

The Role of Organizational Commitment in Moderating the Influence of Organizational Culture on Employee Performance

Erla Dafiana¹, Sutianingsih²

Management Study Program, Atma Bhakti College of Economics, Surakarta
erladafiana2014@gmail.com, sutianingsih@stie-atmabhakti.ac.id

ABSTRACT.

Human resources are one of the most important assets that have a direct impact on an organization. There are several things that can affect an organization in achieving high-quality employee performance. Both the company's culture and its employees' dedication to the company fall under this category. Through the moderating effect of organisational commitment, this study seeks to elucidate how organisational culture affects employee performance. The 837 people who work at Pandang Arang Hospital in Boyolali Regency were the subjects of this study. In order to ensure conformity, the computation results could be rounded using the Slovin algorithm, and a relaxation percentage of 5% was employed to select the sample. It has been determined that 275 employees will make up the sample set. The study's findings indicate that 1) organisational culture positively impacts employee performance and 2) organisational commitment enhances the correlation between OCP and performance.

Keywords: Organizational Culture, Employee Performance, Organizational Commitment

ABSTRAK

Sumber daya manusia adalah salah satu aset terpenting yang berdampak langsung pada suatu organisasi. Ada beberapa hal yang dapat mempengaruhi suatu organisasi dalam mencapai kinerja karyawan yang berkualitas tinggi. Baik budaya perusahaan maupun dedikasi karyawannya terhadap perusahaan termasuk dalam kategori ini. Melalui efek moderasi dari komitmen organisasi, penelitian ini berusaha menjelaskan bagaimana budaya organisasi memengaruhi kinerja karyawan. Sebanyak 837 orang yang bekerja di RS Pandang Arang di Kabupaten Boyolali menjadi subjek penelitian ini. Untuk memastikan kesesuaian, hasil perhitungan dapat dibulatkan menggunakan algoritma Slovin, dan persentase relaksasi 5% digunakan untuk memilih sampel. Telah ditentukan bahwa 275 karyawan akan membentuk set sampel. Temuan studi menunjukkan bahwa 1) budaya organisasi berdampak positif pada kinerja karyawan dan 2) komitmen organisasi meningkatkan korelasi antara OCP dan kinerja.

Kata kunci: Budaya Organisasi, Kinerja Karyawan, Komitmen Organisasi

INTRODUCTION

In the current era of globalization, there is competition from all organizations or companies to compete with each other to compete for the position of a superior company. Not to forget in this case, the ability to develop human resources to be better (Meilinda & Sutianingsih, 2024) This is because technological advances, trade

and so on are determined by human resources as the actors and drivers of all of them (Jufrizen & Rahmadhani, 2020) The effectiveness of an organization depends on optimal employee performance (Yuliadi & Sutaningsih, 2023) In a hospital environment such as Pandang Arang Hospital, Boyolali Regency, employee performance has a crucial role in ensuring the quality of health services to the community. High performance not only reflects individual productivity, but also contributes to the achievement of the organization's strategic goals, such as patient satisfaction, operational efficiency, and the hospital's reputation. Therefore, understanding the factors that affect employee performance is critical for hospital management to design a sustainable performance improvement strategy.

One of the factors that is believed to have a significant influence on employee performance is organizational culture. When a group repeatedly implements a solution to an internal or external problem, the culture of the group becomes the accepted norm for how future members should perceive and respond to similar situations (Astuti, 2022). Organizational culture refers to the system of values, norms, beliefs, and practices that are shared by members of the organization (Sudaryono & Sutaningsih, 2023) At Pandang Arang Hospital, a strong and positive organizational culture, such as a service-oriented culture, innovation, and teamwork, is expected to encourage behaviors that support performance. This culture shapes the work atmosphere, influences motivation, and provides guidelines for each employee in carrying out their duties. When employees feel aligned with the organization's culture, they tend to be more motivated, committed, and ultimately perform better.

The degree to which workers feel invested in the success of their company and their ability to fulfil their responsibilities there is one indicator of their organizational commitment (Nafiah & Sutaningsih, 2024). According to Muis et al. (2018), when employees demonstrate commitment, it demonstrates that they place a high value on their job and the organization as a whole. At the same time, organizational commitment is defined as an individual's degree of connection and emotional involvement with his organization (Sianipar & Haryanti, 2014). It includes three main dimensions: affective commitment (the desire to remain in the organization due to emotional bonding), continuity commitment (the desire to remain in the organization due to cost considerations if to leave), and normative commitment (the feeling of obligation to remain in the organization). This will certainly affect employees because with a high level of organizational commitment, they tend to be more persistent in facing challenges, take initiative, and be loyal to the institution.

THEORETICAL FOUNDATION

Organizational Culture

The cultural style and behavior of each person is merged with new norms and philosophies to form organizational culture. This process harnesses the energy and pride of the group as it faces challenges and achieves goals (Nurhayati et al., 2023). When people in an organization grow to rely on a shared set of rules and practices when interacting with one another, we say that they have an organizational culture (Wibowo & Putra, 2016). Robbins and Coulter (2010) stated that organizational culture is a shared set of values, principles, traditions, and ways of doing things that affect the way organizational members act. Yuswani (2016) says that culture is a set of shared beliefs and practices that people in a certain group come up with as a means of coping with challenges like external adaptation and internal integration. These beliefs and practices are then passed down through generations as the correct way to perceive and deal with these issues.

Organizational culture plays a crucial role in shaping employee performance because it creates a work environment that influences individual attitudes, motivations, and behaviors (Dirga & Sutianingsih, 2024). When an organization has a strong and positive culture, employees tend to feel more connected, motivated, and have a clear direction. For example, a culture that encourages collaboration and innovation can increase creativity and problem-solving among employees, which in turn will improve the quality of work. Conversely, a toxic culture, unhealthy competition, or lack of recognition will negatively impact performance, leading to demotivation, high turnover, and decreased productivity. Therefore, an organizational culture that supports positive values, open communication, and employee development directly correlates with improved individual and collective performance, as employees feel supported, valued, and have goals that align with the company's vision. Research by Febriani & Ramli (2023) and Oktavia & Fernos (2023) backs up this claim, showing that organizational culture positively and significantly impacts employee performance. This sentence allows us to develop the first hypothesis:

H1: Organizational Culture Has a Positive and Negative Effect on Employee Performance

Organizational Commitment

Having a positive outlook on the group and being willing to put in a lot of effort to ensure its success are other essential components of a devoted member (Susiawan & Muhid, 2015). Kaswan (2017) states that an organization's commitment level is the amount to which its employees care about the company's future. Workers who are enthusiastic about what they do for a living demonstrate their dedication to the company's mission, their desire to succeed in their roles, and their want to remain employed there. A person's level of organizational commitment is proportional to

how much they feel like they belong and have a purpose inside a company, says Kaswan (2017). Organizational commitment occurs when an employee gives their all to the firm, believes in its purpose, and stays put to ensure its success (Sianipar & Haryanti, 2014)

Organizational commitment refers to the psychological bond of employees with the organization, which can be in the form of affective (emotional) commitments, ongoing commitments (based on cost/benefit calculations), or normative commitments (based on a sense of obligation). When employees have a high level of organizational commitment, they are more likely to align themselves with the organization's cultural values and internalize those values. This means that an organizational culture that supports performance will have a much greater impact on highly committed employees, as they tend to be more loyal, dedicated, and willing to go the extra mile to achieve the organization's goals. Conversely, even a good organizational culture may be less effective in improving performance if employees do not have a strong commitment, as they may not fully adopt or act in accordance with those cultural values. This statement is supported by the results of research conducted by Barata & Mildawati (2025) which states that the organization's commitment to moderate positively and significantly the influence of organizational culture on employee performance. Based on this statement, a second hypothesis can be formulated:

H2: Organizational Commitment Positively and Significantly Moderates Organizational Culture to Employee Performance

Employee Performance

Sutianingsih and Handayani (2023) state that performance is the end outcome of work, the amount and quality that an employee achieves when he or she carries out their obligations as assigned. According to Gobel et al. (2023), performance is defined as the outcomes of an individual's or team's efforts to carry out their assigned tasks within an organization in a way that is both qualitative and quantitative, in compliance with all applicable laws and ethical standards, and in pursuit of the organization's stated goals. Employees' efforts, which are affected by their abilities and how they see their roles and responsibilities, lead to performance, according to Soejarminto and Hidayat (2023). According to Septiadi et al. (2020), a company's performance is the sum of all its operational actions during a certain time period, as measured by the results or achievements it achieves with the resources it owns.

RESEARCH METHODS

According to Sugiyono (2015), researchers rely on theory as a roadmap when they design their study because of the quantitative method. Through the moderating effect of organizational commitment, this study seeks to investigate the impact of

organizational culture characteristics on employee performance. This study employed a quantitative research approach. Pandang Arang Hospital in Boyolali Regency had 837 staff members as at the end of the research period. Since it is possible to derive generalizable conclusions from research with a sufficiently large sample size (i.e., a number that is typical of the population at large), and since a table of sample counts is unnecessary for this purpose, the Slovin formula is employed in the determination of samples. Accordingly, the Solvin method allows for samples that represent 10–20% of the study population. Since there are 837 workers in the sample, a 5% margin of error is acceptable, and the numbers may be round-rounded to get the right answer. According to the computation done before, 275 employees will make up the sample set. In order to have statistical data that represents the population as a whole, a sufficient number of respondents must be collected. Simple random sampling is the method utilized for the sample. Hidayat (2021) states that the simple random sampling method is a way to randomly select a subset of a population from which to draw data, independent of the population's stratification. The data analysis strategy employs the partial least square (PLS) method of Structural Equation Modelling (SEM).

RESULTS AND DISCUSSION

Data Analysis of Research Results

The data from the research were processed using SmartPLS 3.0 with the following chart:

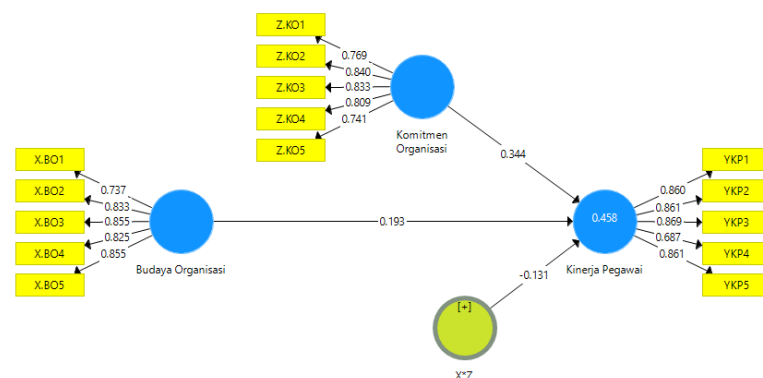


Figure 1. Phase 1 Data Processing Results

1. Measurement Model (*Outer Model*)

a. Convergent Validity

The following is the first data collection based on 3 variables with a total of 15 statements.

Table 1. Loading Factor Stage 1

Variable	Indicator	Loading Factor
Organizational culture	X.BO1	0,737
	X.BO2	0,833
	X.BO3	0,855
	X.BO4	0,825
	X.BO5	0,855
Organizational commitment	Z.KO1	0,769
	Z.KO2	0,840
	Z.KO3	0,833
	Z.KO4	0,809
	Z.KO5	0,741
Employee performance	Y.KP1	0,860
	Y.KP2	0,861
	Y.KP3	0,869
	Y.KP4	0,687
	Y.KP5	0,861

The measurement model's convergent validity may be inferred from the item/instrument score's correlation with the loading factor score, provided that the loading factor value threshold for each instrument is more than 0.7. According to the first data processing with the employee performance variable, one instrument was found to be invalid (<0.7). Performing a second round of data processing ensures that the convergent validity is more than 0.7, the minimum requirement. Table 2 and Figure 2 are attached.

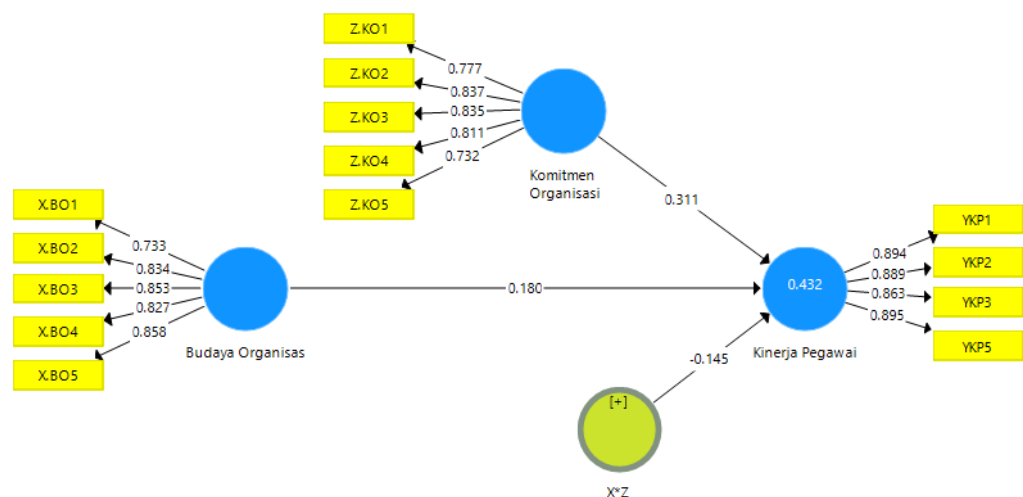


Figure 2. Phase 2 Data Processing Results

Table 2. Loading Factor Stage 2

Variabel	Indikator	Loading Factor
Organizational culture	X.B01	0,737
	X.B02	0,833
	X.B03	0,855
	X.B04	0,825
	X.B05	0,855
Organizational commitment	Z.K01	0,769
	Z.K02	0,840
	Z.K03	0,833
	Z.K04	0,809
	Z.K05	0,741
Employee performance	Y.KP1	0,860
	Y.KP2	0,861
	Y.KP3	0,869
	Y.KP4	0,687
	Y.KP5	0,861

b. Discriminant Validity

It is now well acknowledged that in order to analyze correlations between latent variables, discriminant validity evaluation must be conducted. For models that use structural equations with variants, such partial least squares, the most common ways to determine discriminant validity are the Fornell Larcker criterion and cross-loading tests.

Tabel 3. Fornell-Larcker Criterion Discriminant Validity

	Organizational culture	Employee performance	Organizational commitment
Organizational culture	0.822		
Employee performance	0.555	0.885	
Organizational commitment	0.698	0.582	0.800

Each indicator item has a loading value that is higher than the cross loading value, as shown in table 3. All latent variables and constructs have high discriminant validity, and construct indicators outperform other block indicators in blocks.

c. Composite Reliability

Following the validity test, the reliability test is conducted on the construct. This is done by looking at the Composite Reliability (CR) of the

indicator block, which is used to show how reliable the construct is. If the composite reliability value is more than 0.6, then the build is considered reliable.

Table 4. Composite Reliability

	Composite Reliability
Organizational culture	0.879
Employee performance	0.96
Organizational commitment	0.863

According to table 4, all variables are deemed trustworthy since the composite reliability test yielded a value greater than 0.6.

2. Internal Model Evaluation Testing

R² for variables is used to evaluate the structural model in PLS. Exogenous and path coefficient values for endogenous variables which are then analysed for significance based on the t-statistical value of each path. The following figure shows the research's structural model:

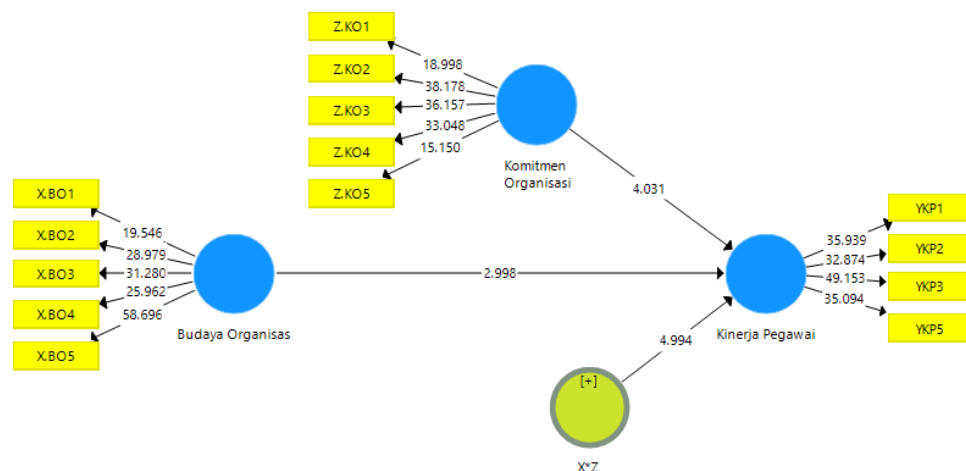


Figure 3. Output Model Structural Bootstrapping

a. Path Coefficient Test

The study model's concept, significant value, and R-Square were examined by internal testing. Both the significance of the structural path parameters' coefficient and the R-Square for the t-test-dependent construct were used to assess the structural model. The R-Square for each dependent latent variable is shown in table 5, which is the outcome of the R-Square estimate using SmartPLS, as the first step in evaluating the model with PLS.

Table 5. Nilai R-Square

	R-Square	R-Square Adjusted
Employee performance	0.432	0.426

Based on table 5, it can be seen that the R-Square value of employee performance is 0.432, meaning that this value shows that the organizational culture variable affects employee performance by 43%. Meanwhile, 57% were explained by other variables that were not included in this study.

b. Hypothesis Test

The data processing that has been done allows us to utilize the results to answer the study's hypothesis. By examining the T-Statistics and P-Values values, the study's hypothesis was tested. For the study hypothesis to be deemed acceptable, the P-Values value must be less than 0.05. The outcomes of the study's hypothesis test, as derived by inner, are as follows.

Table 6. T-Statistics

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ([O/STDEV])	P Values
Organizational culture -> Employee performance	0.180	0.180	0.060	2.998	0.003
Organizational culture *Organizational commitment -> Employee performance	-0.145	-0.143	0.029	4.994	0.000

All of the two hypotheses put forward in this study are valid, according to the data displayed in table 6, as the P-Values for each of the indicated influences are less than 0.05. Thus, it is possible to say that independent variables significantly affect their dependents.

Discussion

1. Organizational culture towards employee performance

The hypothesis test revealed that there is a positive and statistically significant relationship between organizational culture and employee performance, with a T-Statistics value of $2.998 > 1.964$ and a P-Values value of 0.003 indicating that organizational culture influences employee performance. The original sample value was 0.180. The findings of this study are in line with those of Sutianingsih & Yulianto (2021) and Sudaryono & Sutianingsih (2023),

which found that workplace culture significantly impacts productivity. So, we may accept the first hypothesis.

2. Organizational commitment moderates organizational culture to employee performance

According to the results of the hypothesis test, organizational commitment moderates organizational culture to employee performance in a negative and significant way. This is supported by a P-Value of 0.000 for organizational commitment as a moderator of organizational culture to employee performance and a T-Statistics value of $4.994 > 1.964$. The original sample value is -0.145. This contradicts the findings of Agustia and Achmad (2024), who found that organizational commitment moderates the relationship between organisational culture and employee performance in a positive and statistically significant way. Consequently, we cannot accept the null hypothesis.

CONCLUSIONS AND SUGGESTIONS

First, the study found that organizational culture positively affects employee performance. Second, it found that organizational commitment mitigates the favorable influence of organizational culture on employee performance. Research may go further into the mechanics behind organizational culture's positive and considerable effect on employee performance, which is actually mitigated by organizational commitment. To learn how management and employees see strong commitment reducing the good effects of company culture, qualitative research methods like focus groups and in-depth interviews are ideal.

In addition, future research may consider other mediating or moderation variables that may explain why organizational commitment is not always reinforcing in this context, such as organizational climate, leadership style, or perception of organizational justice. Using longitudinal research designs would also be very beneficial for observing changes in relationships between variables over time, providing a more dynamic understanding of the complex interactions between organizational culture, commitment, and employee performance in a hospital setting.

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