Clan-type organizational culture in the food and beverage industry in Jambi province

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ABSTRACT

This research is a study that analyzes and explains the influence model of organizational culture, managerial competence on performance mediated by the affective commitment and its implications for the food and beverage industry in Jambi Province. The sample of this study used the probability sampling technique. The sample selection criteria were the food and beverage industry players as many as 343 samples were obtained from 2 districts, namely Sarolangun, Kerinci, and Jambi city. Data analysis was performed using descriptive statistical analysis and inferential statistical analysis. The data obtained were processed using a component-based or variance-based Structural Equation Modeling (SEM) causality analysis which is known as Partial Least Square (PLS). The results showed that the direct influence of organizational culture, managerial competence and affective commitment had a positive and significant effect on the performance of food and beverage industry business actors, and the indirect influence of organizational culture and managerial competence on performance mediated by affective commitment also had a positive and significant effect. The results of this study indicate that organizational culture is dominated by the clan type which has the character of kinship and togetherness has an influence on the performance of business actors in the food and beverage industry in Jambi Province.

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Introduction

The food and beverage industry in Jambi Province was also affected by the COVID-19 pandemic, a small-scale research was conducted to determine the response of the food and beverage industry players, the small-scale survey took a sample of 52 people, besides that the business capital owned by respondents was below 50 million and the average self-owned business capital, the distribution of the sample is taken in the city of Jambi and its surroundings

The impact experienced by the food and beverage industry players, from the table reflects the influence of the COVID-19 pandemic on the operational activities of the food and beverage industry players in Jambi Province, from the table it can be concluded that the COVID-19 pandemic has had a very negative impact on all internal aspects. business actors such as a 98% decrease in income, 69% laying off employees, and more than 74% discontinuing business activities, besides that external aspects were also affected such as 52% lack of smooth marketing, 83% need for fund injections and lack of smooth business loan payments. by 62%.

During the COVID-19 pandemic, the organizational culture that has been formed so far has resulted in several government policies issued during the pandemic, the company must start to be friendly and make adjustments to current conditions. Building a strong

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organizational culture that is relevant to current conditions is one of the most effective ways to be able to adapt to the development of pandemic conditions so that the company has sufficient capabilities. The hope is to stay ahead and be able to compete in times of high uncertainty. Culture always adapts to changes that occur around it (Rochim and Sutoyo, 2020)

Organizational culture is the group's desire to act according to the expectations and manifestations of life in achieving the values adopted by the organization. Building an effective organizational culture during the current pandemic, it is necessary to make adjustments, in connection with the many changes that occur in the order of life, starting from social life and also in organization. The impact of the policy by maintaining a distance or social distancing, has changed the pattern of behavior in everyday life. Even the way of working has been replaced by online or virtual ways to prevent the spread of the COVID-19 pandemic. Thus, how adjustments must be made to the organizational culture. Where and what are the cultural elements that have the most important role in the organization during the COVID-19 pandemic? This is the question that arises in every manager's mind. Where do you want to take the company organization that has been the mainstay of many people in the economic sector? In addition to organizational culture, another factor, namely commitment, has also become an important concern in many studies because it has a significant impact on work behavior such as organizational performance (Rochim and Sutoyo, 2020). Zwell (2000) suggests that the organization can be said to have good performance due to several factors, namely competence in terms of leadership, competence in terms of employees and organizational/company culture that strengthens and maximizes these competencies, in addition Wibowo (2011) suggests that giving emphasis on the important role culture within an organization/company, states that the work/performance of the company/organization is largely determined by the existence of an organizational culture and the culture of all human resources within the organization. In addition, in the research of Kotter and Haskett (1992) in their research, they explain the fact that a strong culture will affect the overall performance of the organization/company.

In Indonesia, MSMEs have a significant contribution and role, including expanding employment opportunities. MSMEs are also the most important safety net for low-income people to carry out productive economic activities. Besides that, small, micro and medium enterprises (MSMEs) are types of businesses that have an important role in increasing the GDP (Gross Domestic Income) of a country, especially in Indonesia in facing the Industrial Era 4.0.

The COVID-19 pandemic in Indonesia was first detected on March 2, 2020, when 2 people were confirmed to have contracted it from a Japanese citizen. As of April 9, the pandemic had spread to 34 provinces with East Java, DKI Jakarta and South Sulawesi as the most exposed provinces. Efforts to prevent the spread were carried out and campaigned. There are at least two ways that are key to controlling the transmission and spread of COVID-19, namely by maintaining distance and diligently washing hands with soap and increasing portable sinks which are held independently by the community. The government finally implemented Large-Scale Social Restrictions (PSBB) and campaigned for Stay at home. The MSME sector was also badly affected. Based on data from the cooperatives ministry, which explained that 1,785 cooperatives and 163,713 Micro, Small and Medium Enterprises (MSMEs) were affected by the coronavirus pandemic (Antara, May 2020). The MSME sector most affected is food and beverage.

The Ministry of Cooperatives and MSMEs said that cooperatives engaged in services and production were also the most affected by the COVID-19 pandemic. MSME entrepreneurs feel the decline in sales, lack of capital, and hampered distribution. At least 39.9 percent of MSMEs decided to reduce the stock of goods during the large-scale social restrictions (PSBB) due to COVID-19. Meanwhile, 16.1 percent of MSMEs chose to reduce employees due to closing physical stores. The MSME sector has been seriously impacted by the COVID-19 pandemic.

The Indonesian Institute of Sciences (LIPI) conducted a Rapid Assessment Survey on the Impact of the COVID-19 Pandemic on the Performance of Indonesian MSMEs conducted online on 1 – 20 May 2020, and involved 679 valid respondents with the main livelihood as business actors. The food and beverage industry in Jambi Province also affected by the COVID-19 pandemic, a small-scale research was conducted to find out the response of the food and beverage industry players, the small-scale survey took a sample of 52 people, besides that the business capital owned by the respondents was below 50 million and the average business capital was owned by themselves, the distribution of samples taken in the city of Jambi and its surroundings.

The impact of the COVID-19 pandemic has also resulted in the organizational culture that has been formed so far, with several government policies issued during the pandemic, companies must start to be friendly and make adjustments to current conditions. Building a strong organizational culture that is relevant to current conditions is one of the most effective ways to be able to adapt to the development of pandemic conditions so that the company has sufficient capabilities. The hope is to stay ahead and be able to compete in times of high uncertainty. Culture always adapts to changes that occur around it (Rochim and Sutoyo, 2020)

In every organization, both large and small organizations have a culture that has been formed since the founding of the organization, culture can also be reflected in the organization's regulations in carrying out its operational activities which end in organizational performance, the character of the leader also has a very important role in the performance of the organization under its control. delegate to operational managers, in the operational activities of the food and beverage industry, the ability and character of managers in managing subordinates and empowering all sources in an effort to achieve the expected profit can also create a positive organizational culture in supporting the continuity of the food and beverage industry business.

This research approach uses the object of the food and beverage industry that discusses organizational culture and managerial competence with affective commitment as a mediator to determine the work of the food and beverage industry. For this reason, some very basic questions will be raised as follows:

- i. How is the influence of organizational culture on the performance of the food and beverage industry in Jambi Province?
- ii. How is the influence of managerial competence on the performance of the food and beverage industry in Jambi Province?
- iii. How does affective commitment affect the performance of the food and beverage industry in Jambi Province?
- iv. How is the influence of organizational culture on the performance of the food and beverage industry mediated by affective commitment to the food and beverage industry in Jambi Province?
- v. How is the influence of managerial competence on the performance of the food and beverage industry mediated by affective commitment to the food and beverage industry in Jambi Province?

Literature Review

Theoretical and Conceptual Background

The main theory in this study is the theory of human resource management (*Human Resource Management*) which refers to all activities in organizations that effectively use human resources, where these activities include human resource planning, *staffing*, performance management, training and development, compensation and industrial relations (Dowling et al, 2013). A more specific discussion is carried out on the theory between *middle-range theory*, namely organizational behavior.

Organizational behavior is a study concerning aspects of human behavior in an organization or a particular group. The first aspect includes the influence of organizations on humans, while the second aspect is the influence of humans on organizations in which it explains the interactions and relationships between organisms on the one hand and individual behavior on the other. The unit of analysis in organizational behavior consists of individuals, groups and organizational systems. All of them have a practical purpose, namely to direct human behavior towards efforts to achieve goals. Organizational behavior is a field of study that examines the impact of individuals, groups and structures on organizational behavior with the aim of increasing organizational effectiveness (Robbins, 2006).

Organizational behavior is actually formed from the behavior of individuals in the organization. Therefore, as mentioned above, the study of organizational behavior problems clearly includes or involves the discussion of individual behavior. Thus it can be seen that the scope of the study of organizational behavior is limited to the internal dimensions of an organization. In this regard, aspects that become elements, components and subsystems of organizational behavior science include organizational culture, managerial competence, affective commitment and performance.

Organizational culture is a system of beliefs and beliefs and values that grow and develop in organizations (Wood et al, 1994), from the many definitions of organizational culture put forward by experts, this study tries to apply the types of organizational culture described by Cameron and Quinn (2011) which divides the organization into four categories namely, *Clan*, *Adhocracy*, *Market* and *Hierarchy*, in addition to the types of organizational culture, managerial competencies proposed by Cameron and Quinn are also applied in this study, then this research also applies the performance of small and medium industries. Hudson's medium that focuses on the food and beverage industry is mediated by affective commitment proposed by Allen and Meyer.

The explanation above is the basis for making human resource management the main focus in this research, and the theory of organizational behavior as an intermediate theory that covers all aspects of organizational behavior that will be studied, highlighting human behavior as individuals and groups. This research is supported by the application theory (*Applied Theory*) which is used as a reference in determining the variables involved in this research, namely organizational culture, managerial competence, affective commitment and performance.

Research and Methodology

Population

The reasons for choosing the food and beverage industry as the target population for research in Jambi Province are as follows:

- i. The food and beverage industry contributed the largest GRDP in Jambi Province from 2015-2019.
- ii. The food and beverage industry is a driver of economic activity for the people of Jambi Province.
- iii. To support government programs, especially the ministry of industry and trade in small and medium industries.
- iv. It is hoped that these research variables can contribute to progress and encourage the development of the food and beverage industry in Jambi Province.

Sample

This study proposes a probability sampling method with a sample random sampling technique or what is known as simple random sampling. The next stage is to determine the sampling unit, here the sampling unit is the food and beverage industry players, the

sampling unit is taken from 3 big districts/cities with industry players food and beverage industry is above 800, and if the three district/city food and beverage industry players are almost 50% of the total number of food and beverage industry players in Jambi Province, which amount to 5406 (Disperindag Jambi Province, 2019) and can be seen in the following table this :

Table 1: IKM Populations in the Food and Beverage Sector

No.	County/City	Total Population
1.	Jambi City	835
2.	Sarolangun	847
3.	Kerinci	704
Total		2386

Source: Disperindag Prov, 2019

Next is to determine the sample size, Hair, Black, Babin Anderson, (2009), suggest that in the structural equation model (SEM) the sample size plays a major role in the calculation and interpretation of the processed SEM results. According to Loehlin & Beaujean (2017) to reduce bias in all types of SEM estimates, the number of samples is at least 200. Sampling using probability sampling technique using the slovin formula (Umar, 2010) obtained 343 food and beverage industry players in Jambi Province.

The last stage is selecting the actual sampling units. The total sample of 343 food and beverage industry players will be drawn proportionally in each district/city through the industry and trade office, one of which is to provide guidance and assistance to food and beverage industry players which is carried out periodically.

Data Processing and Analysis Method

Based on the operational description of the variables above, it can be seen that all data measurements are on an ordinal scale, namely measurements that are arranged sequentially from low to high, then responded in the form of a Differential Semantic scale, which is a scale used to measure respondents' attitudes or perceptions, the form is not multiple choice. or checklist, but arranged in a continuum line where the 'very positive' answer is located on the right side of the line, and the 'very negative' answer is located on the left of the line or vice versa, (Sugiyono, 2016), then the data that has been collected is analyzed in two stages according to with research purposes. The first stage is descriptive analysis and the second stage is path analysis.

Descriptive Analysis

In this study, descriptive analysis includes a description of the data about the respondent's profile and a description of the data about the research variables. The description of the respondent's profile is made in tabular or graphic format to determine the proportion of each item described. Meanwhile, variable descriptive data is the score perceived by respondents based on a choice of numbers 1 to 10 as in the following example:

Table 2: Scale Range

Strongly Disagree	1	2	3	4	5	6	7	8	9	10	Strongly agree
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Table 3: Distribution of Answer Scores

Score	Minimum (1)	2	3	4	Maximum (5)
Tiers	Very low	Low	Enough	Tall	Very high
Score	20 – 35.9	36 – 51.9	52 – 67.9	68 – 83.9	84 - 100

Source: processed for research, 2021

Data Analysis Tools

To test the hypothesis, the data analysis tool used in this study is in the form of Structural Equation Modeling (SEM) with a variance-based SEM approach or better known as Partial Least Square (PLS), the software used is smart-PLS. The reason for using PLS in this study is because organizational culture and managerial competence in influencing performance with organizational commitment as a mediator variable in the food and beverage industry in Jambi Province is a predictive study between constructs, where PLS can accommodate formative and reflective constructs. PLS is a soft modeling analysis method that eliminates OLS (Ordinary Least Squares) regression assumptions such as the data must be normally distributed multivariately and there is no multicollinearity problem between exogenous variables and the aim is to test the predictive relationship between constructs by seeing whether there is a relationship or influence between constructs. and research aimed at developing theory using a path approach. PLS will be able to provide analysis in this study organizational culture, and managerial competence is an exogenous variable affecting performance as an endogenous variable with affective commitment as a mediator variable.

Results And Discussion

Table 3: Gender of Respondents

No.	Category	Frequency	Percentage
1	Man	94	27.3
2	Woman	252	72.7
Total		346	100

Source: Primary data processing results, 2021

The majority of respondents are female, as many as 252 people or 72.7%. This means that women dominate the food and beverage business group.

Table 4: Age of Respondents

No.	Category	Frequency	Percentage
1	< 25 years old	38	11
2	25-35 years old	69	20
3	36-45 years old	112	32
4	46-50 years old	65	19
5	> 50 years	62	18
Total		346	100

Source: Primary data processing results, 2021

From table 4, it can be seen that overall, respondents are dominated by those who are in the age range of 36-45 years, which is 32%. In the second place that dominates are those in the 25–55-year age group reaching 20%. When these two age groups are combined, the amount of dominance reaches 52%. This means that the majority of respondents are of productive age, while for the age category the smallest number is under the age of 25 years by 11%, this means that young people have not started learning to do business from an early age in the food and beverage industry, or at an early age. Some of them are already working in companies/businesses in other fields or taking higher education.

Table 5: Respondents Education Level

No.	Category	Frequency	Percentage
1	Elementary/junior high school equivalent	35	10
2	SMA/SMK equivalent	211	61
3	Diploma	9	2.6
4	Bachelor degree)	87	25
5	Master (S2)	4	1.4
Total		346	100

Source: Primary data processing results, 2021

From table 5 it can be seen that overall respondents are dominated by those with high school/vocational education equivalent, which is 61%, which is as many as 211 people. Then the bachelor graduates in second place by 25%, namely as many as 87 people and the least respondents are master graduates by 1.4%, namely as many as 4 people, business actors

Table 6: Length of Running a Business

No.	Category	Frequency	Percentage
1	< 1 year	76	22
2	23 years	69	20
3	4-5 years	55	16
4	6 -7 years	38	11
5	> 8 years	108	31
Total		346	100

Source: Primary data processing results, 2021

Overall, respondents are dominated by those who have run a business for more than 8 years, which is 31%. This means that business actors are experienced enough in the food and beverage industry. The next order is dominated by business actors who have just started a business/new entrant whose business has not been in business for less than a year, which is 22%, this phenomenon can be caused because the food and beverage industry is popping up everywhere in accordance with government support in creating new entrepreneurs in the field of food and beverage. culinary.

Table 7: Respondents' Income Level

No.	Category	Frequency	Percentage
1	< Rp.500.000-Rp.1.000.000	84	24.3
2	IDR 1,000,000 - IDR 2,000,000	86	25
3	IDR 3,000,000 - IDR 4,000,000	46	13.2
4	IDR 5,000,000 - IDR 10,000,000	72	20.8
5	> Rp.10,000,000	58	16.7
Total		346	100

Source: Primary data processing results, 2021

Overall, respondents are dominated by those who have an income range between 500 thousand rupiah to one million rupiah, which is 24.3% and those who have an income range from more than one million rupiah to two million rupiah, which is 25%. mostly obtained by business actors. In addition to the two categories above, income ranging from five million to 10 million also gets a large portion, which is 20.8%, this is made possible by business actors who are already mature and have experience in running a business in the food and beverage industry in Jambi Province.

Table 8: Sources of Business Capital

No.	Category	Frequency	Percentage
1	Fully own capital	214	62
2	Borrow from the bank	14	4
3	Borrow not from the bank	3	1
4	Own capital and borrow from the bank	73	21
5	Own capital and borrow not from the bank	42	12
Total		346	100

Source: Primary data processing results, 2021

Food and beverage business actors in running their business use their own capital fully, which is 62%, then business actors in addition to fully using their own capital also use bank loans, which are 21%, the government does provide small business loans (KIK) with low interest. The category of source of business capital that has the smallest percentage is 100% borrowing from a bank by 1%, this is due to business actors who do not want to take high risks in starting a food and beverage business.

Variable Description

Table 9: Description of Organizational Culture

No.	Dimension	Ideal Score	Actual Score	Index (%)	Score Range	Category
1	Dominant Characteristics	6920	5723	82%	68-83.9	High
2	Organizational Leadership	6920	5740	82%	68-83.9	High
3	Personnel management	6920	5678	82%	68-83.9	High
4	Organizational adhesive	6920	5916	85%	84-100	Very high
5	Strategy Emphasis	6920	5824	84%	84-100	Very high
6	Success Criteria	6920	5792	83%	68-83.9	High

Source: Primary data processing results, 2021

As shown in this table, the average level of respondent agreement (TKR) on organizational culture in the food and beverage industry in Jambi Province is 83%, which means that it is in the high category and seen from the scale range in this category, namely 68-83.9, this respondent's assessment can be said to be very high because in the range of this scale the number 85 is in the highest position.

Table illustrates that for the dominant characteristic dimensions: organizational leadership, personnel management, success criteria get a high category, this means that the organizational culture of food and beverage business actors is market-type, which is results-oriented, work achievement and competitive performance, then very high category means culture The clan character formed is characterized by loyalty, mutual trust, teamwork, participation from employees, the high and very high categories indicate that the organizational culture has been practiced well.

Table 10: Description of Managerial Competencies

No.	Dimension	Ideal Score	Actual Score	Index (%)	Score Range	Category
1	Managing Team	3460	2925	84%	84-100	Very high
2	Managing Relationships Between Individuals	3460	2861	82%	68-83.9	High
3	Managing Employee Development	3460	2859	82%	68-83.9	High
4	Managing Innovation	3460	2835	81%	68-83.9	High
5	Managing the Future	3460	2874	83%	68-83.9	High
6	Managing Continuous Improvement	3460	2922	84%	84-100	Very high
7	Managing Competition	3460	2871	82%	68-83.9	High
8	Encouraging Employees	3460	2934	84%	84-100	Very high
9	Managing Customer Service	3460	2819	81%	68-83.9	High
10	Managing Cultural Acculturation	3460	2868	82%	68-83.9	High
11	Manage Control System	3460	2863	82%	68-83.9	High
12	Managing Coordination	3460	2842	82%	68-83.9	High

Source: Primary data processing results, 2021

As shown in table, the average level of respondent agreement (TKR) on managerial competence in the food and beverage industry is only 82.4%, which means it is in the high category and can be seen from the scale range in this category, namely 68 - 83.9 this respondent's rating can be said to be high because in this scale range the number 84 is in a high position.

For managerial competence with a high category, it means that business actors apply ways of communicating, guiding, improving self-management abilities, encouraging ideas, new work methods and monitoring performance directly. For the very high category, it means that food and beverage business actors build team cohesiveness with full commitment and improve processes in order to achieve the desired results, in addition, high and very high categories indicate that managerial competence has been practiced very well by business actors.

Table 11: Description of Affective Commitment

No.	Dimension	Ideal Score	Actual Score	Index (%)	Score Range	Category
1	Personal Characteristics	6920	5934	85 %	84-100	Very high
2	Structural Characteristics	6920	6005	86%	84-100	Very high
3	Related Job Characteristics	6920	5790	83%	68-83.9	High
4	Work experience	6920	5754	83%	68-83.9	High

Source: Results of primary data processing, 2021

As shown in this table, the average level of respondent agreement (TKR) on affective commitment to the food and beverage industry in Jambi Province is 84.2%, which means that it is in the very high category. This is 84-100, this respondent's assessment can be said to be high because in this scale range the number 86 is in the highest position. The dimensions of work characteristics and work experience get a high category, this means that food and beverage business actors feel happy with their work and are ready to give all their abilities to their work and feel that business problems are also considered to be personal problems, then the dimensions of personal characteristics and structural characteristics get a very high category. high, this means that business actors feel the company is very meaningful and feel there is an emotional bond to the company, the high and very high categories indicate that affective commitment has been practiced well.

Table 12: Performance Description

No.	Dimension	Ideal Score	Actual Score	Index (%)	Score Range	Category
1	Quality	6920	6069	87%	84-100	Very high
2	Time	6920	6022	87%	84-100	Very high
3	Flexibility	6920	5861	84%	84-100	Very high
4	Finance	6920	5781	83%	68-83.9	High
5	Customer satisfaction	6920	6177	89%	84-100	Very high
6	Human Resources	6920	5952	86%	84-100	Very high

Source: Primary data processing results, 2021

The respondent's level of agreement (TKR) on performance in the food and beverage industry in Jambi Province is on average 86%, which means it is in the very high category. This figure shows that the performance of food and beverage industry players has been practiced well, and judging from the scale range in this category, namely 84-100, this respondent's assessment can be said to be still low because in this scale range the number 89 is in the highest position.

Dimensions that get a very high category are quality, time, flexibility, customer satisfaction and human resources, this means that business actors innovate, develop, and sell good quality products, products are made according to the right process and time, the business carried out also has loyal customers and provide the best service. The financial dimension is in the high category, this means that food and beverage business actors receive appropriate income even though the income has decreased due to the COVID-19 pandemic, for this reason, business actors reduce unnecessary costs both from production and marketing volumes.

Statistical Test Result

Outer Model Measurement

Validity Test

Convergent validity

Loading Factor

Figure 1: PLS Structural Model; Source: Output SmartPLS version 3.3.3 (2021)

Table 13: Outer Loading Value (loading factor)

Organizational culture		Managerial Competence		Affective Commitment		Performance	
Culture1	0.789	Competency 2	0.791	Commitment1	0.801	Performance1	0.879
Culture10	0.796	Competence1	0.765	Commitment2	0.795	Performance10	0.854
Culture11	0.832	Competency10	0.858	Commitment3	0.869	Performance11	0.726
Culture12	0.815	Competency11	0.808	Commitment4	0.869	Performance12	0.836
Culture2	0.803	Competency12	0.858	Commitment5	0.853	Performance2	0.840
Culture3	0.806	Competence3	0.781	Commitment6	0.837	Performance3	0.899
Culture4	0.849	Competency4	0.827	Commitment7	0.801	Performance4	0.898
Culture5	0.768	Competence5	0.813	Commitment8	0.749	Performance5	0.793
Culture6	0.797	Competency6	0.729			Performance6	0.771
Culture7	0.760	Competency7	0.807			Performance7	0.808
Culture8	0.868	Competency8	0.876			Performance8	0.723
Culture9	0.826	Competency9	0.771			Performance9	0.763

Source: Primary Data Processing Results, 2021

From Table it can be concluded several things as follows: (1) All items that reflect organizational culture have a loading factor value > 0.7 . Thus, the research instrument used to measure organizational culture is valid, (2) All items that reflect managerial competence have a loading factor value of > 0.7 . Thus, the research instrument used to measure managerial competence is valid. (3) All items that reflect affective commitment have a loading factor value of > 0.7 . Thus, the research instrument used to measure affective commitment is valid, and (4) All items that reflect performance have a loading factor value of > 0.7 . Thus, the research instrument used to measure performance is valid.

Average Variance Extracted (AVE)

Table 14: Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
Organizational Culture (X1)	0.656
Performance (Y2)	0.669
Affective Commitment (Y1)	0.677
Managerial Competence (X2)	0.653

Source: SmartPLS 3.3.3 Output Data Processed (2021)

The average extract variance (AVE) with a value > 0.5 was used as a determinant of convergent validity. So if $AVE < 0.5$ then it is not convergently valid. So that the expected AVE value is greater than 0.5. Based on Table the AVE value above, it is known that the AVE value of the Organizational Culture variable (X1) is $0.656 > 0.5$; the AVE value of the Performance variable (Y2) is $0.669 > 0.5$; the AVE value of the Affective Commitment variable (Y1) is $0.677 > 0.5$; and the AVE value of Managerial Competence (X2) is $0.653 > 0.5$. That is, the research instrument used to measure Organizational Culture, Managerial Competence, Affective Commitment, and Performance is valid.

Discriminant Validity

Fornell Larcker

Table 15: Fornell-Larcker Criteria

	Organizational Culture (X1)	Performance (Y2)	Affective Commitment (Y1)	Managerial Competence (X2)
Organizational Culture (X1)	0.810	0.259	0.385	
Performance (Y2)		0.818		
Affective Commitment (Y1)		0.283	0.823	
Managerial Competence (X2)		0.376	0.443	0.808

Source: SmartPLS 3.3.3 Output Data Processed (2021)

Based on Table above, it can be seen that the square root value of the AVE (Fornell-Lacker value) Organizational Culture (X1) is 0.810, which is greater than the correlation value of Organizational Culture with Affective Commitment which is 0.385 and the correlation value of Organizational Culture with Performance is 0.259. The square root value of the AVE (Fornell-Lacker value) Managerial Competence (X2) is 0.808, which is greater than the correlation value between Managerial Competence and Affective Commitment which is 0.443 and the correlation value of Managerial Competence with Performance is 0.376. The square root value of the AVE (Fornell-Lacker value) of Affective Commitment (Y1) is 0.823, which is greater than the correlation value of Affective

Commitment with Performance which is 0.283. This shows that at the construct level, discriminantly, the indicators used to measure Organizational Culture, Managerial Competence, Affective Commitment, and Performance, are valid.

Cross Loading

Table 16: Cross Loading Value

Indicator/ Variable	Organizational Culture (X1)	Performance (Y2)	Affective Commitment (Y1)	Managerial Competence (X2)
Culture1	0.789	0.565	0.578	0.704
Culture10	0.796	0.604	0.516	0.580
Culture11	0.832	0.582	0.534	0.607
Culture12	0.815	0.644	0.650	0.651
Culture2	0.803	0.595	0.605	0.649
Culture3	0.806	0.592	0.594	0.605
Culture4	0.849	0.674	0.662	0.709
Culture5	0.768	0.608	0.587	0.625
Culture6	0.797	0.603	0.582	0.669
Culture7	0.760	0.694	0.681	0.710
Culture8	0.868	0.722	0.671	0.747
Culture9	0.826	0.626	0.550	0.638
Performance1	0.729	0.879	0.644	0.717
Performance10	0.623	0.854	0.621	0.667
Performance11	0.523	0.726	0.478	0.546
Performance12	0.664	0.836	0.583	0.657
Performance2	0.658	0.840	0.652	0.685
Performance3	0.669	0.899	0.683	0.687
Performance4	0.662	0.898	0.639	0.707
Performance5	0.579	0.793	0.588	0.634
Performance6	0.628	0.771	0.678	0.651
Performance7	0.631	0.808	0.632	0.637
Performance8	0.665	0.723	0.676	0.604
Performance9	0.557	0.763	0.560	0.648
Commitment1	0.632	0.577	0.801	0.634
Commitment2	0.536	0.584	0.795	0.546
Commitment3	0.651	0.651	0.869	0.660
Commitment4	0.607	0.663	0.869	0.678
Commitment5	0.618	0.601	0.853	0.613
Commitment6	0.617	0.680	0.837	0.645
Commitment7	0.641	0.659	0.801	0.617
Commitment8	0.605	0.582	0.749	0.579
Competency 2	0.589	0.596	0.535	0.791
Competence1	0.718	0.650	0.568	0.765
Competency10	0.700	0.728	0.714	0.858
Competency11	0.656	0.685	0.660	0.808
Competency12	0.715	0.692	0.742	0.858
Competence3	0.656	0.567	0.584	0.781
Competency4	0.668	0.635	0.577	0.827
Competence5	0.643	0.676	0.571	0.813
Competency6	0.605	0.532	0.515	0.729
Competency7	0.676	0.629	0.585	0.807
Competency8	0.702	0.731	0.653	0.876
Competency9	0.570	0.607	0.588	0.771

Source: Data output SmartPLS 3.3.3 Processed (2021)

Based on Table the value of *Cross Loading*, it is known that all *cross-loading* values of the Organizational Culture indicator to the intended construct (Organizational Culture) are higher than the *cross-loading* value of other constructs. Likewise, all the *cross-loading* values of Managerial Competence indicators for the intended construct (Managerial Competence) are higher than the *cross-loading* values for other constructs. All *cross-loading* values of Affective Commitment indicators to the intended construct

(Affective Commitment) are higher than the *cross-loading* values of other constructs. All *cross-loading* values of performance indicators towards the intended construct (Performance) are higher than the *cross-loading* values of other constructs.

Reliability Test

Table 17: Cronbach's Alpha and Composite Reliability Values

Variable	Cronbach's Alpha	Composite Reliability
Organizational Culture (X1)	0.952	0.958
Performance (Y2)	0.954	0.960
Affective Commitment (Y1)	0.931	0.944
Managerial Competence (X2)	0.951	0.957

Source: SmartPLS 3.3.3 Output Data Processed (2021)

Reliability or reliability of research instruments for reflective indicators can be tested through *Cronbach's Alpha* and *Composite Reliability* values. The instrument is said to be reliable if the value of Cronbach's alpha > 0.6 and the value of composite reliability > 0.8 . Based on Table above, it is known that the value of *Cronbach's alpha* of the Organizational Culture variable is $0.952 > 0.6$; Performance of $0.954 > 0.6$; Affective Commitment is 0.931 ; and Managerial Competence of $0.951 > 0.6$. This shows that the research instrument used to measure Organizational Culture, Performance, Affective Commitment, and Managerial Competence is considered reliable. Likewise with the *composite reliability* value, based on the table above, it is known that the *composite reliability* value of the Organizational Culture variable is $0.958 > 0.8$; Performance of $0.960 > 0.8$; Affective Commitment is $0.944 > 0.8$; and Managerial Competence of $0.957 > 0.8$. These results strengthen the test results through the value of *Cronbach's alpha* which shows that the outer model for the reflective indicators of the variables of Organizational Culture, Performance, Affective Commitment, and Managerial Competence is Reliable.

Inner Model (Structural Model)

Tests on the structural model were conducted to test the relationship between latent constructs. There are several tests for the structural model, namely: R-Square (R^2), Effect Size (f^2), Q^2 , and GoF. The following is a more detailed analysis of each inner model test.

R Square (R^2)

The value of R Square is the coefficient of determination on the endogenous construct. According to Chin (1998), the value of R square is 0.67 (strong), 0.33 (moderate) and 0.19 (weak).

Table 18: R-Square Value

Variable	R Square
Affective Commitment (Y1)	0.623
Performance (Y2)	0.718

Source: SmartPLS 3.3.3 Output Data Processed, 2021

Effect Size (f^2)

In addition to examining the R-Square, an examination was also carried out regarding the effect of endogenous variables on known exogenous variables based on the value of effect size (f^2) which is presented in the following table.

Table 19: Effect Size Value (f^2)

	Performance (Y2)	Affective Commitment (Y1)
Organizational Culture (X1)	0.070	0.132
Affective Commitment (Y1)	0.107	
Managerial Competence (X2)	0.142	0.174

Source: SmartPLS 3.3.3 Output Data Processed, 2021

Q Square (Q^2)

Here's Inner testing model can be done by looking at the value of Q^2 (*predictive relevance*). To calculate Q^2 can use the formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2)$$

$$Q^2 = 1 - (1 - 0.623)(1 - 0.718) = 1 - 0.106314 = 0.893686$$

As R^2 , it also shows that about 89% of Performance is explained by Organizational Culture, Managerial Competence, and Affective Commitment.

Goodness of Fit (GoF)

The last part of the inner model test is to find the *Goodness of Fit* (GoF) value. In contrast to CB-SEM, the GoF value in SEM-PLS must be calculated manually. In accordance with the formula from Tenenhaus (2004), namely $GoF = \sqrt{AVE \times R^2}$.

For $R^2 = 0.623$ we get:

$$GoF \text{ Organizational Culture} = \sqrt{0.656 \times 0.623} = 0.639$$

$$GoF \text{ Managerial Competence} = \sqrt{0.653 \times 0.623} = 0.638$$

For $R^2 = 0.718$, we get:

$$GoF \text{ Organizational Culture} = \sqrt{0.656 \times 0.718} = 0.686$$

$$GoF \text{ Managerial Competence} = \sqrt{0.653 \times 0.718} = 0.685$$

$$GoF \text{ Affective Commitment} = \sqrt{0.677 \times 0.718} = 0.697$$

According to Tenenhaus (2004), small GoF = 0.1, medium GoF = 0.25 and large GoF = 0.38. Based on the calculation results above, it shows that the GoF value of each latent construct is greater than 0.38, which means that the structural model formed meets the *goodness of fit* or the structural model that is formed is good, fits the field conditions, and can be used to predict organizational performance. So that the structural model can be accepted.

From the test of R^2 , f^2 , Q^2 and GoF, it can be seen that the structural model formed is *robust*. So that hypothesis testing can be done.

Hypothesis test

Table 20: Estimated Path Coefficients and T-Statistics Total Effect

Relationship Between Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values
Direct Influence			
Cultural Organizations (X1) -> Performance (Y2)	0.259	3.574	0.000
Organizational Culture (X1) -> Affective Commitment (Y1)	0.385	5.397	0.000
Affective Commitment (Y1) -> Performance (Y2)	0.283	3.909	0.000
Managerial Competence (X2) -> Performance (Y2)	0.376	4.364	0.000
Managerial Competence (X2) -> Affective Commitment (Y1)	0.443	6.024	0.000

Source: SmartPLS 3.3.3 Output Data Processed (2021)

Based on the Original Sample O values in Table for the Direct Effect above, as well as in Figure of the previous Structural Model, the main structural equations formed are:

$$\text{Model 1: } Y_1 = 0.385X_1 + 0.443X_2 + \varepsilon$$

$$\text{Model 2: } Y_2 = 0.259X_1 + 0.376X_2 + 0.283Y_1 + \varepsilon$$

where Y1 is Affective Commitment, Y2 is Performance, X1 is Organizational Culture, X2 is Managerial Competence. As for the error or error factor in each model.

First Hypothesis Testing (H₁)

Meanwhile, based on the structural equation Model 2 that was formed, it is known that the coefficient of the main path structural model (original sample O) Organizational Culture towards Performance has a positive value of 0.259 units. This shows that organizational culture has a positive effect on performance, where the higher the organizational culture, the higher the performance. The increase in each unit of Organizational Culture will increase performance by 0.259 units. The t-statistics coefficient of the main path structural model (original sample O) Organizational Culture on Performance is $3.574 > 1.96$ (normal Z-score value for $\alpha = 0.05$) and P-value of $0.000 < 0.05$. This shows that Organizational Culture has a positive and significant effect on Performance. So that the first hypothesis of the study which states that "Organizational Culture has a positive and significant influence on Performance", is accepted. The findings in this study explain that *clan*- type organizational culture affects performance this is due to a strong culture of togetherness and kinship in an organization if implemented consistently so that it will improve organizational performance. The formation of good performance is produced if there is communication between all business owners

and employees so as to form a strong internalization of organizational culture that is understood in accordance with organizational values that can lead to positive perceptions among all employees to support and influence performance. This research is supported by research by Gunaraja (2014) and Haryanti (2014) which state that organizational culture has a positive contribution to employee performance, in addition to research conducted by Adi (2013) which examines the influence of organizational culture on performance, where the results show that organizational culture has an effect on positive on performance.

Second Hypothesis Testing (H₂)

Based on the structural equation Model 2 formed, it is known that the coefficient of the main path structural model (original sample O) Managerial Competence towards Performance has a positive value of 0.376 units. This shows that managerial competence has a positive effect on performance, where the higher the managerial competence, the higher the performance. The increase in each unit of Managerial Competence will increase performance by 0.376 units. The t-statistics value of the main line structural model coefficient (original sample O) Managerial Competence on Performance is $4.364 > 1.96$ (normal Z-score value for $\alpha = 0.05$) and P-value of $0.000 < 0.05$. This shows that managerial competence has a positive and significant effect on performance. In such a way that the second hypothesis of the study which states that "managerial competence has a positive and significant influence on performance", is accepted. The findings in this study that managerial competence has a positive effect on performance, where the higher the managerial competence, the higher the performance, this is due to the importance of leadership in carrying out business activities, in addition Anand Bhardwaj (2013) also obtained research results in the International Journal of Advanced Research studies the relationship between managerial competence and performance. The results state that team work, pro-activity, vision, self-management, communication skills, results and strategic orientation, risk-taking, decision-making and creativity are some of the factors that must be possessed by leaders in organizing so that they can advance an organization that produces good performance. optimal.

Third Hypothesis Testing (H₃)

Based on the structural equation Model 1 formed, it is known that the coefficient of the main path structural model (original sample O) Organizational Culture towards Affective Commitment has a positive value of 0.385 units. This shows that Organizational Culture has a positive effect on Affective Commitment, where the higher the Organizational Culture, the higher the Affective Commitment. The increase in each unit of Organizational Culture will increase Affective Commitment by 0.385 units. The t-statistics value of the coefficient of the main path structural model (original sample O) Organizational Culture on Affective Commitment is $5.397 > 1.96$ (normal Z-score value for $\alpha = 0.05$) and P-value of $0.000 < 0.05$. This shows that Organizational Culture has a positive and significant effect on Affective Commitment. So that the third hypothesis of the study which states that "Organizational culture has a positive and significant influence on Affective Commitment", is accepted. The findings in this study are organizational culture has a positive and significant influence on affective commitment. The relationship between organizational culture and organizational commitment was also revealed in the research of Hsi-Chi, Jen-Chia, Ya-Ling, (2012) showing a positive relationship. Likewise, research conducted by Ali Shurbagi & Zahari (2014) confirmed a positive and significant relationship between organizational culture and organizational commitment. Organizational culture has a close relationship with organizational commitment, it is based that organizational culture facilitates shared commitment. Where through organizational culture also serves to share norms, values and perceptions of the organization in order to form a common goal.

Fourth Hypothesis Testing (H₄)

Based on the structural equation Model 1 formed, it is known that the coefficient of the main path structural model (original sample O) managerial competence towards affective commitment has a positive value of 0.443 units. This shows that Managerial Competence has a positive effect on Affective Commitment, where the higher the Managerial Competence, the higher the Affective Commitment. The increase in each unit of Managerial Competence will increase Affective Commitment by 0.443 units. The t-statistics value of the coefficient of the main line structural model (original sample O) Managerial Competence on Affective Commitment is $6.024 > 1.96$ (normal Z-score value for $\alpha = 0.05$) and P-value of $0.000 < 0.05$. This shows that Managerial Competence has a positive and significant effect on Affective Commitment. So that the fourth hypothesis of the study which states that "Managerial Competence has a positive and significant influence on Affective Commitment", is accepted.

The findings in this study indicate that Managerial Competence has a positive effect on Affective Commitment, where the higher the Managerial Competence, the higher the Affective Commitment, this finding is in line with research conducted by Basilius Redan Werang (2018) on principals in Boven Digoel district, Papua The results of data analysis show that the principal's managerial skills and school climate have a positive and significant effect on teacher work commitment, according to (Yukl, 2006) First, *conceptual skills* or conceptual skills. Conceptual skills consist of analytical abilities, rational thinking, forming concepts, inductive and deductive thinking. In general, conceptual skills can be seen in the ability to provide good judgment, can see into the future, creativity, intuition, and the ability to find meaning and order in the uncertainty of events and ambiguity. Second, *human-relation skills* or human relations skills. Human relations skills consist of knowledge of human behavior and group processes, the ability to understand the feelings, attitudes and motivations of others. Third, *technical skills* or technical skills. Technical skills lead to knowledge of the methods, processes, and equipment to perform certain actions.

Fifth Hypothesis Testing (H 5)

Based on the structural equation Model 2, it is also known that the coefficient of the main path structural model (original sample O) Affective Commitment to Performance has a positive value of 0.283 units. This shows that Affective Commitment has a positive effect on Performance, where the higher the Affective Commitment, the higher the Performance. The increase in each unit of Affective Commitment will increase Performance by 0.283 units.

Table 21: Estimation of Path Coefficients and T-statistics Outer Loading

Indicators / Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values
Culture1 <- Organizational Culture (X1)	0.789	25,184	0.000
Culture10 <- Organizational Culture (X1)	0.796	23,248	0.000
Culture11 <- Organizational Culture (X1)	0.832	33,232	0.000
Culture12 <- Organizational Culture (X1)	0.815	34,188	0.000
Culture2 <- Organizational Culture (X1)	0.803	28,832	0.000
Culture3 <- Organizational Culture (X1)	0.806	23,545	0.000
Culture4 <- Organizational Culture (X1)	0.849	49,562	0.000
Culture5 <- Organizational Culture (X1)	0.768	24,654	0.000
Culture6 <- Organizational Culture (X1)	0.797	21,274	0.000
Budaya7 <- Cultural Organization (X1)	0.760	27,811	0.000
Culture8 <- Organizational Culture (X1)	0.868	47,610	0.000
Culture9 <- Organizational Culture (X1)	0.826	32,380	0.000
Performance1 <- Performance (Y2)	0.879	54,377	0.000
Performance10 <- Performance (Y2)	0.854	47,491	0.000
Performance11 <- Performance (Y2)	0.726	14,463	0.000
Performance12 <- Performance (Y2)	0.836	42,859	0.000
Performance2 <- Performance (Y2)	0.840	48,664	0.000
Performance3 <- Performance (Y2)	0.899	71,970	0.000
Performance4 <- Performance (Y2)	0.898	62,983	0.000
Performance5 <- Performance (Y2)	0.793	16,007	0.000
Performance6 <- Performance (Y2)	0.771	25,368	0.000
Performance7 <- Performance (Y2)	0.808	33,720	0.000
Performance8 <- Performance (Y2)	0.723	18,873	0.000
Performance9 <- Performance (Y2)	0.763	26,331	0.000
Commitment1 <- Affective Commitment (Y1)	0.801	22,186	0.000
Commitment2 <- Affective Commitment (Y1)	0.795	14,464	0.000
Commitment3 <- Affective Commitment (Y1)	0.869	43,661	0.000
Commitment4 <- Affective Commitment (Y1)	0.869	57,253	0.000
Commitment5 <- Affective Commitment (Y1)	0.853	54,688	0.000
Commitment6 <- Affective Commitment (Y1)	0.837	25,812	0.000
Commitment7 <- Affective Commitment (Y1)	0.801	35,590	0.000
Commitment8 <- Affective Commitment (Y1)	0.749	18,292	0.000
Competency 2 <- Managerial Competence (X2)	0.791	21,408	0.000
Competency1 <- Managerial Competence (X2)	0.765	27,738	0.000
Competency10 <- Managerial Competence (X2)	0.858	39,538	0.000
Competency11 <- Managerial Competence (X2)	0.808	29,239	0.000
Competency12 <- Managerial Competence (X2)	0.858	54,783	0.000
Competency3 <- Managerial Competence (X2)	0.781	25,215	0.000
Competency4 <- Managerial Competence (X2)	0.827	32,201	0.000
Competency5 <- Managerial Competence (X2)	0.813	27,926	0.000
Competency6 <- Managerial Competence (X2)	0.729	15,606	0.000
Competency7 <- Managerial Competence (X2)	0.807	33,595	0.000
Competency8 <- Managerial Competence (X2)	0.876	51,417	0.000
Competency9 <- Managerial Competence (X2)	0.771	14,833	0.000

Source: SmartPLS 3.3.3 Output Data Processed, 2021

The t-statistics value of the coefficient of the main path structural model (original sample O) Affective Commitment to Performance is 3.909 > 1.96 (normal Z-score value for = 0.05) and P-value of 0.000 < 0.05. This shows that Affective Commitment has a positive

and significant effect on performance. So that the fifth hypothesis of the study which states that "Affective Commitment has a positive and significant influence on performance", is accepted. Meanwhile, the *error term* or model error in the three *structural* models is the level of inaccuracy in measuring the actual path coefficient value due to the fallibility of the measurement instrument (eg, an inappropriate *Likert* scale), data entry errors or respondent errors. According to Hair et al. (2014), the *error term* is the difference in the path coefficient value between using data from the population (true *value* or parameter) and using data from the sample (*predicted value* or statistics).

At the indicator level, the results of *Bootstrapping* for Estimating Path Coefficients and *T-Statistics Total Effects* from *outer loading* are presented in table 21.

Based on the Path Coefficient Estimation Table and Figure 2 Bootstrapping Output, it is known that the t-statistics value of all indicators reflecting Organizational Culture, Managerial Competence, Affective Commitment, and Performance is greater than 1.96 with the p-value of all indicators less than 0.05. This shows that all indicators of the variables of Organizational Culture, Managerial Competence, Affective Commitment, and Performance are significant, so that all of these indicators are truly able to reflect the variables studied.

Figure 2: Bootstrapping Output; Source: SmartPLS 3.3.3 Output, 2021

If analyzed based on t-statistics and p-values, the items that most strongly reflect Organizational Culture include: Leadership in the company is considered an example of coordinating, organizing or running work units smoothly and efficiently (Culture4) with a t-statistic value of 49.562 and Togetherness in the company's emphasis on achievement and goal achievement (Culture8) with a t-statistics value of 47,610. Meanwhile, the weakest items reflecting Organizational Culture, among others: Company management is characterized by intense competition, high demands and achievement of work performance (Culture6) with a t-statistic of 21,274; and the Company emphasizes acquiring new resources and creating new challenges (Culture10) with a t-statistic value of 23,248.

Meanwhile, the items that most strongly reflect Managerial Competence include: The supervisor coordinates with the leaders of other work units within the company (Competency12) with a t-statistics value of 54.78 and the supervisor motivates and encourages us to do a better job (Competence8) with the value of t-statistics is 51.417. While the weakest items reflecting Managerial Competence, among others: Supervisors consistently and regularly build relationships with internal and external clients (Competency9) with a t-statistics value of 14,833 and Supervisors work to improve the work processes used to achieve the desired results (Competency6) by the value of t-statistics is 15.606.

Meanwhile, the items that most strongly reflect Affective Commitment include: Feelings of the company being part of the family (Commitment 4) with a t-statistics value of 57,253 and Feelings of pleasure in completing the remaining work (Competency5) with a t-statistics value of 54.688. Meanwhile, the weakest items reflecting Affective Commitment include: There is an emotional bond with the company (Commitment 2) with a t-statistics value of 14,464 and Willingness to give all abilities to the company (Competence 8) with a t-statistics value of 18,292.

Meanwhile, the items that most strongly reflect performance include: Products made according to the correct process (Performance3) with a t-statistics value of 71,970 and the Company delivering products on schedule (Performance4) with a t-statistics value of 62,983. Meanwhile, the weakest items reflecting performance include: The company conducts training and motivation for new and old employees (Kinerja11) with a t-statistics value of 14,463 and the Company has freedom in product innovation (Performance5) with a t-statistics value of 16.007.

The findings of this study indicate that Affective Commitment has a positive effect on Performance, where the higher the Affective Commitment, the higher the Performance. This can be reinforced by statements from previous studies entitled *Employees' organizational commitment: its negative aspects for organisasi* "(Geneviciute k Janoniene & Endriul aitiene, 2014) c which n says that the organizational commitment of employees have a positive influence on employee performance. So it can be interpreted that *human resources* that are supported by high commitment will tend to be more able to achieve the goals and values of the organization, by being willing to give more effort to the organization and trying to provide benefits to the organization.

Mediation Test for the sixth hypothesis and the seventh hypothesis

This study also discusses the indirect effect of organizational culture on organizational performance through affective commitment as a mediating variable. The results of the analysis of the direct influence, indirect effect, and total influence are presented in the output of Smart.PLS version 3.3.3 as presented in Table 22.

Table 22: Indirect Effect

Relationship Between Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values
Indirect Influence			
Organizational Culture (X1) -> Affective Commitment (Y1) -> Performance (Y2)	0.109	2,896	0.004
Managerial Competence (X2) -> Affective Commitment (Y1) -> Performance (Y2)	0.126	3,430	0.001

Source: SmartPLS 3.3.3 Output Data Processed, 2021

Based on the Original Sample O, T-statistics, and P-values in Table 22 Special Effect Indirectly, it is known that the indirect influence of organizational culture on performance through Commitment Affective as an intervening variable of 0.109, where the indirect effect is much smaller than the influence Organizational culture directly to the performance of 0.259. However, if the terms of the value of t-statistics which amounted to $2.896 > 1.96$ (normal Z-score value for $\alpha = 0.05$) and a P-value of $0.004 < 0.05$, which means that the indirect effect has been positive and significant, show that Affective commitment proved to be an intervening variable that mediates the influence of organizational culture on performance. Hypothesis such that the six studies that claim that "organizational culture has a significant positive influence on performance through affective commitment", is accepted .

The total influence of Organizational Culture on Performance is 0.368, which means, Organizational Culture has a significant positive direct influence on performance, the indirect influence of Organizational Culture on Performance through Affective Commitment makes the influence of Organizational Culture on Performance even greater. In addition, based on the Original Sample O, T-statistics, and P-value values in Table 5.21 specifically for Indirect Effects, it is known that the indirect effect of Managerial Competence on Performance through Affective Commitment as an intervening variable is 0.126, where this indirect effect is more small compared to the direct influence of Managerial Competence on performance which is 0.376. However, if viewed from the t-statistics value of $3.430 > 1.96$ (normal Z-score value for $\alpha = 0.05$) and P-value of $0.001 < 0.05$, which means this indirect effect is positive and significant, shows that Affective Commitment is proven to be able to be an intervening variable that mediates the effect of Managerial Competence on Performance. So that the seventh hypothesis of research which states that "Managerial competence has a positive and significant influence on performance through affective commitment", is accepted .

The total influence of Managerial Competence on Performance is 0.501, which means, Managerial Competence has a significant positive direct influence on performance, the indirect influence of Managerial Competence on Performance through Affective Commitment makes the influence of Managerial Competence on Performance even greater.

The findings in this study state that organizational culture has a positive and significant influence on performance through affective commitment. Organizational commitment mediates the influence of organizational culture on performance, this means that organizational commitment is needed because it can increase the influence of organizational culture on performance. The results of

this study are consistent with Patulak *et al.* (2013) concluded that there is a positive and significant influence between organizational culture on employee performance mediated by organizational commitment. Adi (2013) and Hakim (2015) stated that there is a positive and significant influence between organizational culture on employee performance mediated by organizational commitment. A strong organizational culture, besides being able to directly affect performance, can also foster high organizational commitment so that with this commitment, it will also have implications for improving performance.

The findings of the study indicate that Managerial Competence has a positive and significant influence on performance through affective commitment. The results of this study are consistent with Haryanti and Cholil (2014) showing that however high competence of employees indicated by indicators of knowledge, skills and attitudes directly affects improvement performance, but mediated by high organizational commitment which is characterized by continuation indicators, where employees feel they have a high responsibility to remain in the organization and feel lost if they do not perform the tasks as their responsibilities, have a significant impact in improving employee performance.

Conclusions

In the diagram above, it can be seen that the organizational culture of the food and beverage industry players in Jambi Province is the *clan* type. According to Cameron and Quinn (2011), the type of *clan* culture focuses on the direction of the organization and has flexibility to the values adopted in the organization. The main characteristic of this type of culture is the relationship between members of the organization which is based on a sense of kinship, togetherness and carries a high spirit of loyalty. The family atmosphere is clearly reflected in the comments of one respondent, namely the business owner and his employees have a family relationship such as: cousins, nephews or other relatives.

But on the other hand, sometimes the great sense of kinship creates some negative sides from the side of law enforcement. Employees' concerns about weak actions and sanctions for violations. Research on aspects of organizational culture is expected to show that food and beverage industry players desire that the dominance of the *clan* culture type is maintained. These results are in accordance with the opinion of the respondents, namely "family culture must be maintained, a sense of kinship is very important to increase cohesiveness. However, the close sense of kinship in the food and beverage industry also needs to be managed properly. Respondents stated, "there is still a personal interest in the company". Another respondent argued, "it is better if the excessive family culture is removed, because it can be misused by business actors". Hendarman (2012) suggests that in some cases, managers delegate too heavy a workload to their subordinates, while the manager can relax. The close sense of kinship can be balanced with a clear and formalized work system.

This study also found that the organizational culture of the adhocracy type and the hierarchy adopted by the food and beverage business actors received a small portion, this is because the hierarchy type has strict control, strong stability and efficiency through a formal system, besides that the adhocracy culture type is characterized by taking risk and flexibility in innovation are temporary, this is in contrast to food and beverage business actors whose operations are carried out in a simple manner and employees also have kinship and family relationships whose tolerance is higher compared to other types of culture.

Recommendations

Based on the results of this study, future research agendas that need to be suggested to further researchers are as follows:

- i. This study uses organizational culture and managerial competence variables developed by Cameron and Quinn, in analyzing data not usingOCAI (Organizational Culture Assessment Instrument) andMSAI (Management Skill Assessment Instrument), due to organizational culture and managerial competence variables only taking some of the dimensions and indicators are adapted to the character of the food and beverage industry players in Jambi Province, in addition there are additional variables of affective commitment and performance as well as in analyzing data using SEM PLS, meaning that further researchers can try to applyOCAI (Organizational Culture Assessment Instrument) andMSAI (Management Skill Assessment Instrument) in the food and beverage industry.
- ii. The effect of organizational culture, managerial competence and affective commitment on organizational performance based on the results of this study is about 71.8%. That is, there is 28.2% of the influence of other factors not examined in this study, namely normative commitment and continual commitment, besides that in measuring the performance of the food and beverage industry, other methods can also be used such as Implementation of the Balanced Scorecard, Organizational Performance Measurement (OPM), Integrated Performance Measurement Systems (IPMS).
- iii. In this study, there were only four components studied, namely organizational culture, managerial competence, affective commitment and performance. Meanwhile, recent studies have also found that there are other dimensions that can measure organizational performance. For this reason, it is recommended that in research with the context of the food and beverage industry it is necessary to pay attention to other aspects besides the four aspects to be used as further research to explain organizational performance. Likewise with the mediating factor in this study, only the affective commitment factor was studied. It is recommended that further researchers pay attention to other mediating factors that may mediate the relationship between organizational culture and managerial competence with organizational performance.
- iv. This research focuses on the food and beverage industry in Jambi Province. Research with the same variables can also be carried out in other provinces. Considering that the food and beverage industry is also found in other areas outside Jambi

Province. The focus of this research is also small organizations. Considering that small organizations or IKMs have various kinds outside the food and beverage industry, it is also necessary to conduct similar research in the context of SMEs outside the food and beverage industry.

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