International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence Of Commitment On Employee Performance Through Organizational Culture At The North Labuhanbatu District Inspectorate

Tiolina Simatupang[1], Fajar Rezeki Ananda Lubis[2], Syaifuddin[3]

[1,2,3]PUI Human Resources Management and Innovation Center, Prima Indonesia University

Corresponding author: fajarrezekianandalubis@unprimdn.ac.id

Abstract

The declining quality of bureaucracy is largely due to various internal and external factors. Therefore, this study will examine the influence of commitment on employee performance through organizational culture. The study population was all employees and related agencies at the North Labuhanbatu Regency Inspectorate. The research method used is an explanatory quantitative approach. The study will conduct tests using independent variables: Commitment (X), one mediating variable, Organizational Culture (Z), and one dependent variable, Employee Performance (Y). The data collection process involved field observation and a questionnaire. Data analysis used Structural Equation Modeling (SEM). The results of the study indicate a positive influence of employee commitment on employee performance. Furthermore, employee commitment significantly influences organizational culture. Likewise, organizational culture significantly influences employee performance. The results of the indirect variables indicate a significant influence of employee commitment on employee performance with organizational culture at the North Labuhanbatu Regency Inspectorate.

Keywords: Commitment, Employee Performance, Organizational Culture, North Labuhanbatu Regency Inspectorate

INTRODUCTION

Effective human resources can be achieved by paying attention to employee performance. Employee performance is influenced by many factors, and employee

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

performance issues are very complex. Human resources must be evaluated more carefully by members of an organization or institution. Many factors undoubtedly influence employee performance in bureaucracy (Zega, 2022). Employee performance is crucial to achieving institutional goals, and employee performance significantly determines the quality of the institution, including the North Labuhanbatu Regency Inspectorate.

Several factors are related to the decline in employee performance, especially in several Regional Apparatus Organizations in the North Labuhanbatu Regency Inspectorate, including employee commitment in carrying out their functions. To produce good performance, it is supported by commitment, performance, and a good Organizational Culture in particular (Susanto et al., 2017). A company's commitment is certainly very much needed by the community. This extraordinary commitment cannot be separated from the role of whoever will run the organization; it is the responsibility of leaders and staff who work together to carry out their functions simultaneously to advance the organization.

Besides commitment, organizational culture also influences performance. According to Ainanur & Tirtayasa (2018), an organization is typically formed to achieve goals through the performance of its human resources. However, human resource performance is heavily influenced by the organizational environment, including its culture. Therefore, it is crucial to build an organizational culture that fosters performance. Problems related to a company's organizational culture include a lack of leadership role models regarding arriving and leaving work on time, which becomes a habit among employees and causes many employees to be unpunctual.

Therefore, companies must be able to create a positive corporate culture that impacts employee performance. This opinion is supported by Rosvita et al. (2023), who stated that organizational culture is related to how employees perceive the organizational culture, not whether they like it or not. Culture is actually a descriptive term. Organizational culture indicates a shared perception held by everyone within the organization. Based on the description of the problem background above, the author conducted research to examine in more depth the "Influence of Commitment on Employee Performance through Organizational Culture at the North Labuhanbatu Regency Inspectorate."

LITERATURE REVIEW

Organizational culture

Organizational culture consists of a system of values, norms, assumptions, and norms that have been agreed upon and adhered to by organizational members to guide

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

behavior and solve organizational problems (Wardani et al., 2016). The role of organizational culture is very important strategically to encourage and improve organizational performance, especially employee performance. Organizational culture functions as a tool to determine the direction of the organization, direct what is allowed and not allowed to be done, regulate resource allocation, and as a tool to deal with problems and opportunities in the organizational environment.

Although an organization may exhibit one type of organizational culture, it may also exhibit other normative beliefs and traits. Studies show that organizations can have functional subcultures, hierarchical subcultures based on one's position within the organization, geographic subcultures, occupational subcultures based on one's title or position, or social subcultures stemming from social activities such as bowling or golf leagues, and so on (Kretner and Kinicki, 2013). Therefore, it can be said that organizational culture is a shared perception held by all members of the organization.

Employee Performance

The performance achieved by individuals or groups within an organization to achieve organizational goals legally, lawfully, and in accordance with morals and ethics is known as employee performance. The level of success of an individual in completing a task well is known as performance (Setiawati et al., 2023). A business is considered effective if it achieves its goals to a near-certain degree. However, according to the regional government, performance is defined as the level of achievement of policy implementation in realizing the goals, objectives, mission, and vision of the organization as included in the organization's strategic plan. Work is considered effective if the process achieves the desired results. Work that frequently consumes a lot of time and money and produces less than optimal results is not considered effective.

Organizations are designed to be effective and efficient members of society. The extent to which an organization successfully achieves its goals is an indicator of its performance. However, according to Ariany (2014), organizational efficiency can be measured by looking at how many resources are used to create a single unit. Success in achieving certain goals by an organization or institution is called performance, according to several opinions above. One opinion is that organizational performance and employee performance are closely related to each other, and that the achievement of organizational goals cannot be separated from the resources owned by the organization. Therefore, it can be concluded that employee performance is an assessment of the results of an

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

individual's work in an organization according to their duties and responsibilities in order to achieve organizational goals.

Work Commitment

Organizational work commitment also indicates that employees identify with and engage with their organization and are reluctant to abandon their duties and functions as public servants (Rukmana et al., 2023). Humans fundamentally need services; in reality, services are inseparable from human life. The public constantly demands quality public services from the government, although these demands often fall short of expectations because current public services remain convoluted, slow, and tiring (Hartawan & Heryati, 2021). This has a negative impact on the development of service quality, including the frequent neglect of service improvement efforts, the lack of innovation in services, and the lack of motivation from local governments to improve service quality. One factor contributing to the poor quality of service is the discipline of service providers. Indications of declining commitment can be illustrated by the presence of some employees who are starting to arrive late for work, skip work, and miss work hours.

With the indication of declining commitment can be illustrated by the presence of some employees who are starting to like to come to work late, play truant, leave work hours, Lately the problem of discipline in the State Civil Apparatus environment has been highlighted or discussed a lot. The discipline of the State Civil Apparatus is a major factor for success. Without being based on a high level of discipline, it is impossible for the ideals of national development to be implemented properly (Astuti, 2022). One indication of declining commitment is discipline, in essence, it is a reflection of the value of independence that is alive and conveyed by individuals from every society of a nation in life as humans who practice the values of Pancasila, discipline is also the basis of work ethic, patriotism that is always ready to serve the nation and state, indiscipline shows a lack of employee commitment to the workplace, such as arriving late, leaving work hours, and going home early. Therefore, commitment is a very important factor in achieving an organizational goal.

RESEARCH METHOD

The type of research used is the explanatory method with a quantitative approach. According to Moleong (2002), quantitative research is a method for testing certain theories by examining the relationship between variables. These variables are measured using research instruments so that data consisting of numbers can be analyzed based on

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

statistical procedures. The research population is the entire Inspectorate of North Labuhanbatu Regency and additional data from several related institutions. This research will be tested using five independent variables, namely: Commitment (X), one mediating variable, namely Organizational Culture (Z), and one dependent variable, namely Employee Performance (Y). The minimum sample size that must be used in this study is 31 respondents. The process of collecting and collecting data is done through field observation and using questionnaires. Data analysis uses Structural Equation Modeling (SEM).

Hypothesis

The hypotheses of this research are:

1. Employee commitment has a positive effect on employee performance at the North Labuhanbatu Regency Inspectorate.
2. Employee commitment has a positive effect on organizational culture at the North Labuhanbatu Regency Inspectorate.
3. Organizational culture has a positive effect on performance at the North Labuhanbatu Regency Inspectorate.
4. Employee commitment has a positive effect on performance, along with organizational culture at the North Labuhanbatu Regency Inspectorate.

RESULTS AND DISCUSSION

Descriptive Analysis

Description of the variables in the study, namely all the variables studied, namely the variables of Work Commitment, Organizational Culture, and Employee Performance.

Table 1. Description of Commitment Variables

Question	5	4	3	2	1	Total				
	f	F	f	f	f	F	Score	TCR	Mean	Category
1	201	151	20	0	0	372	1669	0,897	4,486	very good/high
2	87	103	149	28	5	372	1355	0,728	3,642	Good/Moderate
3	205	166	0	0	0	371	1689	0,908	4,552	very good/high
4	61	114	139	51	7	372	1287	0,691	3,459	Good/Moderate
5	186	155	31	0	0	372	1643	0,883	4,416	very good/high
6	145	103	112	12	0	372	1497	0,804	4,024	very good/high

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Question	5	4	3	2	1	Total				
	f	F	f	f	f	F	Score	TCR	Mean	Category
Average	147,5	132	75	15	2	230	1523	0,81816	4,097	Very good/high

Overall, the commitment variable falls into the very good and high categories. This reflects that all employees are highly committed to remaining within the organization. However, it should be noted that the second instrument, "Feeling that problems occurring in the Unit area are my problems, wanting to spend my entire life as an employee, having feelings of joy and sorrow for employees at the North Labuhanbatu Regency Inspectorate," is still in the good/moderate category.

Table 2. Description of Organizational Culture Variables

Question	5	4	3	2	1	Total				
	F	f	F	F	f	F	Skor	TCR	Mean	Category
1	201	132	31	5	3	372	1639	0,88	4,405	Very Good/High
2	87	91	102	51	41	372	1248	0,670	3,350	Good/Moderate
3	210	112	42	7	1	372	1639	0,881	4,405	Very Good/High
4	73	69	171	36	23	372	1249	0,671	3,357	Good/Moderate
5	87	95	132	51	7	372	1320	0,709	3,548	Good/Moderate
6	63	66	121	67	55	372	1131	0,608	3,040	Good/Moderate
Average	120	94	100	36	22	372	1371	0,737	3,685	Good/Moderate

In the Organizational Culture variable, the largest contribution is found in instruments 1 and 3. The first instrument, namely "I have work equipment provided by the state according to daily work needs to carry out state duties" this instrument is included in the equipment indicator and the third instrument, namely "I can apply technology easily because there are fast internet network facilities, a capable laptop, information system technology that is easy to work on" is included in the Technology indicator where these two instruments, namely one and three, both fall into the Physical organizational culture dimension. In Non-physical Organizational Culture, all are still in the good/moderate category but need improvement such as in the sixth instrument, namely "To improve cooperation between superiors and subordinates, it is necessary to build open and honest communication between the two parties, superiors need to listen to the views and opinions of subordinates, and subordinates must feel comfortable expressing their ideas.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

This condition occurs in my Organizational Culture" which is included in the superior-subordinate relationship indicator is the lowest contribution to this variable.

Table 3. Description of Employee Performance Variables

Question	5	4	3	2	1	Total				
	F	f	f	f	f	F	Skor	TCR	Mean	Category
1	113	102	92	41	24	372	1355	0,73	3,64	Good/Fair
2	92	73	151	32	23	372	1295	0,70	3,48	Good/Fair
3	101	132	91	27	21	372	1381	0,74	3,71	Good/Fair
4	41	61	142	81	47	372	1084	0,58	2,91	Fair
5	192	123	51	4	2	372	1615	0,87	4,34	Very Good/High
6	112	131	91	23	15	372	1418	0,76	3,81	Good/Moderate
7	161	121	71	16	3	372	1537	0,83	4,13	Very Good/High
8	114	182	51	24	1	372	1500	0,81	4,03	Very Good/High
Average	116	116	93	31	17	372	1398,1	0,76	3,76	Good/Moderate

Based on the data distribution above, it can be seen that the instrument questions 5, 7 and 8 are the biggest contributors to performance at the North Labuhanbatu Regency Inspectorate. The fifth contribution, namely "Loyalty and obedience to Pancasila, the 1945 Constitution, the State, the Government and prioritizing the interests of the state over personal interests is the basis of an employee's loyal nature" is included in the Loyalty indicator, and the employee's work behavior dimension. The seventh and eighth instruments are included in the category of employee personal quality dimensions, where the highest contributing indicators are the insight indicator and the cooperation indicator. Employees realize the importance of having broad insight and cooperation built to collaborate between units/departments in creating good service and a good integrated system.

The lowest contribution was in the fourth question, "Initiative is very necessary, especially in a fast-paced and competitive work environment," which falls under the initiative indicator and falls under the work behavior dimension. This is a common practice in the field, where employees are reluctant to take initiative; they generally act under orders and supervision from their superiors.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Structure Equation Model

Convergent Validity Testing

This convergent validity test is conducted to determine the level of suitability or accuracy of each instrument in measuring the research construct variables. An instrument with a good validity value is an instrument that is suitable and appropriate for measuring its construct variables. The first convergent validity test is to examine the loading factor of each instrument on the construct variable. A loading value greater than 0.6 is considered a good loading factor value (Malhotra, 2015) for an instrument measuring its construct variables.

Convergent Validity on Employee Performance Variables

There were eight questions on the employee performance variable. Based on the data analysis, convergent validity was obtained through the loading factors in the table below:

Table 4. Work Commitment Variables

Indicator	*Loading Factor*	Information
Y.1	0.766	Valid
Y.2	0.801	Valid
Y.3	0.785	Valid
Y.4	0.743	Valid
Y.5	0.714	Valid
Y.6	0.804	Valid
Y.7	0.767	Valid
Y.8	0.791	Valid

All employee performance variable instruments have a loading factor value of more than 0.6, meaning that all instruments can be declared valid.

Convergent Validity on Organizational Culture Variables

The instrument questions for the Organizational Culture variable number six. Based on the results of the data analysis, convergent validity was obtained through the loading factors in the table below:

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Table 5. Organizational Culture Variables

Indicator	Loading Factor	Information
Z.1	0.754	Valid
Z.2	0.840	Valid
Z.3	0.821	Valid
Z.4	0.795	Valid
Z.5	0.838	Valid
Z.6	0.801	Valid

All Organizational Culture variable instruments have a loading factor value of more than 0.6, meaning that all instruments can be declared valid.

Convergent Validity on Work Commitment Variable

The instrument questions for the Work Commitment variable number six. Based on the results of the data analysis, convergent validity was obtained through the loading factors in the table below:

Table 6. Work Commitment Variables

Indicator	Loading Factor	Information
X.1	0.792	Valid
X.2	0.837	Valid
X.3	0.789	Valid
X.4	0.780	Valid
X.5	0.829	Valid
X.6	0.753	Valid

All Work Commitment variable instruments have a loading factor value of more than 0.6, meaning that all instruments can be declared valid.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Discriminat Validity

Discriminant validity aims to test the extent to which a latent construct is actually different from other constructs. High discriminant validity indicates that a construct is unique and capable of explaining the phenomena being measured.

Average Variance Extracted (AVE)

The AVE value of all variables must be greater than 0.5. This value indicates adequate convergent validity, meaning that one latent variable is able to explain more than half of the daily average of its indicators.

Table 7. Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
Employee Performance	0,711
Organizational Culture	0,721
Work Commitment	0,878

Based on the table above, the results show that the average variant value extracted from the variables Employee Performance (0.711), Organizational Culture (0.721), and Commitment (0.878) is greater than 0.5, so it can be concluded that all instruments for each variable meet the requirements and conditions of discriminant validity.

Reliability Testing

This reliability test aims to see the overall consistency of the construct variable instrument in measuring the variable itself. This study uses two approaches, namely Cronbach's alpha and composite reliability. In the Cronbach's alpha and composite reliability tests, the lower limit of the reliability value of a construct is seen, which has regulations that must be greater than 0.7-0.6, a value that can be accepted as a variable that has an instrument that consistently measures the variable itself.

Table 8. Cronbach Alpha and Composite Reliability

Variables	Cronbach Alpha	Composite Reliability	Conclusion
Employee Performance	0,911	0,915	Reliable

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Organizational Culture	0,877	0,897	Reliable
Work Commitment	0,937	0,945	Reliable

Based on the test results in the table above, the test results were greater than 0.70. Therefore, it can be concluded that all instruments for each research variable have met the reliability assumptions in the Cronbach Alpha test.

Q Square

This test is conducted to measure how well the observations and parameter estimates generated by this research model perform. Observations and parameter estimates are considered good if the Q-square value is greater than 0 (Q^2>0) as follows :

Table 9. Q Square

	SSE/SSO
Employee Performance	0.651

The image above shows the value of Q^2 greater than 0, namely 0,651 > 0. So it can be concluded that the observations and parameter estimates in each model formed are quite good.

Goodness of Model

Table 10. Goodness of Model

	Saturated Model	Estimated Model
SrMR	0.0082	0.082

It is known in the image above that the results of the goodness fit test of the SRMR model are, namely 0,082 < 0,1. So it can be concluded that the model is fit.

Discriminant Correlation Testing

Table 11. R-Square

	R Square
Employee performance (Y)	0.771
Organizational culture (Z)	0.684

Source: Data Processing

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The R-Square value for Employee Performance (Y) is 0.771, meaning that Work Commitment (X) and Organizational Culture (Z) can explain 77.1% of Employee Performance (Y). The remaining value is explained by other variables outside of this variable.

The R-Square value of Organizational Culture (Y) is 0.684, which means that Work Commitment (X) is able to explain the Work Environment (Z) by 68.4%. Meanwhile, the remaining value is explained by other variables outside this variable.

Hypothesis Testing

Table 12. Results of Direct and Indirect Hypothesis Tests

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Work Commitment -> Organizational Culture	0,087	2,087	0,000
Organizational Culture -> Employee Performance	0,282	3,426	0,008
Commitment -> Employee Performance	0,037	2,031	0.005
Commitment -> Organizational Culture -> Employee Performance	0,107	2,109	0,000

Based on the results of the direct influence hypothesis testing above, the following conclusions can be drawn regarding the effects of each equation:

1. The effect of Work Commitment (X) on Organizational Culture (Z) is significant because the t-statistic is greater than 1.969 (2.087), and the p-value is less than 0.05 (0.000).
2. The effect of Organizational Culture (Z) on Employee Performance (Y) is significant because the t-statistic is greater than 1.969 (3.426), and the p-value is less than 0.05 (0.008).
3. The effect of Commitment (X) on Employee Performance (Y) is significant because the t-statistic is greater than 1.969 (2.031), and the p-value is less than 0.05 (0.005).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

4. The influence of Commitment (X) on Employee Performance (Y) through Organizational Culture (Z) is influential and significant because the t-statistic value is more than 1.969, namely 2.109, and the P-Value is less than 0.05, namely 0.000.

DISCUSSION

The influence of employee commitment on employee performance

The results of the study show that Work Commitment to Organizational Culture has a significant effect with a t-statistic value of more than 1.969, namely 2.087, and a P-Value value of less than 0.05, namely 0.000. This means that employee commitment is a form in which employees have involvement, accept existing environmental conditions, and strive to achieve and serve (Edison et al., 2017). Employees feel a high emotional bond. For example, feeling a family atmosphere in the organization, or the organization has provided extraordinary services to their lives, or it could also be because they have family relationships.

Commitment has a positive impact on employee performance. A strong desire to join an organization is called commitment. This desire is demonstrated by making every effort for the organization based on certain beliefs, values, and organizational goals. This organizational commitment is demonstrated by employees' continued loyalty to the organization for the organization's success and well-being (Sudarmanto, 2018; Mawarni et al., 2017). Organizational commitment is a type of strong working relationship that is not only passive loyalty, but also involves an active relationship with the work organization where employees strive hard to achieve organizational goals. This shows that dedicated employees will do everything they can to achieve organizational goals.

High performance is also driven by strong organizational commitment. Committed employees will persist and become involved in championing the organization's vision, mission, and goals (Riono et al., 2020). Therefore, every organization hopes to achieve competitive advantage through the support of its employees' commitment to the organization. Therefore, this study shows that work commitment influences organizational culture at the North Labuhanbatu Regency Inspectorate.

The Influence of Employee Commitment on Organizational Culture

The results of the study show that commitment has an effect on employee performance, meaning the t-statistic value is more than 1.969, namely 2.031, and the P-value is less than 0.05, namely 0.005. As according to Rahmawati & Juwita (2019), organizational commitment is the level to which employees believe in and accept

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

organizational goals, and desire to stay with or leave the company. Organizational commitment is also known as an attitude that reflects the extent to which a person knows and appreciates the organization. Dedicated people will be more likely to see themselves as members of the organization.

To demonstrate the importance of commitment in the workplace, some companies boldly include elements of commitment in job advertisements. Work commitment to achieving a company's business goals extends beyond employees' relationships with their jobs or professions (Sandy et al., 2023; Budiantara et al., 2023). Employee commitment is considered to play a role in shaping a positive organizational culture. If organizational culture is truly managed as a management tool, it will impact and encourage employees to be positive, dedicated, and productive. Cultural values are invisible, but they drive behavior to achieve optimal results (Girsang, 2019; Siswatiningsih et al., 2019). Therefore, commitment is essential within an organization. As the results of this study indicate, employee commitment influences organizational culture at the North Labuhanbatu Regency Inspectorate.

The Influence of Organizational Culture on Employee Performance

The results of the study indicate that organizational culture influences employee performance, with a t-statistic value greater than 1.969 (3.426), and a p-value less than 0.05 (0.008). This is consistent with research by Tiyanti et al. (2021) that organizational culture significantly influences employee performance. The system of beliefs and values that develops within an organization and directs the behavior of other members is known as organizational culture. If organizational culture supports strategy and has the ability to respond to or address environmental issues quickly and effectively, organizational culture can serve as an important instrument for competitive advantage. A strong organizational culture can be seen from how employees behave, as indicated by high motivation, commitment, and performance (Fauzan et al., 2023).

Because it influences the creation of good public services, organizational culture in the public sector places greater emphasis on public service. One aspect of organizational culture is the individual competence of employees. Services provided to the public are the result of the processing of employees and staff within the organization. A good organizational culture will be created through interaction or communication between employees and the public (Tumigolung et al., 2019; Sitio, 2021). Good service is now a habit or culture rather than an obligation. Therefore, it can be concluded from

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

this study that organizational culture influences employee performance at the North Labuhanbatu Regency Inspectorate.

The Influence of Employee Commitment on Employee Performance Through Organizational Culture

The results of the study show that Commitment influences Employee Performance through Organizational Culture, which means the t-statistic value is more than 1.969, namely 2.109, and the P-Value value is less than 0.05, namely 0.000. In accordance with Putra's statement (2015) that there is a positive relationship between organizational commitment and desired results such as high performance. "According to Muis et al. (2018), "organizational commitment has an important influence on employee performance, the higher the employee's commitment, the better the employee's performance. Because in general every job must have standards that can measure and compare the performance of oneself or subordinates with standards in accordance with existing provisions. The results of activities must be continuously evaluated to determine whether there are improvements needed for future activities (Manery et al., 2018).

Work commitment to achieving a company's business goals is not limited to the relationship between employees and their jobs or professions (Rozikin, 2012; Djunaid & Satrio, 2024). Therefore, to achieve maximum performance, companies or institutions must establish a positive organizational culture. Because organizational culture plays a significant role in achieving good performance. According to Schein (2015), organizational culture is a collection of basic assumptions discovered, created, or developed by a group with the aim of learning to overcome or mitigate problems that arise as a result of external adaptation and successful internal integration. Organizational culture must be taught to new members as the correct way to understand, think, and feel what it means to be part of the organization.

Based on this quote, it can be concluded that organizational culture is a habit implemented by a company to help employees adapt to the problems faced by the company. Because with commitment, an employee feels bound by their organization, wants to maintain their membership, and devotes themselves to organizational goals (Robbins and Coulter, 2010; Saputri & Susanti, 2023). This is how the implementation of an activity, program, or policy is achieved to achieve the organization's goals, objectives, mission, and vision, which are stipulated in the organization's strategic planning. Based on this quote, it can be concluded that performance is the result of a person's work achieved based on job requirements (Sidik et al., 2021). Job requirements have specific

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

goals that must be met to achieve them, known as job standards. Therefore, this study also shows that employee commitment influences Employee Performance Through Organizational Culture at the North Labuhanbatu Regency Inspectorate.

CONCLUSION

Based on the test results and data analysis, several conclusions were drawn from the study, including the following:

1. Work Commitment has a significant influence on Organizational Culture at the North Labuhanbatu Regency Inspectorate.
2. Organizational Culture has a significant influence on Employee Performance at the North Labuhanbatu Regency Inspectorate.
3. Commitment has a significant influence on Employee Performance at the North Labuhanbatu Regency Inspectorate.
4. Commitment has a significant influence on Employee Performance through Organizational Culture at the North Labuhanbatu Regency Inspectorate.

REFERENCES

Astuti, D. (2022). The Influence of Organizational Commitment and Organizational Culture on Employee Performance. Journal of Accounting and Business Management, 2(2), 55-68.

Arianty, N. (2014). The Influence of Organizational Culture on Employee Performance. Scientific Journal of Management and Business, 14(2).

Ainanur, A., & Tirtayasa, S. (2018). The Influence of Organizational Culture, Competence, and Motivation on Employee Performance. Maneggio: Scientific Journal of Master of Management, 1(1), 1-14.

Budiantara, I. K., Mitariani, N. W. E., & Imbayani, I. G. A. (2022). The Influence of Organizational Commitment and Organizational Culture on Outsourcing Employee Performance at the Outsourcing Service Provider Company, PT. Adidaya Madani Denpasar. Emas, 3(6), 139-151.

Djunaid, A. A. A., & Satrio, D. (2024). The Influence of Transformational Leadership, Organizational Culture, and Employee Commitment on Employee Performance (Pekalongan City Government Civil Servants). Entrepreneur: Journal of Business Management and Entrepreneurship, 5(2), 1-16.

Fauzan, A., Tupti, Z., Pasaribu, F., & Tanjung, H. (2023). The influence of transformational leadership and organizational culture on employee performance

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

mediated by organizational commitment. Jesya (Journal of Economics and Sharia Economics), 6(1), 517-534.

Girsang, W. S. (2019). The Influence of Organizational Culture and Commitment on Employee Performance at Putri Hijau Hospital No. 17 Medan. AJIE (Asian Journal of Innovation and Entrepreneurship), 159-170.

Hartawan, A., & Heryati, H. (2021). The Influence of Work Culture and Ability on Employee Commitment at the Empat Lawang Regency Health Office. Journal of Management and Investment (MANIVESTASI), 3(2), 146-155.

Kreitner, Robert and Angelo Kinicki, 2013, Organizational Behavior, 9th Edition, Book 1. Jakarta: Salemba Empat.

Mawarni, I., Pebrianti, T., Suroso, I., & Tulip, A. (2017). The Influence of Leadership Style and Organizational Culture on Employee Commitment (A Study at Sjakhyakirti University, Palembang). JOURNAL OF ECOBIS: Economic and Business Studies, 1(1), 45-55.

Moleong, J. L. (2002). Qualitative Research Methods. Jakarta: PT. Remaja Rosda Karya.

Malhotra, (2015). Research. Jakarta: Gramedia Pustaka Utama.

Manery, B. R., Lengkong, V. P., & Saerang, R. T. (2018). The Influence of Organizational Commitment and Organizational Culture on Employee Performance at the Regional Human Resources Development Agency (BKDPSDA) in North Halmahera Regency. EMBA Journal: Journal of Economics, Management, Business, and Accounting Research, 6(4).

Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). The Influence of Organizational Culture and Organizational Commitment on Employee Performance. Jesya (Journal of Economics and Sharia Economics), 1(1), 9-25.

Putra, S. W. (2015). The Influence of Organizational Commitment, Organizational Culture, Leadership Style, and the Environment on Employee Performance in Small Industries. Journal of Modernization Economics, 11(1), 62-77.

Rahmawati, M., & Juwita, K. (2019). The Influence of Organizational Commitment and the Implementation of Organizational Culture on Employee Performance at Bank Syariah Lantabur. JMD: Dewantara Journal of Management & Business Research, 2(2), 63-72.

Rosvita, V., Setyowati, E., & Fanani, Z. (2023). The Influence of Organizational Culture on Employee Performance. Indonesian Journal of Pharmacy, 2(1), 46.

Riono, S. B., Syaifulloh, M., & Utami, S. N. (2020). The Influence of Organizational Communication, Organizational Culture, and Organizational Commitment on

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Employee Performance at Dr. Soeselo Hospital, Tegal Regency. Syntax Idea, 2(4), 138-147.

Rukmana, S., Nurhayati, N., & Yeni, A. (2023). The Influence of Workload and Discipline on Employee Commitment at the Education, Youth, and Sports Office of Solok Regency. Bintang Manajemen Journal, 1(4), 112-120.

Robbins, Stephen P. and Mary Coulter. 2010. Management. Jakarta: Erlangga.

Sitio, V. S. S. (2021). The Influence of Organizational Commitment and Organizational Culture on Employee Performance with Organizational Citizenship Behavior as an Intervening Variable at PT. Emerio Indonesia. M-Progress Scientific Journal, 11(1).

Sidik, R. F., Hermawati, J., & Kurniawan, S. (2021). The Influence of Organizational Commitment, Job Satisfaction, and Organizational Culture on Employee Performance at Bento Kopi Yogyakarta. Widya Manajemen, 3(1), 86-96.

Saputri, G., & Susanti, R. (2023). The Influence of Organizational Commitment, Organizational Culture, and Work Environment on Employee Performance with Work Motivation as a Moderating Variable. UBS Journal of Economics and Business, 12(4), 2516-2531.

Siswatiningsih, I., Raharjo, K., & Prasetya, A. (2018). The Influence of Transformational and Transactional Leadership on Organizational Culture, Work Motivation, Organizational Commitment, and Employee Performance. Journal of Business and Management, 5(2).

Susanto, A. E., Wahyuningrat, W., & Kurniasih, D. (2017). Public service performance in Cilacap Regency (The influence of work motivation, employee commitment, and work discipline on civil servant performance in Cilacap Regency). JIPAGS (Journal of Indonesian Public Administration and Governance Studies), 1(2).

Sandy, F., Riadi, S. S., & Sutikno, S. (2023). The Influence of Organizational Commitment and Organizational Culture on Job Satisfaction and Employee Performance at the Samarinda City Education and Culture Office. Journal of Educational Personnel Management, 1(1), 11-20.

Setiawati, L. P. E., Mariati, N. P. A. M., & Dewi, K. I. K. (2023). The influence of financial performance and size on firm value. Remik: Research and E-Journal of Computer Informatics Management, 7(1), 222-228.

Schein, E. H. (2015). Organizational Culture and Leadership. Jossey Bass.

Tiyanti, V. J. S., Wilujeng, S., & Graha, A. N. (2021). The Influence of Organizational Culture, Employee Commitment, and Career Development on Employee

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Performance at the Tirta Kanjuruhan Regional Public Company, Malang Regency. Journal of Management Student Research, 9(1).

Tumigolung, R., Sepang, J. L., & Hasan, A. B. (2019). The Influence of Organizational Culture and Employee Commitment on Employee Performance at PT. Bank Mandiri in Manado. EMBA Journal: Journal of Economics, Management, Business, and Accounting Research, 7(3).

Wardani, R. K., Mukzam, M. D., & Mayowan, Y. (2016). The Influence of Organizational Culture on Employee Performance. Journal of Business Administration (JAB), 31(8).

Zega, Y. (2022). The Influence of Employee Performance in Office Administration. Journal of Accounting, Management and Economics, 1(1), 63-69.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.