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# The effects of organizational commitment, organizational culture, and work discipline on the performance of state civil apparatuses

**Muhammad Tamrin, Hendra Gunawan<sup>\*)</sup>**

Departement of Human Resource Management, College of Economics, AMKOP Makassar, Indonesia

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## ABSTRACT

Purpose this study was to analyze the effect of the independent variables, namely organizational commitment, organizational culture and work discipline and their implications on the performance of the state civil apparatus at the Public Works and Public Housing Service in Jeneponto Regency, South Sulawesi Province. The research method is descriptive quantitative using path analysis with the instrument test used is validity test and reliability test. Data collection techniques used primary and secondary data with a Likert scale. The results show that ASN performance can be increased by organizational commitment through affective and normative commitment by increasing the sense of belonging and responsibility to the organization, while the other variable, namely organizational culture tends to affect the application of good rules and a conducive organizational climate, then the ASN performance variable it would be much better if the commitment to the organization in its implementation was carried out by complying with the discipline of time and discipline of responsibility in the organization.



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## Corresponding Author:

Muhammad Tamrin,  
AMKOP Makassar  
Email: [tamrin.kampus@gmail.com](mailto:tamrin.kampus@gmail.com)

## Introduction

Performance comes from the notion of performance. If that gives an understanding of performance as a result of work or work performance, However, actually, performance has a broader meaning than just work results, including how the process of performance of an employee or employees is important, as well as determining the effectiveness of performance in an organization or company (Khaliq 2015). because employees are the main asset of the organization and have a strategic role in the organization, namely as thinkers, planners, and controllers of organizational activities. In order to achieve organizational goals, employees need motivation to work more diligently. Seeing the importance of employees in the organization, employees need to pay more serious attention to the tasks being done so that organizational goals are achieved (Yudistira and Susanti 2019). Higher performance implies an increase in efficiency, effectiveness, or higher quality of completing a series of tasks assigned to an employee in an organization. Individuals or groups of individuals can determine performance if success criteria are established. Criteria This success is measured by specific goals that must be met. Without any goals or targets, the performance of a person or organization cannot be known because there is no benchmark (Kurniawan 2013). Therefore, businesses must enhance the quality of their human resources if they want to see an increase in productivity among their workforce.

The company's contribution will increase if it has access to a large pool of talented individuals. Along with these developments, the company's resilience is becoming stronger as a result of the quality human resources that allow it to have sufficient performance despite the escalating intensity of the competition (Chairurrizqie 2019). In addition, HR is also a factor that influences the development of a company. So it can be said that a company can develop very rapidly if it has a lot of competent human resources in their field; on the other hand, if the human resources working in a company are not qualified, then the company's development will also be hampered (Adha, Qomariah, and Hafidzi 2019). There are many factors that contribute to human resources having high quality and performance, one of which is the employee's commitment to the company where he works. Organizational commitment is an emotional bond between employees and the organization that arises because of trust, the will to achieve a goal, and the desire to maintain membership as part of the organization, and this is what makes employees stay in an organization both in favorable and unfavorable conditions (Akbar, Musadieg, and Mukzam 2017).

Organizational commitment is defined as the desire possessed by an employee to remain a member of an organization (Dessler in (Rosita and Yuniati 2016)). Organizational commitment includes elements of loyalty to the organization, involvement in work, and identification of organizational values and goals (Triyaningsih 2014). In addition, organizational commitment is defined as the level of frequency of identification and the level of individual attachment to a particular organization, which is reflected in the following characteristics: strong belief in and acceptance of the values and goals of the organization, and a definite desire to maintain participation in the organization (Sunaryo and Nasrul 2018). Where commitment plays an important role, especially in a person's performance at work, this is due to the existence of a commitment that becomes a reference and encouragement that makes them more responsible for their obligations (Bodroastuti and Rulijaji 2016). So organizational commitment affects the attitude or behavior of employees to continue working in an organization or leave the organization, thus employees who have a high commitment to the organization will improve the performance of these employees. Commitment and organization show a strong identification of an individual with the organization, and he feels he is part of the organization. The higher the work commitment, the greater the productivity loyalty, and the greater the responsibility for something related to the organization (Pradana 2014). Organizational commitment, according to Sterss and Porter in (Rikiawan 2013), can be seen in three factor that is trust and strong acceptance of organizational goals and values, willingness to seek to achieve organizational interests, and a strong desire to maintain membership.

Another factor that also determines the level of organizational commitment is organizational culture. According to Hofstede in (Manery, Lengkong, and Saerang 2018), organizational culture is defined as the values, attitudes, beliefs, and behaviors that represent the organization's work environment, organizational goals, and vision. Organizational culture, also called corporate culture, is a set of values or norms that have been in effect for a relatively long time and are shared by members of the organization (employees) as behavioral norms in solving organizational problems (Nugroho 2018). Employees who have a strong commitment have a great attachment to the institution they work for, as evidenced by their not wanting to leave the workplace because of their high loyalty (Manurung and Riani 2017). Organizational culture can affect the way members behave, describe their work, and work with other members (Dari, Sulistyandari, and Kusumah 2021). In every organization, organizational culture is always expected to be good because it will relate to the success or failure of the organization in achieving its goals (Edy 2016). According to Muriman in (Darajat and Rosyidah 2012), this organizational culture, as a set of fundamental assumptions, serves to provide direction for members of the organization about what to pay attention to, the meaning of everything that must be achieved, and how reactions and actions should be taken in certain situations. According to Nurtjahjani and Masreviastuti in (Chaterina and Intan 2012) so that organizational culture can function optimally, it must be created, maintained, and strengthened, as well as introduced to employees through the socialization process. A strong organizational culture can form a corporate identity that provides a competitive advantage compared to other companies (Nathania 2018).

The presence of discipline in the company, which is firmly implemented in the company without any low and high levels for all positions, is the next factor to consider (Mufarrohah 2022). Work discipline is very important in an organization. With work discipline, employees can carry out their duties in order to realize the goals of the organization. Work discipline regulates an employee's compliance with all norms, rules, and regulations that apply in the organization (Abdillah and Wajdi 2011). According to Hasibuan in (Ardansyah & Wasilawati 2014), work discipline is defined when employees always come and go home on time, do all the work well, comply with all company regulations, and adhere to applicable social norms. According to Prijodarminto's explanation in (Pribadi and Herlena 2016) work discipline is a condition that is created through a process of a series of behaviors that show a willingness to obey, comply, and be orderly towards regulations. Through work discipline, there will be awareness and willingness among employees to comply with organizational regulations and social norms. While the employee's work discipline is the subject here, the

employee's perception of the employee's personal attitude in terms of self-order and regularity that is owned by the employee in working in the organization without any violations that harm him, other people, or the environment (Hidayah 2015).

Research conducted by (Sukma 2019) states that work discipline has a positive effect on employee performance, organizational culture has a positive effect on employee performance, and organizational commitment has no positive effect on employee performance at PT. Hood Digital Asia (Urbanstory). Subsequent research conducted by (Ismayanti, Isyandi, and Efni 2020) stated that leadership, organizational culture, work discipline, and organizational commitment directly had a significant effect on employee performance. Meanwhile, indirectly, leadership, organizational culture, and work discipline through organizational commitment have a significant effect on employee performance. Organizational commitment is an indispensable variable because it can mediate the effect of leadership and work discipline on employee performance, but organizational commitment is not the only variable that can mediate the influence of organizational culture on employee performance. Furthermore, the research conducted by (Manery, Lengkong, and Saerang 2018) stated that both organizational commitment and organizational culture had a positive and significant effect on employee performance. Partially, organizational commitment has a positive, but not significant, effect on employee performance. Partially, organizational culture has a positive and significant effect on employee performance. BKDPDA in North Halmahera Regency should strengthen the factors that support organizational commitment so that employee performance toward the organization can improve.

Regulation of the Regent of Jeneponto No.23 of 2016, concerning Organizational Structure, Duties and Functions, and Work Procedures of the Public Works and Spatial Planning Office of Jeneponto Regency has the task of administering regional autonomy authorities in the context of implementing decentralization tasks in the field of public works and spatial planning, carrying out co-administration tasks that submitted / delegated to the regional head to achieve the best performance. One of the most common problems found in various government and private organizations regarding employees is the issue of discipline, as seen in the fact that the most prominent problem is the issue of discipline. So based on the description above, the researcher is interested in conducting research with the aim of analyzing the influence of the independent variables, namely organizational commitment, organizational culture, and work discipline, and their implications for the performance of the state civil apparatus at the Public Works and Public Housing Service, Jeneponto Regency, South Sulawesi Province.

## Method

Design and approach used by the researcher is descriptive quantitative associative research. The location of the research time is the Public Works and Public Housing Office of Jeneponto Regency using a saturated sample of 99 ASN people. The criteria for sample collection are as follows:

**Table 1.** The Criteria for Sample Collection

Name of Work Unit	Male	Female	Number
of Secretariat	2	0	2
Planning	4	0	4
General & Personnel	8	4	12
Bid. Highways	9	15	24
Bid. Cipta Karya	7	2	9
Bid. Irrigation	7	0	7
Bid. Spatial Planning	7	2	11
Water Resources	12	0	12
Testing of Materials & Equipment	10	0	10
Technical Development	8	0	8
Total			99

Source: Processed Data, Public Works and Public Housing Agency Kab. Jeneponto 2020.

Sources of data were obtained through primary and secondary data through questionnaires, interviews and processed using path analysis techniques and hypothesis testing, namely validity tests to measure the validity or validity of a questionnaire, as well as reliability tests to measure a questionnaire that has indicators using the SPSS application. To obtain the results of the interpretation of respondents' responses to the research variables, each variable was analyzed by scoring. The steps are as follows (Sugiyono 2019) :

The average results of respondents' responses to each statement item, indicator, and variable can then be categorized using the class interval formula guide as follows:

$$\text{Class interval} = \frac{\text{Highest score} - \text{Lowest score}}{\text{Number of classes}} = \frac{5 - 1}{5} = 0.80$$

The resulting class interval is of 0.80, this value is then used as a guideline to determine the category based on the average interval, which is as follows:

1.00 - 1.80	= Very low
1.80 - 2.60	= Low
2.60 - 3.40	= Neutral
3.40 - 4.20	= High
4.20 - 5.00	= Very high

The analytical method used in this study is *ispath analysis*, because the researcher wants to ascertain whether there is an effect of organizational commitment, organizational culture on performance ASN through work discipline at the Public Works and Public Housing Office of Jenepono Regency. The path analysis model in this study is described as follows:

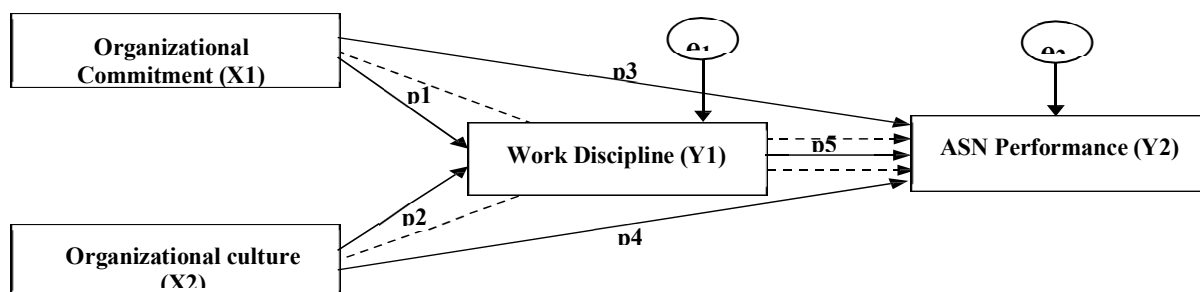


Figure 1. Path Analysis Model

Based on the figure above, each  $p$  describes the path and path coefficients between variables. From the path diagram, the structural equation is also obtained, namely there are two regression tests with the following two equations: (1)  $Y1 = p_1X_1 + p_2X_2 + e_1$ , (2)  $Y2 = p_3X_1 + p_4X_2 + p_5Y1 + e_2$

## Results and Discussions

The results of the instrument test are as follows:

### Validity Test Results of

Table 2. Validity Test Results

Variables	Indicator	R count	Standard > 0.30	Ket.
Organizational Commitment (X1)	X1.1	0.465	> 0.30	Valid
	X1.2	0.574	> 0.30	Valid
	X1.3	0.680	> 0.30	Valid
Organizational Culture (X2)	X2.1	0.725	> 0.30	Valid
	X2.2	0.760	> 0.30	Valid
	X2.3	0.517	> 0.30	Valid
	X2.4	0.715	> 0.30	Valid
Work Discipline (Y1)	Y1.1	0.609	> 0.30	Valid
	Y1.2	0.644	> 0.30	Valid
	Y1.3	0.676	> 0.30	Valid
	Y2.1	0.603	> 0.30	Valid
ASN Performance (Y2)	Y2.2	0.791	> 0.30	Valid
	Y2.3	0.665	> 0.30	Valid
	Y2.4	0.707	> 0.30	Valid
	Y2.5	0.661	> 0.30	Valid

Source: Primary data processed, 2021

Based on the Table 2 it is known that all question items in this study are valid, as indicated by the value of each question item on the organizational commitment variable (X1), organizational culture (X2), work discipline (Y1), and ASN performance (Y2) have an *r-count* greater than 0.30. That is, all question items in each of these variables are valid and further analysis can be carried out.

### Reliability Test

**Table 3.** Reliability Test

Variable	Cronbach Alpha	Information
on Organizational Commitment (X1)	0.743	Reliable
Organizational Culture (X2)	0.832	Reliable
Work Discipline (Y1)	0.798	Reliable
ASN Performance (Y2 )	0.862	Reliable

Source: Primary data processed, 2021.

From table 4.2, the reliability value of each variable is obtained, namely organizational commitment of 0.743, organizational culture of 0.832, work discipline of 0.798, and employee performance of 0.862. This figure indicates that the research instrument used is reliable or reliable.

### The results of the data test are as follows:

The results of the analysis test on the sub-structure equation 1

**Table 4.** The results of the analysis test on the sub-structure equation 1

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1.	.570 <sup>a</sup>	.561	1,204	2,040	a

a. Predictors: (Constant), Organizational Culture (X2), Organizational Commitment (X1)

b. Dependent Variable: Work Discipline (Y1)

Source: Processed Primary Data, 2021

From the calculation results in table 4.9 in model 1, it shows that the Adjusted R square value is 0.561 which means that the organizational commitment variable (X1) and organizational culture (X2) are able to explain The variation of work discipline (Y1) is 56.1% while the remaining 43.9% is explained by other variables not included in the model. Meanwhile, the path coefficient for other variables outside the study is  $(pY_{e1}) = 1 - R^2 = 1 - 0.413 = 0.66$ .

### The results of the analysis test on the sub-structure equation 2

**Table 5.** The results of the analysis test on the sub-structure equation 2

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
2	Organizational Commitment (X1)	.412	.113	.266	3.646	.000	.469	2.134
	Organizational Culture (X2)	.309	.073	.295	4.213	.000	1.958	.655
	Discipline (Y1)	.117	.427	Work	5,605,000	a	2,326	430

a. Dependent Variable: ASN Performance (Y2)

Source: primary data processed, 2021

From the results of the regression test for the first path as shown in the table, the second path structural equation can be made as follows:  $Y_2 = 0.266X_1 + 0.295X_2 + 0.427Y_1$ . From the equation The second structural path formed, the interpretation can be explained as follows: (a) The value of organizational commitment (X1) of 0.266 means that if the value of organizational commitment (X1) increases by 1 point, then the performance of ASN at the Public Works and Public Housing Office of Jeneponto Regency will increase by 0.266. (b) The value of organizational culture (X2) of 0.295 means that if the value of organizational culture (X2) increases by 1 point, then the performance of ASN at the Public Works and Public Housing Office of Jeneponto Regency will increase by 0.295. (c) The value of work discipline (Y1) of 0.427

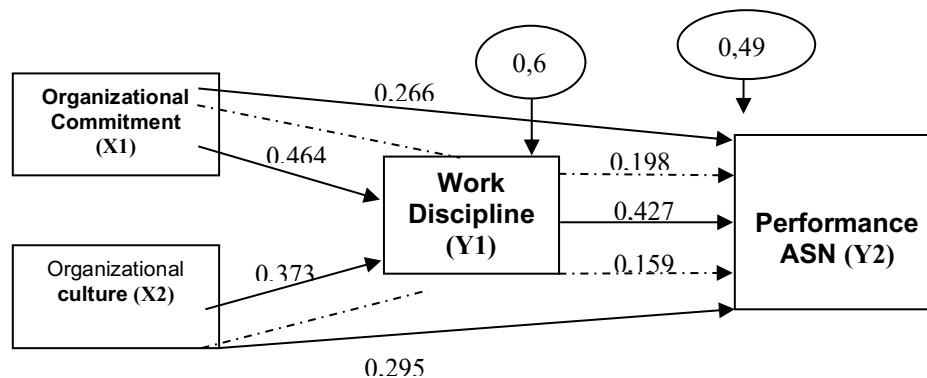
means that if the value of work discipline (Y1) increases by 1 point, the performance of the Public Works and Public Housing Office of Jenepono Regency will increase by 0.427.

**Table 6.** Standardized Coefficient T Calculating

Path Coefficient	Standardized Coefficient T Calculating	4.365	Conclusion
X1 against Y1	0.464	5,421	3.646 accepted
X2 against Y1	0.373		H1 H2 accepted
X1 against Y2	0.266		0.427 H3 accepted
against Y2	0.295		4,213 H4 accepted
Y1 against Y2	5,605		H5 accepted
X1 against Y2 through Y1	0.198		accepted X2
X2 to Y2 through Y1	0.159		3.133 H7 accepted

Source: primary data processed, 2021

The results of testing structure I and structure II can be described as follows:



**Figure 2.** Path Analysis Results

#### Sobel test results (indirect effect)

**Table 7.** Sobel Test Results (Indirect Effect)

Path	Coefficient	Standardized Coefficient	Std. Error
X1 against Y1	0.464		0.086
Y1 against Y 2	0.427		0.117
X1 against Y2 through Y1	0.198		-
X2 against Y1	0.373		0.061
X2 against Y2 through Y1	0.159		-

Source: primary data processed, 2021

The results of the study show that commitment and organizational culture have a direct effect on ASN performance, according to our hypothesis. Based on the most widely agreed upon indicators, the organizational commitment variable has the highest total average score, namely affective and normative commitment, while organizational culture is defined by rules. and organizational climate, the mediating variable shows indicators of time discipline and responsibility discipline. The findings or novelty of the research results are that organizational commitment can improve ASN performance through affective and normative commitment by increasing a sense of belonging and responsibility towards the organization. The second finding of this study is that organizational culture can improve ASN performance by implementing good rules and improving the organizational environment, and ASN performance can be improved by adhering to time discipline and the discipline of responsibilities of each ASN in the organization when implementing organizational commitment and culture.

So this is in line with research conducted by (Widodo 2022), where the results of her research show that organizational commitment has a positive and significant effect on the performance of Bengkulu City State Civil Apparatus (ASN) employees. This result means that if organizational commitment is high, the employee's performance will increase. From the results of the descriptive analysis, it is known that overall the affective commitment of the State Civil Apparatus in Bengkulu City is good. This is supported by employees having a sense of love for the organization; employees are proud to be part of the organization; employees are very happy to spend their careers in this organization; employees are involved in the organization; and employees prioritize the interests of the organization. In addition, this research is also in line with the research

conducted by (Rase, Razak, and Badaruddin 2021), which states that the organizational culture variable has the most dominant influence on the performance of state civil apparatuses at the West Papua Province Industry and Trade Office. For future researchers, it is hoped that they can develop this research more broadly by using different variables or indicators so that more accurate information or results can be obtained about the factors that influence employee performance.

## Conclusions

Based on the results of the research and discussion described in the previous chapter, it can be concluded that performance of the State Civil Apparatus can be improved by organizational commitment through affective and normative commitment by increasing the sense of belonging and responsibility to the organization. Organizational culture tends to influence the performance of the State Civil Apparatus by applying good rules and a conducive organizational climate. The performance of the State Civil Apparatus will be much better if the organizational commitment in its implementation is carried out by adhering to the discipline of time and discipline of responsibility within the organization. Whereas in order to improve the performance of the state civil apparatus in an organization, efforts must be made, namely State Civil Apparatus in improving performance requires a sense of belonging and responsibility, obeying the rules, and discipline in the organization, and the State Civil Apparatus in improving performance should be able to uphold commitments in the organization.

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