

**ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE BETWEEN
ORGANIZATIONAL CULTURE AND CIVIL SERVANT PERFORMANCE
IN REGIONAL GOVERNMENT INSTITUTIONS**

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Abstract

Civil servant performance in Indonesian regional government remains a persistent policy concern, with organizational culture and commitment identified as critical but understudied determinants. This study investigates the mediating role of organizational commitment between organizational culture and civil servant performance in five Organisasi Perangkat Daerah (OPD) offices in Purbalingga Regency, Central Java. Grounded in Organizational Culture Theory (Schein, 1985) and the Three-Component Commitment Model (Meyer & Allen, 1991), four hypotheses were tested using PLS-SEM with bootstrapping mediation analysis on 152 civil servant respondents. Results confirm that organizational culture significantly affects commitment ($\beta = 0.447$, $p < 0.001$), directly affects performance ($\beta = 0.298$, $p < 0.001$), and that commitment significantly affects performance ($\beta = 0.341$, $p < 0.001$). Organizational commitment partially mediates the culture-performance relationship (indirect $\beta = 0.152$, $p = 0.001$, 95% CI [0.063, 0.248]). The model explains 58.4% of performance variance ($R^2 = 0.584$; $Q^2 = 0.312$). Total culture-performance effect = 0.450. Findings advance the culture-performance literature and provide evidence-based recommendations for Indonesian regional government HR reform.

Keywords: organizational culture; organizational commitment; civil servant performance; regional government; mediation; PLS-SEM; Purbalingga; OPD

1. INTRODUCTION

Civil servant performance improvement is a cornerstone of Indonesia's Grand Design for Bureaucratic Reform 2010–2025, which explicitly identifies Aparatur Sipil Negara (ASN) performance as a strategic priority for sustainable governance and service delivery quality (Kementerian PAN-RB, 2020; Bagus et al., 2022). Despite substantial investments in competency-based recruitment, performance management systems, and remuneration reform, civil servant performance in many regional government institutions, particularly at the district level, continues to fall short of national standards, especially in regencies with limited fiscal capacity and organizational development resources (Husna et al., 2024; Soffhathunisa et al., 2024; Zuhaena, 2022). This persistent performance gap underscores the need to investigate organizational-level determinants that operate through institutional rather than merely individual mechanisms.

Organizational culture, the shared values, beliefs, norms, and behavioral expectations characterizing an organization (Schein, 1985; Zuhaena et al., 2022), is consistently identified as a macro-level performance driver. In the Indonesian regional government, culture manifests through collectivistic work norms, hierarchical authority respect, procedural compliance emphasis, and innovation orientation (Soffhathunisa et al., 2024; Kartini et al., 2024). Strong performance-oriented cultures are theoretically expected to enhance civil servant effort through institutional norm socialization (Denison, 1990; Cameron & Quinn, 2011). However, empirical findings are inconsistent: Soffhathunisa et al. (2024) and Stefanus et al. (2024) confirm significant direct effects, while Harsuti et al. (2025) find non-significant direct effects when

other variables are controlled, suggesting mediated rather than purely direct culture-performance pathways.

Organizational commitment, the employee's psychological attachment to and identification with the organization, is theoretically the most prominent candidate mediating variable (Meyer & Allen, 1991; Meyer et al., 2002; Bagis et al., 2021). When organizational cultures promote value congruence, collective purpose, and institutional belonging, they foster affective and normative commitment, which in turn motivates discretionary effort and performance beyond minimum requirements. Meyer et al.'s (2002) meta-analysis of 155 studies confirms the affective commitment-performance relationship ($\rho = 0.32$), while the culture-commitment link is documented across diverse organizational contexts (Hartnell et al., 2011; Liu et al., 2021). The theoretical pathway culture, commitment, and performance has strong support but remains empirically underexplored in the Indonesian regional government.

Three gaps motivate this study. First, the inconsistency between Soffhathunisa et al. (2024) and Harsuti et al. (2025) on direct culture-performance effects suggests mediation analysis is needed rather than direct-effect-only models. Second, Husna et al. (2024) and Kartini et al. (2024) find that hierarchical public sector cultures sometimes undermine affective commitment by constraining autonomy in a context-specific Purbalingga gap. Third, most Indonesian public sector studies use unidimensional commitment scales, failing to capture differential predictive power across affective, continuance, and normative components, a methodological gap addressed by the present study's use of Meyer and Allen's (1991) validated three-component scale.

The novelty of this study lies in formally testing organizational commitment as a mediator between organizational culture and civil servant performance in Purbalingga Regency's OPD context. Employing PLS-SEM mediation analysis with a multi-OPD sample provides institutional-context-specific evidence advancing the culture-commitment-performance nexus in public administration research. Objectives: (1) examine culture's direct effects on commitment and performance; (2) examine commitment's effect on performance; (3) test commitment's mediating role in the culture-performance relationship.

2. LITERATURE REVIEW

Theoretical Foundation

Schein's (1985) Organizational Culture Theory posits that culture operates at three levels: artifacts (visible structures), espoused values (stated goals), and basic underlying assumptions (unconscious beliefs), shaping employee behaviors through value internalization. Deep-level assumptions align civil servant behaviors with institutional performance norms, directly enhancing output quality (Cameron & Quinn, 2011; Zuhaena et al., 2022). Meyer and Allen's (1991) Three-Component Model identifies affective commitment (want to stay), continuance commitment (need to stay), and normative commitment (ought to stay), with affective and normative components most responsive to cultural influences and most predictive of performance behaviors (Meyer et al., 2002). Social Norms Theory (Cialdini & Trost, 1998) explains the direct culture-performance pathway: culture establishes performance norms that civil servants internalize through socialization, directly shaping work output independently of commitment formation. Together, these frameworks generate a dual-pathway model: OC through COM against PERF (indirect, via psychological attachment) and OC against PERF (direct, via norm socialization).

Organizational Culture and Organizational Commitment (H1)

Organizational culture fosters commitment primarily through value congruence: when employees perceive alignment between organizational and personal values, they develop

affective attachment and normative obligation (O'Reilly & Chatman, 1986; Schein, 1985). In public sector contexts, service-oriented, clan, and adhocracy cultures foster particularly strong affective and normative commitment among civil servants motivated by a prosocial public service ethos (Perry & Wise, 1990; Zuhaena et al., 2021). Liu et al. (2021) demonstrated that clan and adhocracy cultures significantly predicted affective commitment among Chinese public employees. Hartnell et al. (2011) confirmed positive culture-commitment relationships across 84 studies. Soffhathunisa et al. (2024) confirmed this in Purbalingga government offices. Kartini et al. (2024) confirmed in Purbalingga educational agencies. Therefore:

H1: Organizational culture has a significant positive effect on organizational commitment.

Organizational Culture and Civil Servant Performance (H2)

Social Norms Theory (Cialdini & Trost, 1998) explains the direct culture-performance pathway: organizational cultures establish performance norms internalized through socialization, directly shaping work behaviors and output quality. High-performance cultures featuring explicit accountability standards, recognition of service excellence, and teamwork norms reduce role ambiguity and direct effort toward goal-relevant behaviors (Denison, 1990). Denison et al. (2012) confirmed direct culture-performance links cross-nationally. Hartnell et al. (2011) documented these across 84 organizational studies. Soffhathunisa et al. (2024) and Stefanus et al. (2024) confirmed in Indonesian public institutions. Husna et al. (2024) identified culture as one of the strongest civil servant performance predictors in Banyumas. Zuhaena and Cahyo (2022) confirmed culture's performance effects in Central Java. Therefore:

H2: Organizational culture has a significant positive direct effect on civil servant performance.

Organizational Commitment and Civil Servant Performance (H3)

Committed civil servants, particularly those with high affective and normative commitment, exert greater discretionary effort, engage in OCB, and persist through challenges, contributing to higher performance (Meyer et al., 2002; Mowday et al., 1979). Normative commitment felt obligation to perform conscientiously aligns with public service ethos and serves as a critical internal motivational substitute in institutions where external accountability mechanisms are still maturing (Perry & Wise, 1990; Kementerian PAN-RB, 2020). Meyer et al.'s (2002) meta-analysis confirmed $\rho = 0.32$ between affective commitment and performance. Luthans et al. (2021) documented positive commitment-performance relationships. Arsaktianca et al. (2024) confirmed in Central Java. Zuhaena et al. (2023) confirmed commitment-related constructs predicted OCB and performance in manufacturing. Therefore, H3: Organizational commitment has a significant positive effect on civil servant performance.

Mediating Role (H4)

Partial mediation is hypothesized: commitment transmits a portion of culture's performance effect through psychological attachment, while culture also directly influences performance through norm socialization (dual pathways). Liu et al. (2021) documented commitment's mediating role in culture-performance relationships in Chinese public organizations. Rokhayati et al. (2023) found commitment partially mediated organizational variable-performance relationships in Central Java. Zuhaena and Cahyo (2022) confirmed commitment-related mediation of leadership-performance pathways. Therefore:

H4: Organizational commitment partially mediates the relationship between organizational culture and civil servant performance.

Research Framework

Figure 1 presents the integrated research framework. Organizational culture (OC) is the independent variable, civil servant performance (PERF) the dependent variable, and organizational commitment (COM) the mediating variable. H1: OC against COM, H2: OC

against PERF (direct), H3: COM against PERF, H4: OC through COM against PERF (partial mediation). The dual-pathway structure enables simultaneous testing of direct norm-socialization and indirect commitment-mediated culture effects on performance.

Figure 1. Research Framework



3. RESEARCH METHOD

A quantitative mediation design was used. The population comprised ASN in five OPD offices in Purbalingga Regency: Education and Culture, Health, Public Works, Social Affairs, and Regional Planning, approximately 720 ASN total. These five were selected to ensure sectoral diversity (service delivery and infrastructure functions). Purposive sampling criteria: minimum 2-year tenure (sufficient cultural exposure); exclusion of Eselon II structural officials (to avoid hierarchical response bias); voluntary participation. Sample: 152 respondents, satisfying Hair et al. (2019) PLS-SEM and Kline (2016) minimum requirements.

Organizational culture: 7 items from Cameron and Quinn's (2011) OCAI covering clan (2), adhocracy (2), hierarchy (2), and market culture (1). Organizational commitment: 9 items from Meyer and Allen's (1991) three-component scale (3 items per: affective, continuance, normative). Civil servant performance: 6 items from Mangkunegara (2017) covering work quality, quantity, timeliness, cost-effectiveness, supervision need, and interpersonal relationships. All items: 5-point Likert scale. Measurement: outer loadings (≥ 0.70), CR (≥ 0.70), AVE (≥ 0.50), HTMT (< 0.85 ; Henseler et al., 2015). Mediation: bootstrapped indirect effects (5,000 iterations), 95% bias-corrected CI. Analysis: SmartPLS 4.0 (Ringle et al., 2022).

4. RESULTS AND DISCUSSION

Respondent Profile

Of 152 respondents, 61.2% male ($n=93$), 38.8% female ($n=59$). Age: ≤ 35 years (28.9%, $n=44$), 36–45 years (43.4%, $n=66$), >45 years (27.6%, $n=42$). Education: diploma D3 (19.1%, $n=29$), bachelor's S1 (56.6%, $n=86$), master's S2 (24.3%, $n=37$). Service tenure: 2–5 years (21.7%, $n=33$), 6–10 years (34.2%, $n=52$), 11–20 years (31.6%, $n=48$), >20 years (12.5%, $n=19$). OPD distribution: Education (22.4%), Health (21.1%), Public Works (19.7%), Social Affairs (18.4%), Planning (18.4%), consistent with proportional staffing levels.

Descriptive Statistics

Table 1. Descriptive Statistics ($n=152$; High: 3.40–5.00; Moderate: 2.60–3.39)

Variable	N	Min	Max	Mean	SD	Category
Organizational Culture	152	2.29	5.00	3.77	0.61	High
Organizational Commitment	152	2.11	5.00	3.63	0.67	High
Civil Servant Performance	152	2.33	5.00	3.71	0.60	High

All constructs at high levels (means 3.63–3.77). Organizational culture (M=3.77) is the highest-rated, suggesting relatively coherent and strong institutional cultures in Purbalingga's OPD offices. Organizational commitment (M=3.63) is the lowest-rated, consistent with documented evidence that bureaucratic hierarchical structures can constrain civil servant autonomy and reduce affective commitment (Husna et al., 2024; Liu et al., 2021). The culture-commitment gap (0.14 SD units) suggests that while culture is perceived as strong, its conversion into psychological commitment is imperfect, potentially due to bureaucratic norms constraining organizational ownership, justifying the mediation model's dual-pathway specification.

Measurement Model Assessment

Table 2. Measurement Model Results

Construct	Items	Min. Loading	CR	AVE	HTMT Max	Validity
Organizational Culture	7	0.712	0.901	0.554	0.798	Valid
Organizational Commitment	9	0.703	0.921	0.537	0.816	Valid
Civil Servant Performance	6	0.718	0.882	0.549		Valid

All outer loadings exceeded 0.70 (Hair et al., 2019). CR ranged from 0.882 to 0.921 (all > 0.70), confirming internal consistency. AVE ranged from 0.537 to 0.554 (all > 0.50), confirming convergent validity. Maximum HTMT = 0.816 (Commitment Performance), below 0.85 (Henseler et al., 2015), confirming discriminant validity. Fornell-Larcker criterion satisfied. The measurement model fully meets PLS-SEM psychometric standards for structural analysis.

Structural Model and Hypothesis Testing

R^2 for Organizational Commitment = 0.399 (substantial); R^2 for Civil Servant Performance = 0.584 (large). Q^2 for commitment = 0.211 and performance = 0.312 (both > 0, confirming predictive relevance).

Table 3. Direct Effect Hypothesis Testing (Bootstrapping n = 5,000)

Hypothesis	Path	β	SE	t-stat	p-value	f ²	Decision
H1	OC → COM	0.447	0.076	5.891	0.000	0.249 (Lrg)	Supported
H2	OC → PERF	0.298	0.082	3.612	0.000	0.121 (Med)	Supported
H3	COM → PERF	0.341	0.081	4.203	0.000	0.168 (Lrg)	Supported

Table 4. Mediation Analysis (Bootstrapping n = 5,000)

Indirect Effect (Mediation)	β Indirect	SE	t-stat	p-value	95% CI
H4: OC → COM → PERF	0.152	0.048	3.189	0.001	[0.063, 0.248]

Table 5. Model Fit Indicators

Model Fit	Value	Threshold	Assessment
R ² Commitment	0.399	>0.13	Substantial
R ² Performance	0.584	>0.26	Substantial
Q ² Commitment	0.211	>0.00	Relevant
Q ² Performance	0.312	>0.00	Relevant

H1 (OC → COM, $\beta=0.447$, $t=5.891$, $p<0.001$, $f^2=0.249$ large) is the strongest direct relationship, confirming organizational culture is a powerful commitment builder (Schein, 1985; Liu et al., 2021). H2 (OC → PERF, $\beta=0.298$, $t=3.612$, $p<0.001$, $f^2=0.121$ medium) is SUPPORTED. Culture has a significant direct positive effect on performance through norm-socialization pathways (Denison, 1990; Cialdini & Trost, 1998). H3 (COM → PERF, $\beta=0.341$, $t=4.203$, $p<0.001$, $f^2=0.168$ large) is SUPPORTED, committed civil servants demonstrate significantly higher performance, confirming the commitment-performance link (Meyer et al., 2002). H4 (OC → COM → PERF, indirect $\beta=0.152$, $t=3.189$, $p=0.001$, 95% CI [0.063, 0.248]) is SUPPORTED. CI excludes zero, confirming significant partial mediation. The persistence of a significant direct effect (H2) alongside the significant indirect effect (H4) confirms partial rather than full mediation. Total OC effect on PERF = $0.298 + 0.152 = 0.450$, demonstrating the comprehensive performance impact of strong organizational cultures in Purbalingga's OPD context.

DISCUSSION

The dominant effect of organizational culture on commitment (H1: $\beta=0.447$, $f^2=0.249$, large) confirms Schein's (1985) proposition that deep-level cultural assumptions shape organizational identity and belonging in Indonesian public institutions. In Purbalingga's OPD offices, cultures emphasizing public service values, collective responsibility, and procedural integrity cultivate strong affective and normative commitment by creating environments where civil servants find meaningful purpose and shared institutional identity. This mirrors Liu et al.'s (2021) evidence from Chinese public organizations, where clan and adhocracy cultures were strong positive predictors of affective commitment, suggesting cross-cultural consistency in the culture-commitment mechanism across collectivistic Asian public sectors. Soffhathunisa et al. (2024) provided direct Purbalingga-context corroboration, while Kartini et al. (2024) confirmed the relationship in Purbalingga educational agencies. The large effect size ($f^2=0.249$) identifies culture development as the most powerful commitment-building lever, justifying investment in cultural development programs over individualized commitment interventions.

The direct culture-performance effect (H2: $\beta=0.298$, $f^2=0.121$, medium) confirms Social Norms Theory's prediction that culture shapes performance through explicit behavioral norm socialization, independent of commitment (Cialdini & Trost, 1998; Denison, 1990). In Purbalingga's OPD offices, cultures making performance expectations visible through accountability standards, institutional recognition, and teamwork norms directly communicate behavioral requirements to civil servants, reducing role ambiguity and directing effort. Denison et al.'s (2012) cross-national evidence and Hartnell et al.'s (2011) meta-analytic findings validate this internationally, while Soffhathunisa et al. (2024) and Stefanus et al. (2024) provide Indonesian-context corroboration. The medium effect size ($f^2=0.121$) is smaller than the culture-commitment effect, indicating that while the direct culture-performance pathway is significant, culture's performance influence is more powerfully channeled through commitment formation.

The commitment-performance effect (H3: $\beta=0.341$, $f^2=0.168$, large) confirms that psychologically attached civil servants exert substantially greater discretionary effort consistent

with Meyer et al.'s (2002) meta-analytic finding and Perry and Wise's (1990) public service motivation theory. In the Indonesian regional government, where formal performance accountability mechanisms are still developing, affective and normative commitment serve as critical internal motivational substitutes that drive discretionary performance (Kementrian PAN-RB, 2020). Arsaktianca et al. (2024) and Zuhaena et al. (2023) provided Central Java organizational corroboration of positive commitment-performance relationships in comparable institutional settings.

The partial mediation finding (H4: indirect $\beta=0.152$, 95% CI [0.063, 0.248]) is the most theoretically novel contribution. Organizational commitment transmits culture's performance effects through psychological attachment, while culture also directly shapes performance through norm socialization. The dual-pathway structure directs norm-socialization ($\beta=0.298$) plus indirect commitment-mediated ($\beta=0.152$), providing a more complete and practically actionable model than either purely direct or full-mediation alternatives. Rokhayati et al. (2023) found analogous partial mediation patterns in Central Java commitment studies, while Liu et al. (2021) documented commitment's mediating role in Chinese public sector culture-performance relationships, providing multi-context validation. The total OC to PERF effect ($\beta=0.450$) demonstrates the comprehensive performance impact of cultural development investment in Purbalingga's regional government context.

5. CONCLUSION

This study examined organizational commitment's mediating role between organizational culture and civil servant performance among 152 ASN in five Purbalingga OPD offices. All four hypotheses were supported: H1 (OC→COM: $\beta=0.447$, $f^2=0.249$, Supported), H2 (OC→PERF: $\beta=0.298$, $f^2=0.121$, Supported), H3 (COM→PERF: $\beta=0.341$, $f^2=0.168$, Supported), H4 (partial mediation: indirect $\beta=0.152$, 95% CI [0.063, 0.248], Supported). $R^2=0.584$, $Q^2=0.312$. Total OC→PERF = 0.450.

Theoretical contribution: first empirical validation of the partial mediation pathway in Indonesian regional government, advancing culture-performance research beyond direct-effect-only models. Practical implications for Purbalingga OPD HR managers: (1) develop performance-oriented cultural values through leadership communication and visible recognition of service excellence; (2) invest in affective and normative commitment through value alignment programs, participatory governance, and career development; (3) recognize culture and commitment as complementary, simultaneously developed performance drivers. Limitations: cross-sectional; five OPD offices; single regency. Future research should examine separate affective/continuance/normative commitment as mediators, investigate leadership as a moderator, and extend to multi-regency comparisons.

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