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**Exploring the Mediating Role of Organizational Commitment between Organizational Culture and Employee Performance: Evidence from Public Sector Organization**

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**Abstract**

The Regional Inspectorate of Sumedang Regency, West Java, Indonesia, is a public sector organization that plays a vital role in ensuring accountability and transparency in the use of public resources. To achieve its goals, the organization must maintain a positive organizational culture that fosters employee commitment and enhances performance. This study aimed to explore the mediating role of organizational commitment in the relationship between organizational culture and employee performance at the Regional Inspectorate of Sumedang Regency. A survey questionnaire was used to collect data from 64 employees in the Regional Inspectorate of Sumedang Regency. The data were analyzed using PLS-SEM. The results showed that organizational culture significantly positively impacted organizational commitment and employee performance. Organizational commitment partially mediated the relationship between organizational culture and employee performance. Organizational commitment is crucial in enhancing employee performance in public sector organizations. The practical implications are to improve employee performance by creating a positive organizational culture that fosters employee commitment.

**Keywords:** organizational culture, organizational commitment, employee performance, regional inspectorate, Sumedang Regency.

**1. Introduction**

An organization is a unit made up of interconnected and interdependent elements. Human resources are a crucial element of the organization. Employee performance is just one of several elements that significantly impact an organization's success. This is consistent with the viewpoint expressed by Sinambela (2016), who contends that an organization or institution's effectiveness is highly dependent on its qualified employees' work. Employees serve as the planners, strategists, movers, and managers of organizational activities, making them valuable assets. As a result, to contribute to increased organizational performance and long-term quality, organizations must strive to improve the quality of their human resources.

Organizational culture is one of the elements that can affect employee success in an organization (Hessel in Gorap., 2019). The set of values, conventions, beliefs, behaviors, and symbols owned and upheld by the organization is known as organizational culture. Employees can be motivated to perform at their best with a positive organizational culture. This is due to the presence of appropriate circumstances and settings in the workplace, especially if the culture encourages personal growth and employee well-being. Conversely, if an organization's culture does not reflect the values upheld by its employees, then this can negatively impact employee productivity and overall organizational effectiveness. Hence, an organization must create and maintain a positive culture to boost employee engagement, productivity, and motivation while achieving the best possible outcomes.

To promote effective and efficient employee performance for the organization's progress, Susanto (2006) contends that organizational culture should serve as a point of reference for employees to use when performing administrative activities. On the other hand, organizational culture was highlighted by Handy (1993) as the "glue" that can bind a group of people together and help them form their own identity. Furthermore, he contended that organizational culture is essential in determining employee loyalty and motivation, affecting performance. Mekka et al. (2020) and Anggapradja and Wijaya (2017), two earlier research, also discovered that an influential organizational culture positively impacted employee performance.

Along with organizational culture, which can aid in enhancing employee performance. Employee performance can be considered proper if the person is committed to the organization (Bernardin and Russel in Robbins., 2003). The capacity to which people hold the organization's ideals, pursuits, goals, and ethical norms in high regard and are motivated to stick with them over the long term is known as organizational commitment (Hayati et al., 2020). Organizational commitment is necessary because it fosters accountability and drives employees to work hard to meet organizational objectives. The productivity of the entire organization may increase as a result of this.

Employees genuinely invested in their jobs are more likely to be loyal to their organizations. They do not depart the organization lightly since they believe they have a profound relationship with it. This offers the advantage of lowering employee turnover rates and enhancing employee retention, allowing the organization to retain employees who do high-quality work and make meaningful contributions. This is congruent with the findings of Angraini et al. (2021), who discovered that employees who are passionate about the organization stay with it. Further research by Syaifuddin and Sumartik (2022) shows that organizational commitment affects employee performance, with the level of organizational commitment that derives from an individual's personality growing as it does so.

This research also focuses on the Regional Inspectorate of Sumedang Regency. A technical body in Sumedang Regency, West Java, Indonesia, assists the Regent in his tasks through the Regional Secretary. The primary function of the Regional Inspectorate of Sumedang Regency is to support and oversee the performance of the regional apparatus's obligations, as well as to monitor the progress of government activities that fall under the purview of the Regency. Furthermore, the Sumedang Regency Regional Inspectorate conducts audits, assessments, evaluations,

supervision, and monitoring of governmental obligations. If the Regional Inspectorate of Sumedang Regency is to achieve its goals, it must create a pleasant working culture and boost employee dedication. This can be seen in how well employees' complete duties for the organization and hit set objectives. These are the details:

Table 1. Employee Performance

Predicate	2020			2021		
	Target	Reality		Target	Reality	
		Total	%		Total	%
A	20%	10	16.1	20%	12	18.7
B	80%	52	84.8	80%	52	81.2
C	-	-	-	-	-	-
D	-	-	-	-	-	-
Total		62	100		64	100

According to the information provided, it is clear that the Regional Inspectorate of Sumedang Regency employees continues to perform below the requirements that the organization has established. Only 16.1% of employees in 2020 met the A predicate standard, which suggests that performance realization fell short of the organizational aim of 20%. In comparison, 84.8% of the employees attained the B predicate. Percentage of employees who received an A increased by 2.63% in 2021 to 18.75%, which is still below the organizational aim of 20%. In contrast, 81.25% of employees earned a B during that year. So, further work is required to raise employee output and attain the predetermined organizational objectives.

On the other hand, employee attendance at work is a good indicator of organizational commitment. There were 11 absences in May 2021, representing 18.03 percent of the month's workforce. The proportion of absenteeism is exceptionally high because it falls well short of the monthly employee attendance objective of 99%, where employee absences are supposed to account for only 1% of total employee numbers. However, the lowest employee absence rate in 2021 was in March, July, September, and December, when it was 0%, meaning that all employees were present. This suggests that employees are now more conscious of the importance of being at work. Employee performance is impacted by organizational commitment (Dahlan & Madjojo., 2020).

It may be a sign that there are causative factors influencing employee performance if there is a discrepancy between employee performance goals and the organization's goals. The misalignment of employee-adopted organizational ideals with those established by the organization is one of these reasons. An organizational commitment to its commitments and responsibilities may decline due to this misalignment of values, which can also lower motivation, conflict, and disharmony in the workplace. It can also harm employee performance and the organization's reputation. The authors are thus motivated to conduct in-depth research on "Exploring the Mediating Role of Organizational Commitment Between Organizational Culture and Employee Performance: Evidence From Public Sector Organization."

## **2. Literature Review**

### *2.1. Organizational Culture*

Ainanur and Tirtayasa (2018) define organizational culture as a set of values that all individuals within an organization uphold and use as a compass for behavior within the organization to accomplish a predetermined objective. The book Umar & Husein (2010) entitled Marketing Research and Consumer Behavior explains that organizational culture is a system of shared values and beliefs taken from the habit patterns and basic philosophies of its founders, which then interact into norms, where these norms use as guidelines for how to think and act to achieve common goals. Organizational culture is like the personality of an organization, formed through a system that establishes behavioral standards reflected in the attitudes, perceptions, and behaviors of people within the organization. Organizational culture is seen as the essence of what is vital in the organization, which regulates the conduct of organizational members by specifying what should and should not be done (Rantesalu in Hafid and Kurnia., 2019). Research by Wahyudi & Tupti's (2019) said there are several vital meanings of organizational culture for organizational life: 1) Give members an identity. 2) Facilitate collective commitment. 3) Increase the stability of the social system. 4) Shaping behavior. The values in organizational culture will guide behavior and life in every process in administrative activities. This phenomenon will show that the factors in corporate culture will drive employees to have quality and professional performance. (Sutoro., et al. 2020)

### *2.2. Employees Performance*

A job-running employee will provide something known as performance. An employee's work during a specific time per the provisions agreed upon in advance is called performance. One of the essential factors in completing assignments is performance. According to Jufrizen (2018), *performance* is a sign of a person's or group of people's success in carrying out the work the company has assigned to them. According to Indrasari (2017), performance is a level of task execution that individuals, units, or divisions can attain through their capabilities and provisions that have previously been made in order to meet an organization goal. Based on research by Adha et al. 2019 explains that to improve good employee performance, an essential element is human resources. Even though the company's planning or strategy is well organized and systematic, its human resources must be qualified and have high morale. Performance requires a person to behave according to organizational requirements and show good results. A company leader also uses performance as a measuring tool to assess how good employee quality is. According to Mangkumanegara (2010), some factors affect employee performance, including ability factors such as potential ability (IQ) and knowledge and skill abilities. Furthermore, the motivation factor is formed from employees' attitudes in dealing with company problems.

### *2.3. Organizational Commitment*

According to Rahmawati and Juwita (2019), organizational commitment is the behavior of someone willing to sacrifice all to help the organization or company achieve its goals. According to Zein and Hadijah (2018), organizational commitment is a person's devotion and loyalty to the organization that employs him and their desire to remain a part of that organization without wanting to join another. A person is said to be committed to an organization when they support

its goals and want to stay with it (Robbins and Judge., 2007). Based on research results from Arifin & Darmawan's research (2022), an employee with a high commitment to the organization will have a different attitude than employees with a lower responsibility. High fidelity will make employees responsible for their work and always show a sense of siding with the organization. Organizational commitment is essential for an organization because the existence of organizational commitment will encourage employees to always maintain their jobs and provide the best results for their organization.

#### *2.4. Hypothesis Development*

##### **2.4.1 Organizational Culture on Employee Performance**

A pattern produced or created by a group within an organization to address external and internal difficulties is referred to as organizational culture. This practice is then taught and implemented to new members to establish ties inside the organization (Novziransyah in Hidayat et al. 2020). Organizational culture is a type of organizational personality that develops through a system that produces behavioral norms reflected in the perceptions, attitudes, and behavior of people in an organization or company, so that culture affects almost every aspect of organizational or company life (Muis et al., 2018). The right organizational culture can affect and increase employee performance; The studies listed below back up Amanda et al. (2017) and Mohsen et al. (2020)'s claim that organizational culture has a good and significant effect on employee performance.

H1 = Organizational Culture Has a Positive Effect on Employee Performance.

##### **2.4.2 Organizational Culture on Organizational Commitment**

Employee loyalty to the organization is shaped and strengthened by organizational culture. According to O'Reilly and Chatman (1991), an organization with an influential and consistent culture has employees that are more attached to and loyal to the organization. A solid and consistent organizational culture helps to develop norms and values that employees internalize, helping them feel more connected to the organization. Aranki et al. (2019) at Jordanian IT firms and Fauzi et al. (2016) at PT Toys Games Indonesia Semarang found a strong correlation between organizational culture and commitment.

H2 = Organizational Culture Has a Positive Effect on Organizational Commitment.

##### **Organizational Commitment on Employee Performance**

Organizational commitment is a behavior that shows employee devotion to the organization by exhibiting members' interest in the organization's success and ongoing progress (Luthans in Rahayu 2019). "There is a positive correlation between organizational commitment and desired results, such as successful performance" (Luthans, 2006). In his research, Hafid (2019) determined that organizational commitment significantly impacted employee performance at the Polewali Mandar Regency Community and Village Empowerment Office. Employee performance will improve when organizational commitment is sustained and successfully implemented.

H3: Organizational Commitment Has Positive Effect on Employee Performance

### 2.4.3 Organizational Commitment Plays a Role in Mediating the Influence of Organizational Culture on Employee Performance

Organizational commitment refers to employees' attachment, loyalty, and dedication to the organization. It indicates employees' willingness to go above and beyond to meet organizational goals and objectives. On the other hand, the anticipated values, beliefs, conventions, and practices are referred to as organizational culture and affect how employees behave. A solid and reasonable organizational culture can guide higher levels of organizational commitment among personnel. Organizational commitment can moderate the relationship between organizational culture and employee performance. Employees dedicated to the organization are more likely to engage in performance-enhancing activities such as going above and beyond their job obligations, being more innovative, and remaining with the organization for a more extended period. As a result, organizational commitment can link organizational culture and employee performance by converting cultural values and norms into employee actions that contribute to improved performance. Some research findings suggest a relationship between organizational culture and organizational commitment, like Setyorini et al. (2022), who discovered that organizational culture and commitment positively and significantly affected employee performance.

H4: Organizational commitment mediating the influence of organizational culture on employee performance

Based on the abovementioned concept, the following research framework has been developed:

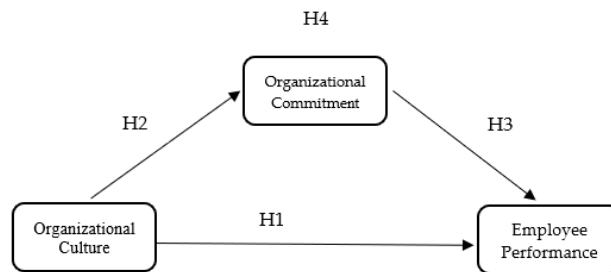


Figure 1. Research Framework

### 3. Research Methods

This investigation was carried out in the Sumedang Regency Regional Inspectorate at Prabu Gajah Agung street No. 9, North Sumedang District, Sumedang Regency, West Java, Indonesia. The study used quantitative methods for measuring the data and performing statistical analysis over four months, from October 2022 to January 2023. To test hypotheses, examine relationships between variables, or predict numerical statistical outcomes, quantitative approaches were used (Sugiyono., 2018). The research used several different variables, including organizational culture (X), employee performance (Y), and organizational commitment (Z). Primary data were gained from employee survey feedback, and secondary data were gathered from relevant literature

reviews and earlier studies. Both forms of data were employed in this study. This research used saturated sampling. There were 64 participants, all employed by the Sumedang Regency's Regional Inspectorate. The data were evaluated using the SEM-PLS technique, which involved computing the outer model (Convergent Validity, Discriminant Validity, Composite Reliability), inner model (R square, Q square, and Hypothesis Test), and processing the data using Smart PLS 3.00 software.

**4. Result**

*4.1 Outer Model*

The outer model test determines whether indicators or methods for measuring the intended variables are effective. It entails assessing the indicators' reliability as well as their convergent (convergent validity), divergent (discriminant validity), and discriminant validity. The outer model test results assess the construct's reliability and validity.

*4.2. Convergent Validity Test*

Table 2. Convergent Validity Test

Variable	Dimensions	Indicator	Outer Loading
Organizational Culture	Involvement	OC1	0,765
		OC2	0,772
	Consistency	OC3	0,786
		OC4	0,730
	Mission	OC5	0,713
Employee Performance	Quality	EP1	0,702
	Quantity	EP2	0,760
	Timeliness	EP3	0,875
	Effectiveness	EP4	0,873
	Independence	EP5	0,839
Organizational Commitment	Affective	O1	0,747
	Continuance	O2	0,723
		O3	0,813
	Normative	O4	0,716

The loading factor value, representing item reliability, is used to evaluate convergent validity. Validity was assessed in this study using a threshold of 0.7 for the loading factor value. Any loading factor value greater than 0.7 is accepted. The loading factor values for each indicator for each variable in this study are more prominent 0.7, indicating that all indicators are legitimate, according to the data processing results obtained using Smart PLS and shown in Table 2.

#### 4.3. Discriminant Validity Test

Table 3. Discriminant Validity

Variable	AVE
Organizational Culture	0,568
Employee Performance	0,661
Organizational Commitment	0,564

This test aims to determine how well the indicator or measuring tool can account for variance in the construct. Because all exceeded the minimum AVE value restriction of 0.5, all values, according to the table, have satisfied the requirements.

#### 4.5 Composite Reliability Test

Table 4. Composite Reliability

Variable	Cronbach's alpha	Composite reliability
Organizational Culture	0,815	0,868
Employee Performance	0,870	0,906
Organizational Commitment	0,747	0,837

Latent variables can be assessed by considering the composite reliability value, convergent validity, and discriminant validity, which gauge outer models. The construct is regarded as dependable if the composite reliability value exceeds 0.7. According to the table, all constructs are reliable since they meet the minimum value limit condition.

#### 4.6. Inner Model Test

The structural equation model's internal model test gauges how closely the variables' relationships to each other match the proposed study hypothesis. This test analyzes direct and indirect relationships between variables via latent variables (mediation) and the impact of moderating factors. The findings of the inner model test assist in determining the validity and importance of the study hypothesis.



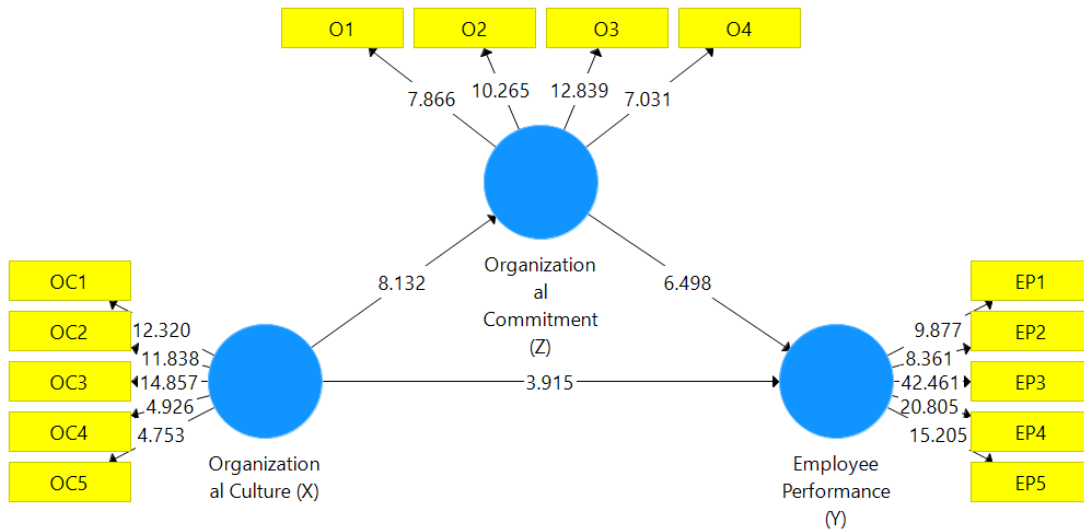


Figure 2. Inner Model

4.7. R-square ( $R^2$ )

Table 5. R-Square

Variable	$R^2$
Employee Performance	0,641
Organizational Commitment	0,396

The presence or absence of a specific external latent variable's attachment to an endogenous latent variable can be determined using R-Squares. Employee performance has an R-Squares of 0.641 (moderate), whereas organizational commitment has an R-Squares of 0.396, according to SmartPLS data processing (weak).

4.8 Q-square ( $Q^2$ )

$$\begin{aligned}
 Q \text{ Square} &= 1 - (1 - R^2_2) \times (1 - R^2_1) \\
 &= 1 - (1 - 0,641) \times (1 - 0,396) \\
 &= 1 - 0,216 \\
 &= 0,784
 \end{aligned}$$

With the Predictive Relevance test, one can assess a model's propensity to predict the value of a dependent variable accurately. When the Q-Square calculation gives 0.784, it suggests that the overall variation of the data included in the study is 78.4%, with the remaining 21.6% factors not considered in the research to blame.

*4.9. Hypothesis Test*

A good grasp of the relationship between T-Statistics and P-Values is essential in evaluating whether a hypothesis can be accepted. Typically, a T-Statistics value greater than 1.96, combined with a significance threshold P-Value of 0.05 (5%) and a positive beta coefficient, are used as general guidelines in this study. Following these "rules of thumb" makes it easier to determine whether the hypothesis can be accepted based on the statistical analysis conducted.

Table 6. Hypothesis

Hypothesis	Correlation	Path coefficient	T statistics	P-value	Result
H1	Organizational Culture -> Employee Performance	0,350	3.915	0,000	Accepted
H2	Organizational Culture -> Organizational Commitment	0,630	5.915	0,000	Accepted
H3	Organizational Commitment -> Employee Performance	0,532	6.498	0,000	Accepted
H4	Organizational Culture-> Organizational Commitment -> Employee Performance	0,335	4.865	0,000	Accepted

Based on the data in Table 6, it is evident that all hypotheses proposed in this study are accepted because they have a P-Value of less than 0.05 and a T-Statistics value of more than 1.96.

**5. Discussion**

In this section, we will review the study's findings and demonstrate how the independent variables directly affect or do not directly affect the dependent variable via intermediary variables.

The findings of the tests show that the Regional Inspectorate of Sumedang Regency's organizational culture has a positive and significant impact on employees performance. Hence H1 is acceptable. The effect is enormously significant, as indicated by the computed P-values of  $0.00 < 0.5$  and the T-statistics value of  $3.915 > 1.96$ . These results imply that employee performance can be increased by a positive organizational culture but decreased by a negative one. This occurs because organizational culture affects employees' attitudes, behaviors, and values while performing their duties. High levels of trust between employees and executives, effective teamwork, the ability to reward excellence, and opportunities for personal development signify a solid organizational culture. Employee disagreement, a lack of leadership backing, a lack of clarity in decision-making, and a disregard for employee welfare are signs of a weak or unsupportive organizational culture. As a result, organizations need to focus on developing a sound and encouraging culture to increase employee performance and successfully achieve objectives. The research results from Wahyudi & Tupti's research (2019) explain that several factors influence a sound organizational culture, namely: a) effective communication in the organization. Effective communication positively impacts corporate culture; b) employee motivation either in the form of wages, appreciation for employee hard work or paying attention to work environment conditions. Management efforts to motivate employees will form its own culture in the company; c) organizational characteristics and organizational activities that will

affect the prevailing culture in the organization; d) reward employee achievement, tolerance for conflict and group work that occurs. It involves the organization's culture; e) rigid or flexible organizational structure. A wooden frame will create a culture to avoid uncertainty; everything must be made with written rules. A flexible design will create a culture of dealing with something creatively and independently; f) management style and anything related to leadership will affect organizational culture. These organizational culture factors will create a positive corporate culture that will produce good employee performance. As in earlier research by Wijayanti and Tirtoprojo (2023), which found that corporate culture affects employee performance, lends weight to the study's conclusions.

According to the research, organizational culture significantly and favorably influences organizational commitment. This hypothesis is supported by the P-values of  $0.00 < 0.5$  and the T-statistics value of  $5.915 > 1.96$ . Hence H2 is accepted. These outcomes support earlier research by Jannah (2016) and Budiarti and Bukhori (2017) that revealed organizational culture affects organizational commitment. Since the organization's values and objectives and the individual employee's values and objectives are related, a positive and encouraging organizational culture can increase employee commitment. Employees who work in an environment that is supportive and upbeat feel strongly about the organization and are eager to put forth their best efforts to accomplish shared objectives. As a result, to increase organizational loyalty, firms must pay attention and develop a pleasant and supportive culture. Encouraging good ideals, rewarding exceptional performance, providing employee training and development programs, and fostering effective and open communication between employees and management are all methods for developing a solid organizational culture. A positive and encouraging workplace culture will aid long-term success and goal achievement.

The research's conclusions support the notion that organizational commitment affects the productivity of Sumedang Regency's Regional Inspectorate employees. Researchers found a P-value of  $0.00 < 0.5$  and a T-statistics value of  $6,498 > 1.96$  from the test findings, indicating that H3 is acceptable. Organizational commitment refers to employees' willingness to maintain their connection with the organization while attempting to contribute to attaining organizational objectives. In addition to being happier and more engaged in their work, loyal employees are more productive. Through organizational commitment, employee attachment to the organization can boost employee performance. Employees with a solid dedication to the organization are more driven, committed, proactive, and motivated when performing their duties and commitments. A further factor influencing an employee's motivation is that highly dedicated employees typically have good relationships with executives and corps. These results are consistent with earlier research, including a study by Hayati et al. (2020), and indicate that organizational commitment affects employee performance in a good and significant way. Hence, the study's findings show how organizational commitment might affect employee performance.

According to the findings of this study, Organizational Commitment has a role in mediating the effect of organizational culture on employee performance, or there is an indirect effect of Organizational Commitment, as evidenced by P-values of  $0.00 < 0,5$  and T-statistics of  $4.865 > 1.96$ , indicating that H4 is accepted.

## 6. Conclusion

It can be concluded from this research that organizational culture affects employee performance, organizational culture affects organizational commitment, organizational commitment affects employee performance, and organizational commitment plays a role in mediating the influence of organizational culture on employee performance. In this situation, it is essential to note that the relationship between organizational culture, organizational commitment, and employee performance is complex and intertwined. Organizations seeking to boost employee performance should consider both variables and ensure that organizational culture and commitment are adequately maintained.

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