



## The Influence Of Organizational Culture And Organizational Commitment On Employee Work Effectiveness With Decision Making As A Mediating Variable

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### ABSTRACT

This research aims to determine whether organizational culture and organizational commitment have a positive and significant effect on employee work effectiveness and to find out how decision making mediates the influence of organizational culture and organizational commitment on employee work effectiveness. This research was carried out using a questionnaire method, namely data collection which was carried out by distributing a list of written questions given to the subjects to be studied, namely 167 respondents, namely 167 employees. The data analysis technique used in this research is SEM (Smart Partial Square) PLS analysis with a significance level of 5%. The results obtained show that Organizational Culture has a positive and significant influence on Work Effectiveness with an Original Sample (O) value of 0.272 so that the influence of organizational culture is 27.2% and positive. However, Organizational Commitment does not have a positive and significant influence on Work Effectiveness with an Original Sample value of -0.033, so it can be concluded that commitment has no influence and has a negative relationship of -3.3%. Furthermore, Decision Making mediates the influence of Organizational Culture on Work Effectiveness positively and significantly, this shows that decision making is able to improve organizational culture in influencing work effectiveness by 18.6%. And Decision Making mediates the influence of Commitment on Work Effectiveness positively and significantly, this shows that decision making is able to increase employee commitment in influencing work effectiveness by 38.3%.



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### Latar Belakang

in carrying out performance it can be said to be effective if employees can produce or achieve work goals and be completed on time in accordance with the plan that has been set. The company in carrying out its operations must have a culture that determines attitudes in determining

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policies and decisions so that it affects the company environment itself and has an impact on the level of Job Satisfaction at work which will directly affect organizational commitment and its implications for employee performance (Tjendana, 2022).

According to (Edison, 2020) organizational culture is the result of the process of melting the cultural style and / or behavior of each individual brought before into a new norm and philosophy, which has energy and group pride in dealing with certain things and goals.

PT Razza Prima Trafo is a company engaged in electrical and mechanical engineering where every employee must have good cooperation between employees. Basically in achieving the effectiveness of a performance can be done with a team or good cooperation between employees. In addition to organizational culture, corporate commitment can also increase employee work effectiveness, this is because organizational commitment is the feelings and attitudes of workers about the entire work organization, meaning that organizational commitment is all the feelings and attitudes of employees towards everything related to the organization where they work. Employees who feel more committed to the organization have a habit of relying on plans to stay longer in the organization and put more effort into their work. In measuring the attitude of organizational commitment, several steps developed by experts in the field of organizational commitment. In research (Wahyudin, 2021) classifies organizational commitment into three separate indicators, namely Affective Commitment, Continuing Commitment, and Normative Commitment.

Based on observations made by researchers at PT Razza Prima Trafo in achieving goals is still categorized as less effective. This can be seen from the achievements of employees to solve problems in the field, as a service company that is assigned to repair electricity, it needs speed in carrying out these tasks. However, this is not in accordance with the expectations and objectives of the company PT Razza Prima Trafo, the slow performance of employees results in less effective employee achievement, so this is a criticism for customers of the company PT Razza Prima Trafo.

PT Razza Prima Trafo provides evidence that the most important factor in creating employee work effectiveness is the organizational culture that exists in the company and the sense of commitment that grows within company employees. PT Razza Prima Trafo is one of the service companies engaged in electrical and mechanical engineering, contactor supplier of C. Class installations that runs with the capabilities of facilities and human resources. The Company is also developing a business that includes maintenance and repair (preventive and corrective) of distribution transformers specifically in North Sumatra. Long-term experience in the field of electrical construction and engineering or transformer repair-maintenance service business to overcome the electricity crisis, which is the most important capital to become a company that excels in its field.

This study aims to determine whether the employees of PT Razza Prima Trafo have the influence of culture and organizational commitment mediated by decision making to create employee work effectiveness. Based on the phenomena that occur at PT Razza Prima Trafo, the authors are interested in conducting research entitled "The Effect of Organizational Culture and Organizational Commitment on Employee Work Effectiveness with Decision Making as a Mediating Variable at PT Razza Prima Trafo".

## **Literature review**

### **Organizational Culture**

According to (Drucker, 2014), organizational culture is the object of solving various external and internal problems, the implementation of which is constantly carried out by the group, which is then transmitted to new members as the right way to understand, think, and feel different problems. Meanwhile, according to (Nurhidayati, 2015), it means that organizational culture is a joint activity that has beliefs and values that exist in an organization which is used as a reference for employees to behave that has been implemented by an organization.

According to (Robbins, 2016) several indicators in organizational culture include:

1. *Innovation and risk taking.*
2. *Attention to detail.*
3. *Outcome orientation.*
4. *People Orientation.*
5. *Team Orientation.*
6. *Aggressiveness.*
7. *Stability.*

### **Organizational Commitment**

According to (Griffin, 2020) states that "states that organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to the organization", namely that organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to the organization. Employees who feel more committed to the organization have habits of relying, plan to stay longer in the organization and put more effort into their work. In measuring the attitude of organizational commitment, several steps have been developed by experts on organizational commitment. (Wahyudin, 2021).

According to (Robbins, Stephen P. & A. Judge, 2017) states that "organizational commitment is defined as the extent to which the employee identifies his organization and his goal of wanting to maintain his organizational membership", namely organizational commitment is defined as the extent to which the employee identifies his organization and his goal of wanting to maintain his organizational membership. In other words, organizational commitment is an attitude that reflects employee loyalty to the organization and is a continuous process in which organizational members express concern for the organization and its continued success and progress.

According to (Sopiah & Sangadji, 2020) organizational commitment has several indicators, namely:

1. Affective Commitment
2. Normative Commitment
3. Continuence Commitment

### **Decision Making**

According to (Jones, 2005), decision making in general "*decision making can be defined as the process by which members of an organization choose a specific course of action to respond to opportunities and problems that confront them*". Decision making can also be defined by the process by which organizational members choose certain actions to respond to the opportunities and problems they face. Of course, organizations do not run away from problems, of course, they need members of the organization who are concerned about the situation of the organization. In a problematic situation, one hopes to find a way out of several available options.

Decision-making is the process of identifying a problem based on a number of available alternatives to find the best solution to the problem using the following indicators:

1. Identify the problem,
2. Create alternative solutions,
3. Considering alternative solutions,
4. Evaluating the decision.

### **Work Effectiveness**

According to (Misnawati, 2016) efficiency is the use of resources, goals, and infrastructure to a certain extent that is consciously predetermined to produce many goods for services from the activities to be carried out. The term performance is often used in an organizational or business context to describe whether or not the company's chosen goals are suitable. This effectiveness can be seen from the advantages or benefits of the goods chosen for the benefit of the



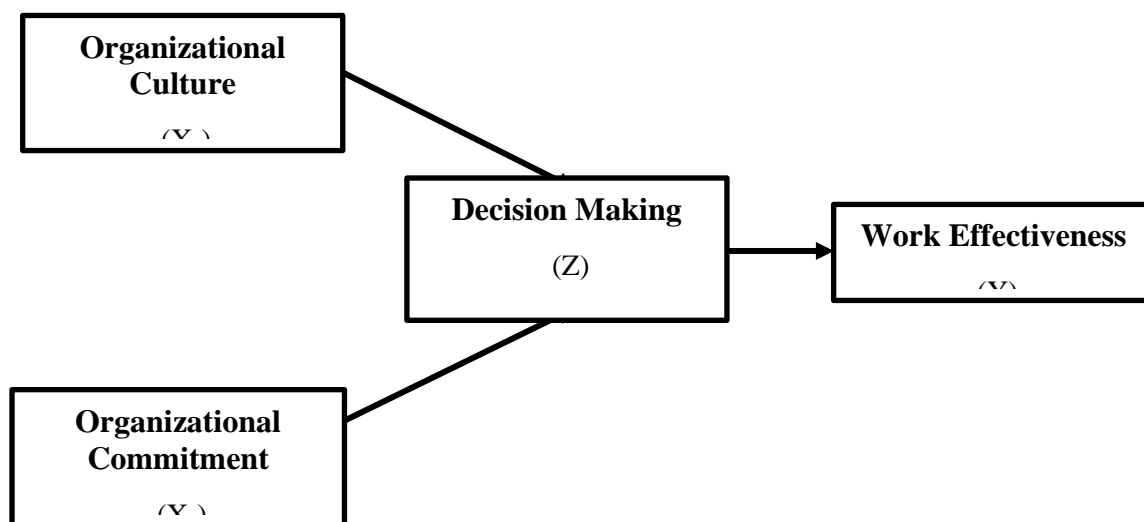
organization or company. Efficiency is also often used to measure the success of an organization or business involved in a proposed program. The management of an organization or company can be said to be successful if the goals or objectives that have been set can be achieved and bring benefits to the company.

According to (Gani, 2020) effectiveness is the relationship between output and goals. That is, effectiveness is a measure of how far the level of output, policies and procedures of the organization achieve the goals set. In a theoretical or practical sense, there is no universal agreement on what is meant by "effectiveness".

Organizational effectiveness is a measure of the success of an organization Regarding several indicators to measure work effectiveness according to (Gani, 2020):

1. Quality of work
2. The amount of work
3. Volume of work.
4. Time usage

The conceptual framework in this research is as follows:



**Figure 1.** Conceptual Framework

## Research method

The population in this study were all employees of PT Razza Prima Trafo, totaling 286 employees. Determination of the number of samples or respondents is determined based on the results of calculations using the Slovin formula (Sugiyono, 2016):

$$n = \frac{N}{1 + Ne^2}$$

Description :

n = number of samples

N = total population

e = standard error or percent allowance for error in sampling (5%).

$$n = \frac{286}{1 + 286 (0.05)^2}$$



$$n = \frac{286}{1 + 0,715}$$

$$n = 166,7$$

= 166,7 rounded up to 167.

So it can be said that the sample of this study amounted to 167 respondents, namely 167 employees at PT Razza Prima Trafo from the total population.

### Data analysis and result

Structural Equation Modeling (SEM) is an analytical technique that is able to analyze the relationship between latent variables and their indicators, latent variables with each other, and directly able to measure errors. If the assumptions of covariance-based SEM are not met, another method that can be used for theory testing is the partial least square (PLS) method. PLS is an analytical method that is often referred to as soft modeling because it is able to eliminate the assumptions of PLS regression. PLS can be used to test weak theories and data such as small sample sizes or data normality problems. PLS has two models, namely the outer model (measurement model) and the inner model (structural model) (Riyanti, 2018).

Direct effect analysis is useful for testing the hypothesis of the direct effect of an influencing variable on the influenced variable.

According to (Juliandi, 2018) the direct effect measurement criteria include:

1. The path coefficient, if the path coefficient value is positive, the effect of a variable on is unidirectional, if the value of an influencing variable increases or increases, the value of the affected variable also increases or increases. If the path coefficient value is negative, the effect of a variable on is in the opposite direction, if the value of an influencing variable increases / increases, the value of the influenced variable decreases.
2. Profitability/significant value or P -value, if the P-value <0.05 then it is significant. And if the P-value > 0.05 then it is not significant.

Indirect effect analysis is useful for testing the indirect hypothesis influence of an influencing variable on the influenced variable mediated by an intervening variable. According to (Juliandi, 2018) the criteria for assessing the indirrect effect are:

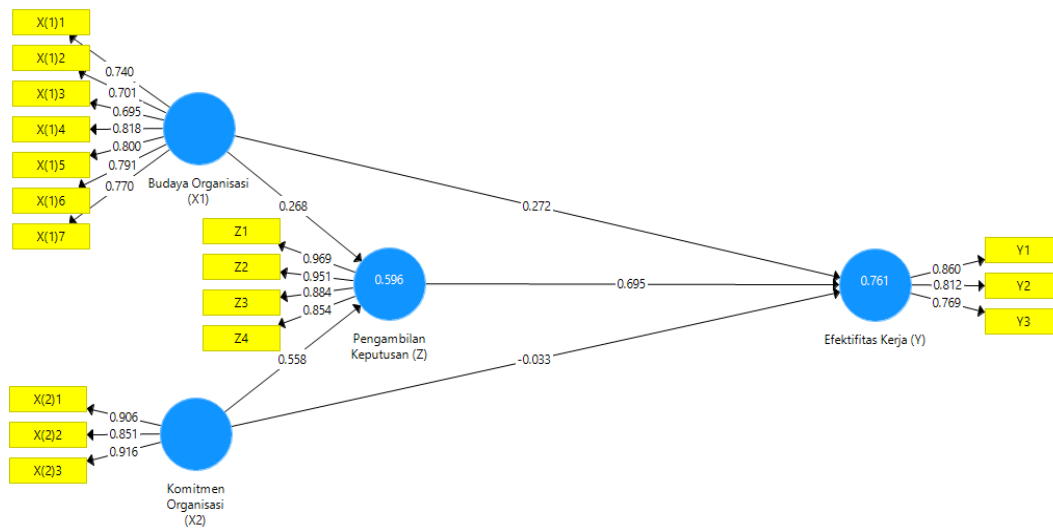
1. If the P-values <0.05, it is significant, which means that the mediator variable mediates the effect of an influencing variable on an influenced variable. In other words, the effect is indirect.
2. If the P-values > 0.05, it is not significant, which means that the mediator variable does not mediate the effect of an influencing variable on an influenced variable. In other words, the effect is direct.

### Result And Discussion

The measurement model (Outer Model) aims to determine how indicators can present construct variables. This will test whether the research model used can be tested several times and show correct and consistent results. The PLS estimation method using the SmartPLS 3 application obtained a full model path diagram of the Organizational Culture (X1), Organizational Commitment (X2), Work Effectiveness (Y), and Decision Making (Z) variables presented in the form of a picture:







**Figure 1. Outer Model Standardization Coefficient**

Source: Researcher Processed Data

The next stage is the validity test which consists of convergent validity and discriminant validity and reliability, as follows:

Convergent Validity or convergent validity aims to measure the accurate level of an item or set of items. In this test using Factor Loading (FL) as a parameter with the rule if the FL value > 0.6 then the item is declared valid. The following are the results of convergent validity testing:

**Table 1. Factor Loading Test Results (FL)**

| Variable                       | Manifest Variable | Factor Loading | Indicator | Conclusion |
|--------------------------------|-------------------|----------------|-----------|------------|
| Organizational Culture (X1)    | X1 --> 1          | 0.740          | ≥ 0,60    | Valid      |
|                                | X1 --> 2          | 0.701          | ≥ 0,60    | Valid      |
|                                | X1 --> 3          | 0.695          | ≥ 0,60    | Valid      |
|                                | X1 --> 4          | 0.818          | ≥ 0,60    | Valid      |
|                                | X1 --> 5          | 0.800          | ≥ 0,60    | Valid      |
|                                | X1 --> 6          | 0.791          | ≥ 0,60    | Valid      |
|                                | X1 --> 7          | 0.770          | ≥ 0,60    | Valid      |
| Organizational Commitment (X2) | X2 --> 1          | 0.906          | ≥ 0,60    | Valid      |
|                                | X2 --> 2          | 0.851          | ≥ 0,60    | Valid      |
|                                | X2 --> 3          | 0.916          | ≥ 0,60    | Valid      |
| Work Effectiveness (Y)         | Y1                | 0.860          | ≥ 0,60    | Valid      |
|                                | Y2                | 0.812          | ≥ 0,60    | Valid      |
|                                | Y3                | 0.769          | ≥ 0,60    | Valid      |
| Decision Making (Z)            | Z1                | 0.969          | ≥ 0,60    | Valid      |
|                                | Z2                | 0.951          | ≥ 0,60    | Valid      |
|                                | Z3                | 0.884          | ≥ 0,60    | Valid      |
|                                | Z4                | 0.854          | ≥ 0,60    | Valid      |

Sumber: Source: Researcher Processed Data, 2023.

The table above explains that the question items for the organizational culture variable (X1), Organizational Commitment (X2), Work Effectiveness (Y), and Decision Making (Z) have a factor loading value above 0.6. So it can be concluded that all indicators of organizational culture variables (X1), Organizational Commitment (X2), Work Effectiveness (Y), and Decision Making (Z) in this study are declared valid.

The next test is convergent validity which has indicator rules and question items are considered valid if the AVE value is above 0.5. The results of the AVE evaluation can be seen in the table below:

**Table 2. AVE Test Results**

| Variable                       | AVE Value    | Indicator | Conclusion |
|--------------------------------|--------------|-----------|------------|
| Organizational Culture (X1)    | <b>0.578</b> | ≥ 0,50    | Valid      |
| Organizational Commitment (X2) | <b>0.664</b> | ≥ 0,50    | Valid      |
| Work Effectiveness (Y)         | <b>0.795</b> | ≥ 0,50    | Valid      |
| Decision Making (Z)            | <b>0.839</b> | ≥ 0,50    | Valid      |

Source: *Researcher Processed Data.2023*

Based on the AVE test in table 2, it can be concluded that the convergent validity test is declared valid. This is because all variables have an AVE value of more than 0.5. The next test is discriminant validity.

Reliability test must be carried out to determine whether each item on the questionnaire meets the credibility criteria. This study uses two methods in the reliability test, namely Cronbach's alpha to measure the lower limit of the reliability value of an item and composite reliability to measure the true value of the reliability of a construct. The question item is said to be reliable, if the Cronbach's alpha and composite reliability indicator values are above 0.60. The results of the Cronbach's alpha and composite reliability assessment can be seen in the following table:

**Table 3. Cronbach's Alpha**

| Variables                      | Cronbach's Alpha | Indicator | Conclusion |
|--------------------------------|------------------|-----------|------------|
| Organizational Culture (X1)    | <b>0.878</b>     | ≥ 0,60    | Reliable   |
| Organizational Commitment (X2) | <b>0.750</b>     | ≥ 0,60    | Reliable   |
| Work Effectiveness (Y)         | <b>0.871</b>     | ≥ 0,60    | Reliable   |
| Decision Making (Z)            | <b>0.935</b>     | ≥ 0,60    | Reliable   |

Source: *Researcher Processed Data, 2023.*

Table 3 shows the results of reliability testing using Cronbach's alpha assessment indicators have a value above 0.60 so that it can be concluded that all construct variables and indicators in this study are reliable because they have a value above the minimum indicator. because it has a value above the minimum indicator. The next explanation will discuss the results of the composite reliability assessment indicator:

**Table 4. Composite Reliability**

| Variables                      | Composite Reliability | Indicator | Conclusion |
|--------------------------------|-----------------------|-----------|------------|
| Organizational Culture (X1)    | <b>0.905</b>          | ≥ 0,60    | Reliable   |
| Organizational Commitment (X2) | <b>0.855</b>          | ≥ 0,60    | Reliable   |
| Work Effectiveness (Y)         | <b>0.921</b>          | ≥ 0,60    | Reliable   |
| Decision Making (Z)            | <b>0.954</b>          | ≥ 0,60    | Reliable   |

Source: *Researcher Processed Data.2023*

Table 4 above shows that all variables in this study have a value above 0.60 so that it can be interpreted that based on the composite reliability assessment indicators, all indicators in this study have met the requirements. The reliability test in this study using Cronbach's alpha and composite reliability assessment indicators meets the criteria or has met the requirements.

In the structural model (inner model) using the bootstrapping menu in the SmartPLS application which obtained a path coefficient image of each variable as follows:

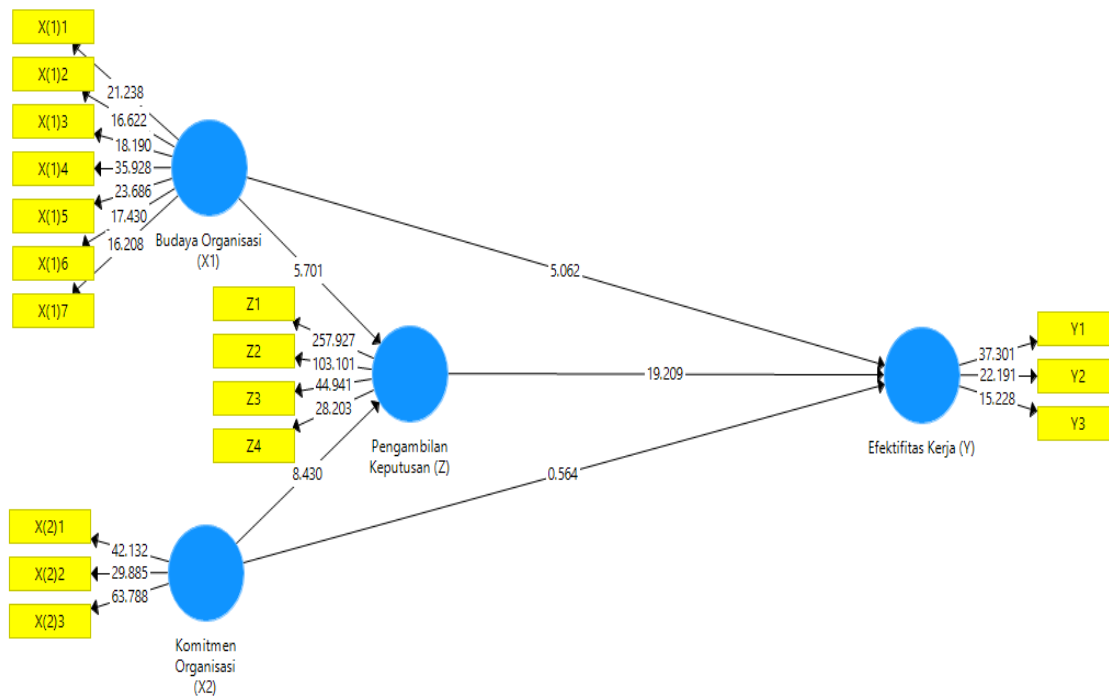


Figure 2. Path Diagram of Inner Model Testing

Source: Researcher Processed Data.2023

The next test or the second test in this study is the structural model (inner model) through three types of evaluation, namely R square, Q square assessment and Path Coefficient assessment, t value and p value.

The table below shows the results of the calculation of R2 in research on the Effectiveness variable:

Table 5. R Square Test Results

| Variables          | R Square     |
|--------------------|--------------|
| Work Effectiveness | <b>0,761</b> |

Source: Researcher Processed Data, 2023.

Based on table 5, it explains that the dependent variable (dependent) work effectiveness has an R2 value of 76.1%. This percentage means that the exogenous (independent) variables of organizational culture and organizational commitment describe the endogenous (dependent) variable of work effectiveness by 76.1%, while the other 23.9% is described by other factors not examined in this study.

The second evaluation is Q2. This Q2 (predictive relevance) analysis is used to measure how well the path model can predict the original data values. If the Q Square value is greater than 0 (zero), it indicates that the model has a relevant predictive value. The following are the results of the calculation of the Q Square value:

**Table 6. Q-Square Test Results**

| Variables          | Q Square     |
|--------------------|--------------|
| Work Effectiveness | <b>0,757</b> |

Source: Researcher Processed Data, 2023.

The table above explains that the work effectiveness variable (Y) has a Q2 value of 0.757, which means that the variable's predictive relevance is classified as medium. Therefore, the data analysis process can be continued to the hypothesis testing stage through Path Coefficient analysis, t value and p value.

In testing the hypothesis in this study, 3 (three) assessment indicators were used, namely based on the Path Coefficient value, t-value and p-value. The hypothesis is accepted if the t-statistic or t-value > 1.654 (two tailed test), then the hypothesis is accepted. And if the p-value ≤ 0.05 (two tailed test), the hypothesis is accepted. The following is hypothesis testing in this study:

**Table 7. Hypothesis Test Results Through Path Coefficient, t-value and p-value**

| Variables  | Original Sample(O) | T Statistics (O/STDEV) | p-Value s    | Hypothesis Conclusion |          |
|------------|--------------------|------------------------|--------------|-----------------------|----------|
|            | Path Coefficient   | t-Value                |              | Ho                    | Ha       |
| X1 → Y     | 0.272              | 5.062                  | <b>0.000</b> |                       | Accepted |
| X2 → Y     | -0.033             | 0.564                  | <b>0.573</b> | Accepted              |          |
| X1 → Z → Y | 0.186              | 5.556                  | <b>0.000</b> |                       | Accepted |
| X2 → Z → Y | 0.388              | 8.565                  | <b>0.000</b> |                       | Accepted |

Source: Researcher Processed Data, 2023.

Description: t-value obtained from:

$$df = n - k$$

(n = sample 167 and k = number of variables 4)

So,  $df = 167 - 4 = 163$  the t-table value of 167 2-way tests 5% (0.025) is 1.654

Based on table 7 above, it explains the results of hypothesis testing in this study, as follows:

### **Organizational Culture Organizational Commitment and influence on Employee Work Effectiveness**

Based on the analysis, it can be seen that organizational culture has an effect on the effectiveness of the work of employees of PT Razza Prima Trafo, this can be seen from the P Values (0.000) < 0.05 and t statistics (5.062) > 1.654, it is concluded that organizational culture has an effect on the effectiveness of the work of employees of PT Razza Prima Trafo. This shows that

if the organizational culture at PT Razza Prima Trafo Medan is in the good category, the effectiveness of employee work is also good, otherwise if the organizational culture is not good, the effectiveness of employee work in doing work is not good. Therefore, it is necessary for companies to build a good organizational culture to achieve work effectiveness in accordance with expectations such as every employee carrying out tasks based on the SOP built by the company and working with direction and every employee can work together to achieve good work results.

However, organizational commitment has no effect on the work effectiveness of PT Razza Prima Trafo employees, this can be seen from the P Values (0.573) > 0.05 and t statistics (0.564) < 1.654, it is concluded that organizational commitment has no effect on the work effectiveness of PT Razza Prima Trafo employees. This is because not all employees feel comfortable at work or affective commitment is not owned by employees at PT Razza Prima Trafo, where these employees make the company a stepping stone to get a better job. In addition, for employees who work but are not in accordance with their fields or skills so that this commitment does not occur, so that it can affect employee work results which result in ineffective work results produced by employees. In the characteristics of respondents, employees who work at PT Razza Prima Trafo have an average high school educational background of 64% of the total respondents and with a dominating age of 21-30 years, this shows that the work experience possessed by PT Razza Prima Trafo employees is not enough and at that age in general someone is still looking for the right identity to decide the right job and according to their skills. That way organizational commitment is not established at PT Razza Prima Trafo to increase employee work effectiveness.

### **Decision Making mediates the influence of Organizational Culture and Organizational Commitment on Employee Work Effectiveness**

Based on the analysis, it can be seen that decision making mediates the influence of organizational culture on the effectiveness of the work of employees of PT Razza Prima Trafo, this can be seen from the P Values (0.000) < 0.05 and t statistics (5.556) > 1.654, it is concluded that decision making mediates the influence of organizational culture on the effectiveness of the work of employees of PT Razza Prima Trafo.

Furthermore, decision making mediates the effect of organizational commitment on the effectiveness of the work of employees of PT Razza Prima Trafo, this can be seen from the value of P Values (0.000) < 0.05 and t statistics (8.565) > 1.654, it is concluded that decision making mediates the effect of organizational commitment on the effectiveness of the work of employees of PT Razza Prima Trafo. The results of this study are in accordance with research conducted by (Dewi Resmanasari, 2022) with the research title "The Effect of Commitment and Organizational Culture on Employee Work Effectiveness and Decision Making Mediating the Prokopim Section at the Regional Secretariat of Sukabumi City" suggesting that commitment has a significant effect on Work Effectiveness, organizational culture has no significant effect on Work Effectiveness, Commitment and organizational culture have a significant effect on Work Effectiveness, and Decision making mediates the influence of Commitment and Organizational Culture on Work Effectiveness.

Based on the description above, it can be seen that decision making mediates the influence of organizational culture and organizational commitment on the work effectiveness of employees of PT Razza Prima Trafo so that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted.

From the point of view of respondents' answers regarding each of the statements given based on the indicators and research variables, it can be seen that the majority of respondents' answers were undecided and disagreed, this shows that there are problems found in each respondent regarding organizational culture, organizational commitment and employee work effectiveness mediated by decision making at PT. Razza Prima Trafo. So it can be seen that the organizational culture at PT Razza Prima Trafo is low, the organizational commitment at PT Razza Prima Trafo is very low, and the effectiveness of employee work at PT Razza Prima Trafo is also very low after being mediated by decision making. This is due to the working knowledge of employees at PT Razza Prima Trafo, it is known that the average employee with the latest high school education is

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99 people with a percentage of 59.4% of the total employees. Based on the characteristics of the respondents, there are still many employees who do not have good knowledge and decision making in running an organization, namely around 59.4% of employees who work with high school graduates with poor decision making.

### Conclusion And Recommendation

Based on the results and discussion of the research, the research conclusions are:

1. Organizational culture affects the work effectiveness of employees of PT Razza Prima Trafo, while organizational commitment has no effect on the work effectiveness of PT Razza Prima Trafo employees. This can be seen from the results of the analysis of the variable effect of organizational culture on employee work effectiveness found that the p values of  $0.000 < 0.05$  and t statistics  $5.062 > 1.654$  so it can be concluded that organizational culture affects the effectiveness of employee work at PT. Razza Prima Trafo. Meanwhile, the analysis of the variable effect of organizational commitment on employee work effectiveness found that the p values are  $0.573 > 0.05$  and t statistics  $0.564 < 1.654$  so it can be concluded that organizational commitment has no effect on the effectiveness of employees of PT. Razza Prima Trafo.

2. Decision making mediates the influence of organizational culture and organizational commitment on the work effectiveness of employees of PT Razza Prima Trafo. This can be seen from the results of the analysis, found p values of  $0.000 < 0.05$  and t statistics of  $5.556 > 1.654$  on the decision-making variable mediating the effect of organizational culture on employee work effectiveness. With these results it can be concluded that decision making mediates the influence of organizational culture on employee work effectiveness at PT Razza Prima Trafo. Furthermore, in the analysis of the decision-making variable mediating the effect of organizational commitment on employee work effectiveness, it was found that the p value was  $0.000 < 0.05$  and the t statistic was  $8.565 > 1.654$ , it can be concluded that decision-making mediates the effect of organizational culture on employee work effectiveness at PT. Razza Prima Trafo.

This study has limitations that can affect the results of the study, these limitations are:

1. In the process of collecting data, each respondent does not have free time to answer and fill out the questionnaire and can affect the concentration of respondents in answering questions and statements submitted by researchers during observations. To minimize this limitation, the researcher made observations and gave questionnaires when the workers were resting so that and explained the respondents the purpose and purpose of the questionnaire so that the respondents could answer the statements truthfully.

2. The conceptual framework used in this study only connects variables that are thought to have a relationship with the dependent variable, so there is still a possibility that other variables have not entered the conceptual framework. However, the variables that the researchers studied were able to represent the problems experienced by the company to measure employee work effectiveness.

The suggestions in this study are as follows:

1. **For the Company PT Razza Prima Trafo**, Based on the presentation of the results and discussion above, the researcher can provide the following suggestions: 1) it is advisable for companies to build a good organizational culture in order to increase the effectiveness of employee work, then 2) the need for employee commitment to the company so that effectiveness at work can be formed. In addition, 3) decision making must be able to have an effect on organizational culture and organizational commitment so that employee work effectiveness is maximized.

2. **For the Faculty**, it can be used as a reference source in the scientific field of human resource management or become a source in scientific fields relevant to this research.

3. **For Other Researchers**, Future researchers are expected to use other independent variables that researchers do not use in this study so that the research is more varied and are expected to use different places and not focus on the object of research that researchers do.

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