



The Influence of Organizational Culture, Organizational Commitment and Job Satisfaction on Asn Employee Performance

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Abstract

The purpose of the research This is to analyze influence culture organization to performance employee to performance employee on Office Institution Community Class I Makassar, to analyze influence commitment organization to performance employee to performance employee on Office Institution Community Class I Makassar, to analyze the influence of job satisfaction on employee performance on Office of the Institute Community Class I Makassar and to Analyze influence culture organization, commitment organization And satisfaction Work to performance employee in a way simultaneous or combination. This research is survey research with a quantitative research approach. The location of this research is in the Class I Makassar Correctional Institution (Lapas). The population in this study was 141 people with a sample of 58 people. The main instrument used to obtain data was using a questionnaire. As for the data analysis technique using Multiple Regression analysis technique. Based on the results of this study, it shows that Organizational Culture has a positive and insignificant effect on the performance of civil servants of the Makassar Class I Penitentiary. This means that Organizational Culture has a unidirectional relationship and is not one of the determining factors for the rise and fall of employee performance. Organizational Commitment does not have a positive and insignificant effect on the performance of civil servants of the Makassar Class I Penitentiary. This means that Organizational Commitment has a non-unidirectional relationship and is not one of the determining factors for the rise and fall of employee performance.

Introduction

Human resources are an important factor in an organization. Every organization will also always improve the quality of its resources so that their performance is satisfactory. Improving this quality is also an effort to make ASN employees more motivated and have a clear direction for the goals they want to achieve. The problem of ASN employee performance is a problem that needs to be considered by the organization, because ASN employee performance will affect the quality and quantity of the organization in facing competition along with the times. Therefore, having quality human resources (ASN employees) is very much needed so that organizational goals can be achieved and can improve the performance of ASN employees in an organization. If human resources are highly motivated, creative and able to develop innovation, their performance will be even better.

Makassar Class I Prison is required to demonstrate its performance every year. Makassar Class I Prison is expected to make an annual performance agreement and this performance achievement must be reported every month through an application that is directly monitored by the Ministry of Law and Human Rights. The Indonesian nation is based on the 1945 Constitution of the Republic of Indonesia. As emphasized in Article 1 paragraph 3 of the 1945

Constitution, it states that "The Republic of Indonesia is a country of law, therefore we as law-abiding citizens are obliged to obey it. The development of prisoners has rules that must be obeyed by inmates who then often violate the rules in correctional institutions due to discomfort with the service.

We know that prisoners are people who have harmed society or people who have little responsibility towards God and the people around them and do not obey the applicable regulations or laws. People who are sentenced as prisoners are people who have state rights and obligations. Therefore, prisoners are placed in correctional institutions to be given guidance so that they can be aware and no longer violate the law or commit acts like what they did. The development of prisoners with the correctional system is basically part of the criminal system or part of a process of imposing criminal penalties on perpetrators of criminal acts. From this criminal sentence, they become children in the correctional system and for children, the method of guidance is different from that for adults, both physically and non-physically. According to Robbins (2013), organizational culture has been put forward as values, principles, traditions and ways of working that are shared by members of the organization and influence the way they act.

In essence, all organizations have a culture, but not all organizational cultures are equally strong in influencing the behavior and actions of ASN employees. The higher the level of acceptance of ASN employees towards the core values of the organization and the greater their commitment to these values, the stronger the organizational culture. However, a strong culture also has weaknesses, namely that a strong organizational culture tends to inhibit employees from daring to try new ways, especially in dealing with rapidly changing situations. In this case, it is clear that the culture embedded in the organization has a significant contribution to employee performance. When employees understand the values in their organization, it will affect how they perform. Pratiwi (2012) in her research explained that organizational culture has a significant influence on employee performance. The magnitude of organizational culture has a 32% influence on employee performance is 68% influenced by other variables. This means that if the organizational culture increases, it will also increase employee performance and vice versa, if the organizational culture decreases, employee performance will also decrease.

In addition to the organizational culture that the author explained above, according to Robbins (2013) the quality of human resources that has a strong influence on organizational performance is organizational commitment. Employees who are committed to the organization have the potential to improve performance both individually, in groups and in organizations. Employees who have a high organizational commitment will give maximum effort voluntarily for the progress of the organization. They will try to achieve organizational goals and maintain organizational values. In addition, they will participate and be actively involved in advancing the organization. Employees who have a high commitment will be responsible by being willing to give all their abilities because they feel they have an organization. A strong sense of belonging will make employees feel useful and comfortable in the organization (Yuwono, 2015).

Furthermore, one of the factors that influences employee performance is job satisfaction. According to Yuwono (2015), job satisfaction is a person's feeling towards the work faced by their own efforts (internal) and which is supported by things from outside themselves (external) for work wisdom, work results and the work itself. The relationship between satisfaction and employee performance is more complicated than the simple statement that satisfaction creates

performance. The opinion above shows that actions can be generalized that if employees or officers are satisfied with their work, they will definitely perform high.

The success of an organization is also not only supported by organizational culture but also how the organization fosters organizational commitment and job satisfaction itself. The increasing demands of employees on the organization and what the organization does will determine how committed or attached employees are to the organization, which ultimately influences their decision to remain and advance their organization or choose another more promising workplace.

The organizational culture that grows in Class I Makassar Penitentiary Employees should be able to increase employee commitment so that it can produce satisfactory performance. However, the form of commitment that emerges is expected to not only be passive loyalty, but also involve an active relationship with the work organization that aims to provide every effort for the success of the organization, Steers and Porter (in Sopiah, 2018). Those who are more committed to their organization will be more ready to make various efforts for the success of the organization. Collaboration between organizational culture and commitment and job satisfaction is expected to be a solid unity so that it can produce good performance and in accordance with the achievement of goals. Based on the above conditions, the author wants to know further whether organizational culture, organizational commitment and job satisfaction can influence employee performance at the Makassar Class I Correctional Institution Office. For this reason, the author is interested in conducting research with the title: "The influence of organizational culture, organizational commitment and job satisfaction on employee performance at the Makassar Class I Correctional Institution Office".

Methods

This study was implemented against the backdrop of quantitative paradigm subscribing to positivism to explain the interrelations of the organizational culture, organizational commitment, job satisfaction and employee performance. The use of a quantitative design was considered suitable since the analysis goal was to identify patterns and statistically analyze the strength and direction of associations that were inherent to a tightly defined organizational milieu. This research involved the use of survey method to collect empirical data of a large population and within a relatively short period. The approach was useful in terms of isolating the respondents perceptions and attitudes and in enabling generalization of results collected across target population of organizations to determine that results obtained can be used across the sector of organizations with acceptable degree of statistical reliability.

Survey was carried out at the Class I Correctional Institution located at Makassar which has a very intricate affair of bureaucracy which provided the researchers a glimpse of Performance dynamics of the civil servants in a controlled institutional set-up. The civil structure of the state included all civil apparatus (Aparatur Sipil Negara or ASN) working in it and counted 141 people. The target group of the study was the whole population, consisting of such respondents since they were directly involved in the organizational systems of the institution and had all the operational exposure to all variables considered in this study. The size of the population was determined even before data gathering so as to establish a proper sample through simple Swedish formula which takes care of sampling error. When this formula was applied with a tolerable error level of ten percent, the result gave a final sample size of 58 respondents. Then the data was obtained through convenience sampling or sampling of those individuals who are available, willing and able to provide the needed data under less logistical restraints.. Despite the fact that convenient sample does not have the characteristics of probabilistic methods that are necessary in serious research, it was considered suitable in the current research due to the

controlled institutional access and the fact that cooperation of the respondents was highly important.

The main instrument of gathering data was a structured questionnaire. This instrument was developed through theoretical construct and empirical signs based on the previous literatures. The questionnaire was to be kept fairly clear, relevant, and concise with every variable of interest. The construct of the organizational culture consisted of the three items aiming to measures the core values, expectations about behaviors, and common norms. The respondents were required to respond with the extent to which they agreed it to be true with the statements on the current organizational ethos, workplace discipline, and cultural coherence among employees.

Organizational commitment was defined as a 5 items concern based on employee emotional tie to organization, willingness to work towards organizational success and staying attached to the organization in future. The prompts covered an identification of objectives with the organizational, personal satisfaction with institutional values, a dedication to an extended period of fidelity. Job satisfaction was operationalized through five items which asked subjective valuation of roles of the employees including satisfaction of things to do, recognition, environmental conditions in the workplace. These questions were aimed to measure both intrinsic and extrinsic variables of satisfaction. Dependent variable was defined as the performance of the employees, which was measured in terms of seven items that define effectiveness in finishing the tasks, adherence to the institutional expectations, and capability to achieve the organizational objectives. All answers were captured in the Likert scale between 1 and 5 whereby 1 was strongly disagree and 5 was strongly agree.

Before testing the hypothesis, the research instrument was subjected to a thorough test on its validity and reliability with an aim of establishing the quality of the measurement. In order to test construct validity both Pearson Product Moment correlation coefficients were computed using SPSS and each correlation coefficient was compared with the critical r - value which is 0.258 obtained by the sample size of 58. The 5 item correlations were all above the 0.30 established limit hence establishing that each of the items was significant in measuring their particular construct and could thus go ahead with further analysis. Cronbachs Alpha was used to achieve internal consistency. Values of the indices ranged between 0.718 (organizational culture) and 0.937 (employee performance) which were higher than the criterion of 0.60 set in advance. Such results support the sufficiency of the reliability of the instrument and allow using it in additional research.

After instrument validation, standard tests of assumptions were done to determine whether the data satisfied the requirements valid in the context of multiple regression. To begin with, the normality of residuals was evaluated using the Kolmogorov-Smirnov test of normality in SPSS, where an asymptotic value was determined to be 0.100, which is substantially higher than the standard value of 0.05, which indicates that the data on residuals were normally distributed. The residuals were also plotted in a histogram which indicated normality in the form of a bell shape. The test of multicollinearity was then conducted to explore the connection of independent variables with one another; the variance-inflation factors all produced were less than 1.35, which is a good sign that multicollinearity has not been a case. The combination of these outcomes allows taking the position that the use of multiple regression analysis with the dataset is appropriate. In order to assess multicollinearity in this work, the tolerance and Variance Inflation Factor (VIF) statistics were used. The values of tolerance were above 0.10 and the VIF statistics were under 10, hence demonstrating that there is no significant correlation between the independent variables. Moreover, heteroscedasticity was checked through a plot

of standardized residuals. The plot did not show any noticeable shapes of funnel or systematic dispersions implying that the homoscedasticity assumption was fulfilled and residual variance did not increase or diminish throughout the predicted values range.

The researchers followed the hypothesis testing by multiple linear regression analysis after establishing the classical assumptions of hypothesis testing. A model was built aimed at analyzing how organizational culture, organizational commitment and job satisfaction influence employee performance individually and concertedly. This approach allowed determining both the statistical significance and relative contribution of all independent variables as the effect of the other variables was controlled. All the analyses were conducted using SPSS25 software, which outlined the unstandardized and standardized regression coefficient, p-value, and the level of the overall fit to the model. Adjusted R-squared value of 0.688 showed that the overall variation in employee performance could be accounted by the three predictor variables together and the rest but unmeasured variation.

Result and Discussion

Validity and Reliability Test

Validity Test

The validity test is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the statements in the questionnaire are able to express something that will be measured by the questionnaire (Ghozali, 2018). Validity comes from the word validity which means the extent to which a test or scale is accurate in carrying out its measurement function, or providing measurement results that are in accordance with the purpose of the measurement. Measurement is said to have high validity if it produces data that accurately provides a picture of the variables being measured as desired by the purpose of the measurement. Accurate in this case means precise and precise so that if the test produces data that is not relevant to the purpose of the measurement, it is said to be a measurement that has low validity.

The validity test is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the statements in the questionnaire are able to express something that will be measured by the questionnaire (Ghozali, 2018). In order to test the validity of the instrument, Sugiyono (2019) stated that the Construct Validity test was carried out by looking at the total correlated item numbers through SPSS statistics using the Pearson Product Moment correlation formula, with a significance level of 5%. The trial process was carried out on 58 respondents in accordance with the provisions of the minimum number of respondents with $r\text{-critical} = 0.258$ If $r\text{-count} > r\text{-critical}$ then the status of the questionnaire item is valid and if $r\text{-count} < r\text{-critical}$ then the questionnaire item is invalid.

Table 1. Instrument Test – Validity

Variables	Indicator	R-count	R-table	Description
Organizational Culture (X1)	X1.1	0.688	0.258	Valid
	X1.2	0.828	0.258	Valid
	X1.3	0.872	0.258	Valid
Organizational Commitment (X2)	X2.1	0.697	0.258	Valid
	X2.2	0.821	0.258	Valid
	X2.3	0.847	0.258	Valid
	X2.4	0.800	0.258	Valid
	X2.5	0.838	0.258	Valid

Job Satisfaction (X3)	X3.1	0.824	0.258	Valid
	X3.2	0.899	0.258	Valid
	X3.3	0.858	0.258	Valid
	X3.4	0.801	0.258	Valid
	X3.5	0.855	0.258	Valid
ASN Performance (Y)	Y1	0.911	0.258	Valid
	Y2	0.902	0.258	Valid
	Y3	0.790	0.258	Valid
	Y4	0.802	0.258	Valid
	Y5	0.837	0.258	Valid
	Y6	0.911	0.258	Valid
	Y7	0.814	0.258	Valid

Based on the results of the validity test shown in table 4.8, a correlation figure (r-count) was obtained which was greater than the required r-table, which was 0.258. These results indicate that the r-count value > 0.258 (r-table), thus indicating that all statement items in the Organizational Culture, Organizational Commitment, Job Satisfaction, and Performance questionnaires are valid or able to express something that will be measured by the questionnaire, so that it can be used for further analysis.

Reliability Test

Reliability is actually a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answer to the statement is consistent or stable over time. A construct or variable is said to be reliable if it provides a Cronbach Alpha value > 0.60 (Ghozali, 2018). An Alpha value <60% indicates that there are several respondents who answered inconsistently and must be seen one by one. The inconsistent respondents' answers must be removed from the analysis and Alpha will increase (Ghozali, 2018).

Table 2. Results of Reliability Test of Research Variables

Variables	Crombach's Alpha	Standard Value	Information
Organizational Culture (X1)	0.718	0.60	Reliabel
Organizational Commitment (X2)	0.857	0.60	Reliabel
Job Satisfaction (X3)	0.895	0.60	Reliabel
ASN Performance (Y)	0.937	0.60	Reliabel

Based on the reliability test results of the variables Organizational Culture, Organizational Commitment, Job Satisfaction and Performance in table 5.10, the alpha coefficient (Cronbach's Alpha) > 0.60 produces a conclusion that the instrument used is reliable. 4.1.4. Classical Assumptions

Normality Test

The normality test is conducted to see whether in the regression model the dependent variable and the independent variable both have a normal distribution or not. A good regression model is a regression model that is normally distributed. The normality test with the help of SPSS using the Kolmogorov-Smirnov test is as follows. The results of the normality test can be seen in table 3 below:

Table 3. Results of Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		58
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,79599345
Most Extreme Differences	Absolute	,225
	Positive	,197
	Negative	-,225
Test Statistic		,225
Asymp. Sig. (2-tailed)		,100 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the statistical normality test in table 4.10 above, it shows that the normality test with Kolmogorov Smirnov with an Asymp.Sig value (2-tailed) of 0.100 is greater than 0.05, so the data is concluded to be normally distributed.

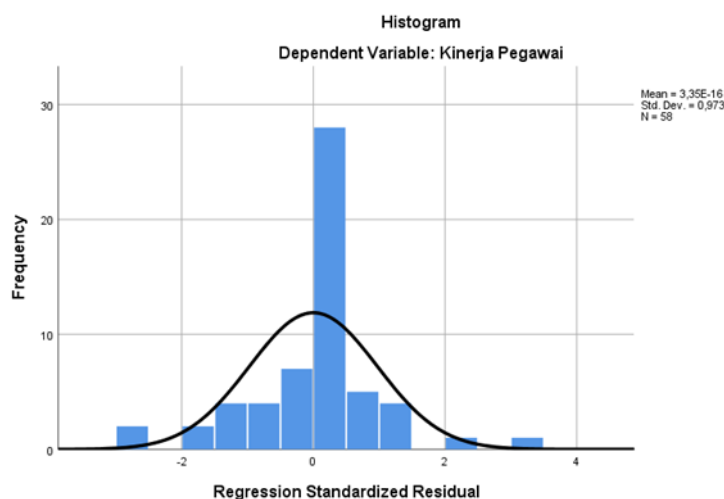


Figure 1. Histogram Normality Test

Based on the histogram graph image 1, a normal curve is obtained that forms a perfect bell, so it can be said that the residual data has been normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have a correlation between independent variables. If the independent variables are correlated with each other, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables is equal to zero (Ghozali, 2021). The results of the multicollinearity test can be seen in table 4 below.

Table 4. Multicollinearity Test Results

Variables	Collinearity Tolerance	VIF	Ket.
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Organizational Culture (X1)	0.465	2.148	No Multicollinearity
Organizational Commitment (X2)	0.284	3.521	No Multicollinearity
Job Satisfaction (X3)	0.257	3.897	No Multicollinearity

Based on table 4 above, the results of the Tolerance value calculation show that no independent variables have a Tolerance value of less than 0.10, which means there is no correlation between independent variables with a value of more than 95%. The results of the Variance Inflation Factor (VIF) value calculation also show the same thing, no independent variable has a VIF value of more than 1.0. So, it can be concluded that there is no multicollinearity between independent variables in the regression model.

Heteroscedasticity Test

Aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. If the variance from the residuals of one observation to another remains, it is called homoscedasticity and if it is different, it is called heteroscedasticity. According to Imam Ghozali (2018), Heteroscedasticity does not occur if there is no clear pattern (wavy, widening, then narrowing) in the scatterplot image, and the points are spread above and below the number 0 on the Y axis.

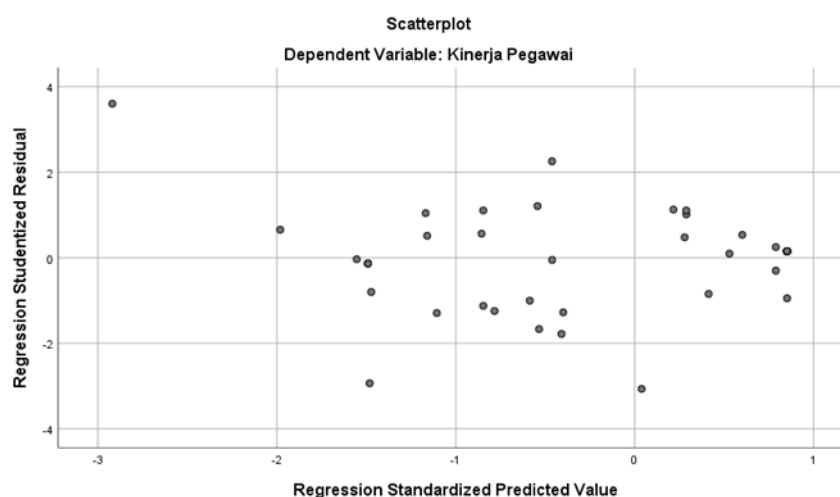


Figure 2. Homoscedasticity test

Based on the image above, it shows that the points are spread above and below the number 0 on the Y axis, so the regression model can be said to have no heteroscedasticity.

Hypothesis Testing Results

Multiple Regression Analysis

After the results of the classical assumption test are carried out and the overall results show that the regression model meets the classical assumptions, the next stage is to evaluate and interpret the multiple regression model. The multiple regression model in this study is to test the influence of the independent variables Organizational Culture (X1), Organizational Commitment (X2), Job Satisfaction (X3). On the dependent variable Performance (Y).

The following is a description of the results of multiple regression testing and the output of the test table using the assistance of the SPSS version 25.0 program in the form of output model summary, ANOVA (F test), and coefficient (t test) as in tables 4.12, 4.13, and table 4.14 as follows.

Determination Coefficient Test

Based on the display of the Model Summary output in the table above, it can be concluded that the adjusted determination coefficient (Adjusted R Square) is 0.688. This value indicates that 68.8% of the variability in Employee Performance can be explained by the independent variables, namely Organizational Culture (X1), Organizational Commitment (X2), and Job Satisfaction (X3). The greater the R Square value (0.704), the stronger the relationship between the three variables and the Employee Performance variable. Meanwhile, the remaining 31.2% is explained by other variables outside the model, such as external factors that may have an influence, such as the work environment, organizational policies, or personal motivational factors of employees. Based on this description, the results of further analysis can be seen in the following table.

Table 5. Results of Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,839 ^a	,704	,688	1,845
a. Predictors: (Constant), Job Satisfaction, Organizational Culture, Organizational Commitment				
b. Dependent Variable: Employee Performance				

t-Test (Partial Test)

After fulfilling the classical assumption test, the regression model used in this study is appropriate, and then it will be tested whether there is an influence of Organizational Culture, Organizational Commitment and Job Satisfaction on Performance. The following table shows the results of multiple regression analysis data processing using SPSS version 25.

Table 6. Results of t-Test (Partial Test)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,269	3,576		,634	,528		
	Organizational culture	,719	,359	,217	2,004	,050	,465	2,148
	Organizational Commitment	,174	,184	,131	,944	,349	,284	3,521
	Job Satisfaction	,693	,183	,554	3,789	,000	,257	3,897
a. Dependent Variable: Employee Performance								

Based on Table 6, the multiple linear regression equation model is obtained as follows:

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

$$Y = 2.269 + 0.719 X_1 + 0.174X_2 + 0.693X_3$$

Where:

Y = Performance

X1 = Organizational Culture

X2 = Organizational Commitment

X3 = Job Satisfaction

e = Standard error

The regression equation above shows the relationship between the independent variables and the dependent variables partially, from this equation it can be concluded that:

The constant value is 2.269 which means that if there is no change in the variables of Organizational Culture (X1), Organizational Commitment (X2), and Job Satisfaction (X3) (the values of X1, X2, and X3 are 0), then Performance is worth 2.269.

The regression coefficient value of Organizational Culture (X1) is 0.719, which means that if the Organizational Culture variable increases by 1%, assuming the variables of Organizational Commitment (X2), Job Satisfaction (X3) are constant, then Performance increases by 0.719%. This shows that the Organizational Culture variable contributes positively to Employee Performance.

The regression coefficient value of Organizational Commitment (X2) is 0.174, which means that if the Organizational Commitment variable increases by 1%, assuming the variables of Organizational Culture (X1), Job Satisfaction (X3), are constant, then Performance increases by 0.174%. This shows that the Organizational Commitment variable contributes positively to Employee Performance.

The regression coefficient value of Job Satisfaction (X3) is 0.693, which means that if the Job Satisfaction variable increases by 1%, assuming the variables of Organizational Culture (X1), Organizational Commitment (X2), and constant, then Performance increases by 0.693%. This shows that the Job Satisfaction variable also contributes positively to Performance.

Looking at the SPSS output of the coefficients in the t-test above, here is a discussion of the partial test between Organizational Culture, Organizational Commitment and Job Satisfaction on Performance.

Hypothesis Test 1 (The Effect of Organizational Culture on Performance)

Based on the regression coefficient table, the test results for the Organizational Culture variable obtained a t-count value of 2.004 with a t-table value of 1.67356. By comparing the t-count and t-table values, it was found that $t\text{-count} > t\text{-table}$ ($2.004 > 1.67356$). The significance value (sig.) Of 0.050 is greater than 0.05. This shows that the Organizational Culture variable is partially on the insignificant limit on the performance of ASN employees with the decision that organizational culture has an effect and is not significant. Thus, the first hypothesis (H1) is rejected.

Hypothesis Test 2 (The Effect of Organizational Commitment on Performance)

The test results for the Organizational Commitment variable obtained a t-count value of 0.944 with a t-table value of 1.67356. By comparing the t-count and t-table values, it was found that $t\text{-count} < t\text{-table}$ ($0.944 < 1.67356$). The significance value (sig.) Of 0.349 is greater than 0.05. This shows that the Organizational Commitment variable partially has no effect and is not significant on ASN Employee Performance. Thus, the second hypothesis (H2) is rejected.

Hypothesis Test 3 (The Effect of Job Satisfaction on Performance)

The test results for the Job Satisfaction variable obtained a t-count value of 3.789 with a t-table value of 1.67356. By comparing the t-count and t-table values, it was found that $t\text{-count} > t\text{-table}$ ($3.789 > 1.67356$). The significance value (sig.) Of 0.000 is smaller than 0.05. This shows

that the Job Satisfaction variable partially has a significant effect on ASN Employee Performance. Thus, the third hypothesis (H3) is accepted. 4) F Test (Simultaneous Test)

The simultaneous test is used to simultaneously determine the independent variables, namely Organizational Culture (X1), Organizational Commitment (X2) and Job Satisfaction (X3) affect the dependent variable, namely Performance (Y).

The F statistical test basically shows whether all independent or free variables included in the model have a joint influence on the dependent or bound variable. If the F value is greater than 4, then H0 can be rejected at a 5% confidence level. In other words, we accept the alternative hypothesis which states that all independent variables simultaneously and significantly affect the dependent variable (Ghozali, 2018). The results of data processing using SPSS 25 are shown in the following table.

Table 7. ANOVA Table (Simultaneous Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	437,538	3	145,846	42,835	,000 ^b
	Residual	183,859	54	3,405		
	Total	621,397	57			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Job Satisfaction, Organizational Culture, Organizational Commitment						

Based on the ANOVA Table, it can be concluded that the variables of Organizational Culture, Organizational Commitment, and Job Satisfaction have a simultaneous and significant effect on Employee Performance. This can be seen from the F-count value of 42.835, which is greater than the F-table of 2.53 at a significance level of 0.05. The probability value sig. = 0.000, which is smaller than 0.05, indicates that this regression model is statistically significant. Thus, the F-count > F-table (42.835 > 2.53) is obtained, so that the hypothesis in this study is accepted.

The Influence of Organizational Culture on Performance

The results of this study indicate that Organizational Culture has a positive and insignificant influence on the Performance of ASN Employees at Makassar Class I Prison. This finding confirms that organizational values that are consistently applied can improve employee performance in carrying out daily tasks. A strong Organizational Culture allows employees to work better, more disciplined, and in accordance with established operational standards.

Several research studies support this finding, including stating that a strong organizational culture plays an important role in increasing employee engagement, which is a crucial factor in driving overall performance, especially in rapidly growing sectors such as telecommunications and technology (Suherman et al., 2024; Pradana & Indiyati, 2025). Studies show that organizational culture plays a role in shaping employee behavior, where a disciplined work environment correlates with increased performance results (Nafisah, 2024). In addition, a positive organizational culture, which emphasizes collaboration, innovation, and individual development, contributes to increased job satisfaction and employee retention, which ultimately has an impact on increased performance (Harin et al., 2024).

Organizational culture plays an important role in improving employee performance, especially in creating a conducive and professional work environment (Kadarmanta, 2024). The values applied in the organization, such as commitment, integrity, and cooperation, are the main

foundation in building a productive and efficient work culture. With a strong culture, employees are more motivated to give their best performance and carry out tasks according to established standards (Qomari & Yuliantini, 2024).

Employee compliance with organizational values is reflected in the form of discipline, loyalty, and compliance with work procedures (Pasaribu et al., 2024). This shows that employees who have a deep understanding of organizational culture are not only oriented towards completing tasks, but also towards continuously improving the quality of work results (Jumadil & Hasan, 2023). Employee consistency in implementing organizational culture values also creates a harmonious and productive work environment, which directly impacts the improvement of overall employee performance (Mutianisa & Musslifa, 2024; Ababneh, 2021; Akpa et al., 2021; Wambugu, 2014).

Organizational Culture also reflects the level of employee adaptability in dealing with changes and work dynamics (Joben, 2023; Kuhuparuw, 2025; Do et al., 2016). Employees with a strong understanding of organizational culture are better able to adapt to changes in policies and work challenges, especially in the Makassar Class I Prison environment. This makes employees more flexible in carrying out their duties, have the ability to work together with a team, and maintain the quality of public services optimally (Pardede, 2021). This confirms that Organizational Culture is not only related to procedures and regulations, but also includes aspects of morals, ethics, and employee work enthusiasm. Employees who internalize organizational culture well demonstrate high dedication, full responsibility for the tasks given, and have a strong commitment to achieving organizational goals.

The Effect of Organizational Commitment on Performance

The results of this study indicate that Organizational Commitment does not have a positive and insignificant effect on the Performance of ASN Employees at Makassar Class I Prison. This finding indicates that although employees who have high commitment tend to be more responsible in carrying out their duties, organizational commitment alone is not enough to have a real impact on improving employee performance.

The relationship between organizational commitment and employee performance is complex, with varying levels of significance across studies. Several studies have shown that although organizational commitment has a positive effect on performance, this effect becomes insignificant when moderated by other factors such as organizational climate, indicating that commitment alone is not enough without the support of a conducive work environment (Julindrastuti & Karyadi, 2024). Conversely, other studies have found that organizational commitment can significantly improve performance when combined with other factors such as job satisfaction and employee engagement, which collectively contribute greatly to increased productivity (Iswahyudi et al., 2024). Another study confirmed that the impact of organizational commitment on performance becomes stronger when supported by high work discipline, indicating that the interaction between various factors greatly determines the effectiveness of this relationship (Aima & Qomaria, 2024; Natasya et al., 2024).

Strong Organizational Commitment reflects employee loyalty to the institution and their willingness to work in accordance with the values and goals of the organization (Arisandi & Heryjanto, 2024; Kipkebut, 2010). However, in this study, its influence on performance was not significant enough so that loyalty and dedication alone were not enough to drive optimal performance. Broader support is needed in the form of appreciation, an environment that supports productivity, and external encouragement that can inspire employees to work more effectively (Yusuf & Syarif, 2018).

The ability of employees to adapt to change and carry out tasks with professionalism depends not only on their commitment to the organization, but also on other factors that support productivity (Safa'Atturrizky & Ekhsan, 2024). Highly committed employees are not always able to show significant performance improvements if they are not supported by incentives, development opportunities, and a conducive work environment (Khalid & Zyllanrova, 2022; Oludeyi, 2015).

This study also confirms that Organizational Commitment is not only related to employee loyalty and dedication, but also includes the extent to which employees feel valued in the organization. Employees who are highly committed but do not see a direct impact of their efforts on career growth or job satisfaction tend not to experience significant performance improvements. This provides an important illustration that increasing Organizational Commitment needs to be balanced with effective management strategies, such as providing appropriate rewards, improving work facilities, and creating a more supportive work environment.

The Effect of Job Satisfaction on Performance

The results of this study indicate that Job Satisfaction has a positive and significant effect on the Performance of ASN Employees at Makassar Class I Prison. This finding shows that employees who are satisfied with their jobs tend to have higher motivation in carrying out their duties and responsibilities, thus having a direct impact on improving performance.

Job satisfaction has consistently been shown to have a positive and significant impact on employee performance in various studies. Triastutik et al. (2024). found that satisfied employees tend to show better performance, with work discipline acting as a mediating factor in the relationship. A similar finding was also found by Yusnita & Rahma (2024), who revealed that job satisfaction contributes to improving employee performance by strengthening organizational commitment. Research conducted by Verianto further clarifies that job satisfaction not only has a direct effect on performance but also strengthens the relationship through organizational commitment.

A high level of Job Satisfaction reflects the extent to which employees feel comfortable in the work environment, receive proper rewards, and establish harmonious relationships with coworkers (Aziz et al., 2024). The significance of its influence on performance shows that greater satisfaction with work contributes directly to increased productivity and the quality of work results produced (Aggarwal, 2024; Leitão et al., 2019).

Employees who are satisfied with their jobs tend to have higher motivation in carrying out their duties and show better performance (Zahara et al., 2024). According to Lestari et al. (2024) an optimal level of satisfaction allows employees to work more consistently and effectively, because they feel appreciated, have a balance between workload and compensation, and get support from the work environment. Thus, job satisfaction not only has an impact on individuals, but also creates stability and effectiveness in the organization (Minarso et al., 2023). This study confirms that Job Satisfaction is not only related to material factors such as salary and benefits, but also psychological aspects that play a role in building employee emotional attachment to their work. When employees feel that the organization accommodates their professional and personal needs, they will be more motivated to give their best in their work, which ultimately contributes to the achievement of organizational goals. This provides an important illustration that increasing Job Satisfaction is a strategic step that can be implemented by organizations through policies that are oriented towards employee welfare, improving work facilities, and a fair and transparent reward system.

The Influence of Organizational Culture, Organizational Commitment and Job Satisfaction on Performance.

The results of this study indicate that Organizational Culture, Organizational Commitment, and Job Satisfaction simultaneously have a positive and significant influence on the Performance of ASN Employees at Makassar Class I Prison. This finding confirms that the combination of these three variables plays an important role in creating a productive work environment and encouraging improved employee performance as a whole.

A strong Organizational Culture forms positive work values, increases discipline, and creates a conducive work environment for employees in carrying out their duties (Muis et al., 2018). Organizational Commitment encourages employees to be more loyal and responsible for their work, while Job Satisfaction ensures that employees have high intrinsic motivation to work optimally.

These three variables work together to create a synergy that strengthens employee performance. Employees who work in an environment with a good organizational culture, are committed to the organization, and are satisfied with their work, will be better able to demonstrate high productivity, better engagement, and more consistent performance in the long term.

This study also confirms that the simultaneous influence of Organizational Culture, Organizational Commitment, and Job Satisfaction on Employee Performance not only reflects a harmonious working relationship, but also has an impact on the efficiency and effectiveness of achieving organizational goals. Thus, organizations need to strengthen these three aspects simultaneously through policies that are oriented towards employee development, improving welfare, and creating a more inclusive and supportive work culture at Makassar Class I Prison.

Conclusion

Organizational Culture has a positive and insignificant effect on the performance of civil servants of Class I Makassar Penitentiary. This means that Organizational Culture has a unidirectional relationship and is not one of the determining factors for the increase or decrease in employee performance. Organizational Commitment does not have a positive and insignificant effect on the performance of civil servants of Class I Makassar Penitentiary. This means that Organizational Commitment has a non-unidirectional relationship and is not one of the determining factors for the increase or decrease in employee performance. Job Satisfaction has a positive and significant effect on the performance of civil servants of Class I Makassar Penitentiary. This means that Job Satisfaction has a unidirectional relationship and is one of the determining factors for the increase or decrease in employee performance. Organizational Culture, Organizational Commitment, and Job Satisfaction simultaneously have a positive and significant effect on the performance of civil servants of Class I Makassar Penitentiary. This shows that these three variables have an important role in improving employee performance.

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