

# The Influence of Organizational Culture on Organizational Commitment and its Implications on the Performance of City Public Service

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**Abstract**—Work Effort (Willingness to perform) is as a level of willingness of an individual to give his best ability. This condition is in line with what is meant by commitment. Own commitment is measured by how far the level of willingness of individuals to work hard in carrying out their functions in the organization. Organizational Support (Opportunity to perform) is represented by organizational culture and transformational leadership. Both of these variables are believed to be the dominant variables in forming conditions that are able to provide support to individuals to provide their best abilities. This type of research uses associative method which aims to explain the relationship between variables studied, in this case the influence of organizational culture on the commitment and its influence on the performance of public services. The results showed that if the strength of the weak organizational culture had a significant effect on the high and low commitment. The weak strength of culture also has a significant effect on the high and low performance of public services. But the strong weak culture will have a more significant impact on the performance of public services if it first increases the high and low commitment.

**Keywords**—organizational culture; organizational commitment; performance

## I. INTRODUCTION

The low performance of public services was conveyed by the President of the Republic of Indonesia. This condition also occurs in West Java. The Governor of West Java for the period 2018-2023 said that public services in some areas in West Java were still not good.

Used theory of work performance approach to understand the forming factors of performance [1]. This approach is used as a basis for forming a model on the performance of public services to be implemented. The performance of public service is thought to be influenced by three aspects, namely: 1) Individual Attribute (Capacity to perform) is an illustration of the capacity of individuals to achieve the expected performance. 2) Work Effort (Willingness to perform) is the level of willingness of an individual to give his best ability. The third is. 3) Organizational Support (Opportunity to perform) organizational support is an opportunity or support

provided by the organization so that individuals can provide their best abilities [2]. Acceptance of organizational values can be driven by the organizational culture that formed these values. Furthermore, a strong and weak culture will create an atmosphere that can encourage the extent to which the service performance in districts and cities can be achieved as expected.

Organizational culture as a system and values adopted and developed in the organization that guides the behavior of members of the organization. In line with that understanding of organizational culture, according to Wood et al. "the system of shared beliefs and values are developed within an organization and behavior of this member" [3]. Meanwhile Kreitner et al. states that organizational culture as mutual understanding of important things that are manifested in words spoken together, work done together, and feelings felt together [4].

In line with the discussion, organizational commitment emerges in line with the increasingly competitive environment facing the business world. The problem is, as stated by Kusnendi individual commitment to the organization is voluntary and personal, so it cannot be forced, and therefore each individual member of the organization can freely withdraw his commitment [5]. Because of its nature, according to Suliman et al. in an era where organizations are required to make various changes quickly in response to environmental changes, members of organizations that have a high commitment to the organization are very worth [6].

Once the importance of the meaning of a commitment to the survival of an organization, for that the experts examine what is a guideline in an effort to increase commitment. Commitment is a function of personal characteristics and situational functions related to the work environment. This personal characteristic is in the form of age, working period and education while situational factors include role conflict and organizational climate.

A study described that performance is often referred to as performance or outcome determined by what has been played by individual employees [7]. Performance is influenced by the performance of the organization itself which includes organizational development, compensation plans,

communication systems, managerial styles, organizational structures, policies and procedures (policies and procedures). Other performance terms are human output which can be measured from productivity, absenteeism, turnover, citizenship, and satisfaction [8]. Similar work conducted that performance in individuals is also called job, work, and task performance [8].

This research was conducted to determine the relationship between causality between the variables studied, such as (1) How is the influence between organizational culture and commitment within the District and City Education Office of Cirebon; (2) How is the influence between organizational culture on organizational commitment and its implications for the performance of public services within the District and City of Cirebon Education Agency.

II. RESEARCH METHODS

In order to determine the relationship between causality between variables or more, this study applied associative research method [9]. In this study the linkage of causality studied was commitment, organizational support and turn over intention. Population of the study was the employees in Cirebon Port Hospital by using probability random sampling technique. The technique was decided based on the characteristics of respondents that can be found at certain times and places. Validity and reliability tests were conducted to test the validity of the research instrument (questionnaire) that will be used for data collection related to the researcher variables.

In order to avoid biased and inefficient measurement value of a multiple linear regression equation with the least squares method. Normality Test was applied. It was aimed to find out whether research data was normally distributed or not. Multicollinearity test was also completed to find out to have a correlation between independent variables.

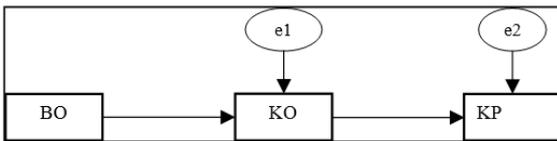


Fig. 1. Path analysis model.

To examine the effect of intervening variables, path analysis method was applied. It is an extension of multiple linear regression analysis to estimate causal relationships that have been predetermined based on theory.

III. RESULTS AND DISCUSSION

A. Result

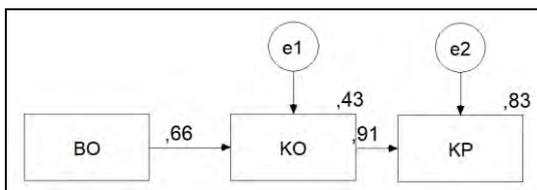


Fig. 2. Result of validity analysis.

The results of path analysis show that the Organizational Culture path coefficient of organizational commitment is 0.66. The effectiveness of the KO model is 0.43 or 43%. Path coefficient value Organizational commitment to public service performance is 0.91. The effectiveness of the model is 0.83 or 83%.

TABLE I. RESULT OF PATH ANALYSIS ON ORGANIZATIONAL CULTURE

|    |     |    | Estimate | S.E. | C.R.   | P   | Label |
|----|-----|----|----------|------|--------|-----|-------|
| KO | --- | BO | ,874     | ,120 | 7,281  | *** | par_1 |
| KP | --- | KO | ,867     | ,048 | 18,159 | *** | par_2 |

B. Discussion

The results of testing the validity for the variables of organizational culture, organizational commitment and performance of public services show valid data. These results indicate that the questionnaire used to measure the variables under study is appropriate. Reliability test results for organizational culture variables, organizational commitment and public service performance show reliable data. Data normality analysis shows that the data has a normal distribution.

The results of path analysis show that Organizational Culture has a significant effect on organizational commitment. Strong organizational culture influences the high organizational commitment. Organizational commitment has a significant effect on the performance of public services. The high level of organizational commitment improves the performance of public services.

IV. CONCLUSION

Each employee has a different basis and behavior based on his organizational commitment. A high level of commitment will have an impact on the acceptance of organizational goals in improving the quality of public services. The level of commitment can be shown by the desire to work. It is an encouragement that makes them try to provide public services. Organizational culture becomes the values of organizational life that must be appreciated and implemented as good as possible. In addition, organizational culture is also characteristic of the organization that distinguishes organizations from one another. The system that regulates employees in behaving or giving services as the main guidelines for all employees and organizations influences organizational commitment in accepting values. Furthermore that can cause encouragement to work hard and achieve organizational goals.

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