


The Effect of Organizational Commitment and Organizational Culture on Employee Performance With Job Satisfaction as an Intervening Variable at the Personnel and Human Resource Development Agency (BKPSDM) Padang

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Article Info	ABSTRACT
<p>Keywords: Organizational Commitment and Organizational Culture, Job Satisfaction and Employee Performance</p>	<p>This study aims to examine the influence of organizational commitment and organizational culture on employee performance, with job satisfaction as an intervening variable, at the Padang Human Resources Development and Personnel Agency (BKPSDM). Data collection methods were conducted through surveys and questionnaires, with a sample of 73 respondents. The analysis method used was structural equation modeling using SmartPLS. The research results show a significant influence of segmentation on purchasing interest. There is a significant influence of organizational commitment on job satisfaction. There is a significant influence of organizational culture on job satisfaction. There is a significant influence of organizational commitment on employee performance. There is a significant influence of organizational culture on employee performance. There is a significant influence of job satisfaction on employee performance. There is a significant influence of organizational commitment on employee performance through job satisfaction. There is a significant influence of organizational culture on employee performance through job satisfaction.</p>
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INTRODUCTION

In an agency or organization, the role of human resources is crucial in determining the effectiveness of a company's operations. Competent and qualified human resources are essential for organizations, especially in the current era of globalization. In this era, all business organizations must be ready to adapt and strengthen themselves to compete and meet future challenges. Human resources, specifically employees, must always play an active and dominant role in every organizational activity because humans are the planners, behaviorists, and determinants of the achievement of organizational goals. Effective workforce utilization is key to improving employee performance, so organizational policies are needed to motivate employees to work more productively according to established plans. Productivity is a company's benchmark for measuring employee performance. (Priansa, 2021).

Human resources are the most important resource in managing and carrying out organizational functions within an organization. Organizational functions within an organization are fully held by human resources. Organizations with good human resources will be able to carry out the company's organizational functions well. Organizational functions carried out properly by existing human resources within the organization will be able to support performance and increase the organization's productivity. Currently, HR management is changing and a stand-alone specialized function has become a function that is integrated with all other functions within the organization, to jointly achieve predetermined goals and have a very strategic planning function within the organization. In other words, the old HR function has become more strategic. All of these HR potentials influence the organization's efforts to achieve its goals. In the process of achieving goals, an evaluation of employee performance achievement is necessary.

According to (Fatimah, 2021) performance is work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The factors that influence performance are Ability and Motivation. According to (Suryanto, 2022) Factors that influence performance are knowledge, skills, competence, compensation, motivation, leadership, enthusiasm, work environment, organizational commitment and job satisfaction.. Performance is not an individual characteristic, such as talent or ability, but is a manifestation of the talent or ability itself.

Performance is the results of work and work behavior achieved in completing assigned tasks and responsibilities within a specific period. Performance is a function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and ability. Performance is the work results achieved by employees in developing their tasks and work originating from the organization. Performance is also a work result produced by an individual through an organizational or company process that can be measured concretely and compared through standards that have been determined by the company or organization.

According to (Gunadi, 2020) Job satisfaction is an employee's feeling of pleasure or displeasure in viewing and carrying out their work. Every worker expects satisfaction from their workplace. Job satisfaction is fundamentally individual, as each individual will have varying levels of satisfaction based on their values. The more aspects of a job that align with an individual's desires, the higher the level of satisfaction. Job satisfaction is an affective or emotional response to various aspects of one's job, so job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of their job and dissatisfied with one or more others.

Organizational commitment is the bond between an individual and an organization, allowing the individual to feel a sense of belonging to the organization. Commitment demonstrates strong belief and support for the values and goals the organization seeks to achieve. A high level of organizational commitment is essential within an organization, as it impacts a professional work environment. Organizational commitment can grow because individuals develop an emotional bond with the company, encompassing moral support and acceptance of the values inherent in serving the organization. (Yusup, 2021).

Organizational culture is the main solution to external and internal problems, the implementation of which is carried out consistently by a group which is then passed on to new members as the right way to understand, think, and feel about the problems related to the above. Organizational culture is the informalization of a set of values and norms as a control tool for employee steps quickly and easily with others, as well as with people outside the organization as customers and suppliers.(Catio, 2022).

Human Resources Development and Personnel Agency (BKPSDM) has the task of carrying out part of the regional authority in the field of personnel management, as well as carrying out other duties in accordance with the policies stipulated by the Mayor based on the applicable laws and regulations. The Regional Personnel Agency has the task of carrying out the preparation and implementation of regional policies in the field of regional personnel, deconcentration tasks and assistance tasks given by the government to the Governor as well as other tasks in accordance with policies determined by the Governor based on applicable laws and regulations.

The performance level of employees at the Human Resources Development and Personnel Agency (BKPSDM) is not yet optimal. Issues related to performance will always be faced by the management of an agency. Therefore, agency management is obliged to understand the factors that influence employee performance. Factors that can influence employee performance will enable agency management to take various necessary policy directions, thereby producing and improving employee performance, in line with employee expectations. From this, it can be concluded that the realization of employee performance fluctuates, meaning the level of employee performance is not optimal, allegedly caused by organizational commitment and organizational culture through job satisfaction.

Based on the results of research conducted by(Tsani & Nurleli, 2021) which states that organizational commitment has a significant influence on performance. Research conducted by(Wiratama et al., 2022) which states that organizational commitment has a significant influence on performance. Research conducted by(Badrianto, 2021) which states that organizational commitment has a significant influence on employee performance. Research conducted by(Prayogi, 2021) which states that organizational culture has a significant influence on employee performance. Research conducted by(Maduningtias et al., 2022)which states that job satisfaction has a significant influence on employee performance. research conducted by(Rahma et al., 2022)which states that job satisfaction has a significant influence on employee performance.

METHOD

Structural Equation Modeling (SEM) Analysis

This study used the Structural Equation Modeling (SEM) analysis tool using the SmartPLS program. SmartPLS is a component-based approach for testing structural equation models, commonly called SEM. SmartPLS is based on the idea of having two iterative procedures that use least squares estimation for single and multi-component models. By applying these procedures, this algorithm aims to minimize the variance of all dependent variables, therefore

the cause and direction between all variables need to be clearly defined. SmartPLS is divided into measurement models and structural models. SmartPLS is a powerful method because it is not based on many assumptions. Data does not have to be multivariate normal distribution (indicators with categorical, ordinal, interval, and ratio scales can be used in the same model). SmartPLS is also more efficient with algorithmic calculations that are capable of estimating larger and more complex models with hundreds of latent variables and thousands of indicators. (Sukmawati, 2023).

Measurement Model Test (Outer Model)

In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity of a measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated using SmartPLS software. An indicator is considered to have good reliability if it has a value above 0.7. We can see this figure by referring to the Outer Loading table in SmartPLS. (Darwin, 2021). In this composite reliability test, there are two tables that must be observed: the values contained in the Composite Reliability table and Cronbach's Alpha, which must be greater than 0.7. For the Discriminant Validity test, it can be seen from the cross-loading value. The correlation value of the indicator to its construct must be greater than the correlation value between the indicator and other constructs. There is another way to test Discriminant Validity by comparing the root value of the Average Variance Extracted (AVE) for each construct with the correlation between the construct and other constructs.

1. *Measurement Model* Validity

The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, indicating the level of validity of a statement item. Outer model testing is conducted based on the results of a questionnaire trial conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered acceptable. In research, the limit for convergent validity is above 0.7.

2. *Reliability*

Once the data validity level is known, the next step is to determine the level of data reliability or the level of reliability of each construct or variable. This assessment is done by looking at Composite reliability value and Cronbach alpha value. A construct is said to be reliable if it provides a Cronbach alpha value > 0.70 .

3. R-square

Next, as explained previously, the inner model assessment will be evaluated through the R-Squared value, to assess the influence of certain exogenous latent constructs on endogenous latent constructs to see whether they have a substantive influence.

Path Coefficient and Hypothesis Testing

Inner model or structural model testing is conducted to examine the relationships between variables, their significance values, and the R-square of the research model. Model

assessment using PLS begins by examining the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the substantive influence of a particular independent latent variable on the dependent latent variable.

RESULTS AND DISCUSSION

Research Description

Table 1. Calculation of Questionnaire Distribution Results

No	Questionnaire	Amount	Percentage %
1	Distributed questionnaires	73	100
2	Unreturned questionnaires	0	0
	Incorrectly filled out (defective or damaged)		0
3	questionnaire	0	
4	Questionnaires suitable for data processing	73	100

Source: Survey Results, 2025

Research Data Analysis

The data processing technique in this study uses the SEM method based on Partial Least Square (PLS) which requires two stages for the assessment of a research model: the outer model and the inner model. The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, which indicate the level of validity of a statement item. Outer model testing is carried out based on the results of questionnaire trials that have been conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit for convergent validity values is above 0.7.

Outer Model (Structural Model) Testing Before Elimination

Based on the results Testing the outer model using SmartPLS, obtained the correlation values between the statement items of the research variables as follows:

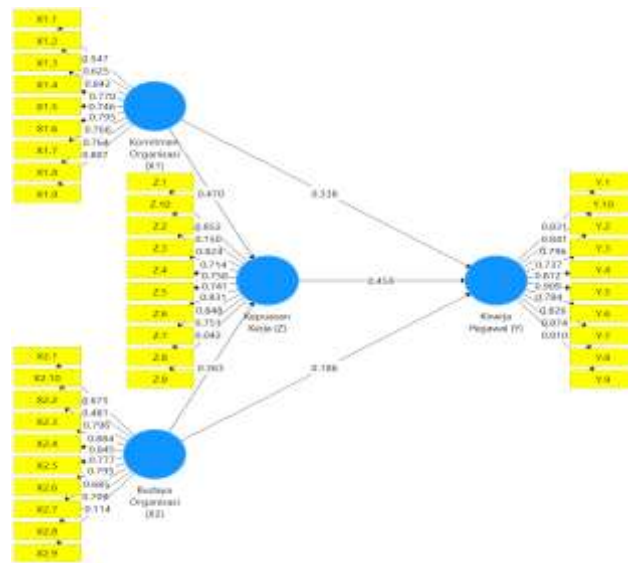


Figure 1. Outer Loadings Before Elimination

In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: convergent validity, discriminant validity, and composite reliability. Convergent validity of a measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated with PLS software. Indicators are considered to have good reliability if they have a value above 0.7. There are three criteria in the use of data analysis techniques to assess the outer model: convergent validity, discriminant validity, and composite reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit value of convergent validity is above 0.7.

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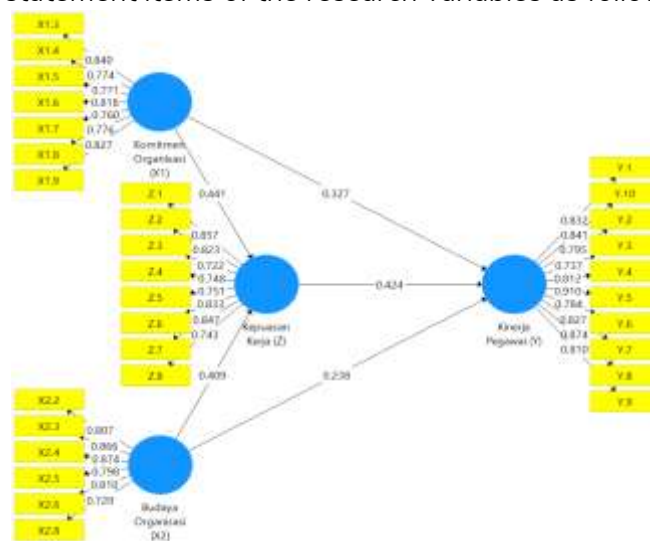


Figure 2. Outer Loadings After Elimination

Average Variance Extracted (AVE) Assessment

The validity criteria for a construct or variable can also be assessed through the Average Variance Extracted (AVE) value for each construct or variable. A construct is considered to have high validity if its value is above 0.50. The AVE values for all variables are presented below.

Table 2. Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
Employee Performance (Y)	0.678
Job Satisfaction (Z)	0.628
Organizational Commitment (X1)	0.633
Organizational Culture (X2)	0.664

Based on Table 2, it can be concluded that all constructs or variables above meet good validity criteria. This is indicated by the Average Variance Extracted (AVE) value above the recommended 0.50 criterion.

Outer Model Testing (Structural Model)

The next testing process is testing the inner model, or structural model, which aims to determine the relationships between hypothesized constructs. The structural model is evaluated by observing the R-Square value for the endogenous construct and the influence it receives from the exogenous construct.

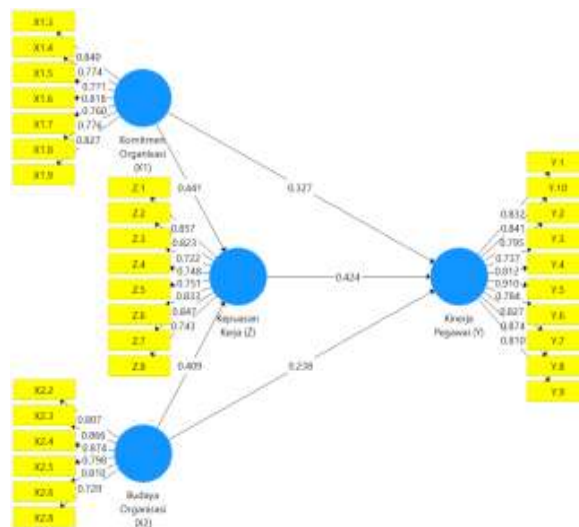


Figure 3. Structural Outer Model

Based on the image above, the structural model above can be formed into the following model equation:

- Equation model I, is a description of the magnitude of the influence construct organizational commitment and organizational culture on job satisfaction with the existing coefficients plus the error rate which is an estimation error or which cannot be explained in the research model.

$$\text{Job satisfaction} = 0.441 \text{Organizational Commitment} + 0.409 \text{Organizational culture}$$

- Equation model II, is a description of the magnitude of the

influenceconstructorganizational commitment, organizational cultureandanjob satisfactiontoemployee performance with each coefficient for each construct plus an error which is an estimation error.

$$\text{Employee Performance} = 0.327\text{Organizational Commitment} + 0.238\text{Organizational culture} + 0.424\text{Job satisfaction}$$

Next, as explained previously, the inner model assessment will be evaluated through the R-Square value of the employee performance variable of 0.826 or 82.6%, then the contribution of the organizational commitment, organizational culture and job satisfaction variables to employee performance is 82.6%, the remaining 17.4% is influenced by other variables outside this study such as leadership style, work motivation and work environment. The R-Square value of the job satisfaction variable is 0.641 or 64.1%, then the contribution of the organizational commitment and organizational culture variables to job satisfaction is 64.1%, the remaining 35.9% is influenced by other variables outside this study such as leadership style, work motivation and work environment.

PenHypothesis test

TestingThe hypothesis aims to answer the problems in this study, namely the influence of certain exogenous latent constructs on certain endogenous latent constructs, either directly or indirectly through mediating variables. Hypothesis testing in this study can be assessed from the magnitude of the t-statistic or t-count compared to the t-table of 1.96 at 5% alpha. If the t-statistic/t-count < t-table 1.96 at 5% alpha, then Ho is rejected and if the t-statistic/t-count > t-table 1.96 at 5% alpha, then Ha is accepted. The following SmartPLS output results illustrate the estimated output for testing the structural model.

Table 4. Results for Inner Weights Direct Affect

Hypothesis	Statement	P-Value	Alpha	Information
H1	There is a significant influence of organizational commitment on job satisfaction.	0.001	0.05	Accepted
H2	There is a significant influence of organizational culture on job satisfaction.	0.001	0.05	Accepted
H3	There is a significant influence of organizational commitment on employee performance.	0.005	0.05	Accepted
H4	There is a significant influence of organizational culture on employee performance.	0.049	0.05	Accepted
H5	There is a significant influence of job satisfaction on employee performance.	0,000	0.05	Accepted
H6	There is a significant influence of organizational commitment on	0.009	0.05	Accepted

Hypothesis	Statement	P-Value	<i>Alpha</i>	Information
H7	employee performance through job satisfaction. There is a significant influence of organizational culture on employee performance through job satisfaction.	0.011	0.05	Accepted

CONCLUSION

From the discussion in the previous chapters, several conclusions can be drawn: there is a significant influence of organizational commitment on job satisfaction. There is a significant influence of organizational culture on job satisfaction. There is a significant influence of organizational commitment on employee performance. There is a significant influence of organizational culture on employee performance. There is a significant influence of job satisfaction on employee performance. There is a significant influence of organizational commitment on employee performance through job satisfaction. There is a significant influence of organizational culture on employee performance through job satisfaction.

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