



ORGANIZATIONAL COMMITMENT MEDIATES THE EFFECT OF WORK CULTURE ON BAWASLU EMPLOYEE PERFORMANCE

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Abstract:

Employee performance is a strategic determinant of public-sector accountability, particularly in an election supervisory institution that requires integrity, professionalism, and timely service. This study examined the effects of work culture on employee performance, both directly and through organizational commitment, among employees of the Election Supervisory Agency (Bawaslu) of North Lampung Regency. A quantitative associative survey was conducted using a census of all 35 employees. Data were collected through questionnaires supported by observation and interviews, then analyzed using validity and reliability tests, classical assumption testing, simple and multiple linear regression, t tests, F tests, coefficients of determination, and the Sobel test. The results showed that work culture significantly affected organizational commitment ($B = 0.656$; $t = 10.237$; $p < 0.001$), organizational commitment significantly affected performance ($B = 1.014$; $t = 11.496$; $p < 0.001$), and work culture significantly affected performance ($B = 0.796$; $t = 14.986$; $p < 0.001$). The joint model explained 89.9% of performance variance. The Sobel statistic of 8.150 ($p < 0.001$) confirmed a significant mediating role of organizational commitment. Strengthening consistent work values, employee involvement, fair recognition, and cross-unit collaboration is therefore essential for improving institutional performance.

Keywords: work culture, organizational commitment, employee performance, mediation, Bawaslu

INTRODUCTION

The success of public-sector organizations is determined not only by their structures and regulations, but also by the capacity of their human resources to produce high-quality, timely, and accountable work. Performance is the tangible outcome of task execution, as reflected in the quality and volume of work (Wibowo, 2020). In election supervisory institutions, performance requirements have distinctive characteristics because employees must simultaneously uphold integrity, independence, administrative accuracy, responsiveness, and public-service accountability.

Empirical conditions at Bawaslu of North Lampung Regency indicate that these achievements still require strengthening. Discipline data for 2025 show fluctuations in morning assembly attendance and punctuality, with several indicators declining to 70% in April and May. In terms of organizational outputs, work-program targets were set at 100%, while actual achievement remained within the range of 76% to 89%. These gaps were evident in institutional services, data verification and network maintenance, records management, and



information-system administration. This phenomenon indicates that technical improvements need to be accompanied by the development of consistent work behavior.

Work culture provides a system of shared values, norms, habits, and meanings that guides the behavior of organizational members. A strong culture aligns employee orientations, fosters discipline, and reduces dependence on rigid formal controls. From an organizational-behavior perspective, shared values and work practices can promote coordination and improve the effectiveness of task implementation (Robbins & Judge, 2017). In this study, work culture was operationalized through innovation, attention to detail, results orientation, employee orientation, aggressiveness, and stability (Tampubolon, 2018).

The influence of work culture on performance does not always operate solely through a direct pathway. Organizational commitment may serve as a psychological mechanism that translates work values into loyalty, a sense of belonging, and a willingness to make the best possible contribution. This commitment comprises affective attachment, continuance considerations, and a normative obligation to remain part of the organization (Meyer & Allen, 2016). With strong commitment, employees not only comply with procedures but also associate their personal success with the achievement of institutional goals.

Previous studies have shown that work culture is positively associated with the productivity and effectiveness of government personnel (Prasetyo & Lestari, 2022), while work culture and commitment together can strengthen employee performance (Aprinawati et al., 2024). Other studies have also demonstrated that organizational commitment bridges the influence of work culture on performance (Kurniawan et al., 2020; Rahmawati & Hidayat, 2023). Nevertheless, empirical testing within district-level election supervisory institutions remains limited, even though the nature of their work demands integrity, independence, and rapid responses in high-pressure work cycles.

This study aimed to analyze: (1) the effect of work culture on organizational commitment; (2) the effect of organizational commitment on employee performance; (3) the effect of work culture on employee performance; and (4) the role of organizational commitment in mediating the effect of work culture on the performance of employees at Bawaslu of North Lampung Regency. The practical novelty of this study lies in positioning organizational commitment as a mechanism that reinforces work culture within the governance context of regional election supervision.

RESEARCH METHOD

This study employed a quantitative design with an associative approach and a survey method. The research was conducted at Bawaslu of North Lampung Regency. The study population consisted of 35 employees, all of whom were included as respondents through a census technique; therefore, the unit of analysis covered the institution's entire workforce.

Primary data were collected through questionnaires, while observation and interviews were used to strengthen the understanding of organizational

conditions. The questionnaire consisted of 30 statements measured using a graded response scale: 10 statements on work culture, 10 statements on organizational commitment, and 10 statements on employee performance. Work culture was measured through innovation, attention to detail, results orientation, employee orientation, aggressiveness, and stability. Organizational commitment was measured through affective, continuance, and normative commitment. Employee performance was operationalized through productivity, service quality, responsiveness, responsibility, and accountability.

Instrument quality was tested using Pearson's product-moment correlation and Cronbach's alpha. The data were subsequently analyzed using the Kolmogorov-Smirnov normality test, simple linear regression for each direct relationship, multiple linear regression for the model of work culture and organizational commitment on performance, t tests, the F test, and coefficients of determination. The mediating role of organizational commitment was tested using the Sobel test at a 5% significance level. Statistical processing was performed using SPSS, while the mediation calculation followed the coefficient and standard-error parameters reported in the research results.

FINDINGS AND DISCUSSION

Respondent Characteristics

All 35 questionnaires completed by the employees were eligible for analysis. The respondent composition was dominated by working-age groups, included a slightly higher proportion of men than women, and consisted predominantly of bachelor's degree holders. This respondent profile indicates that most employees had an educational background adequate for carrying out administrative and supervisory functions.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Age	18–30 years	10	28.6%
Age	31–40 years	20	57.1%
Age	41–50 years	5	14.3%
Gender	Male	20	57.1%
Gender	Female	15	42.9%
Education	Senior high school	10	28.6%
Education	Bachelor degree	25	71.4%

Source: Primary data processed, 2026

Instrument Quality and Descriptive Results

All statement items met the validity criterion because their item-correlation coefficients exceeded the critical r value of 0.3338. The calculated r values ranged from 0.727 to 0.943 for work culture, from 0.640 to 0.879 for organizational commitment, and from 0.620 to 0.973 for employee performance. The Cronbach's alpha values for all variables were well above the 0.60 threshold, indicating that the instruments were internally consistent. The Kolmogorov-Smirnov test

yielded a significance value of 0.887, indicating that the residuals were normally distributed.

Table 2. Instrument Reliability and Variable Distribution

Variable	Valid r range	Cronbach's α	Dominant category	Frequency (%)
Work culture	0.727–0.943	0.959	Moderate	17 (48.6%)
Organizational commitment	0.640–0.879	0.916	Moderate	18 (51.4%)
Employee performance	0.620–0.973	0.933	Moderate	16 (45.7%)

Source: Primary data processed, 2026

Descriptively, no respondents were classified in the poor or very poor categories. Work culture was rated moderate by 48.6% of respondents, good by 37.1%, and very good by 14.3%. Organizational commitment was rated moderate by 51.4%, good by 42.9%, and very good by 5.7%. Employee performance was rated moderate by 45.7%, good by 34.3%, and very good by 20.0%. The predominance of the moderate category indicates that the foundations of organizational behavior have been established but have not yet been evenly internalized.

Hypothesis Testing

Table 3. Regression and Mediation Test Results

Relationship / Model	Coefficient	t / F / Sobel	p-value	R ²	Decision
Work culture → organizational commitment	B = 0.656	t = 10.237	< 0.001	0.761	Supported
Organizational commitment → performance	B = 1.014	t = 11.496	< 0.001	0.800	Supported
Work culture → performance	B = 0.796	t = 14.986	< 0.001	0.872	Supported
Work culture + commitment → performance	B ₁ = 0.547; B ₂ = 0.380	F = 142.047	< 0.001	0.899	Supported
Work culture → commitment → performance	a = 0.872; b = 0.895	Sobel = 8.150	< 0.001	—	Mediation supported

Source: Primary data processed, 2026

The direct regression equation for the effect of work culture on organizational commitment was $Z = 12.638 + 0.656X$. The equation for the effect of organizational commitment on performance had a constant of 0.348 and a coefficient of 1.014, while the equation for the effect of work culture on performance was $Y = 8.608 + 0.796X$. The simultaneous model produced $Y = 3.807 + 0.547X + 0.380Z + e$. The R² value of 0.899 indicates that work culture and organizational commitment jointly explained 89.9% of the variance in employee performance, while the remaining 10.1% was explained by factors not examined in this study.

Work Culture and Organizational Commitment

Work culture had a positive and significant effect on organizational commitment. The coefficient of 0.656 indicates that stronger work culture was followed by higher employee commitment, while the R² value of 0.761 indicates the proportion of organizational commitment explained by work culture.

Substantively, the values of integrity, discipline, results orientation, accuracy, and work stability provide employees with a clear framework of expected behavior. This clarity strengthens their sense of belonging and attachment to the organization. This finding is consistent with the view that a supportive organizational culture increases employee loyalty and involvement (Andriani & Kusmiyanti, 2024).

Organizational Commitment and Employee Performance

Organizational commitment had a positive and significant effect on employee performance. The coefficient of 1.014 and the R^2 value of 0.800 indicate that employee attachment to the organization is a strong determinant of performance. Employees with affective commitment work because they feel that they are part of the institution; continuance commitment strengthens their consideration of maintaining the employment relationship; and normative commitment encourages them to perform their duties as a moral obligation. These three dimensions contribute to the productivity, responsibility, and accountability required in the implementation of election supervision. This result is consistent with the conception of commitment as a psychological bond that encourages sustained contribution (Meyer & Allen, 2016).

Work Culture and Employee Performance

Work culture also had a direct effect on performance, with a coefficient of 0.796 and an R^2 value of 0.872. This means that work values that are understood and consistently practiced can improve the way employees complete tasks, maintain service quality, respond to problems, comply with procedures, and account for results. This finding reinforces studies in government institutions that identify work culture as a factor shaping discipline and employee productivity (Prasetyo & Lestari, 2022), as well as findings that a strong culture improves responsibility and work effectiveness (Aprinawati et al., 2024). In the Bawaslu context, implementation should focus on attendance consistency, timely report completion, records and network management, and interdivisional collaboration.

The Mediating Role of Organizational Commitment

The Sobel test produced a statistic of 8.150 with $p < 0.001$, confirming that organizational commitment mediated the effect of work culture on performance. This result indicates that work culture functions not only as a set of behavioral rules but also as a means of building psychological attachment that encourages employees to apply organizational values consistently. When work culture is strengthened without commitment, change may stop at formal compliance. Conversely, when organizational values are translated into a sense of belonging, involvement, and loyalty, employees are encouraged to exert effort beyond minimum requirements. This finding supports Kurniawan et al. (2020) and Rahmawati and Hidayat (2023), who identify organizational commitment as an important mechanism in the relationship between work culture and performance.

The managerial implication is that performance improvement cannot rely solely on supervision and disciplinary enforcement. Leaders need to integrate the

internalization of work values with two-way communication, employee involvement in decision-making, fair recognition, competency development, regular feedback, and an open work environment. At the same time, improvements in administration and digital records, cross-unit coordination, and consistent work-completion standards are required to provide tangible systemic support for employee commitment.

CONCLUSION

The study concludes that work culture has a positive and significant effect on organizational commitment and employee performance, while organizational commitment has a positive and significant effect on the performance of employees at Bawaslu of North Lampung Regency. The joint model of work culture and organizational commitment explained 89.9% of the variance in performance, and the Sobel test demonstrated that organizational commitment mediated the relationship between work culture and performance. Therefore, performance improvement should be pursued through two integrated pathways: the consistent application of work-culture values and the strengthening of employee attachment to the organization. Bawaslu of North Lampung Regency should foster discipline, results orientation, accuracy, innovation, and teamwork, while simultaneously improving leadership communication, employee participation, fair recognition, competency development, and effective administrative-system support. Because this study involved only 35 employees in a single office and used a cross-sectional design, future research may include several district or municipal Bawaslu offices, incorporate leadership or motivation variables, and use longitudinal measurements to examine the sustainability of performance changes.

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