



The Influence of Organizational Culture and Organizational Commitment on the Performance of State Civil Apparatus at the Human Resources Development and Personnel Agency of West Kotawaringin Regency

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ABSTRACT

This study aims to analyze the influence of organizational culture and organizational commitment on the performance of the State Civil Apparatus (ASN) at the Human Resources Development and Personnel Agency (BKPSDM) of West Kotawaringin Regency. An explanatory quantitative approach with a cross-sectional survey design was employed, involving 39 ASNs determined through total sampling. Data were collected using a Likert-scale questionnaire and analyzed through descriptive statistical tests, instrument quality tests (validity and reliability), classical assumption tests, multiple linear regression, as well as partial and simultaneous hypothesis testing. The results indicate that: 1) Organizational culture has a positive and significant effect on ASN performance ($\beta = 0.333$, $p = 0.016$); 2) Organizational commitment has a positive and significant effect on ASN performance ($\beta = 0.412$, $p < 0.001$); and 3) Simultaneously, organizational culture and organizational commitment significantly affect ASN performance ($F = 20.739$, $p < 0.001$), explaining 53.5% of the performance variance ($R^2 = 0.535$). These findings confirm that strengthening the value system (culture) and psychological attachment (commitment) of employees are crucial determinants in sustaining ASN performance within regional personnel management agencies.

INTRODUCTION

The performance of the State Civil Apparatus (ASN) is a strategic element in the creation of professional, accountable, and result-oriented public services. The demands of bureaucratic reform, as emphasized in Law Number 20 of 2023, require a collaborative and adaptive bureaucracy (Government of the Republic of Indonesia, 2023). Apparatus performance is no longer understood merely as the achievement of administrative targets but as the foundation of public value and the effectiveness of governance (Colquitt et al., 2023). In this context, regional apparatuses that manage personnel, such as the Human Resources Development and Personnel Agency (BKPSDM), play a crucial role in fostering apparatus capacity in the region.

The Human Resources Development and Personnel Agency (BKPSDM) of West Kotawaringin Regency serves as a strategic research locus. Based on the 2025 Government Agency Performance Report (LKjIP), this agency recorded a "Very High" performance achievement with the realization of the Merit System Index (100%), ASN Professionalism (103.78%), and Personnel Service Satisfaction (99.18%) (BKPSDM of West Kotawaringin Regency, 2026). This positive achievement is academically intriguing because performance research often departs from problematic conditions. Conversely, in a well-performing organization, a profound understanding of what internal factors sustain and reproduce such performance is necessary to maintain it.

Despite its high performance, the BKPSDM of West Kotawaringin Regency still faces challenges, such as limited budgets for competency development and suboptimal performance mapping (BKPSDM of West Kotawaringin Regency, 2026). Therefore, performance success must be maintained by strengthening the determinants of organizational behavior, specifically organizational culture and organizational commitment. Organizational culture, as a shared system of values and norms, influences how employees work and respond to demands (Schein & Schein, 2017). On the other hand, organizational commitment—the psychological attachment of employees—serves as the driving force for consistency and dedication in serving (Meyer & Allen, 1991).

Previous research on the relationship between organizational culture, organizational commitment, and performance has yielded diverse results. Studies on the public sector in other countries, such as Spain (Triguero-Sánchez et al., 2022) and Ethiopia (Mishra & Kasim, 2023), found that a positive team-oriented culture affects performance through the mediation of commitment. However, another study in South Korea (Lee & Kim, 2024) discovered that organizational commitment does not significantly predict innovative behavior. In Indonesia, research often places commitment as a mediating variable (Suartama et al., 2024; Rahmadani & Winarno, 2023), rather than as a direct predictor tested in parallel with organizational culture.

Several gaps justify the urgency of this research. First, there is still limited empirical evidence specifically examining regional personnel management agencies (BKPSDM) in Indonesia. Second, many studies utilize complex models with commitment as a mediator, whereas this study aims to examine the direct

influence in a simpler and more focused manner. Third, this research fills a void by investigating an organization that is already performing excellently, rather than one experiencing problems.

Therefore, this study aims to empirically examine the factors sustaining performance at the BKPSDM of West Kotawaringin Regency. Specifically, this research proposes three problem formulations: 1) Does organizational culture affect ASN performance?; 2) Does organizational commitment affect ASN performance?; and 3) Do organizational culture and organizational commitment simultaneously affect ASN performance at the BKPSDM of West Kotawaringin Regency?.

LITERATURE REVIEW

Organizational Culture Theory

Organizational culture in this study is based on the perspective of Edgar H. Schein. Schein (2017) conceptually defines organizational culture as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Culture consists of three hierarchical levels: 1) Artifacts (visible structures, procedures, and processes), 2) Espoused values (strategies, goals, normative standards, and philosophies), and 3) Basic assumptions (unconscious, taken-for-granted beliefs) (Schein & Schein, 2017). In the context of the public sector, a strong and internalized culture (Etebo, 2025) provides a guiding framework for ASNs to minimize uncertainty and align with bureaucratic mandates (O'Reilly et al., 2024).

Organizational Commitment Theory

The theory of organizational commitment refers to the concept by Meyer and Allen. Definitively, Meyer and Allen (1991) describe organizational commitment as a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership in the organization. This concept divides the attachment into three dimensions: 1) Affective commitment (emotional attachment to, identification with, and involvement in the organization), 2) Continuance commitment (awareness of the costs associated with leaving the organization), and 3) Normative commitment (a feeling of obligation to continue employment) (Meyer & Allen, 1991). Public sector employees dominated by affective and normative commitment generally exhibit superior resilience and performance, as well as more sincere organizational citizenship behaviors (Ly, 2024; Zhao et al., 2025).

Performance Theory

Performance is comprehensively defined by Bernardin and Russell. According to Bernardin and Russell (2013), performance is the record of outcomes produced on a specified job function or activity during a specified time period. This definition emphasizes that performance is not merely a matter

of effort or personal characteristics but focuses on final results that can be objectively evaluated (Hasinat et al., 2024). The measurement of ASN performance in this study utilizes six criteria from Bernardin & Russell: 1) Quality (the degree to which the process or result is near perfection), 2) Quantity (the amount produced), 3) Timeliness (the degree to which an activity is completed as quickly as desired), 4) Cost effectiveness (the degree to which resources are maximized), 5) Need for supervision (the degree to which a performer can function without being closely monitored), and 6) Interpersonal impact (the degree to which a performer promotes feelings of self-esteem, goodwill, and cooperation among coworkers) (Bernardin & Russell, 2013).

Conceptual Framework and Hypotheses

The research's conceptual framework positions organizational culture (X1) and organizational commitment (X2) as independent predictors of ASN performance (Y). This relationship is visualized through a conceptual diagram where arrows indicate the direction of deterministic influence from the independent variables to the dependent variable.

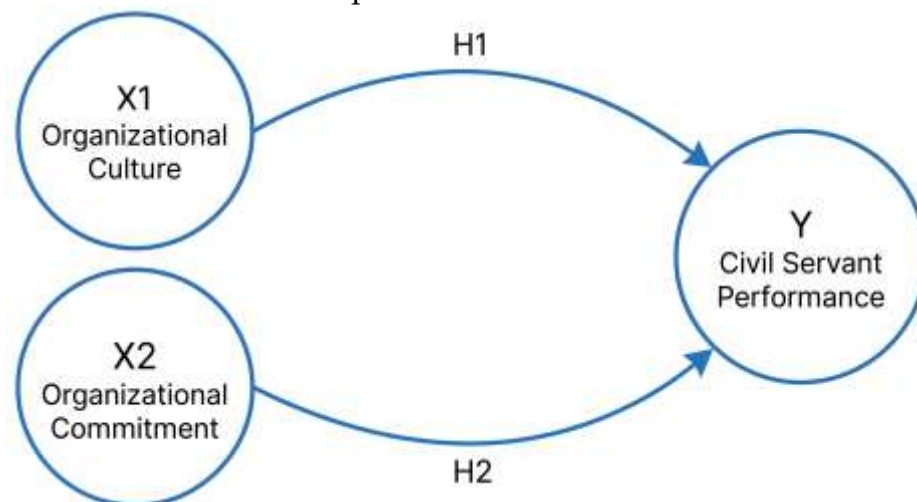


Figure 1. Research Conceptual Framework

Based on the literature review and conceptual framework, the following hypotheses are formulated: H1: Organizational culture has a positive and significant effect on ASN performance at the BKPSDM of West Kotawaringin Regency (Iddrisu & Mohammed, 2024; Karepesina, 2023). H2: Organizational commitment has a positive and significant effect on ASN performance at the BKPSDM of West Kotawaringin Regency (Elisa et al., 2022; Maravilla & Tuble, 2025). H3: Organizational culture and organizational commitment simultaneously have a significant effect on ASN performance at the BKPSDM of West Kotawaringin Regency (Abdullah & Chairil, 2021; Khalil et al., 2024).

METHODOLOGY

This study employed a quantitative research design with an explanatory approach, combined with a cross-sectional survey design. The explanatory quantitative approach was chosen because this research aims not only to describe phenomena but explicitly to test and explain the cause-and-effect

relationships (influence) among the variables formulated in the hypotheses (Creswell & Creswell, 2022). The cross-sectional design was applied by collecting perceptual data at one specific point in time simultaneously, which is suitable for capturing the dynamic conditions of organizational behavior without the need for repeated experiments (Pérez-Guerrero et al., 2024; Rana et al., 2021). The variables investigated consist of Organizational Culture (X1) and Organizational Commitment (X2) as predictor variables, and ASN Performance (Y) as the outcome variable.

The population in this study was specifically defined as all active State Civil Apparatuses (PNS and PPPK) working within the BKPSDM of West Kotawaringin Regency. Given the relatively limited and measurable population size (45 individuals), the researcher utilized a total sampling technique, where all members of the population were targeted as the sample (Ahmed, 2024). The primary data collection instrument was a closed questionnaire with a 5-point Likert scale (1 = Strongly Disagree, to 5 = Strongly Agree). From the process of distributing questionnaires to 45 subjects, 39 questionnaires were returned and deemed complete and eligible for analysis (a response rate of 86.67%). The processed respondent data encompass various educational levels, age ranges, and employment statuses, thus adequately representing the comprehensive demographic conditions of the organization (Hossan et al., 2023).

Quantitative data processing and analysis were conducted using IBM SPSS statistical software. The analysis was carried out in sequential stages: starting with descriptive statistics to interpret average score trends, followed by instrument quality testing through validity tests (Pearson correlation) and reliability tests (Cronbach's Alpha) (Pallant, 2020). Prior to hypothesis testing, it was ensured that the data met parametric requirements through a series of Classical Assumption Tests, including normality tests (Kolmogorov-Smirnov), multicollinearity tests (Tolerance and VIF values), heteroscedasticity tests (Glejser test), and autocorrelation tests (Durbin-Watson) (Field, 2024). The core analysis to answer the problem formulations utilized Multiple Linear Regression, t-test (partial significance), F-test (simultaneous significance), and concluded with the interpretation of the Coefficient of Determination (R^2) to determine the model's explanatory power percentage (Hair et al., 2019).

RESEARCH RESULT

Respondent Characteristics

Table 1. Demographic Characteristics of Respondents (n=39)

Characteristics	Category	Total (Persons)	Percentage (%)
Gender	Male	27	69.2%
	Female	12	30.8%
Age	≤ 30 Years	4	10.3%
	31–40 Years	20	51.3%
	41–50 Years	12	30.8%
	> 50 Years	3	7.7%

Characteristics	Category	Total (Persons)	Percentage (%)
Education	Master's Degree (S2)	3	7.7%
	Bachelor's Degree / D-IV	30	76.9%
	Diploma 3 (D3) and below	6	15.4%
Employment Status	PNS (Civil Servant)	23	59.0%
	PPPK (Contract-based Govt Employee)	16	41.0%

Source: Processed primary data (2026)

Based on Table 1, the demographic characteristics indicate that the ASN workforce at the BKPSDM of West Kotawaringin Regency is dominated by male employees (69.2%) in the productive and mature age range of 31-40 years (51.3%). The academic capability level of the respondents is also very adequate, with 76.9% possessing a Bachelor's (S1) or Applied Bachelor's (D-IV) qualification. In terms of employment status, the composition of PNS (59.0%) and PPPK (41.0%) is fairly balanced, which means perceptions of organizational culture and commitment are gathered from both employment entities that constitute the current government bureaucracy. This diversity ensures that the collected data is sufficiently representative.

Variable Descriptive Statistical Analysis

Table 2. Variable Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Category
Organizational Culture (X1)	39	3.08	5.00	4.1260	0.43633	High
Organizational Commitment (X2)	39	3.00	5.00	4.0449	0.44505	High
ASN Performance (Y)	39	3.00	5.00	4.1667	0.43888	High

Source: Processed primary data (2026)

Table 2 describes that all variables (Organizational Culture, Organizational Commitment, and ASN Performance) have a mean score above 4.0, which falls into the "High" category. The ASN Performance variable recorded the highest average perception score at 4.1667. The standard deviation values, which are below 0.50 (ranging between 0.43 and 0.44), indicate that the dispersion or spread of respondent answers tends to cluster and be homogeneous around the mean value. This empirically indicates that ASNs already possess a positive collective view of the cultural climate and dedication in their work unit.

Instrument Quality Tests

Table 3. Summary of Validity and Reliability Tests

Variable	Initial Items	Valid Items	Range of r-count (r-table=0.316)	Cronbach's Alpha	Remark
Org. Culture (X1)	12	11	0.330 – 0.789	0.827	Valid & Reliable
Org. Commitment (X2)	12	12	0.424 – 0.788	0.856	Valid & Reliable
ASN Performance (Y)	12	12	0.507 – 0.792	0.869	Valid & Reliable

Source: Processed primary data (2026)

Based on Table 3, the instrument feasibility test proves that the measurement tools used are highly suitable for the regression stage. In the Pearson correlation validity test, 1 questionnaire item from Organizational Culture (X1.6R) was dropped because the r-count (0.228) was < r-table (0.316). The remaining 35 items are valid and have a significance of < 0.05. For the reliability test, all Cronbach's Alpha values range between 0.827 and 0.869. Because these values exceed the minimum standard of 0.70 recommended in social science research (Pallant, 2020), this research instrument is declared highly reliable and consistent in gathering data.

Classical Assumption Tests

Table 4. Normality Test Results (Kolmogorov-Smirnov)

Residual Variable	Statistic (K-S)	df	Asymp. Sig. (2-tailed)	Conclusion
Unstandardized Residual	0.083	39	0.200	Normally Distributed

Source: Processed primary data (2026)

Table 4 displays the results of the normality analysis of residual values using the Kolmogorov-Smirnov test. A significance value (Asymp. Sig) of 0.200 was obtained. Because this probability is greater than the alpha significance level (0.05), the null hypothesis (H0) is accepted, proving that the distribution of residual data in this regression model meets the criteria for normal distribution and is free from extreme skewness.

Table 5. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Conclusion
Organizational Culture (X1)	0.759	1.317	No multicollinearity
Organizational Commitment (X2)	0.759	1.317	No multicollinearity

Source: Processed primary data (2026)

Through Table 5, the Tolerance and Variance Inflation Factor (VIF) parameters are examined to ensure that there is no highly significant correlation between the independent variables. The Tolerance value for both predictor variables is 0.759 (> 0.10), and the VIF value is 1.317 (< 10). These results demonstrate that there is no linear overlap (multicollinearity) between Organizational Culture and Organizational Commitment.

Table 6. Heteroscedasticity Test Results (Glejser Test)

Independent Variable	Sig.	Standard Alpha	Conclusion
Organizational Culture (X1)	0.073	0.05	Homoscedasticity
Organizational Commitment (X2)	0.219	0.05	Homoscedasticity

Source: Processed primary data (2026)

Table 6 details the examination of variance equality (homoscedasticity) through the Glejser test by regressing the independent variables against the absolute values of the unstandardized residuals. The significance of Organizational Culture is 0.073, and Organizational Commitment is 0.219 (both > 0.05). Thus, the residual variance is proven to be stable across various predictor values, rendering the model free from heteroscedasticity bias.

Table 7. Autocorrelation Test Results

Model	Durbin-Watson	Evaluation Standard	Conclusion
Regression	1.850	Approaching 2 (1.5 - 2.5)	No autocorrelation

Source: Processed primary data (2026)

Based on Table 7, the calculated value of the Durbin-Watson statistic in this survey data is recorded at 1.850. According to Field (2024), a Durbin-Watson value range around 2 (or conservatively between 1.5 to 2.5) indicates the absence of sequential correlation or autocorrelation in the error terms. This assumption of error independence has been fulfilled, making this regression model robust for statistical interpretation.

Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Results

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.126	0.501	-	2.249	0.031
Org. Culture (X1)	0.333	0.131	0.331	2.538	0.016
Org. Commitment (X2)	0.412	0.105	0.510	3.912	<0.001

Dependent Variable: ASN Performance Source: Processed primary data (2026)

Table 8 outlines the calculated multiple linear prediction equation model, which is $Y = 1.126 + 0.333X_1 + 0.412X_2$. The constant value of 1.126 explains that

if there is no intervention from either Organizational Culture or Commitment (value of zero), ASN Performance stands at an index of 1.126. The regression coefficients for X1 (0.333) and X2 (0.412) are absolutely positive, indicating a unidirectional relationship: every intensification of improvement in organizational culture or commitment will be responded to with an equivalent proportional increase in ASN performance.

Hypothesis Testing

Table 9. Results of the t-Test (Partial) and F-Test (Simultaneous)

Test	Test Statistic	Sig. (p-value)	Hypothesis Decision
t-Test (X1 -> Y)	t-count = 2.538	0.016	H1 Accepted (Significant)
t-Test (X2 -> Y)	t-count = 3.912	< 0.001	H2 Accepted (Significant)
F-Test (X1,X2 -> Y)	F-count = 20.739	< 0.001	H3 Accepted (Significant)

Source: Processed primary data (2026)

Table 9 represents the pinnacle of the hypothesis evaluation. At the partial testing level (t-Test), Organizational Culture is proven to significantly affect ASN Performance ($t = 2.538$; $p = 0.016$), thus H1 is accepted. Likewise, Organizational Commitment highly significantly drives ASN Performance with an extreme t-count (3.912 ; $p < 0.001$), validating the acceptance of H2. When both predictors are collaborated (F-Test), the F-count value (20.739) with a probability value well below 0.05 confirms that, in aggregate, the changes in apparatus performance are strongly influenced by variables X1 and X2 together (H3 is Accepted).

Table 10. Coefficient of Determination Results (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.732	0.535	0.510	0.30736

Source: Processed primary data (2026)

Table 10 complements the F-Test by presenting a coefficient of determination (R Square) value of 0.535. This metric projects the interpretation that 53.5% of all fluctuations or variability in ASN Performance at the BKPSDM can be solidly explained by the interventions of Organizational Culture and Organizational Commitment. The strength of this model falls into the moderate-to-strong category, where the remaining 46.5% ratio constitutes the residual influenced by other variables not estimated in this study design.

DISCUSSION

Results and Discussion of the Influence of Organizational Culture

The empirical findings confirm that organizational culture has a positive and significant partial effect on ASN performance, with a regression weight of 0.333 and a significance of 0.016. Theoretically, this finding legitimizes Schein's (2017) postulate, which views organizational culture not merely as a decorative attribute but as a foundation of "sense-making" that guides the cognition and operational actions of organizational members. Within the environment of the

West Kotawaringin Regency BKPSDM, a set of work values, coordination habits, discipline, and service orientation (as artifact layers and espoused values) have been well internalized, thereby reducing administrative uncertainty and directing the apparatus toward desired productivity standards.

At the practical level within the BKPSDM, the operationalization of these values has a very tangible impact. ASNs who understand the agency's vision have a low need for supervision; they are capable of completing mutation documents, designing competency developments, and handling personnel services autonomously while maintaining accuracy (quality and timeliness are preserved). A cultural condition that minimizes structural silos and encourages information openness has proven to facilitate smoother work interactions (interpersonal impact), allowing complex bureaucratic burdens to be managed into cost- and resource-effective administrative processes.

This result strongly resonates with previous empirical precedents. Research by Iddrisu & Mohammed (2024) as well as the study by Mishra & Kasim (2023) also confirm a similar point: in the public sector landscape, merely enforcing formal regulations (red tape) is insufficient to yield excellent public sector performance; it must be supported by a positive institutional culture that stimulates healthy interactive dynamics. The synchronization with these studies validates that a cohesive organizational culture acts as a crucial social engine in propelling ASNs to respond to public demands agilely.

Results and Discussion of the Influence of Organizational Commitment

This study successfully demonstrates that organizational commitment plays a crucial role and is partially highly significant in boosting ASN performance ($\beta = 0.412$, $p < 0.001$). The most prominent finding in this research is the Standardized Beta coefficient analysis (0.510), which shows that commitment is a much more dominant determinant affecting performance outcomes compared to organizational culture (0.331). Referring to Meyer and Allen's (1991) theory, the supremacy of this variable signals that the individual psychological drive of ASNs in West Kotawaringin is not merely due to fear of disciplinary sanctions or wage considerations (continuance commitment) but is deeply rooted in institutional identity affection (affective) and state ethical obligations (normative).

The dominance of this commitment variable provides profound reflections for regional personnel managers. The high performance recorded in the BKPSDM's LKjIP report does not emerge from a vacuum; it is the result of ASNs feeling attached to and involved with their agency. Employees with high organizational commitment will tend to exhibit extra-role behavior, such as a willingness to work overtime to complete document filings, patience in handling complaints from ASNs of other regional apparatuses, and actively seeking innovative solutions. It is this level of internal commitment that becomes the invisible energy driving the wheels of bureaucracy when not directly supervised.

The significance of this finding aligns with recent studies across the global public sector spectrum. Research by Ly (2024) in Cambodia and Zhao et al.

(2025) in China documented a parallel phenomenon: public employees armed with superior psychological attachment will proactively internalize the agency's goals into their personal targets. This finding dismisses skeptical assumptions about bureaucratic apathy, proving that commitment is the most valuable intangible asset in modern regional government bureaucracy.

Results and Discussion of the Simultaneous Influence

The simultaneous test justifies the research premise that the convergence of organizational culture and organizational commitment collectively acts as a massive and significant predictor of ASN performance ($F=20.739$, $p<0.001$). The explanatory power (R-Square) produced reached 53.5%. Theoretically, the orchestration of these two variables reflects a crucial concept in organizational behavior studies, namely the mutual synergy between the external structural ecosystem (culture) and the internal psycho-emotional readiness of individuals (commitment) (Colquitt et al., 2023). The institutional culture supplies an ecosystem that clarifies the norms of "what must be done," which in turn nurtures loyalty, and is then mechanically translated by commitment into the output of "actual performance."

The achievement of an R-Square of 53.5% is an explanatory figure considered high in behavioral social studies, given that human performance is a highly dynamic multivariate construct (Hair et al., 2019). The remarkable success of the BKPSDM of West Kotawaringin Regency in achieving a 100% Merit System Index and a 99.18% Service Satisfaction rate in 2025 is very rational when linked to the maturity of its cultural pillars and the solid bonding power of its employees. This phenomenon also confirms the conclusion of research by Abdullah & Chairil (2021) at the Pidie BKPSDM, which implies a universal pattern in Indonesia that the effectiveness of these 'heart of personnel' agencies absolutely relies on the excellence of their culture and employee loyalty.

Despite successfully explaining more than half of the variance, this research model still adheres to statistical proportionality by acknowledging the existence of a 46.5% residual. This remaining variability becomes an area of exploration for other off-model determinants. The comprehensive performance of ASNs at the BKPSDM is also likely facilitated by external instruments such as transformational leadership, appropriate compensation, adequate digital competency, a technological climate, or sufficient work-life balance. Therefore, the strengthening of culture and commitment should ideally serve as a launchpad to build a holistic talent management ecosystem.

CONCLUSIONS AND RECOMMENDATIONS

Based on a comprehensive empirical investigation, two main conclusions are drawn. First, partially, both organizational culture ($\beta=0.333$) and organizational commitment ($\beta=0.412$) contribute positively and with statistical significance to the level of ASN Performance at the BKPSDM of West Kotawaringin Regency. Commitment emerged as the strongest dominant predictor (Beta 0.510), implying the immense driving force generated by the inner relationship between bureaucrats and their agency. Second,

simultaneously, the fusion of cultural (culture) and psychological (commitment) variables can explain the fluctuation in apparatus performance by 53.5%. This conclusion underscores that maintaining an achieving bureaucracy is akin to nurturing communal noble values and the affective loyalty of its employees, not solely about technical regulations.

For practitioners and top leadership at the BKPSDM of West Kotawaringin Regency, it is recommended to aggressively nurture the positive work culture that has been formed and make the maintenance of commitment (psychological retention) a strategic priority. Given its immense significance, fostering ASN commitment can be tangibly realized through transparency in the merit system for careers, providing innovation space for executing/functional employees, distributing workloads equitably, and initiating non-financial recognition schemes for exceptional contributions. This human-centered approach is crucial for maintaining ASN morale and engagement so that excellent LKjIP achievements can be preserved.

ADVANCED RESEARCH

For future academic researchers, it is suggested to fill the discourse gap of the remaining 46.5% residual variance by incorporating modern exogenous variables, such as transformational leadership, job stress (workload/burnout), and digital literacy, into complex Structural Equation Modeling (SEM) frameworks (mediation/moderation). Expanding the methodological scope is also recommended, for instance, involving broader cross-comparisons among Regional Apparatus Work Units (SKPD) or utilizing mixed-methods interventions to neutralize biases from questionnaire-based self-report data, so that the phenomenon of public employee behavior in the era of regional autonomy can be understood with much greater richness.

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