

The Influence of Organizational Culture, Organizational Commitment, Competency and Work Environment on Employee Performance

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ABSTRACT

This study aims to analyze the influence of organizational culture, organizational commitment, competence, and work environment on employee performance at the Center for Teachers and Education Personnel of Central Java Province. The research method used is quantitative research with a descriptive approach. The population in this study were all 130 employees of BBGTK of Central Java Province, with a sampling technique using the census method so that the entire population was used as a research sample. The data collection technique was carried out through distributing questionnaires. Data analysis used multiple linear regression with the help of the SPSS 27 program. The results of the study indicate that organizational culture, organizational commitment, competence, and work environment partially and simultaneously have a significant effect on employee performance. The results of the determination coefficient test show an Adjusted R Square value of 0.857, which means that the variables of organizational culture, organizational commitment, competence, and work environment are able to explain the influence on employee performance by 85.7%, while the remaining 14.3% is influenced by other variables outside the study. Thus, improving employee performance at BBGTK of Central Java Province can be done through strengthening organizational culture, increasing organizational commitment, developing competence, and creating a comfortable and conducive work environment.

Keywords: Organizational Culture, Organizational Commitment, Competence, Work Environment, Employee Performance.

INTRODUCTION

Every organization essentially has the primary goal of improving employee performance as a driver for achieving institutional targets. Employee performance is a key indicator in assessing an organization's productivity and effectiveness. In the context of the Center for Teachers and Education Personnel (BBGTK) of Central Java Province, improving employee performance is an urgent need in line with the demands for quality education services, training, and facilitation of education personnel in the era of digital transformation and globalization. In reality, various phenomena still exist in employee performance that indicate challenges to optimizing employee performance improvement at BBGTK Central Java Province. Several indicators such as output quantity that does not meet targets, fluctuating employee attendance levels, and poor coordination between work units are symptoms that must be observed (Awaludin, 2025).

Employee performance is the work results achieved in carrying out tasks and functions in accordance with assigned responsibilities. At the BBGTK of Central Java

Province, challenges to performance are evident in the ongoing delays in completing work programs, low innovation initiatives, and inconsistent task implementation across divisions. Therefore, understanding and measuring performance must consider relevant indicators that reflect employees' real contributions to achieving organizational goals. To achieve strategic goals, improving employee performance needs to be encouraged by improving fundamental aspects of the organization. (Mewahaini, 2022)

Organizational culture is a system of values, norms, and habits that serve as guidelines for behavior and mindset in carrying out organizational tasks. Safira, et, al., (2020) stated that organizational culture is a system of shared meanings held by members in an organization and distinguishes the organization from other organizations. In practice at BBGTK Central Java, organizational culture has not been fully formed in a strong and consistent manner. There are still differences in perceptions between work units regarding the organization's basic values, a lack of internalization of the organization's vision and mission, and weak employee work behavior control mechanisms. This is in line with the findings of Nur, et, al., (2020) which show that organizational culture has a significant influence on employee performance, and a weak work culture has implications for the low quality of work results. Therefore, it can be concluded that strengthening a constructive and inclusive organizational culture is an urgent matter that needs to be prioritized by BBGTK Central Java Province in order to trigger increased employee performance.

Organizational commitment is an employee's loyalty and emotional attachment to the organization they work for. Therefore, low commitment can lead to a person working less diligently to contribute to the organization. The phenomenon at BBGTK Central Java Province shows that not all employees are highly committed to achieving organizational goals. Some employees still merely carry out their duties normatively without any initiative or desire to contribute optimally. This is evident in their low participation in strategic activities and the rapid rotation and transfer of employees without clear reasons. (Ismawati et al., 2022)

Competence is an individual's ability, encompassing the knowledge, skills, and attitudes required to perform work tasks. The emerging phenomenon at BBGTK (National Education and Training College) indicates a gap between employee competency and the complexity of their assigned tasks. Some employees still demonstrate limitations in mastering information technology, effective communication, and analytical skills, all of which are essential for the dynamic context of educational services. Therefore, improving competency through ongoing training is an urgent need at BBGTK to ensure that every employee can perform their duties professionally and effectively. A person's basic competencies include the skills, knowledge, attitudes, and behaviors required to perform their duties. (Sudarno, 2023)

The work environment consists of physical and non-physical conditions that affect work comfort and productivity. Improving employee performance can be achieved by creating comfortable work environment conditions for employees, conversely,

uncomfortable work environment conditions have the potential to cause work stress which can reduce employee performance. Based on initial observations, several work units in the BBGTK Central Java Province office still have suboptimal work facilities, such as cramped rooms, outdated equipment, and the absence of a work climate that supports collaboration between teams. The development of a safe, clean, comfortable, and supportive work environment in BBGTK Central Java Province needs to be designed in a structured manner so that it can become a major supporting factor in improving performance (Saputra, et, al., (2024)

Based on the above explanation, it can be emphasized that organizational culture, organizational commitment, competence, and work environment are important determinants in influencing employee performance at BBGTK Central Java Province. Internal organizational phenomena indicate that these four variables still need improvement and strengthening. Strengthened by various theories and previous research results, these variables are believed to be able to make a significant contribution to improving employee performance if managed systematically and sustainably. Therefore, this study is important to conduct to determine the extent of influence of each factor on employee performance, as well as to provide strategic input in the formulation of managerial policies within BBGTK Central Java Province.

RESEARCH METHODS

This type of research is quantitative descriptive. The researcher tried to test the influence of organizational culture, organizational commitment, competence and work environment on employee performance at the Center for Teachers and Education Personnel of Central Java Province. This research was conducted at the Center for Teachers and Education Personnel of Central Java Province, which is located at Kampung Dadapan RT 06 RW 07 Jatikuwung, Gondangrejo District, Karanganyar Regency. The research period was conducted for 4 months in 2025. The population in this study were all employees at the Center for Teachers and Education Personnel of Central Java Province, totaling 130 people, so the number of samples in this study was 130 people, so that all populations were sampled. After the data tabulation was carried out, the data was processed using multiple linear regression analysis tools with the help of SPSS 27 software. The regression equation model used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where :

Y	= Employee Performance
X1	= Organizational culture
X2	= Organizational commitment
X3	= Competence
X4	= Work environment
a	= Constant
b1,b2,b3,b4	= Regression coefficient
e	=Error

RESULTS AND DISCUSSION

Multiple Linear Regression

Multiple Linear Regression Analysis

From these results, the regression equation can be obtained:

$Y = -0.489 + 0.356X_1 + 0.433X_2 + 0.083X_3 + 0.163X_4$. The equation can be explained as follows:

- 1). $a = -0.489$, this means that if the factors of Organizational Culture (X_1), Organizational Commitment (X_2), Competence (X_3) and Work Environment (X_4) are considered constant, it will result in Employee Performance (Y) at BBGTK Central Java Province decreasing by 0.489.
- 2) $b_1 = 0.356$, this means that if the Organizational Culture factor (X_1) increases by 1 unit and the variables Organizational Commitment (X_2), Competence (X_3) and Work Environment (X_4) are considered constant, it will result in Employee Performance (Y) at BBGTK Central Java Province increasing by 0.356.
- 3) $b_2 = 0.433$, this means that if the Organizational Commitment factor (X_2) increases by 1 unit, and the variables Organizational Culture (X_1), Competence (X_3) and Work Environment (X_4) are considered constant, then it will result in Employee Performance (Y) at BBGTK Central Java Province increasing by 0.433.
- 4) $b_3 = 0.083$, this means that if the Competence factor (X_3) increases by 1 unit, and the variables Organizational Culture (X_1), Organizational Commitment (X_2) and Work Environment (X_4) are considered constant, then it will result in Employee Performance (Y) at BBGTK Central Java Province increasing by 0.083.
- 5) $b_4 = 0.163$, this means that if the Work Environment factor (X_4) increases by 1 unit, and the variables Organizational Culture (X_1), Organizational Commitment (X_2) and Competence (X_3) are considered constant, then it will result in Employee Performance (Y) at BBGTK Central Java Province increasing by 0.163.

For further details, please see the SPSS data processing results table as follows:

Table IV.5
Summary of Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,489	,660		-,740	,461
Organizational culture	,356	,031	,462	11,412	,000
Organizational Commitment	,433	,051	,463	8,561	,000
Competence	,083	,024	,115	3,409	,001

Work environment	,163	,035	,229	4,710	,000
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Source: 2026 Data Processing

b. t-test

The t-test is a hypothesis test to determine whether there is a partial effect between the independent variable and the dependent variable. The results of this analysis are as follows:

1) T-test relating to Organizational Culture (X1) on Employee Performance (Y) at BBGTK Central Java Province

From the results of these calculations, the results of the t count for Organizational Culture were $11.412 > t \text{ table} = 1.979$ and a significance level of $0.000 < 0.05$, so H_0 was rejected, meaning that organizational culture had an effect on Employee Performance (Y) at BBGTK Central Java Province.

2) T-test relating to Organizational Commitment (X2) on Employee Performance (Y) at BBGTK Central Java Province

From the results of these calculations, the calculated t result for Organizational Commitment was $8.561 > t \text{ table} = 1.979$ and the significance level was $0.000 < 0.05$, so H_0 was rejected, meaning that Organizational Commitment (X2) had an effect on Employee Performance (Y) at BBGTK Central Java Province.

3) T-test relating to Competence (X3) on Employee Performance (Y) at BBGTK Central Java Province

From the results of these calculations, the results of the t-count of Competence were obtained at $3.409 > t\text{-table } 1.979$ with a significance level of $0.001 < 0.05$, so H_0 was rejected, and it can be concluded that Competence (X3) has an effect on Employee Performance (Y) at BBGTK Central Java Province.

4) T-test of the influence of the work environment (X4) on employee performance (Y) at BBGTK Central Java Province

From the results of these calculations, the calculated t-test result for the Work Environment was $4.710 > t\text{-table } 1.979$ with a significance level of $0.000 < 0.05$, so H_0 was accepted, and it can be concluded that the Work Environment (X4) has no effect on Employee Performance (Y) at BBGTK Central Java Province.

From the results above, it can be summarized as follows:

Table IV.6
t-Test Results

Hypothesis	t-count	t-table	Sig	Standard	Information
H1	11,412	> 1,979	0,000	0.05	H0 Rejected
H2	8,561	> 1,979	0,000	0.05	H0 Rejected
H3	3,409	> 1,979	0.001	0.05	H0 Rejected
H4	4,710	> 1,979	0,000	0.05	H0 Rejected

Source: Processed data, 2026

c. Model Feasibility Test

From the results of SPSS data processing, the F-count value was obtained at $193.554 > F\text{-table } 2.44$ with a significance level of $0.000 < 0.05$. Because the F-count value of 193.554 is greater than the F table 2.44 and the significance level is $0.000 < 0.05$, then together the independent variables namely Organizational Culture (X1), Organizational Commitment (X2), Competence (X3) and Work Environment (X4) have an effect on Employee Performance (Y) at BBGTK Central Java Province.

From the results of SPSS data processing, the following results were obtained:

Table IV.7
Model Feasibility Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	441,231	4	110,308	193,554	,000b
	Residual	71,238	125	,570		
	Total	512,469	129			

Sumber: Processed data, 2026

d. Analysis of the Coefficient of Determination (R²)

Table 1V.8
Coefficient of Determination Test (R²)

Model	R	R Square	Adjusted R Square
1	,928a	,861	,857

Source: SPSS data processing, 2026

By using the SPSS program, it can be obtained for R² of 0.857 or 85.7%, meaning that together there is an influence between the independent variables, namely Organizational Culture (X1), Organizational Commitment (X2), Competence (X3) and Work Environment (X4) which influence Employee Performance (Y) at BBGTK Central Java Province by 85.7%, while the remaining 14.3% is influenced by other factors, which were not studied, such as leadership style, rewards, incentives, work motivation and others.

Discussion

From the results of the data analysis, it can be explained that answering the hypothesis is as follows:

1. The Influence of Organizational Culture on Employee Performance at BBGTK Central Java Province.

Based on the results of SPSS data processing summarized in table IV.6, the t-test result for Organizational Culture was $11.412 > t_{table} = 1.979$ and a significance level of $0.000 < 0.05$. From the results of data analysis, it was found that there is a significant influence of Organizational Culture on Employee Performance at BBGTK Central Java Province. This is reinforced by the results of research by Nur, et, al., (2020) which showed that organizational culture has a significant effect on employee performance. Similar research by Saputra, Awaludin, et, al., (2025) also showed a positive relationship between organizational culture and employee performance.

Organizational culture influences employee performance at BBGTK Central Java Province because organizational culture serves as a guideline for behaving, working, and interacting in the work environment. A good organizational culture will create a conducive work atmosphere, increase employee discipline, cooperation, loyalty, and responsibility in carrying out their duties. Organizational values such as integrity, professionalism, service, innovation, and cooperation will shape employee work behavior so that they are able to work more effectively and efficiently. In the BBGTK Central Java Province environment, a strong organizational culture can encourage employees to have a high commitment to achieving organizational goals, especially in improving the quality of education and services to teachers and education personnel. Employees who understand and apply organizational culture tend to have better work motivation, are able to work according to operational standards, and are more adaptable to changes and job demands.

Furthermore, organizational culture also creates harmonious working relationships between employees and between superiors and subordinates. Good working relationships enhance communication, coordination, and collaboration in completing work. This leads to increased productivity, work quality, punctuality, and employee responsibility, thus optimizing employee performance. Therefore, the better the organizational culture implemented at BBGTK Central Java Province, the higher the resulting employee performance. Conversely, a less positive organizational culture can decrease employee morale, discipline, and productivity.

2. The Influence of Organizational Commitment on Employee Performance at BBGTK Central Java Province.

Based on the results of SPSS data processing summarized in table IV.6, the results of the t-count of Organizational Commitment were $8.561 > t_{table} = 1.979$ and a significance level of $0.000 < 0.05$, so H_0 was rejected, meaning that Organizational Commitment (X_2) had a significant effect on Employee Performance (Y) at BBGTK Central Java Province. This study was strengthened by Setiadi, et, al., (2024) showing that organizational commitment had a significant effect on the performance of employees of the

Directorate of Food Crop Seeds. This was reinforced by the findings of Salvano, et, al., (2023) which stated that organizational commitment had an important contribution in improving the performance of state civil servants.

Organizational commitment influences employee performance at BBGTK Central Java Province because organizational commitment reflects the level of loyalty, attachment, and willingness of employees to continue contributing to achieve organizational goals. Employees who have a high commitment will show a sense of belonging to the organization so that they are encouraged to work more seriously, disciplined, and responsible in carrying out their duties. In the BBGTK Central Java Province environment, organizational commitment can be seen from the willingness of employees to carry out tasks according to the rules, support the organization's work programs, and maintain the good name of the institution. Employees who have a strong commitment tend to work with full dedication, are able to complete work on time, and strive to provide the best service to the community, especially in the field of improving the quality of teachers and education personnel.

Furthermore, organizational commitment also increases employee motivation and enthusiasm in facing work challenges. Employees with high commitment are better prepared to collaborate with colleagues, maintain harmonious relationships, and actively participate in organizational activities. This impacts work effectiveness, productivity, service quality, and the achievement of organizational targets. Therefore, the higher the organizational commitment of BBGTK Central Java Province employees, the better their performance will be. Conversely, low organizational commitment can lead to decreased employee morale, responsibility, and performance quality.

3. The Influence of Competence on Employee Performance at BBGTK Central Java Province.

Based on the results of SPSS data processing summarized in table IV.6, the t-count result was $3.409 > t\text{-table } 1.979$ with a significance level of $0.001 < 0.05$, so H_0 is rejected, and it can be concluded that Competence (X3) influences Employee Performance (Y) at BBGTK Central Java Province. This is reinforced by research conducted by Krisnawati (2021) which states that competence has a significant effect on employee performance in the village environment. In addition, the results of research by Fitrasari, et, al., (2020) indicate that competence is a dominant factor in determining employee performance. Competence influences employee performance at BBGTK Central Java Province because competence is the ability possessed by employees in carrying out work which includes knowledge, skills, attitudes, and work abilities. Employees who have high competence will be better able to complete tasks effectively, efficiently, and in accordance with the standards set by the organization.

In the BBGTK (National Teachers' Association) of Central Java Province, competence is essential to support the implementation of tasks related to the development and improvement of teacher and education personnel quality. Employees with good knowledge and skills will more easily understand their tasks, utilize technology, solve work problems, and provide optimal service to the community and education stakeholders. Furthermore, competence also influences employees' ability to adapt to change, work in teams, and make sound decisions. Competent employees tend to have self-confidence, responsibility, and good communication skills, thereby improving work quality and productivity. With adequate competence, employees can work faster, more precisely, and produce more optimal performance. Therefore, the higher the competence of employees in BBGTK of Central Java Province, the better their performance will be. Conversely, low competence can result in suboptimal work, reduce service quality, and hinder the achievement of organizational goals.

4. The Influence of Work Environment on Employee Performance at BBGTK Central Java Province.

Based on the results of SPSS data processing summarized in table IV.6, the t-count result was $4.710 > t\text{-table } 1.979$ with a significance level of $0.000 < 0.05$, so H_0 is accepted, and it can be concluded that the Work Environment (X4) has no effect on Employee Performance (Y) at BBGTK Central Java Province. This result is reinforced by pResearch by Saputra et al. (2024) shows that the work environment significantly influences employee performance. Research by Indra (2023) also revealed that a good work environment creates optimal performance. The work environment influences employee performance because it encompasses all conditions surrounding employees while carrying out their work, both physical and non-physical. A comfortable, safe, and conducive work environment can increase employee morale, concentration, and productivity in carrying out their duties.

The physical work environment includes lighting, room temperature, cleanliness, work facilities, layout, and workplace safety. A good physical work environment will make employees feel more comfortable and able to work optimally. Conversely, an uncomfortable work environment can cause fatigue, stress, and reduce employee effectiveness. In addition to the physical environment, non-physical work factors such as relationships between employees, communication with superiors, teamwork, and the work atmosphere also significantly influence performance. Harmonious work relationships and good communication will create a positive work atmosphere, so that employees are more motivated to perform well and achieve organizational goals.

In government agencies like the BBGTK of Central Java Province, a positive work environment can support employees in providing optimal service to the public and improve the quality of organizational tasks.

Employees who work in a comfortable and supportive environment tend to be more disciplined, responsible, and able to complete their work more effectively and efficiently. Therefore, the better the work environment perceived by employees, the higher their performance will be. Conversely, a less positive work environment can lead to decreased employee motivation, productivity, and work quality.

CONCLUSION AND SUGGESTIONS

Based on the research results, it can be concluded that organizational culture, organizational commitment, competence, and work environment have a significant influence on employee performance at the Center for Teachers and Education Personnel of Central Java Province. This indicates that improving employee performance can be achieved through strengthening a positive organizational culture, increasing employee commitment to the organization, developing competencies continuously, and creating a comfortable and conducive work environment. Therefore, BBGTK of Central Java Province is advised to continue to instill the values of discipline, professionalism, integrity, and cooperation in the work environment, provide motivation and rewards to employees, improve training and skills development, and provide adequate work facilities to support the creation of optimal employee performance. In addition, future researchers are expected to develop this research by adding other variables that have the potential to influence employee performance so that the research results become broader and more in-depth.

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