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The Effect of Organizational Culture and Organizational Commitment on Performance in Government Agencies X

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Abstract: The purpose of this study was to explain the effect of Organizational Culture and Organizational Commitment on Performance at Government Agency X. The population in this study were employees of Government Agency X. The analytical tool used is path analysis with SEM (structural equation modeling) method using SmartPLS. The results showed that Organizational Culture has a positive and significant effect on Performance. Organizational Commitment has a positive and significant effect on performance. Organizational Culture and Organizational Commitment have a significant effect together. Therefore, it is important for company leaders to pay attention to Organizational Culture and Organizational Commitment in order to improve Performance.

Keyword: Organizational Culture, Organizational Commitment, Performance

INTRODUCTION

Human resources are a very important factor in an agency because of their crucial role in supporting the agency's efforts to achieve its goals. One way to achieve the desired goal is to optimize the performance of human resources (Wandari et al., 2022). Performance is the result of a person's work that reflects the quality and quantity of the tasks that have been completed. Employee performance has an important role, because the performance of individuals in an agency will determine the effectiveness of the agency's performance. If employee performance is poor, then agency performance will also decline. Conversely, if employee performance is good, agency performance will also increase (Astuti, 2022). According to Octarinie, 2021 (Octarinie et al., 2023) Good performance is shown by employees who are able to carry out their duties properly, show high loyalty and discipline, and can complete work independently without waiting for direction from superiors. However, in practice in government agencies x only a few employees can work optimally. This is indicated by the decline in the Key Performance Indicators (KPI) of government agency x which can be seen in the following table:

Table 1 Key Performance Indicators of Government Agency X

Month	Productivity (%)	Attendance Rate (%)	Average Delay (minutes)	On-time Assignment (%)
July	90	95	5	92
August	88	94	7	89
September	85	92	10	85
October	80	90	15	82
November	75	87	20	78
December	70	85	25	72

Based on the table above, it can be seen that there was a significant decrease in employee productivity from 90 percent in July to 70 percent in December. This reflects the reduced work output of employees. The percentage of employee attendance also decreased from 95 percent to 85 percent, indicating an increase in the number of absent days. Average tardiness also increased from 5 minutes to 25 minutes, indicating reduced time discipline in government agency X. In addition, the percentage of on-time task completion decreased, from 92 percent to 72 percent, indicating reduced employee work efficiency.

To improve employee performance in an agency, it is necessary to pay attention and evaluate on an ongoing basis by considering the available human resources. One of the factors that influence performance is organizational culture. As social beings, employees cannot be separated from the various values and norms that exist in the organization where they work. Organizational culture is a foundation that guides every individual in the organization, both in carrying out tasks, interacting socially, and carrying out various other activities, both in the work environment and outside of work. Thus, all activities carried out have significant value and meaning (Duha, 2018). Meanwhile, according to Tintami, Pradhanawati and Nugraha (2013) in (Meutia & Husada, 2019) organizational culture is a philosophical foundation that includes shared beliefs, norms, and values that become the main character in carrying out various activities in an organization. Implementation of a good organizational culture can improve employee performance. This shows the importance of organizational culture, because culture reflects the habits applied in the organization. Basically, every organization has a culture, but the strength of that culture in influencing employee behavior and actions can vary. Therefore, organizational culture has a great influence on employee performance (Rahmawati & Juwita, 2019).

Another factor that can affect performance is organizational commitment. Meyer and Allen (1997) in (Choiriyanto & Shohib, 2024) define organizational commitment as loyalty to remain part of the organization, attend regularly at work, maintain agency assets, and show concern for achieving organizational goals. according to Zulistiawan, 2014 in (Widjaja et al., 2022) menjelaskan bahwa Komitmen organisasi adalah kondisi psikologis yang mencerminkan explains that organizational commitment is a psychological condition that reflects the relationship between workers and organizations, which influences individual decisions to remain part of the organization. This commitment shows the extent to which employees understand and support organizational goals. Basically, organizational commitment is influenced by individual behavior, where employees with high commitment will show willingness and enthusiasm to work better for the achievement of organizational goals. Organizational commitment has a close relationship with employee performance. When employees have a high commitment to the organization, this can encourage an increase in their

performance. As stated by Adiftiya (2014) in (Sidik et al., 2021), strong employee commitment creates greater motivation and dedication to achieve organizational goals, so their performance tends to be more optimal.

Based on the above studies, a study was made with the title The Effect of Organizational Culture and Organizational Commitment on Performance at Government Agency X. With the following hypothesis:

- a. Organizational culture has a positive effect on employee performance at Government Agency X.
- b. Organizational commitment has a positive effect on employee performance at Government Agency X.
- c. Organizational culture and organizational commitment have a positive effect on employee performance at Government Agency X together.

METHOD

This research uses quantitative research methods with descriptive and verification approaches. The sampling technique used a saturated sampling technique where all populations were sampled as many as 150 employees of X Government Agency. Data collection was carried out using a questionnaire filled out by employees of government agency X based on the following indicators:

Table 2 Variable Operationalization

No	Variables	Dimensions	Indicator	Measurement Level
1	Organizational Culture	Innovation and risk-taking	Encouragement to innovate	Ordinal
			Drive for challenge	
		Attention to detail	Employees work conscientiously	
			Detailed assignments	
		Result orientation	Demanded to work hard	
			Demanded to be of higher quality	
		Orientation to individuals	Has the right to develop	
			Equal rights in career	
Team orientation	Mutual respect			
	Teamwork			
Aggressiveness	Competing with each other			
	Work quickly and efficiently			
Stability	Work according to procedures			
2	Organizational Commitment	Affective Commitment	Pride in being part of the organization.	Ordinal
			A strong sense of emotional attachment to the organization	
		Normative Commitment	A sense of moral responsibility to support the organization.	
			The feeling of being owed for the investment that has been made organization, such as training or education.	

		Ongoing Commitment	Dependence on work for financial reasons or economic stability.	
3	Kinerja	Work performance	Number of jobs completed on target	Ordinal
			Quality of work	
			Achievement of individual and organizational goals	
		Discipline	On-time attendance	
			Compliance with applicable rules and procedures	
			Regularity in carrying out tasks	
		Cooperation	Ability to collaborate with colleagues work	
			Mutual help and support between teams	
			Effective communication in cooperation	
		Skills	Technical ability to customize tasks	
			Mastery of required knowledge or skills	
			Adaptability to changes in work	
		Responsibility	Complete tasks with full responsibility	
			Awareness to carry out tasks according to with set standards	
			Able to overcome problems that arise during work without avoidance	

This research uses SPSS 26 software and uses multiple linear regression analysis methods. Research with a verification analysis approach aims to test research material and produce new scientific findings. The result is in the form of a hypothesis status stated in the conclusion, namely whether the hypothesis is accepted or rejected (Sugiyono, 2024). The following are the types of tests that will be applied in this verification analysis.

Classical Assumption Test

Normality Test

This test is carried out to determine whether a regression model, independent variables and dependent variables have a normal distribution or not.

Multicollinearity Test

This test is conducted to determine whether there is a correlation between the independent variables in the regression model. A good regression model should not have multicollinearity.

Heteroscedasticity Test

This test is to test whether there is inequality of variance from the residuals of one observation to another in the regression model.

Data Analysis Test

Multiple Linear Analysis

(Sugiyono, 2024) explains that the multiple linear regression model by itself states a form of linear relationship between two or more independent variables and the dependent variable.

Simultaneous Hypothesis Test (F Test) and Partial Test (t Test)

The F test shows whether the independent variables included in the model have an influence on the dependent variable together.

The t test is conducted to measure the significance of the effect of one independent variable on the dependent variable in the regression model.

Coefficient of Determination (R^2)

This test is conducted to test how much the percentage of variation in the independent variable can explain the dependent variation.

RESULTS AND DISCUSSION

RESULT

Classical Assumption Test

Normality Test

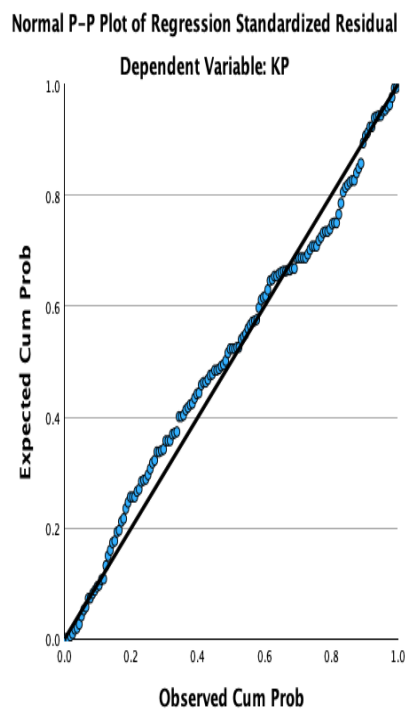


Figure 1 Normality Test Graph

Based on the picture above, the normality test results show that the points spread around the diagonal line and follow the direction of the diagonal line of the graph which means that the regression model used in this study fulfills the assumption of normality.

Heteroscedasticity Test

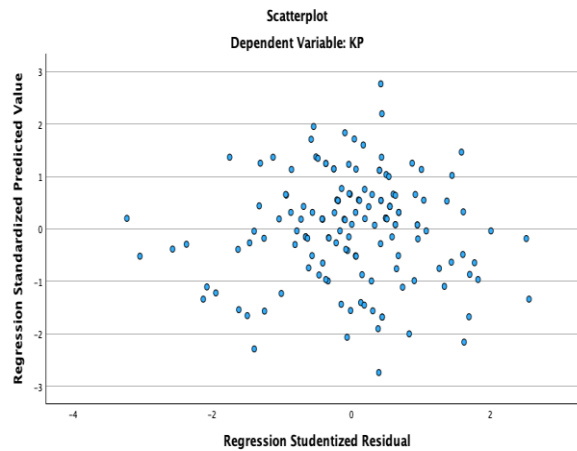


Figure 2 Heteroscedasticity Test Results

Figure 2 above shows that the dots spread around the diagonal line. So it can be concluded that this study fulfills the heteroscedasticity test and the residual values are normal.

Descriptive statistic

Tabel 3 Descriptive statistic

	Minimum	Maximum	Mean	Std. Deviation
Predicted Value	18,77	38,68	28,67	3,615
Std. Predicted Value	-2,739	2,769	0,000	1,000
Standard Error of Predicted Value	0,265	1,083	0,434	0,148
Adjusted Predicted Value	18,69	38,59	28,66	3,613
Residual	-10,398	8,174	0,000	3,218
Std. Residual	-3,210	2,523	0,000	0,993
Stud. Residual	-3,227	2,550	0,000	1,003
Deleted Residual	-10,512	8,351	0,002	3,284
Stud. Deleted Residual	-3,337	2,600	-0,001	1,013
Mahal. Distance	0,003	15,673	1,987	2,348
Cook's Distance	0,000	0,074	0,007	0,012
Centered Leverage Value	0,000	0,105	0,013	0,016

Based on the results of descriptive statistical analysis, the Predicted Value value has a range of 18.77 to 38.68, with an average value of 28.67 and a standard deviation of 3.615. This shows that the model is able to predict the dependent variable with a distribution of values that is not too spread out. The Standard Error of Predicted Value value of 0.434 indicates that the accuracy of the model prediction is quite good, with a small error rate.

The residual values range from -10,398 to 8,174, with an average of 0 and a standard deviation of 3,218. The average residual is close to zero, as expected in a regression model that meets the basic assumptions. In addition, the Standardized Residual value has a standard

deviation of 1.003, which is close to the ideal value for standardized residuals in regression models.

Multiple Linear Analysis

Table 4 Multiple Linear Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1,538	2,250		-0,684	0,49
BO	0,412	0,079	0,342	5,223	0,00
KO	0,432	0,056	0,503	7,684	0,00

Table 3 above shows the multiple linear regression equation with two independent variables as follows:

$$Y = 0.342X_1 + 0.503X_2$$

Based on the regression equation on the first path above, it can be explained that the beta coefficient of the organizational culture variable is 0.342, meaning that an increase in the level of organizational culture will be followed by an increase in the performance of employees of Government Agency X by 34%. The beta coefficient of the Organizational commitment variable is 0.503, which means that an increase in the level of commitment will be followed by an increase in the performance of employees of Government Agency X by 50%.

Simultaneous Hypothesis Test (F Test)

Table 5 F Test

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1946,638	2	973,319	92,745	<.001
Residual	1542,695	147	10,495		
Total	3489,333	149			

The F test was conducted to determine the joint influence of the Organizational Culture and Organizational Commitment variables on Employee Performance, using simultaneous hypothesis testing. The test is carried out by comparing the results of the calculation of the Fcount value and the Ftable value and looking at the significant number with a significance level of 0.05 (5%). Based on the F test results, the overall regression model is significant at the 95% confidence level (p < 0.05).

This means that the independent variables in the Organizational Culture and Organizational Commitment models together have a significant influence on the dependent variable. Based on the F test results, the overall regression model is significant at the 95% confidence level (p < 0.05). This means that the independent variables in the Organizational Culture and Organizational Commitment models together have a positive and significant influence on the dependent variable.

Partial Test (t Test)

Table 6 Result of t test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,538	2,250		-0,684	0,49
	BO	0,412	0,079	0,342	5,223	0,00
	KO	0,432	0,056	0,503	7,684	0,00

Based on the provisions of hypothesis decision making, testing the results of the hypothesis of the effect of Organizational Culture variables on Employee Performance is obtained from the Standardized Coefficients Beta value of 0.342 and the calculated t value 5.223 with a significance value of 0.00, the significance value is smaller than 0.05. Therefore, Organizational Culture has a positive and significant effect on employee performance in Government Agency X.

Testing the results of the hypothesis of the effect of organizational commitment variables on performance obtained from the Standardized Coefficients Beta value of 0.503 and the t value of 7.684 with a significance value of 0.000. the significance value is smaller than

0.05. Therefore, commitment has a positive and significant effect on performance in Government Agency X so that the hypothesis stating that organizational commitment has a positive and significant effect on employee performance in Government Agency X is accepted.

Coefficient of Determination (R²)

Tabel 7 Result Coefficient of Determination R²

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df 1	df2	
1	.747 ^a	0,558	0,552	3,240	0,558	92,745	2	147	0,000

In table 5 above, the R value is 0.558 or 50.8%. This shows that there is a very strong relationship between the variables of Organizational Culture (X1), and Organizational Commitment (X2), on Employee Performance (Y). In the table above, it can be seen that the value of R² 0.552 or 55.2%. This shows that the dependent variable Performance Employees (Y) can be explained by the independent variables, namely Organizational Culture (X1), and Organizational Commitment (X2), by 55.2% while the remaining 44.8% can be influenced or explained by other factors outside the variables or other variables not examined in this study.

Discussion

The purpose of this study was to determine the effect of organizational culture and organizational commitment on employee performance in Government Agency X. The results showed that there was a positive and significant influence of organizational culture and organizational commitment on employee performance in Government Agency X both partially and simultaneously.

Organizational culture includes values, norms and habits shared by members of the organization. With a strong and positive organizational culture, it can improve motivation, job satisfaction, and employee productivity, which in turn maximizes employee performance (Setyorini & Santi, 2022). A strong organizational culture is reflected in how employees understand and apply its values in their daily work, which affects their behavior, motivation, commitment, and performance. In the public sector, organizational culture plays an important role in supporting quality services to the public effectively and efficiently. When a service culture is embedded, providing quality services becomes a habit, not just an obligation. Thus, a good organizational culture improves performance and creates a positive experience for the community. This is in line with previous research conducted by (Mannan, 2021) and (Meutia & Husada, 2019), but these results not in line with research conducted by (Putra & Wildan, 2023) and (Girsang, 2019).

Employees with high levels of commitment show attachment to three main aspects: emotional (affective), which reflects a sense of love and concern for the organization; rational (normative), which relates to a sense of moral responsibility to remain supportive of the organization; and a desire to build a long-term career (continuance), which is based on a consideration of future job benefits and stability. The combination of these three components encourages employees to work with dedication and optimal productivity. Employees who feel emotionally attached, rational, and long-term oriented tend to be more motivated to contribute to the achievement of organizational goals. This strengthens the relationship between organizational commitment and superior performance. These results are in line with various previous studies, namely (Girsang, 2019) and (Putra & Wildan, 2023) which show that organizational commitment plays an important role in improving employee performance. However, this is not in line with research conducted by (Marlina et al., 2020) and (Saputri & Susanti, 2023).

Simultaneously organizational culture and organizational commitment have a positive and significant effect on employee performance in Government Agency X. This is in line with research conducted by (Choiriyanto & Shohib, 2024) and (Yanti & Kurniawan, 2023).

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, conclusions can be drawn on this research, namely:

1. Organizational culture has a positive and significant effect on employee performance in Government Agency X partially.
2. Organizational commitment has a positive and significant effect on employee performance in government agency X partially.
3. Organizational culture and organizational commitment simultaneously have a positive and significant effect on employee performance in Government Agency X.

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