a positive effect on commitment. The research results also reveal that there is a positive relationship between organizational culture and performance. However, commitment has a negative effect on performance. This insignificant relationship is theoretically supported by the stimulus-organism-response (SOR) theory,

Nugroho (2022), This study analyzes the effect of career development and organizational culture on employee performance with organizational commitment as an intervening variable. The research data uses primary data in the form of a questionnaire. The method of determining the sample using purposive sampling and obtained a sample of 110 respondents. The data analysis used in this study is a structural equation model. The results of this study state that career development and organizational culture have a positive and significant effect on organizational commitment. The results of this study also state that organizational culture and organizational commitment have a

positive and significant effect on employee performance. In addition, career development has no significant effect on employee performance.

MODEL AND RESEARCH HYPOTHESIS

Research Model

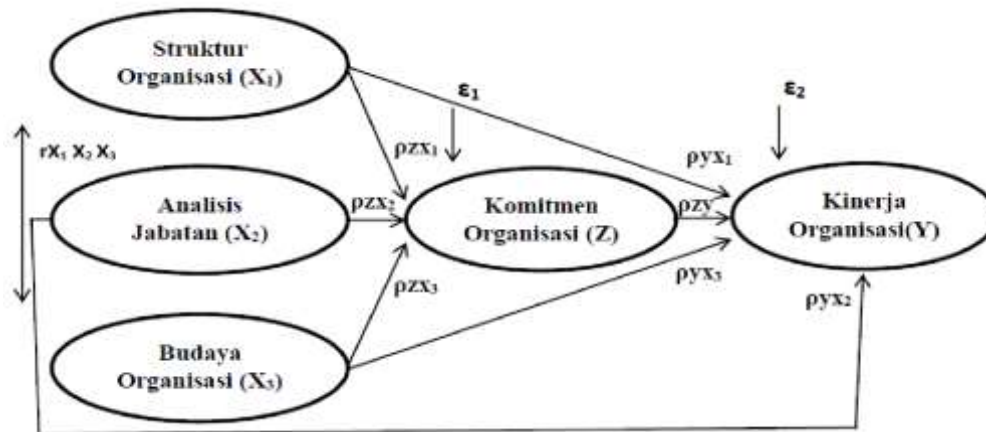


Figure 3.1. Research Model

hypothesis

H1: Organizational Structure has a direct significant effect on Organizational Commitment.

H2: Job Analysis has a direct significant effect on Organizational Commitment.

H3: Organizational Culture has a direct and significant effect on Organizational Commitment. H4: Organizational Structure has a direct significant effect on Organizational Performance.

H5: Job Analysis has a significant direct effect on Organizational Performance.

H6: Organizational Culture has a significant direct effect on Organizational Performance.

H7: Organizational Commitment has a direct significant effect on Organizational Performance.

H8: Organizational Structure has a significant effect on Organizational Performance mediated by Organizational Commitment.

H9: Job Analysis has a significant effect on Organizational Performance mediated by Organizational Commitment.

H10: Organizational Culture has a significant effect on Organizational Performance mediated by Organizational Commitment.

RESEARCH METHODS

Research design

Based on the basic concept of research, this study is included in the category of applied research, which is a careful, systematic and continuous investigation of a problem to be used immediately for specific needs. characteristic practical (Umar, 2019: 11). The approach used in this study is a quantitative approach, which is a research approach based on the philosophy of positivism, used to examine certain populations or samples, collecting data using instrument research, data analysis is statistical, with the aim of testing the hypotheses that have been set (Sugiyono, 2017: 8). Based on the level of explanation, this research is included in the explanatory research category, that

is research that seeks causation between two or more variables to be studied. In this case, it requires a definition of a concept, a conceptual framework, and a theoretical framework, which will need to carry out theorizing activities to generate initial guesses (hypotheses) between one variable and another. The results in explanatory research will determine and see the level of relationship between different variables in a population (Kriyantono, 2015: 69). Based on the research objectives, this research is included in the associative research category, namely research that aims to determine the relationship between two or more variables. Associative research has the highest level when compared to descriptive and comparative research. With associative research, a theory can be built that can function to explain, predict and control a symptom (Sugiyono, 2017: 11).

Population, Sample Size and Sampling Technique

The population is a generalized area consisting of subjects or objects that have certain characters and qualities determined by a researcher to be studied which then draws a conclusion (Sugiyono, 2017: 389). The population of this study are employees of PT. Grace James Technology, totaling 47 people. The sample is part of the population which is the actual source of data in a study that is considered to represent the population Sugiyono (2017: 13). The correct sample members are used according to Sugiyono (2017: 118) in research depending on the desired error rate. The greater the number of samples from the population under study, the smaller the chance of error and vice versa. Because the population is not very large,

Data Types and Sources

The type of data in this research is primary data and data secondary, which is done based on questionnaire data collection methods and data obtained officially by the relevant agencies. In its implementation, primary data was obtained by employees of PT. Grace James Technology, based on a questionnaire regarding Organizational Structure, Job Analysis, Organizational Culture, Organizational Commitment and Organizational Performance. Secondary data was obtained from related agencies, both companies and government or independent institution that has the legality to provide data related to this research.

Data collection technique

The method used in this research is based on interviews and questionnaires. The use of interviews is intended to obtain initial data and also aims to obtain more detailed information in relation to the subjects and objects in this study. In its implementation, it was carried out in a structured (open) or unstructured (closed) manner to respondents, namely employees of PT. Grace James Technology. The use of a questionnaire is intended to obtain primary data from respondents, namely employees of PT. Grace James Technology, regarding Organizational Structure, Job Analysis, Organizational Culture, Organizational Commitment and Organizational Performance.

Variable Operational Definitions

Organizational Performance

1. Organizational performance is the totality of work results achieved by an organization. The achievement of organizational goals means that, the performance of an organization can be seen from the level to which the organization can achieve goals based on predetermined goals (Surjadi, 2012: 7). As for indicators to measure organizational performance used in this study refers to Jerry Harbor (Sudarmanto, 2009: 13), that is: Productivity: ability to produce goods and services; Quality: producing goods and services that meet quality standards; Timeliness (timelines): the time needed to produce the goods and services; Cycle time: the time required in each process of changing the goods and services, then arriving at the customer/consumer; Use of resources: the resources needed to

produce the goods and services; and Cost: costs required.

2. Organizational commitment is employee or employee loyalty to the organization, which is reflected in high involvement in achieving organizational goals. Loyalty employees or employees are reflected through availability in work, and identification of organizational values and goals (Priansa, 2018: 234). As for indicators to measure commitment used in this study refers to Robbins and Judge (2015: 108): Effective commitment, continuing commitment, and normative commitment.

3. The organizational structure is a form of duties and responsibilities that must be coordinated between sections or groups with one another in a company. One application is to form an organizational chart. As for indicators to measure organizational structure used in this study refers to the researcher's synthesis from Robbins's quotation (2015: 464-470), namely: Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, and Formalization.

4. Job analysis is a series of activities in the form of systematically collecting, evaluating, and organizing information about jobs. Job analysis is an activity of collecting data and information related to a particular job or position. The indicators to measure the job analysis used in this study refer to Iskandar and Achmad (2014), as follows:

1. Job Description, includes: Authorities, employee responsibilities, working conditions, work facilities and work standards.

2. Job Requirements (Job Specification), including; Education and training, and Competency.

5. Organizational culture is essentially the basic values of the organization, which will serve as the basis for attitude, behavior and action for all members of the organization. Organizational culture is the way people behave in organizations and this is a set of norms consisting of shared beliefs, attitudes, core values, and patterns of behavior within the organization (Wardiah, 2016: 196). The indicators for measuring organizational culture used in this study refer to Wibowo (2015: 81), namely: Professionalism, Cooperation, Excellent Service, Innovation, and Exemplary

RESEARCH RESULTS AND DISCUSSION

Research result

Research Instrument Test Results

Validity test

The results of testing the validity of the research instruments using the Statistical Product Service Solution (SPSS) for windows are summarized in Table 1 the following:

Table 1. Validity Test Results

Variable	Statement	Pearson Correlation	Sig	Alpha	Status
Organizational structure (X1)	X1.1	0.756	0.000	0.005	Valid
	X1.2	0.807	0.000	0.005	Valid
	X1.3	0.669	0.000	0.005	Valid
	X1.4	0.775	0.000	0.005	Valid
	X1.5	0.782	0.000	0.005	Valid
	X1.6	0.886	0.000	0.005	Valid
	X1.7	0.883	0.000	0.005	Valid
	X1.8	0.856	0.000	0.005	Valid
	X1.9	0.749	0.000	0.005	Valid
	X1.10	0.792	0.000	0.005	Valid
	X1.11	0.669	0.000	0.005	Valid

	X1.12	0.589	0.001	0.005	Valid
Job Analysis (X2)	X2.1	0.786	0.000	0.005	Valid
	X2.2	0.764	0.000	0.005	Valid
	X2.3	0.786	0.000	0.005	Valid
	X2.4	0.826	0.000	0.005	Valid
	X2.5	0.800	0.000	0.005	Valid
	X2.6	0.826	0.000	0.005	Valid
	X2.7	0.702	0.000	0.005	Valid
	X2.8	0.802	0.000	0.005	Valid
	X2.9	0.853	0.000	0.005	Valid
	X2.10	0.867	0.000	0.005	Valid
	X2.11	0.859	0.000	0.005	Valid
	X2.12	0.865	0.000	0.005	Valid
	X2.13	0.703	0.000	0.005	Valid
	X2.14	0.774	0.000	0.005	Valid
Organizational culture (X3)	X3.1	0.849	0.000	0.005	Valid
	X3.2	0.792	0.000	0.005	Valid
	X3.3	0.887	0.000	0.005	Valid
	X3.4	0.898	0.000	0.005	Valid
	X3.5	0.723	0.000	0.005	Valid
	X3.6	0.771	0.000	0.005	Valid
Organizational Commitment (X4)	Z. 1	0.830	0.000	0.005	Valid
	Z. 2	0.786	0.000	0.005	Valid
	Z. 3	0.808	0.000	0.005	Valid
	Z. 4	0.809	0.000	0.005	Valid
	Z. 5	0.872	0.000	0.005	Valid
	Z. 6	0.800	0.000	0.005	Valid
Organizational Performance (Y)	Y. 1	0.654	0.000	0.005	Valid
	Y.2	0.815	0.000	0.005	Valid
	Y.3	0.851	0.000	0.005	Valid
	Y.4	0.831	0.000	0.005	Valid
	Y.5	0.817	0.000	0.005	Valid
	Y.6	0.806	0.000	0.005	Valid
	Y.7	0.650	0.000	0.005	Valid
	Y. 8	0.786	0.000	0.005	Valid
	Y.9	0.779	0.000	0.005	Valid
	Y.10	0.831	0.000	0.005	Valid
	Y.11	0.836	0.000	0.005	Valid
	Y. 12	0.817	0.000	0.005	Valid

Source: Data Processing (2022)

Based on table 1, the results of the validity test of the questionnaire on 30 respondents are explained as follows:

1. Organizational Structure Variable (X1) of the 12 question items (X1.1 – X1.12) obtained the lowest correlation value on item X1.12 = 0.589 with a significance value = 0.000.

2. Job Analysis Variable (X2) from 14 question items (X2.1 – X2.14) obtained the lowest correlation value on item X2.7 = 0.702 with a significance value = 0.000.

3. Organizational Culture Variable (X3) of the 6 question items (X3.1 – X3.6) obtained the lowest correlation value on item X3.5 = 0.723 with a significance value = 0.000.

4. Variable Organizational Commitment (Z) of the 6 question items (Z.1 – Z.6) obtained the lowest correlation value on item Z.2 = 0.786 with a significance value = 0.000.

5. Organizational Performance Variable (Y) of the 12 question items (Y.1 – Y.6) obtained the lowest correlation value on item Y.7 = 0.650 with a significance value = 0.000.

It can be concluded that all questionnaire questions from each variable in the questionnaire are valid because they have a significant value of less than 0.05. Thus the entire questionnaire questions can be used for research.

Discussion result

The Effect of Organizational Structure on Organizational Commitment

Based on the test results show that organizational structure has a positive and not significant direct effect on organizational commitment at PT. Grace James Technology. Based on the frequency distribution of the results of the respondents' answers to the variables of organizational structure and organizational commitment, the scores obtained are in the high category, meaning that the employee's response to this variable is positive, this is in line with the findings of this study, namely organizational structure has no significant positive effect on organizational commitment PT. Grace James Technology. From these findings, the organizational structure that has been formed and applied to the company has a positive influence on commitment in this company, although it does not have a significant effect. It can be said that the commitment formed in the company,

The Effect of Job Analysis on Organizational Commitment

Based on the test results show that Job Analysis has a positive and significant direct effect on organizational commitment at PT. Grace James Technology. Based on the results of the frequency distribution of respondents' answers to the variables of job analysis and organizational commitment, a high score was obtained, this is in line with the findings, namely job analysis has a positive and significant effect on organizational commitment. It can be said that the commitment formed in the company is one of the factors in job analysis. Job specifications and job descriptions applied to this company can have a significant positive impact on company commitment.

The Effect of Organizational Culture on Organizational Commitment

Based on the test results show that organizational culture has a positive and significant direct effect on organizational commitment at PT. Grace James Technology. Based on the frequency distribution of the results of the respondents' answers to the variable organizational culture and organizational commitment, a high score was obtained, this is in line with the findings of this study, namely organizational culture has a significant positive effect on organizational commitment. It can be said that one of the factors that play a role in the formation of commitment to the company is organizational culture. Effective commitment, continuous commitment and normative commitment formed in this company are able to have a positive impact on employee commitment.

The Effect of Organizational Structure on Organizational Performance

Based on the test results show that organizational structure has a negative and not significant direct effect on organizational performance. at PT. Grace James Technology. Based on the frequency distribution of the results of the respondents' answers to the organizational structure and organizational performance variables, they received a high score, but the lowest response to the organizational structure variable was in the item: "Top-level leaders can give authority to their

subordinates regarding how work is carried out" and in the item "The company has regulations related to work and sanctions for non-compliance in writing for employees", this can be a trigger causing a negative influence of the organizational structure on performance. The findings of this study say that organizational structure has a negative and not significant direct effect on organizational performance, which means that the organizational structure formed in this company has not been able to have an impact on company performance. This can be a concern for companies to review the organizational structure based on indicators, namely specialization, departmentalization, chain of command, span of control, centralization and decentralization, as well as from the results of respondents' answers to items that score low.

The Effect of Job Analysis on Organizational Performance

Based on the test results indicate that job analysis has a positive and not significant direct effect on organizational performance. at PT. Grace James Technology. Based on the frequency distribution of the results of the respondents' answers to the variables of job analysis and organizational performance, they get a high score, which means that the respondents' answers are in line with the findings of this study which say that job analysis has a positive and not directly significant effect on organizational performance, which means that job analysis is formed in companies This gives a positive influence although not significant to the company's performance.

The Effect of Organizational Culture on Organizational Performance

Based on the test results show that organizational culture has a negative and not significant direct effect on performance at PT. Grace James Technology. Based on the frequency distribution of the results of the respondents' answers to the organizational culture variable and organizational performance, they got a high score, but the lowest response to the organizational culture variable was in the item: "All employees are happy to provide solutions and input related to the work done", this can be triggers of lack of cooperation between employees which can cause a negative influence of organizational culture. For that leadership at PT. Grace James Technology. to provide opportunities for employees to create their own initiative in carrying out their duties. Companies can also carry out outside activities

The Effect of Organizational Commitment on Organizational Performance

Based on the test results show that organizational commitment has a positive and significant direct effect on organizational performance at PT. Grace James Technology. Based on the frequency of the distribution of respondents' answers, the variables of organizational commitment and organizational performance get a high score, this is in line with the findings of this study which says that organizational commitment has a significant positive effect on organizational performance. High organizational commitment will have a positive influence on employees, namely creating job satisfaction, morale, good work performance and the desire to continue working at PT. Grace James Technology.

The Effect of Organizational Structure on Organizational Performance Through Organizational Commitment

The regression results show that the value of the regression coefficient of Organizational Structure on Organizational Commitment is 0.013 with a standard error of 0.073 and a significance value of 0.864. Then for Organizational Commitment to Organizational Performance get a regression coefficient value of 1.542 with a standard error of 0.247 with a significance value of 0.000. So based on the results of the sobel test calculation, the mediating variable (Z) gets a value of

, because the Z value obtained is <1.96 with a significance level of 5%, thus proving that organizational commitment is not able to mediate the relationship between Organizational Structure and Performance. Based on the frequency of the distribution of respondents' answers to the variables of organizational structure, organizational commitment and organizational performance, the scores of respondents' answers get high results, **0,052630,05263**

The Influence of Job Analysis on Organizational Performance Through Organizational Commitment

The regression results show that the regression coefficient value of Job Analysis on Organizational Commitment is 0.182 with a standard error of 0.055 and a significance value of 0.002. Then for Organizational Commitment to Organizational Performance get a regression coefficient value of 1.542 with a standard error of 0.247 with a significance value of 0.000. Based on the results of the sobel test calculation, the mediating variable (Z) gets a value of , because the Z value obtained is <1.96 with a significance level of 5%, thus proving that organizational commitment is unable to mediate the relationship between job analysis and performance. Based on the frequency of the distribution of respondents' answers for the variables of job analysis, organizational commitment and organizational performance, the scores of respondents' answers get high results, **0,736610,73661**

The Effect of Organizational Culture on Organizational Performance Through Organizational Commitment

The regression results show that the coefficient value of Organizational Culture on Organizational Commitment is 0.405 with a standard error of 0.159 and a significance value of 0.014. Then for Organizational Commitment to Organizational Performance it gets a regression coefficient of 1.542 with a standard error of 0.247 with a significance value of 0.000. Based on the results of the sobel test calculation, the mediating variable (Z) gets a Z value of , because the Z value obtained is <1.96 with a significance level 5% then proves that organizational commitment is not able to mediate the relationship between organizational culture and performance. Based on the frequency of the distribution of respondents' answers to the variables of organizational culture, organizational commitment and organizational performance, the scores of respondents' answers get high results, **1,616811,61681**

CLOSING

Conclusion

1. Organizational Structure has a positive and insignificant effect on Organizational Commitment at PT. Grace James Technology.
2. Job Analysis has a positive and significant effect on Organizational Commitment at PT. Grace James Technology.
3. Organizational Culture has a positive and significant effect on Organizational Commitment at PT. Grace James Technology.
4. Organizational Commitment has a positive and significant effect on Organizational Performance at PT. Grace James Technology.
5. Organizational Structure has a negative and insignificant effect on Organizational Performance at PT. Grace James Technology.
6. Job Analysis has a positive and insignificant effect on Organizational Performance at PT. Grace James Technology.

7. Organizational Culture has a negative and insignificant effect on Organizational Performance at PT. Grace James Technology.

8. Organizational Structure has no significant effect on Organizational Performance through Organizational Commitment at PT. Grace James Technology.

9. Job Analysis has no significant effect on Organizational Performance through Organizational Commitment at PT. Grace James Technology.

10. Organizational Culture has no significant effect on Organizational Performance through Organizational Commitment at PT. Grace James Technology.

Suggestion

1. PT. Grace James Technology should evaluate and rearrange the organizational structure system that can affect organizational performance, taking into account the indicators namely specialization, departmentalization, chain of command, span of control, centralization, decentralization and formalization, so that the structure built can have a positive effect on organizational performance at PT. Grace James Technology. Likewise with the organizational culture that has been built since the founding of the company, the directors and leaders of the company can pay more attention to things that have become the corporate culture, what can be improved and maintained.

2. With the job analysis applied to PT. Grace James Technology, will automatically create convenience for companies in carrying out their work activities. Job analysis in job descriptions is a clear and complete source of information regarding the work of employees in a company, especially at PT. Grace James Technology.

3. For future researchers, it is best to develop this research by using different variables or indicators so that new and possibly more complete information can be obtained about what factors influence and occur in PT. Grace James Technology.

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