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The influence of organizational culture on employees' performance mediated by organizational commitment

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Abstract---The study highlights the influence of organizational culture on employee performance with organizational commitment as a mediating variable by investigating the theory of social exchange. Using simple random sampling, the study sample amounted to 120 Bali Regional Revenue Agency (Bapenda) employees. Data were gathered using a questionnaire with a 5-point Likert scale, measuring respondents' perceptions of organizational culture variables, organizational commitment, and employee performance. Data analysis was performed using the Structural Equation Modelling (SEM) method with Partial Least Squares (PLS) software version 4.1. It indicates that organizational culture directly and through organizational commitment affects employees' performance. The findings support social exchange theory, where reciprocal linkages between

organizations and employees can enhance performance. The practical implication of this study is that organizations must strengthen organizational culture and the commitment of employees to enhance performance.

Keywords---Organizational culture, organizational commitment, employee performance.

Introduction

Public organizations in Indonesia are pivotal in providing services to the community, i.e., in education, health, and infrastructure. Consequently, complex bureaucratic structures often affect service efficiency. Bureaucratic reform aims to facilitate transparency, accountability, and effectiveness in public governance (Nasution, 2022). Nevertheless, corruption and lack of HR skills remain significant challenges (Hadi & Setiawan, 2021). Public organizations must adapt to digital technology to enhance accessibility and responsiveness to community needs (Suryadi, 2020). Increased leadership capacity is also needed to ensure better and more innovative public services (Putri & Wahyudi, 2023). Thus, modernization and innovation in public management continue to be crucial in improving the performance of public organizations in Indonesia.

The Bali Regional Revenue Agency (known as Bapenda) mainly collects local taxes. Bapenda is essential in increasing local revenue (PAD) by managing various taxes, such as motor vehicles, hotels, and restaurants. The organization ensures the tax collection process is transparent, accountable, and efficient. By optimizing information technology, Bapenda Bali allows people to make tax payments online to increase taxpayer compliance and encourage sustainable regional development. The Bali Regional Revenue Agency (Bapenda) is the suboptimal performance of employees. Several factors, i.e., lack of motivation, high workload, and skills and competency development limitations, can affect productivity and service quality. Further, challenges in adapting to digital technology also hinder efficiency in the tax collection process. Bapenda Bali must focus on improving human resource management through continuous training and proper incentives to ensure that employee performance (henceforth EP) is enhanced and services to the public are more effective.

Social exchange theory states that employees become well-performed when they feel the values of their persona. Employees who feel valued and supported will reciprocate with excellent performance and strong commitment (Cropanzano & Mitchell, 2005). It shows the paramount of individual and organizational value alignment (Blau, 2017). Personal values are related to organizational culture (henceforth OC), where the compatibility of individual values with OC enhances EP. Literature shows that a strong OC significantly affects performance, with a supportive culture increasing employee motivation and commitment (Alvesson, 2020; Hartnell et al., 2019). An excellent OC increases productivity and job satisfaction (Lee et al., 2021; Cameron & Quinn, 2020).

A several research on the influence of OC on EP has not shown consistent. Some studies elaborate that OC does not significantly impact EP than other dominant variables, i.e., leadership and work climate (Xenikou, 2021; Nongo & Ikyanyon, 2020). Factors, i.e., cultural mismatch with individual needs or lack of internalization of organizational values also reduce its influence on performance (Schneider et al., 2021). Further, empirical studies find that the impact of OC is declined with rapid external change (Alshammari et al., 2019; Zahra & George, 2020). It implies that many factors can influence the effect of OC on EP.

The results show that organizational commitment mediates the effect of OC on EP. A strong OC elevates employee commitment, improving performance (Meyer et al., 2020; Klein et al., 2021). When employees feel that the organization's values align with theirs, they become committed and motivated to outperform (Allen & Meyer, 2019; Lumley et al., 2020). Empirical studies also highlight that organizational commitment mediates the linkage between culture and performance, especially in innovation-oriented organizations (Mathieu & Zajac, 2020; Riketta, 2021; Wasti, 2018). This study explores the mediating role of organizational commitment on the effect of OC on EP.

Literature Review

Exchange Theory

Social exchange theory states that the linkage between individuals and organizations is reciprocal. In OC, employees whose values align with OC show strong commitment (Blau, 2017; Eisenberger et al., 2020). A supportive culture encourages employees to outperform in response to organizational support (Cropanzano & Mitchell, 2005). Organizational commitment mediates the linkage by strengthening employees' engagement with organizational goals and enhancing performance (Meyer et al., 2020; Riketta, 2021). Employees who feel valued and supported will reciprocate with loyalty and higher productivity (Allen & Meyer, 2019; Wasti, 2018). Thus, through culture and commitment, social exchange creates a positive cycle that fosters EP (Mathieu & Zajac, 2020).

Organizational culture

Organizational culture is a system of values, norms, beliefs, and habits developed by an organization that influences how employees interact, work, and make decisions (Schein, 2010). This culture reflects the organization's identity and serves as a guide for employee behavior (Deal & Kennedy, 1982). A strong organizational culture can enhance employee loyalty, engagement, and performance, while a mismatch between culture and individual values can reduce productivity (Denison, 1990). Organizational culture is also dynamic, changing over time in response to internal and external environmental changes (Cameron & Quinn, 2011).

Organizational commitment

Organizational commitment refers to the psychological attachment and loyalty that an employee feels towards their organization, influencing their willingness to

stay and contribute to its success (Meyer & Allen, 1991). It is generally categorized into three dimensions: affective commitment (emotional attachment to the organization), continuance commitment (perceived cost of leaving the organization), and normative commitment (feeling of obligation to stay) (Meyer et al., 2002). High organizational commitment fosters employee retention, increases motivation, and enhances overall performance (Mowday et al., 2013). When employees feel aligned with the organization's values and goals, they are more likely to be engaged and perform at a higher level. However, low commitment can result in turnover and reduced productivity, impacting the organization's long-term effectiveness.

Employee performance

Employee performance refers to the efficiency and effectiveness with which employees fulfill their tasks and responsibilities, contributing to the overall goals of the organization (Campbell, 1990). It is often evaluated through measurable outcomes such as productivity, quality of work, and meeting deadlines. Performance can be influenced by several factors, including skills, motivation, work environment, and organizational support (Robbins & Judge, 2013). High-performing employees not only meet but exceed the expectations set by their roles, which positively impacts organizational success (Armstrong, 2012). Employee performance can be improved through continuous training, feedback, and performance management systems, which help align individual goals with organizational objectives.

Organizational culture, organizational commitment, and employee performance

Empirical studies suggest that OC significantly influences EP. A strong and positive OC creates a work environment that supports and motivates employees to perform better (Hartnell et al., 2019; Lee et al., 2021). A culture aligned with individual values increases employee commitment and positively affects performance (Alvesson, 2020; Schneider et al., 2021). Further, cultures that encourage innovation and collaboration also contribute to higher productivity and creativity (Cameron & Quinn, 2020; Hartog & Verburg, 2019). Strengthening OC is an imperative strategy for enhancing organizational effectiveness and individual performance.

Studies reveal that OC significantly influences organizational commitment. A strong culture supporting positive organizational values increases employee commitment, affectively normatively and continuance commitment (Meyer et al., 2020; Xenikou, 2021). Employees aligned with values and the OC show higher loyalty and engagement (Schneider et al., 2021). A culture that supports innovation, cooperation, and fairness also enhances employee commitment, improving work motivation and productivity (Hartnell et al., 2019; Lee et al., 2021). Besides, organizational commitment also increases when organizations create a work environment that values employee contributions and provides adequate support (Cameron & Quinn, 2020; Alvesson, 2020). Therefore, a strong OC is pivotal in building employee commitment.

Several studies suggest that organizational commitment significantly affects EP. Employees with a strong affective, normative, or continuance commitment are motivated to outperform (Meyer et al., 2020; Riketta, 2021). Organizational commitment also strengthens employees' loyalty to organizational goals, increasing work productivity and efficiency (Mathieu & Zajac, 2020; Wasti, 2018). Similarly, studies show that employees who are attached and responsible work and perform better (Allen & Meyer, 2019; Lumley et al., 2020). The commitment is vital in creating stability and sustainability of EP in various sectors (Klein et al., 2021; Nongo & Ikyanyon, 2020). Subsequently, the developed hypotheses are:

H1. OC affects EP

H2. OC affects organizational commitment

H3. Organizational commitment affects EP

H4. Organizational commitment mediates the effect of OC on EP

Methods

This study is explanatory research with a causality approach to examine the effect of OC on organizational commitment and EP at Bapenda in Bali. The study location includes Bapenda in 8 regencies and 1 city in Bali Province, with a sample of 120 employees selected randomly. This sample is considered representative of the conditions in Bapenda Bali. Data was collected using a questionnaire designed based on a 5-point Likert scale, where 1 indicates "strongly disagree," and 5 indicates "strongly agree." The questionnaire consisted of statements measuring three main variables: OC, organizational commitment, and EP. The instrument for OC was adapted from Hartnell et al. (2019) using 6 indicators: measuring cultural dimensions, i.e., innovation, stability, and collaboration. Meanwhile, organizational commitment is measured by an instrument adapted from Meyer et al. (2020), including three commitment dimensions: affective, normative, and continuance, using 6 indicators. Meanwhile, EP is measured by an instrument adapted from Riketta (2021), assessing employee contributions to work effectiveness and efficiency, using 6 indicators.

After collecting the data, hypothesis testing was performed using the Structural Equation Modeling (SEM) method with Partial Least Squares (PLS) software version 4.1. SEM-PLS tests the causal linkage between latent variables with a relatively small sample size and can handle data that is not normally distributed (Hair et al., 2019). Analysis in SEM-PLS includes two main stages: testing the outer and inner models. The outer model tests construct validity and reliability, where latent variable indicators are tested following the loading factor value exceeding 0.5 to be considered valid (Henseler et al., 2015). Further, the reliability test used Cronbach's Alpha and Composite Reliability with an expected value exceeding 0.7 (Sarstedt et al., 2020). Meanwhile, the inner model tests the causal hypothesis between latent variables by observing the value of path coefficients and the R-squared value, showing the amount of variance explained by the model and the value of predictive relevance (Q2).

Results

The results from SEM-PLS indicate that the evaluation of the conceptual model (outer model) of the model has met convergent validity where the outer loading value exceeds 0.50 ($OL > 0.5$), illustrated in Table 1.

Table 1. Outer loading value

Variables	Emp Perfor	Org Com	Org Culture
M1		0,852	
M2		0,777	
M3		0,783	
M4		0,726	
M5		0,754	
M6		0,818	
X1			0,834
X2			0,794
X3			0,748
X4			0,807
X5			0,820
X6			0,860
Y1	0,814		
Y2	0,821		
Y3	0,802		
Y4	0,782		
Y5	0,771		
Y6	0,846		

Besides, the model has also met the discriminant validity criteria according to the cross-loading value of variable indicators exceeding other variables in the research model (Table 2).

Table 2. Cross-loading value

Variables	Emp Perfor	Org Com	Org Culture
M1	0,774	0,852	0,755
M2	0,759	0,777	0,707
M3	0,716	0,783	0,752
M4	0,653	0,726	0,658
M5	0,724	0,754	0,745
M6	0,739	0,818	0,747
X1	0,782	0,772	0,834
X2	0,807	0,771	0,794
X3	0,705	0,698	0,748
X4	0,751	0,732	0,807
X5	0,778	0,761	0,820
X6	0,777	0,772	0,860
Y1	0,814	0,707	0,749
Y2	0,821	0,765	0,768
Y3	0,802	0,740	0,790

Variables	Emp Perfor	Org Com	Org Culture
Y4	0,782	0,765	0,744
Y5	0,771	0,715	0,746
Y6	0,846	0,791	0,779

Furthermore, Table 3 shows that the composite reliability criteria from Cronbach Alpha exceed 0.6 (CA > 0.6), rho_c exceeds 0.7 (CR > 0.7), and the average variance extracted value exceeds 0.5 (AVE > 0.5).

Table 3. Composite reliability

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Emp Perfor	0,892	0,893	0,918	0,651
Org Com	0,875	0,877	0,906	0,618
Org Culture	0,896	0,897	0,920	0,658

The analysis results indicate that convergent validity, discriminant validity, and composite reliability are met. It demonstrates that the model met the outer model criteria. Furthermore, the evaluation of the structural model (inner model) is performed by calculating the predictive relevance value (Q²), using the formula $Q^2 = 1 - \{(1 - R^2_{12})(1 - R^2_{22})\} = 1 - (0,142)(0,087) = 1 - 0,0124 = 0,9876$. It indicates that the model has a substantial predictive value, where 98.76 variations in EP variables (endogenous) can be predicted by organizational commitment and OC (exogenous). Subsequently, the results of hypothesis testing are depicted in Figure 1 and Table 4.

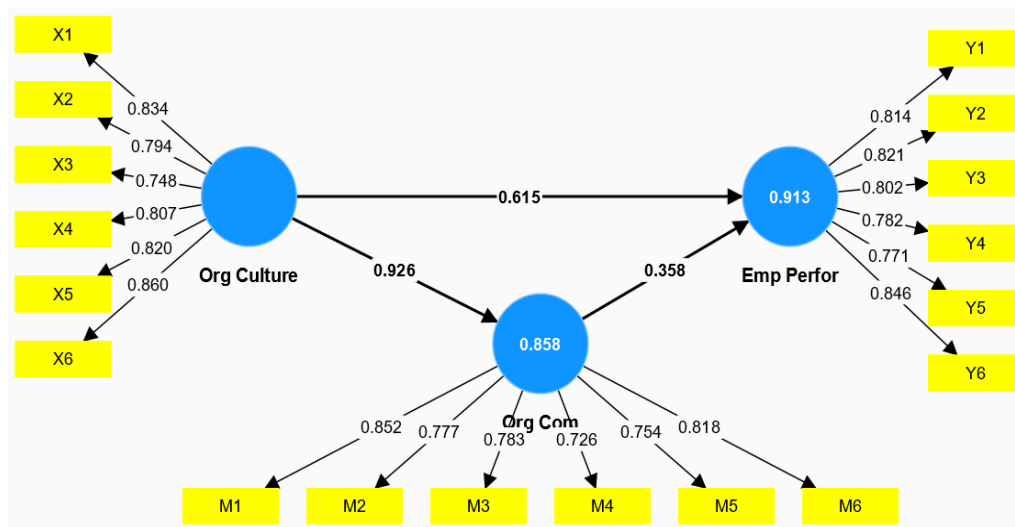


Figure 1. SEM-PLS analysis result

Table 4. Hypothesis Testing

Influence between variables	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remarks
Org Com -> Emp Perfor	0,358	0,072	5,001	0,000	Accepted
Org Culture -> Emp Perfor	0,615	0,071	8,652	0,000	Accepted
Org Culture -> Org Com	0,926	0,024	39,253	0,000	Accepted
Org Culture -> Org Com -> Emp Perfor	0,331	0,066	5,011	0,000	Accepted

Table 4, shows the results of testing the proposed hypotheses, i.e., 3 direct effect hypotheses and 1 indirect effect hypothesis. Table 4 provides information that all hypotheses are acceptable with t-statistics values exceeding 1.96 (t-stat > 1.96) and p-values smaller than 0.005 (p-values < 0.05).

Discussions

A strong OC significantly influences EP. A supportive OC emphasizing innovation, collaboration, and shared values creates a positive work environment where employees feel motivated to outperform (Hartnell et al., 2019; Schneider et al., 2021). Literature shows that employees working in organizations with a good culture are more productive, committed, and adaptive (Alvesson, 2020; Lee et al., 2021). A strong culture also serves as a code of conduct, helping employees understand organizational expectations and enhancing performance (Cameron & Quinn, 2020). Furthermore, a culture that supports innovation and openness strengthens the organization's ability to innovate and increases work effectiveness (Xenikou, 2021). Consequently, an excellent OC significantly elevates individual and organizational performance.

A strong and positive OC significantly influences organizational commitment. A culture that aligns with employees' values can strengthen their affective, normative, and continuance commitment to the organization (Meyer et al., 2020; Klein et al., 2021). Employees who feel that the OC supports self-development and provides a conducive work environment are more committed, loyal, and engaged (Schneider et al., 2021; Lee et al., 2021). Cultures emphasizing cooperation, fairness, and innovation increase employee commitment (Hartnell et al., 2019; Xenikou, 2021). Employees who perceive that the organization values their contributions and provides room for growth show significant commitment to supporting its goals and sustainability (Allen & Meyer, 2019). Thus, an excellent OC is instrumental in constructing employee commitment.

Organizational commitment significantly influences EP, where employees with strong commitment show excellent performance. Affective commitment, which reflects employees' emotional attachment to the organization, encourages employees to be more passionate and dedicated (Meyer et al., 2020; Riketta, 2021). Besides, normative commitment, associated with employees' sense of moral obligation, also contributes to increased productivity and loyalty (Allen & Meyer, 2019). Committed employees are usually more engaged in achieving

organizational goals and are better able to adapt to change, which positively impacts performance (Mathieu & Zajac, 2020; Lumley et al., 2020). Studies show that highly committed employees have lower absenteeism and work more efficiently, thus elevating organizational effectiveness (Klein et al., 2021; Nongo & Ikyanyon, 2020).

Organizational commitment as a complementary partial mediator reveals that OC, directly and indirectly, affects EP by increasing employee commitment to the organization. A strong OC encourages employees to be more committed to their goals and values, improving their performance (Meyer et al., 2020; Allen & Meyer, 2019). Affective, normative, and continuance commitments influenced by OC allow employees to be attached and responsible in performing duties (Hartnell et al., 2019; Schneider et al., 2021). Empirical studies suggest that organizational commitment is vital in mediating the impact of OC on performance by increasing employee motivation and engagement (Mathieu & Zajac, 2020; Xenikou, 2021). Thus, organizational commitment is an essential mediator between OC and EP.

Managerial Implications

From a social exchange theory perspective, a strong OC creates a reciprocal linkage between employees and the organization. When the organization supports innovation, collaboration, and shared values, employees feel valued and supported and are motivated to outperform. A culture that aligns with individual values increases affective, normative, and continuance commitment, encouraging employees to be more involved in achieving organizational goals. This commitment is crucial in fostering EP, mediating employees' bond with the organization, reducing absenteeism and increasing job satisfaction. Organizational commitment mediates between OC and EP, where employees feel more attached and responsible. It enhances employee effectiveness and even organizational performance.

Conclusion

The study concludes that a strong and positive OC significantly improves EP and organizational commitment. A culture that supports innovation, collaboration, and shared values creates a conducive work environment where employees feel motivated to deliver optimal performance. Moreover, a culture that aligns with individual values strengthens employees' affective, normative, and continuance commitment, increasing their loyalty and engagement. Organizational commitment significantly influences performance, where emotionally and morally attached employees are more excellent at their performance. Organizational commitment mediates the linkage between OC and EP, strengthening the influence of culture in enhancing employee motivation and productivity. It reinforces social exchange theory, where reciprocal linkages between organizations and employees, based on fairness and reward, encourage employees to perform excellently. Thus, organizations must prioritize strengthening OC and employee commitment to attain outstanding performance. This research has limitations in focusing on public sector government organizations. Future research should expand the study to include all public organizations, including

government, private, and non-governmental organizations, to support the generalization of the findings.

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