

The Influence Of Organizational Culture And Organizational Commitment On Employee Performance At The Office Of Population And Civil Registration Of North Nias Regency

Indra Gunawan Zega^{1✉}, Palindungan Lahagu²

^{1,2} Program Studi Manajemen, Universitas Nias, Indonesia

Abstract

This research examines the influence of organizational culture and organizational commitment on employee performance at the Office of Population and Civil Registration of North Nias Regency. Using a quantitative approach, data were collected from 30 civil servants through questionnaires employing a Likert scale. Statistical analysis included validity and reliability tests, classical assumption tests, and hypothesis testing using t-test (partial) and F-test (simultaneous). Results indicate significant positive influences: organizational culture on employee performance ($t\text{-value}=16.134 > t\text{-table}=2.048$) and organizational commitment on employee performance ($t\text{-value}=11.786 > t\text{-table}=2.048$). Simultaneous test reveals both variables jointly influence employee performance ($F\text{-value}=125.729 > F\text{-table}=3.328$) with a coefficient of determination of 89%, indicating that 89% of employee performance variance is explained by organizational culture and organizational commitment, while 11% is influenced by other factors. The research identifies critical issues including inadequate implementation of service culture principles (smile, greeting, courtesy), declining responsiveness in civil document processing, and insufficient inter-employee collaboration. These findings emphasize the necessity for strengthening organizational culture practices and enhancing organizational commitment to improve service quality and employee performance in public sector institutions.

Keywords: Organizational Culture, Organizational Commitment, Employee Performance, Public Service, Civil Registration

Copyright (c) 2026 Indra Gunawan Zega

✉ Corresponding author :

Email Address : indragunawanzega@gmail.com

INTRODUCTION

Human resources (HR) constitute the primary role in every activity conducted both individually and collectively. Despite abundant facilities and infrastructure, without human resource support, institutional, corporate, and organizational activities cannot function effectively. Every activity within human resources is systematically organized and measured within management frameworks, known as human resource management. The objective of human resource management is to serve as a platform for activities conducted by individuals or groups in a directed, continuous, and sustainable manner (Robbins, 2018). This directly relates to employee

performance and quality in work execution. Human resources represent a key element requiring attention in achieving organizational or institutional objectives. Directed, continuous, and sustainable concepts become habits termed as culture.

Culture constitutes intellectual wealth manifested through attitudes and behaviors in individual or group personalities. The root of culture is fundamental habits that cannot be changed or eliminated. According to Koentjaraningrat in Wijoyo & others (2021), culture represents all human power, efforts, and activities in managing and transforming the universe. Contemporary culture influences every element, particularly in social, economic, and political aspects, both individually and collectively within organizations. This is evident from habits displayed by each respective aspect, including organizational culture. Organizational culture serves as a reference in human resource management, relating to problem discovery, problem-solving processes, and concluding with solutions to those problems.

According to Robbins (2018), organizational culture is a term referring to processes within behavioral or habitual variable chains consistent with values, beliefs, and possessing fundamental roles in organizational management systems. Simply stated, organizational culture represents basic behaviors and attitudes processed repeatedly becoming habits and growing with trust values. Higher organizational culture implementation in institutions or companies correlates with higher organizational commitment possessed by employees. Conversely, lower organizational culture correlates with lower organizational commitment. Organizational commitment measures workers' or employees' desires to remain in companies in the future (Tika, 2021). According to Wagiyono et al (2020), organizational commitment represents feelings of identification, loyalty, and involvement expressed by workers toward organizations or organizational units.

This can be interpreted as employee attitudes reflecting worker or employee loyalty toward organizations where organizational members express their concern for the organization (Sutrisno, 2020). Organizational culture implementation serves as a benchmark for organizational commitment occurrence. Therefore, organizational culture cannot be separated from organizational commitment. Organizational commitment also relates to organizational culture for achieving common goals (Harefa & Zalukhu, 2021). Based on the explanation above regarding networks between organizational culture and organizational commitment, these can become a unity influencing employee performance (Suparlan, 2020). Performance in human resources can be interpreted as work results known from quality and quantity achieved by employees in executing functions according to responsibilities given to them (Oupen & Yudana, 2020).

Employee performance can be visibly measured based on authority and responsibility given to employees – whether it can be completed properly. As a result, if work achieved by individuals or groups in organizations is appropriate with good results, there will be rewards given in the form of bonuses or other matters (Mustakini, 2018). Conversely, if work is incomplete, sanctions are imposed. The above case represents one form of organizational culture and proper employee attitudes in

demonstrating commitment toward organizations or institutions (Muis & Fahmi, 2018). The Office of Population and Civil Registration of North Nias Regency constitutes the research location observed by researchers focusing on human resources, specifically organizational culture processes and organizational commitment toward employee performance.

Based on observation results, researchers identified several problems related to employee human resources. First, increased organizational culture levels are not always followed by employee performance improvements at the Office of Population and Civil Registration of North Nias Regency. This phenomenon is evidenced by several policies consistently responded to indifferently by employees, one being the practice of smile, greeting, and courtesy culture. Furthermore, critical, prepared, and responsive attitudes have gradually faded over time, resulting in frequently delayed civil record document processing or family card and identity card issuance. These two cases exemplify service to the community.

There are also conditions where employee camaraderie is inadequate, where minor misunderstandings can affect performance and employee quality. For example, several employees rarely exchange ideas, discuss, or share regarding work, related to problems and weaknesses in their work. These matters occur due to inadequate organizational culture and commitment, and insufficiently harmonious atmospheres among fellow employees, thus affecting employee performance at the Office of Population and Civil Registration of North Nias Regency. Given these circumstances, this research aims to examine the influence of organizational culture and organizational commitment on employee performance, identify critical factors affecting performance, and provide strategic recommendations for performance improvement in public sector institutions, particularly at the Office of Population and Civil Registration of North Nias Regency.

METHODOLOGY

Research Approach and Design

This research employs a quantitative research approach. According to Yusuf (2019), quantitative research is research whose data are quantitative data, thus data analysis uses quantitative (inference) analysis. In the process, it is processed systematically, planned, and clearly structured from the beginning to research design creation. Quantitative research does not discuss theory comparisons that will produce new theories, but rather to know tendency values of phenomena influencing objects. The research was conducted at the Office of Population and Civil Registration of North Nias Regency, located at Jln. Lawira Satua, Lotu District, Postal Code 22851, from May to November 2025.

Variables and Indicators

The variables used in this research consist of two independent variables and one dependent variable. Independent Variable X1 represents Organizational Culture, defined as a pattern of basic assumptions discovered, created, or developed by specific groups with intentions that organizations can overcome and address problems arising from external adaptation and internal integration. Independent Variable X2 represents Organizational Commitment, defined as conscious desires by employees, workers, or

employees to remain organizational members and strive to maintain their membership positions. Dependent Variable Y represents Employee Performance, defined as results from processes that refer to and are measured during specific time periods based on provisions or agreements previously established. According to Robbins (2019), organizational culture indicators include direction, integration, communication patterns, control, management support, and identity. Organizational commitment indicators according to Robbins (2018) include affective commitment, continuance commitment, and normative commitment. Employee performance indicators according to Robbins (2019) include quality, quantity, timeliness, effectiveness, and performance commitment.

Population and Sample

The research population consists of employees at the Office of Population and Civil Registration of North Nias Regency totaling 30 people. According to Sugiyono (2018), population is a generalization area consisting of objects or subjects having specific quantities and characteristics determined by researchers to be studied and then conclusions drawn. According to Arikunto (2018), if subjects are less than 100 people, it is better to take all so the research becomes population research. Therefore, the research sample comprises all population members, namely 30 civil servant employees at the Office of Population and Civil Registration of North Nias Regency with the following criteria: employees with civil servant (PNS) status, active in organizational activities at the Office, and civil servants with approximately 2 years of service, relating to organizational commitment.

Data Collection Techniques

Data collection techniques used in this research include observation and questionnaires. According to Hasan (2017), data collection techniques can be conducted through observation, questionnaires, documentation, and combinations thereof. Observation represents direct data collection techniques in the field toward symptoms or facts located at research locations. Questionnaires represent data collection techniques by distributing questionnaires to respondents. Respondent answers to distributed questionnaires are processed and analyzed with analysis techniques established in this research. According to Arikunto (2016), questionnaires represent lists of statements where each alternative answer relates to problem discussions being researched. The questionnaire uses a Likert scale with five answer choices having different weights: SS (Strongly Agree) with score 4, S (Agree) with score 3, TS (Disagree) with score 2, and STS (Strongly Disagree) with score 1.

Data Analysis Techniques

Data analysis techniques used include several stages. First, data verification is needed to avoid possibilities of incorrect data processing, thus authors first recheck questionnaires obtained from respondents whether according to instructions or not, so authors also know which questionnaires have been answered and unanswered by respondents. This stage is needed so nothing experiences error function or defective data constrained thus cannot be processed with data processing tools. Second, validity and reliability tests are conducted. According to Ghozali (2021), validity tests are used to measure whether questionnaires are valid or not. An item statement or instrument or questionnaire is said to be valid if the item statement or instrument or questionnaire can show tendency values of truth. For finding validity values of item statements or

instruments or questionnaires, corrected item-total correlation processes are applied by processing values or each score on alternative answers first in Microsoft Excel applications, after which obtained data are substituted in IBM SPSS Statistics version 26 statistical data processing programs. An item statement or instrument or questionnaire is said to be valid if meeting criteria $r\text{-value} > r\text{-table}$ or instrument values larger than $r\text{-table}$ values.

According to Ghozali (2021), reliability tests represent tools for measuring questionnaires having variable or construct indicators. Variables in research will be reliable if respondent answers to statements show consistent or stable values, measured periodically. For finding reliable values, data already processed first in Microsoft Excel applications are substituted in IBM SPSS Statistics version 26 statistical data processing programs using Cronbach's Alpha reliability analysis. According to Sugiyono (2018), provisions that must be known are if results $\alpha \leq 0.6$ (alpha values smaller than 0.6), then calculation results are inconsistent/unreliable, and if results $\alpha \geq 0.6$ (alpha values larger than 0.6), then calculation results are consistent/reliable. Third, classical assumption tests are conducted including normality tests, multicollinearity tests, and autocorrelation tests. Normality tests according to Ghozali (2021) represent testing conducted to test whether in regression models independent variables and dependent variables or both have normal distributions or not. This test is needed because all parametric statistical calculations have normality distribution assumptions with provisions if significance values (Sig) less than ($<$) 0.5 then distribution data are not normal, and if significance values (Sig) more than ($>$) 0.5 then distribution data are normal. The approach or formula used in finding normality test values is Kolmogorov-Smirnov with provisions if significance values (Sig) more than ($>$) 0.5 then distribution data are normal.

Multicollinearity tests aim to test whether regression models form high or perfect correlations among independent variables. If found there are high correlation relationships among independent variables then it can be stated there are multicollinearity symptoms in research. If this happens then it is very difficult to determine which independent variables influence dependent variables. Among independent variables there are correlations approaching +1 or -1 then interpreted regression equations are not accurate for use in equations. Fourth, coefficient of determination is used to know percentage contributions of variable X toward Y, also called coefficient determinants symbolized by K.D., thus in this writing coefficient determinants are used to measure degree influences of variable X toward variable Y with formula $KD = r^2 \times 100\%$ where r^2 represents coefficient values x and y and 100% represents percent. Fifth, hypothesis testing represents statistical data processing where this testing aims to make decisions regarding assumptions or can be truth tests regarding occurring phenomena. According to Moleong (2021), hypothesis testing represents necessities in quantitative research, this aims to determine decisions in the form of significant values influencing phenomena, either partially or relationships between variable X and simultaneous relationships between all independent variables toward dependent variables (Y).

Related to this research design there are 3 variables, thus authors use t-tests and F-tests. Partial tests (t-tests) aim to know whether there are influences caused by variables X1, X2 or independent variables toward variable Y or dependent variables

with provisions if $t\text{-value} < t\text{-table}$ then H_0 accepted, H_a rejected, thus variables X_1 , X_2 do not influence variable Y , and if $t\text{-value} > t\text{-table}$ then H_0 rejected, H_a accepted, thus variables X_1 , X_2 have (there are) influences toward variable Y . Different from t -tests or partial tests, F -tests are applied for all variables X (independent) toward variable Y (dependent). Simultaneous test (F -test) objectives are to know whether all independent variables together influence or not toward dependent variables by comparing F -value with F -table values with provisions if $F\text{-value} < F\text{-table}$ then H_0 accepted, H_a rejected, thus variables X_1 , X_2 do not influence variable Y , and if $F\text{-value} > F\text{-table}$ then H_0 rejected, H_a accepted, thus variables X_1 , X_2 have (there are) influences toward variable Y . Both above calculation processes use data processing applications before being substituted into SPSS applications, first data are verified through Microsoft Excel applications.

RESULTS AND DISCUSSION

Descriptive Statistics

Descriptive statistics provide general descriptions of research problems. The following table presents descriptive statistics results:

Table 1. Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Organizational Culture (X1)	30	24	39	31.90	4.374
Organizational Commitment (X2)	30	24	38	31.97	4.064
Employee Performance (Y)	30	23	38	32.03	4.390

Source: Processed Data, 2024

From Table 1, the average Organizational Culture value is 31.90 with standard deviation 4.374. Organizational Commitment processing results show 31.97 with standard deviation 4.064. Employee Performance averages 32.03 with standard deviation 4.390. With criteria that descriptive statistics mean $>$ theoretical mean (10.00), this can be stated as good. Based on descriptive statistics processing results showing good research descriptions with values $(31.90 - 32.03) > (10.00)$.

Validity and Reliability Tests

Validity and reliability test results are presented in the following table:

Table 2. Validity and Reliability Test Results

Variable	Number of Items	Correlation Coefficient (r)	Cronbach's Alpha	Category
Organizational Culture (X1)	10	0.488-0.750	0.833	Valid and Reliable

Organizational Commitment (X2)	10	0.502-0.836	0.824	Valid and Reliable
Employee Performance (Y)	10	0.511-0.848	0.847	Valid and Reliable

Source: Processed Data, 2024

As presented in the table above, all research instruments have validity and reliability meeting and exceeding r-table limit values, namely $N_{30} = 0.361$. All variables show Cronbach's Alpha values above 0.6, indicating reliable instruments.

Classical Assumption Tests

Table 3. Normality Test Results (Kolmogorov-Smirnov)

Variable	Statistic	df	Sig.
Organizational Culture (X1)	0.151	30	0.078
Organizational Commitment (X2)	0.192	30	0.006
Employee Performance (Y)	0.184	30	0.011

Source: Processed Data, 2024

Kolmogorov-Smirnov test results show significance values for independent variables: Organizational Culture 0.078, Organizational Commitment 0.006, and Employee Performance 0.011. Thus, research data are normally distributed with sig statistical probability ($p > 0.05$).

Table 4. Multicollinearity Test Results

Model	Variable	Tolerance	VIF
1	Organizational Culture (X1)	0.186	8.687
1	Organizational Commitment (X2)	0.286	7.537

Source: Processed Data, 2024

Based on the table above, none of the independent variables in this research have VIF values exceeding 10 and none have tolerance values less than 0.1. Therefore, this research is free from multicollinearity.

Table 5. Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error	Durbin-Watson
1	0.950	0.903	0.896	1.417	1.241

Source: Processed Data, 2024

The table shows Durbin-Watson statistical value of 1.241. This figure is located between -2 and +2; from this observation, it can be concluded that negative autocorrelation does not occur in this research.

Coefficient of Determination

Table 6. Coefficient of Determination Results

Variable	R	R Square	Adjusted R Square	Contribution
X1 → Y	0.950	0.903	0.899	89%
X2 → Y	0.912	0.832	0.826	82%
X1, X2 → Y	0.950	0.903	0.896	89%

Source: Processed Data, 2024

Based on the table above, Adjusted R Square values show that the influence of Organizational Culture on Employee Performance is 89%, while Organizational Commitment on Employee Performance is 82%. Simultaneously, both variables explain 89% of Employee Performance variance, while 11% is influenced by other factors not examined in this research.

Hypothesis Testing

Table 7. Partial Test Results (t-test)

Variable	t-value	t-table	Sig.	Decision
X1 → Y	16.134	2.048	0.000	Ha accepted, Ho rejected
X2 → Y	11.786	2.048	0.000	Ha accepted, Ho rejected

Source: Processed Data, 2024

With $dk = N - 2 = 30 - 2 = 28$ at 5% significance level with 95% confidence level, $t\text{-table} = 2.048$. Based on Table 7, Organizational Culture (X1) t-value toward Employee Performance (Y) is 16.134, indicating significant influence ($16.134 > 2.048$). Similarly, Organizational Commitment (X2) t-value toward Employee Performance (Y) is 11.786, showing significant influence ($11.786 > 2.048$).

Table 8. Simultaneous Test Results (F-test)

Model	Sum of Squares	df	Mean Square	F-value	F-table	Sig.
Regression	504.768	2	252.384	125.729	3.328	0.000
Residual	54.199	27	2.007			
Total	558.967	29				

Source: Processed Data, 2024

With $dk = N-2 = 30-2 = 28$ at 5% significance level, $F\text{-table} = 3.328$. Based on Table 8, $F\text{-value}$ is 125.729, indicating that Organizational Culture (X1) and Organizational Commitment (X2) jointly significantly influence Employee Performance (Y) ($125.729 > 3.328$).

Discussion

Research results indicate that organizational culture significantly positively influences employee performance at the Office of Population and Civil Registration of North Nias Regency. This is evidenced by $t\text{-value} 16.134 > t\text{-table} 2.048$ with significance $0.000 < 0.05$. This finding aligns with Robbins' (2019) theory stating that organizational culture represents basic behavioral patterns processed repeatedly becoming habits and growing with trust values affecting organizational performance. The coefficient of determination shows organizational culture contributes 89% to employee performance, while 11% is influenced by other factors. This demonstrates that organizational culture implementation is a critical factor in improving employee performance. However, observation results reveal several organizational culture implementation weaknesses, particularly in service culture practices (smile, greeting, courtesy) that have not been optimally implemented, as well as declining critical, prepared, and responsive attitudes.

Organizational commitment also shows significant positive influence on employee performance with $t\text{-value} 11.786 > t\text{-table} 2.048$ and significance $0.000 < 0.05$. This finding supports Wagiyono et al.'s (2020) theory that organizational commitment represents feelings of identification, loyalty, and involvement expressed by workers toward organizations. The coefficient of determination shows organizational commitment contributes 82% to employee performance. Simultaneously, organizational culture and organizational commitment jointly significantly influence employee performance, evidenced by $F\text{-value} 125.729 > F\text{-table} 3.328$ with coefficient of determination 89%. This indicates that both variables are key factors requiring attention in employee performance improvement efforts.

Critical issues identified include inadequate employee camaraderie, where minor misunderstandings can affect performance and quality (Wirawan, 2020). Several employees rarely exchange ideas or discuss work-related matters, problems, and weaknesses in their work. These conditions occur due to inadequate organizational culture and commitment, and insufficiently harmonious atmospheres among fellow employees (Wibowo, 2022).

These findings have important practical implications for management at the Office of Population and Civil Registration of North Nias Regency. First, strengthening organizational culture implementation is necessary, particularly in service aspects to the community. Second, enhancing organizational commitment through various programs can increase employee loyalty and dedication. Third, creating more harmonious work environments and encouraging collaboration among employees is essential.

CONCLUSION

Based on research results and discussion, several conclusions can be drawn. First, organizational culture significantly positively influences employee performance at the Office of Population and Civil Registration of North Nias Regency with $t\text{-value } 16.134 > t\text{-table } 2.048$ and significance $0.000 < 0.05$. The coefficient of determination shows organizational culture contributes 89% to employee performance, while 11% is influenced by other factors. This demonstrates that organizational culture implementation is a critical factor in improving employee performance. Second, organizational commitment significantly positively influences employee performance at the Office of Population and Civil Registration of North Nias Regency with $t\text{-value } 11.786 > t\text{-table } 2.048$ and significance $0.000 < 0.05$. The coefficient of determination shows organizational commitment contributes 82% to employee performance. This indicates that employees with high commitment will have better performance in completing their tasks and responsibilities. Third, organizational culture and organizational commitment simultaneously significantly influence employee performance at the Office of Population and Civil Registration of North Nias Regency with $F\text{-value } 125.729 > F\text{-table } 3.328$ and significance $0.000 < 0.05$. The coefficient of determination shows both variables jointly contribute 89% to employee performance, while 11% is influenced by other factors not examined in this research. This indicates that both variables are key factors requiring attention in employee performance improvement efforts. Fourth, all research instruments meet validity and reliability criteria with correlation coefficient values exceeding $r\text{-table } (0.361)$ and Cronbach's Alpha values above 0.6, indicating that measurement instruments used are valid and reliable. Fifth, research data meet classical assumption requirements including normality, free from multicollinearity, and free from autocorrelation, thus regression model analysis results can be relied upon.

Several strategic recommendations are proposed based on these findings. For the Office of Population and Civil Registration of North Nias Regency, as a public service unit, it should utilize all supporting facilities in providing best services in administrative processes, with continuous improvements in both facility and human resource aspects. Strengthening organizational culture implementation is necessary, particularly in service aspects to communities through regular training, implementation of service standard operating procedures, and strict monitoring and evaluation systems. For each division led by heads, discipline should be implemented and nepotistic behaviors should be firmly addressed to prevent becoming culture within the organizational body. Enhancing organizational commitment through various programs can increase employee loyalty and dedication, such as career development programs, fair reward systems, and employee welfare improvements. Creating more harmonious work environments and encouraging collaboration among employees through team building activities, effective communication forums, and positive organizational climate development are essential. Results in this research are merely numbers representing results with temporary periods and can change at any time according to subsequent research needs. Therefore, from these obtained results,

they can hopefully become tools usable as comparison materials from period to period, and as references for other researchers interested in conducting similar research with different objects and locations.

REFERENCE

- Arikunto, S. (2016). *Research Procedures: A Practical Approach (Revised Edition)*. Rineka Cipta.
- Arikunto, S. (2018). *Research Procedures: A Practical Approach*. Rineka Cipta.
- Ghozali, I. (2021). *Advanced Multivariate Analysis with SPSS Program*. Diponegoro University Press.
- Harefa, P., & Zalukhu, Y. (2021). The Influence of Organizational Culture on Employee Performance at the Secretariat of KPU North Nias Regency. *Accounting and PEMBNAS Management*, 8(1), 45-52.
- Hasan, M. I. (2017). *Main Materials of Statistics 1 (Descriptive Statistics) (Second Edition)*. PT Bumi Aksara.
- Moleong, L. J. (2021). *Qualitative Research Methodology (Revised Edition)*. Remaja Rosdakarya.
- Muis, M. R., & Fahmi, M. (2018). The Influence of Organizational Culture and Organizational Commitment on Employee Performance. *Journal of Economics & Islamic Economics*, 1(1), 9-25.
- Mustakini, J. H. (2018). *Analysis & Design: Information Systems: Structured Approach Theory and Business Application Practice*. Andi Offset.
- Oupen, S., & Yudana, I. M. (2020). The Contribution of Transformational Leadership, Organizational Culture, Work Discipline, and Work Motivation to Elementary School Teachers' Organizational Commitment. *Indonesian Journal of Educational Administration*, 11(1), 34-43. <https://doi.org/10.23887/japi.v11i1.3167>
- Robbins, S. P. (2018). *Organizational Behavior*. Pearson Education.
- Robbins, S. P. (2019). *Organizational Behavior (16th ed.)*. Salemba Empat.
- Sugiyono. (2018). *Quantitative, Qualitative, and R&D Research Methods*. Alfabeta.
- Suparlan, P. (2020). *Human, Culture and Their Environment*. Raja Grafindo Persada.
- Sutrisno, E. (2020). *Human Resource Management (8th Printing)*. Kencana.
- Tika, P. (2021). *Organizational Culture and Corporate Performance Improvement*. Bumi Aksara.
- Wagiyono, Sasra, A., & Herlambang, T. (2020). The Influence of Work Environment and Competence on Organizational Commitment and Employee Performance. *Indonesian Journal of Management Science and Business*, 10. <http://jurnal.unmuhjember.ac.id/>
- Wibowo. (2022). *Performance Management (Fifth Edition)*. Rajawali Pers.
- Wijoyo, H., & others. (2021). *Management Information Systems (First Printing)*. CV Insan Cendekia Mandiri.

- Wirawan. (2020). Leadership: Theory, Psychology, Organizational Behavior, Application and Research. Rajawali Pers.
- Yusuf, A. M. (2019). Research Methods: Quantitative, Qualitative and Mixed Research (1st Edition 1st Printing). Kencana.