

# Influence of Organizational Culture and Organizational Commitment towards Employee Performance among Employees of LGU Tagum and Asuncion

Mecca Diane C. Rosal <sup>a</sup>, Stilo Floyd Schneider<sup>b</sup>

<sup>a</sup> [meccadianerosal@gmail.com](mailto:meccadianerosal@gmail.com)

<sup>a</sup>Department of Education – Schools Division of Davao del Norte, Mankilam, Tagum City

<sup>b</sup>[stilofloyd.schneider@umindanao.edu.ph](mailto:stilofloyd.schneider@umindanao.edu.ph)

<sup>b</sup>UM Matina Campus, Professional School, Matina, Davao City

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## Abstract

The study dealt with the organizational culture and organizational commitment toward employee performance among employees of LGU Tagum and Asuncion. The main objective of this study was to determine the significant relationship between organizational culture and organizational commitment to employee performance among LGU Tagum and Asuncion employees using a quantitative, non-experimental research design utilizing a technique with regression analysis. This study randomly selected permanent and contractual employees of LGU Tagum and Asuncion, with 305 employees as respondents. Statistical techniques such as Mean, Pearson r, and Linear Regression Analysis were employed as the statistical tools used for the data treatment of this study. Results showed a very high level of organizational culture in terms of mission, involvement, and adaptability while a high level in terms of consistency. The study resulted in a high level of organizational commitment in terms of affective commitment, normative commitment, and continuance commitment. Also, the study showed a high level of employee performance in terms of working experience, and salary while a very high level of job satisfaction. Moreover, an association exists between organizational culture and organizational commitment toward employee performance. Therefore, organizational culture and commitment affect employee performance among LGU Tagum and Asuncion employees.

**Keywords:** Organizational Culture; Organizational Commitment; Employee Performance

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## 1. Introduction

The problem of employee performance is a crucial challenge for organizations, as it directly impacts their ability to strive for effectiveness. To achieve a compelling performance, it is necessary to preserve the present production, regardless of the number of jobs or the current output. Within an organization, the contribution of every employee based on performance affects its success. Employee performance affects how much they contribute to the organization. In order to improve organizational performance, enhancing performance must be concentrated, whether individual or group (Sirrullahet al., 2020). Furthermore, monitoring and keeping track of the individuals who contribute to establishing and maintaining a successful business is a crucial process. The performance of employees is an essential element in the recipe for the success of every firm (Bhaskar, 2020).

The progress of every organization depends on employee performance as well as innovative strategies and products (Darmawan, 2022). The active management position in a company relies heavily on the cruciality of employee performance. Thus, effective performance will motivate an organization to attain its objectives (Hasibuan et al., 2021). Successful employees play a crucial role in attaining organizational goals by consistently meeting deadlines, generating sales, and enhancing the brand via favorable customer

experiences. Effective employees ensure that tasks are completed accurately and efficiently on the first attempt (Leonard, 2019).

Organizational culture encompasses a collection of commonly held beliefs and standards within an organization, which are considered by the employees of great importance and significance, and when employees view the organization's system as valuable, it cultivates a supportive workplace environment in which human resources can comfortably contribute to improved performance. Aside from culture, organizational commitment is essential for supporting employees' performance during the initial contract of employment when individuals enter the workforce; through commitment, the organization can evaluate the extent of how motivated their employees are (Jufrizen, J. et al., 2021). Further, empirical studies conducted by previous researchers reveal the significant impact of organizational commitment on employee performance (Hafiz, 2017). Also, former researchers found that an organizational culture greatly influences employee performance (Muhammad & Mukzam, 2017).

In the Local Governments of Tagum and Asuncion, it has been observed by the researcher that organizational culture and commitment of the employees are crucial factors in the performance of the employees. Organizational culture wherein the employees will lead to a stronger knowledge of values and norms. Also, it is important to understand the factors behind employee performance and a reasonable predictor of an employee staying on the job. Moreover, one of the significant motivational aspects is the identity of individuals in the organization, which causes them to participate in the organization through organizational commitment. Further, the researcher has not found any research study in the local setting about the organizational culture and organizational commitment toward employee performance. With this, the researcher was motivated to conduct this study and investigate the problem.

### *1.1. Research objectives*

The main objective of this study was to determine which domain in organizational culture and organizational commitment significantly influence employee performance among LGU employees of Tagum City and Municipality of Asuncion. Furthermore, the study aims to address the following objectives:

- To assess the level of organizational culture, organizational commitment, and employee performance among employees of LGU Tagum and Asuncion;
- To determine the relationships of organizational culture and organizational commitment to employee performance among employees of LGU Tagum and Asuncion; and
- To determine if organizational culture and organizational commitment influence employee performance among employees of LGU Tagum and Asuncion.

### *1.2. Research hypothesis*

At 0.05 level of significance was investigated:

- There is no significant relationship between organizational culture and employee performance among LGU Tagum and Asuncion employees.
- There is no significant relationship between organizational commitment and employee performance among LGU Tagum and Asuncion employees.
- There is no domain in organizational culture and organizational commitment that significantly influences employee performance among LGU Tagum and Asuncion employees.
- There is no domain in organizational culture that significantly influences employee performance among LGU Tagum and Asuncion employees.
- There is no domain in organizational commitment that significantly influences employee performance among LGU Tagum and Asuncion employees.

### *1.3 Review of related literature*

#### *1.3.1 Organizational culture*

To start with, organizational culture is a deeply embedded pattern of behavior characteristic of an organization. Every organization possesses distinct patterns and traditions, which are formed by the underlying assumptions and ideas held by its employees (Limaj & Bernroider, 2019). Consequently, it acts as a unifying force that binds employees and organizations' structure, while also promoting constructive and creative work behavior. An inventive culture fosters a sense of collectivism among individuals by generating an environment that encourages critical thinking and the exchange of ideas. Organizational culture denotes to the framework of principles and convictions that influence the conduct of personnel inside a company (Khan, et al., 2018).

Certainly, culture plays a crucial role in organizations as a means to attain organizational success (Shahzad, et al., 2017). Moreover, an effective organizational culture offers explicit guidance, inspires people, and shapes their choices and behaviors. Employees who feel a strong connection to a positive organizational culture and share the same values are likely to be highly engaged with their tasks, experience high levels of job satisfaction, and make valuable contributions to achieve organizational goals (Adam et al., 2020). When people in an organization recognize and accept one other's common ideas, values, and actions, we say that they have a shared culture (Rusilowati & Wahyudi, 2020).

In fact, research conducted by the educational sector in Malaysia has shown that organizational culture has a significant role in driving employee performance by promoting innovation. Companies with strong and mature cultures are more likely to attract innovative ideas than those with less developed cultures because they value their employees' well-being more. A company with a strong culture produces a team of specialists who can solve problems in new ways. Motivated workers are more willing to go above and beyond for their companies and coworkers when they are happy (Addullahi, et al., 2021). The culture of an organization denotes as the fundamental system of convictions and behaviors that guide the actions and decisions inside a company (Soleman et al., 2020).

Another, a study on Hilton Hotel in UK, companies with strong cultures do better when they foster an environment that encourages passion, engagement, consistency, belonging, and coherence. (Christine, 2020). Correspondingly, organization with strong organizational cultures are more effective compare to companies with fragile culture systems due to the cohesion among employees who share common views and values. This unity is considered essential inside an organization. A well-established organizational culture is crucial in achieving outstanding performance from the employees. It serves a model of excellence in shaping behavior and performance (Joseph & Kibera, 2019).

#### *1.3.2 Organizational commitment*

To begin with, organizational commitment is an important business subject since it has many positive effects on the organization (Shahid & Azhar, 2021). According to the author, in order to show loyalty to their workplace, all employees must possess commitment of an organization. A drive to stay a part of the organization motivates this kind of devotion, which goes beyond mere passivity. In its simplest form, this describes a company's commitment to its employees' well-being and the efforts it makes to cultivate strong connections with them (Hadian, 2017).

Organizational commitment is a psychological state in which instructors hold a positive attitude towards the organization they are affiliated with, reflecting their emotional attachment and loyalty (Basri, et al., 2020). Consequently, an author has stated that organizational commitment serves as an intermediary in the correlation between workplace spirituality and performance of the employees. The presence of spirituality in the workplace fosters the development of virtuous habits and increases the likelihood of individuals

possessing attributes such as honesty, loyalty, trustworthiness, and integrity. Effective employee performance yields high-quality outcomes and contributes to the achievement of organizational goals (Evalyna, 2020).

Anent, research in the military discovered that an individual's likelihood of remaining in an organization is highly dependent on their level of organizational commitment. Organizational commitment denotes the emotional bond between a worker and their employer. It has been linked to a number of important outcomes, including employee retention, satisfaction of a job, performance on the job, absence from work, and organizational citizenship. Corpsmen's training and their sense of vocational competence are both open to change (Booth-Kewley, et al., 2017).

Another key point, organizations that possess the consciousness to truly and sensibly cultivate human resource management techniques will generate content, efficient, and dedicated personnel, hence enhancing organizational effectiveness and upholding employee performance quality (Torlak, et al., 2018). Notably, members that are deeply committed to the success of the company consistently demonstrate their dedication to the organization via their work. If the individuals aren't invested, the organization won't be able to reach its long-term objectives (Azeem, S., 2022).

### *1.3.3. Employee performance*

To start with, employee performance is the outcome of an organization's members' actions that demonstrate how well they have done their jobs. The degree to which an organization consistently achieves its objectives, and the level of outcomes it produces are both indicators of its success. Workers' performance is often defined as the outcomes of their efforts as they pertain to a specific job (Harras et al., 2020). To add with, the effectiveness of human resources (HR) is a crucial aspect of banking management. High performance and productivity are indicators of quality resources (Sakban, 2019).

Further, performance in the workplace is defined as the results attained by individuals during a specific time period in relation to their assigned tasks and responsibilities, in line with the organization's stated principles and standards. As a result of working together, individuals or teams are able to accomplish organizational goals within a specific time frame. Qualitative and quantitative output produced by workers who have carried out their tasks in line with the organization's expectations and obligations (Khaerul & Sedarmayanti, 2018).

Significantly, companies are established with the purpose of accomplishing shared objectives, which can only be attained via exceptional performance. Employees' performance is a visible manifestation of the results they've achieved in their roles inside the organization. Work that is closely related to the managed company's strategic goals yields better performance. An organization's people resources are its most valuable asset in determining its performance. Their performance will be much more impressive if the human resources are highly motivated, creative, and capable of developing innovation (Iskamto, Karim, et al. 2020).

In the context of new technologies and changing eras, one author noted that performance is affected by a number of things. One definition of employee performance is the degree to which workers are able to carry out their duties in a way that contributes to the accomplishment of organizational objectives. The organization's expectations of achieving goals in line with set regulations are also encompassed by this. Organizational success is thus highly dependent on personnel performance (Hajiali et al., 2022).

### *1.3.4 Correlation between measures*

An author asserted that a constant and strong association between organizational culture and organizational commitment exists which greatly enhances employee performance. Further, the extent to which employees conform to the organizations' culture has a direct influence on their enhancement in performance. Additionally, she stated that a positive organizational culture steadfast organizational commitment serves as the driving force behind employee behavior in achieving performance that ultimately results in the fulfillment

of organizational goals. Organizational culture should function as a valuable resource that enhances the performance of both the organization and its employees, eventually leading in a conducive work environment (Paramita, 2020).

Certainly, an empirical investigation involving 50 employees of Source Edge Software Technologies Pvt. Ltd unequivocally established a substantial and strong relationship between the organizational culture and employee performance. Working environment has strengthened by organization culture. The findings demonstrated that the employees are contented with the organization and anticipate to remain in the organization for an extended period of time. An employee who is well connected with the organizations general goals and objectives is considered as a crucial indicator of organizational performance (Sivakami and Samitha, 2018).

The results of data analysis signify that organizational commitment has a favorable and substantial impact on performance. Hence, a stronger degree of organizational commitment in an individual leads to a more significant enhancement in their performance. This implies that every employee must be dedicated to improving their performance and attaining the organization's goals. Employees who demonstrate commitment are more likely to exhibit a higher level of accountability for their jobs in comparison to those who lack dedication. The findings of this study are supported by several studies that affirm the significant influence and substantial impact on the performance of employees (Adhan et al., 2020).

#### 1.4 Theoretical framework

This study is anchored on the Social Exchange Theory (SET) by (Homans, 1958). The theory examines how individuals make decisions by evaluating the costs and rewards associated with social interactions, which can include both tangible and intangible outcomes. Every individual desires a partnership that offers sufficient benefits and demands fairness in return. The relationship between an employee and employer is reciprocal. When an organization's culture supports and enhances employee development, career growth, and empowerment, employees are motivated to increase their effectiveness and efficiency in their performance, knowing that they will benefit from it.

Moreover, this study is grounded in Adam's Equity Theory (Adams, 1963). It aims to establish a fair balance between employer and employee, fostering a strong and productive relationship that ultimately leads to motivated and pleased employees. Employees lose interest in their work and their company if they believe their efforts are going into something that doesn't seem to be paying off, according to this notion. Workers may react in a variety of ways to this, displaying signs of unmotivated, decreased effort, irritation, or, in the worst-case scenario, outright disruption. Financial incentives, recognition, reputation, and job stability are examples of outputs, while effort, loyalty, hard work, dedication, and talents are examples of inputs.

The first independent variable is backed by Denison (1990), who states that successful companies have organizational cultures that are comprised of four factors: engagement, consistency, adaptability, and mission. He concludes that the most desirable organizational cultures integrate these four values of involvement, consistency, adaptability and mission.

The second independent variable is backed by Meyer and Allen (1997), who found that organizational commitment has been conceived with three dimensions, which they named as affective, continuity, and normative commitment. This finding lends credence to the second independent variable.

Furthermore, the dependent variable is backed by Weerasinghe (2013), who claims that there are elements that affect employee performance. These factors include job satisfaction, salary, and working experience.

#### 1.5 Conceptual framework

Figure 1.5.1 presents the conceptual framework of the study. As shown, the independent variable of

the study is organizational culture with the following indicators: *Involvement*, *Consistency*, *Adaptability* and *Mission* (Denison, 1990). *Involvement* pertains to the process of cultivating human competence, ownership and accountability within an organization. *Consistency* which deals with establishing the values of a strong culture that serves the most important ways to integrate, coordinate and control the values of the organization. *Adaptability* which deals the ability to effectively respond to the changes internally and externally of organization. *Mission* is a guiding principle that sets performance objectives and gives a clear direction and goals for the organization and its members, helping to determine the proper path of action.

The second independent variable of the study is organizational commitment with the following indicators: *Affective*, *Continuance* and *Normative Commitment* (Meyer & Allen, 1997). *Affective commitment* is when an employee develops an emotional bond with the organization, indicating the level of how much they care about. *Continuance commitment* is the degree to which an individual is committed to staying with their current employer for the duration of their job. *Normative commitment* pertains to the employee's sense of duty and responsibility towards the organization.

Moreover, the dependent variable of the study is employee performance with the following indicators: *Job Satisfaction*, *Salary* and *Working Experience* (Weerasinghe, 2013). *Job Satisfaction* defined as a confluence of psychological, physiological, and environmental factors that expresses contentment with their employment. *Salary* is a payment, expressed in weekly, monthly or annual rates. *Working Experience* can be defined as either duration of time spent in a certain job or the frequency of doing a specific task.

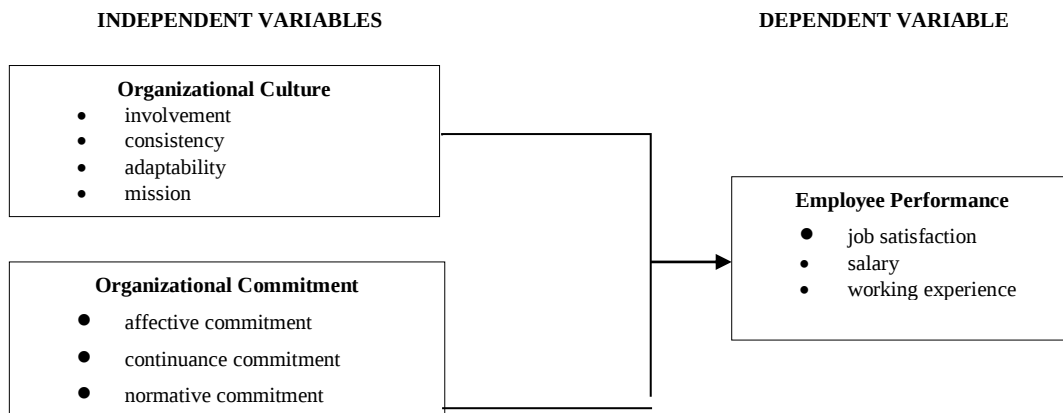


Fig. 1.5.1. The conceptual framework of the study

## 2. Method

### 2.1 Research design

The researcher used the quantitative, non-experimental research design utilizing correlation technique with regression analysis. This method was to determine the relationship of between two or more variables. Collecting numerical data and analyzing it using mathematically based methodologies is an integral part of correlation research, which aims to explain phenomena and investigate societal problems (Aliaga & Gunderson, 2002). Moreover, regression analysis is one of the most frequently used analysis techniques, it allows researchers to analyze and calculate the relationships between dependent and independent variables (Sarstedt & Mooi, 2018).

This study survey dealt on quantitative data from the intended participants in order to obtain their responses. The quantitative portion involves creating a suitable timetable for collecting data from the intended

participants in order to obtain their responses to the questions. The process on data collection of this study is conducted through via questionnaire. The focus of the study was to determine the significant relationship between the influence of organizational culture and organizational commitment towards employee performance among employees of LGU Tagum and Asuncion.

## 2.2 Population and sample

Selection of respondents in this study was through random sampling of the permanent and contractual employees of LGU Tagum and Asuncion with a total number of 1221 population and 305 of sample.

The subjects of the study were all employees of the Local Government Units of Tagum and Asuncion, regardless of age, Male or Female, Permanent or Casual in employment status. Moreover, the employees who are Job Order in employment status will not be included as respondents. Additionally, the participants were notified that they have the option to withdraw from the study at any point if they perceive any type of threat. During the course of the study, if the participants experienced discomfort when answering the questionnaire, they may found certain questions difficult to comprehend, or felt physically unwell, they were granted the option to withdraw from their participation.

## 2.3 Research instrument

The researcher utilized downloaded, adapted and modified questionnaire for the independent and dependent variables. The content underwent validation by both internal and external validators. The questionnaire items underwent a reliability test to assess the internal consistency of the items, employing Cronbach's Alpha. The questionnaires were pilot tested using a separate local government unit that was not included in the group of respondents designated for the study. Subsequently, the final survey was distributed and administered to the respondents. The study employed an instrument derived from the Likert-type Scale, which was adapted to measure both the independent and dependent variables in accordance with the study's setting.

## 2.4 Data collection

In facilitating the conduct of this study, the researcher adhered to the following steps:

- **Seeking Permission to Conduct the Study.** The study underwent a number of evaluations by the panel members. Subsequently, the research project underwent scrutiny by UMERC for additional assessment. Once the UMERC approval has been obtained, the researcher asked the Graduate School Office for an endorsement letter. This letter will then be submitted to the Local Government Units of Tagum and Asuncion for consent to perform the study. After obtaining the necessary endorsement from the Local Government Units of Tagum and Asuncion, the researcher will send a formal request letter to the school administrator in order to proceed with the study.
- **Collecting/Retrieval of the data needed.** The researcher sought authorization to conduct study from the Human Resource Office Head and administrative personnel per offices and assistance in the distribution of the questionnaire as approved by the Dean of Graduate School. Eventually, instruction and orientation were given by the researcher to the respondents to guide them upon going along with the questionnaires.
- **Checking, Collating and Processing of Data.** The collected data was meticulously organized, categorized, examined, and comprehended using the designated instruments in order to obtain the study's outcome. Conclusions and recommendations were derived from

the study's findings using the data.

## 2.5 Statistical tools

The following statistical tools that were used in this study to analyze the data gathered by the researcher:

- **Mean.** This was utilized in order to find out the influence of organizational culture and organizational commitment towards performance of employees on Local Government of Units of Tagum and Asuncion.
- **Pearson-r.** This was applied to determine how the Local Government of Units of Tagum and Asuncion employees felt on the significance relationship between organizational culture and organizational commitment towards employee performance.
- **Linear Regression Analysis.** This will be utilized to determine which domain of organizational culture and organizational commitment towards employee performance among employees of Local Government of Units of Tagum and Asuncion.

## 3. Results

### 3.1 Level of organizational culture

Table 1 displays the mean scores for the indicators of organizational culture among participants, with a garnered mean of 4.26, classified as a very high level with a 0.52 standard deviation. The respondents, in the majority of situations, closely examine organizational culture in relation to mission, involvement, adaptability, and consistency.

In descending order of computed general average score, the following results were compiled: with a mean of 4.30 for mission and with a 0.58 standard deviation; 4.28 for involvement with 0.52 standard deviation of 0.52; 4.27 level for adaptability with a standard deviation of 0.54, all characterized as very high level; and 4.19 characterized high level for consistency, a standard deviation of 0.59.

Table 3.1.1. Level of organizational culture

| Indicators     | Mean        | SD          | Description      |
|----------------|-------------|-------------|------------------|
| Involvement    | 4.28        | 0.52        | Very High        |
| Consistency    | 4.19        | 0.59        | High             |
| Adaptability   | 4.27        | 0.54        | Very High        |
| Mission        | 4.30        | 0.58        | Very High        |
| <b>Overall</b> | <b>4.26</b> | <b>0.52</b> | <b>Very High</b> |

### 3.2 Level of organizational commitment

The mean scores for the indicators of organizational commitment with an overall mean of 4.06 with a standard deviation of 0.60 described as high was shown in Table 2. The high level could be attributed to the high rating given by the respondents in all indicators in terms of *affective commitment*, *continuance commitment* and *normative commitment*.

In descending order of computed general average, the following results were compiled: 4.17 mean for *affective commitment*, a 0.66 standard deviation; 4.06 mean for *normative commitment*, a 0.67 standard deviation; and 3.96 mean for *continuance commitment*, a 0.65 standard deviation, all exhibited a high level.

Table 3.2.1. Level of fear of failure

| Indicators             | Mean        | SD          | Description |
|------------------------|-------------|-------------|-------------|
| Affective Commitment   | 4.17        | 0.66        | High        |
| Continuance Commitment | 3.96        | 0.65        | High        |
| Normative Commitment   | 4.06        | 0.67        | High        |
| <b>Overall</b>         | <b>4.06</b> | <b>0.60</b> | <b>High</b> |

### 3.3 Level of employee performance

Shown in Table 3 are the mean scores for the indicators of employee performance among employees of LGU Tagum and Asuncion with a mean of 4.09 describe as high level with a standard deviation of 0.60. This indicates that employee performance is excellent described by the respondents in majority cases in the items of job satisfaction, working experience and salary.

In descending order of computed general average score, the following results were compiled: 4.23 for job satisfaction, revealed as very high with a 0.58 standard deviation; 4.06 for working experience with a 0.61 standard deviation; 3.99 level for salary with a standard deviation of 0.69, both revealed as high level.

Table 3.3.1. Level of employee performance

| Indicators         | Mean        | SD          | Description |
|--------------------|-------------|-------------|-------------|
| Job Satisfaction   | 4.23        | 0.61        | Very High   |
| Salary             | 3.99        | 0.69        | High        |
| Working Experience | 4.06        | 0.75        | High        |
| <b>Overall</b>     | <b>4.06</b> | <b>0.60</b> | <b>High</b> |

### 3.4 Significance of the relationships between organizational culture and organizational commitment to employee performance

Relatively, determining whether organizational culture and organizational commitment have a significant relationship to employee performance is one of the objectives of this study. In order to examine the relationship between the variables, Pearson-r was also applied. Table 4 contains the findings of the analysis and interpretation of the substantial relationship between organizational culture and organizational commitment to employee performance. Eventually, in order to acquire a deeper comprehension of the factors, elucidations are presented.

Table 3.4.1. Significance of the relationships of organizational culture and organizational commitment to employee performance

| Independent Variables     | Dependent Variable   | r-value | r-square | p-value | Decision     |
|---------------------------|----------------------|---------|----------|---------|--------------|
| Organizational Culture    | Employee Performance | 0.712*  | 0.5069   | 0.001   | Reject $H_0$ |
| Organizational Commitment |                      | 0.799*  | 0.6384   | 0.001   | Reject $H_0$ |

\* $p < 0.05$

By looking at each independent variables, namely, *organizational culture and organizational commitment*, are significantly related to *employee performance*. The r-value for the relationship between *organizational culture and employee performance* is 0.712\* with a p-value of 0.001 and a coefficient of determination of 0.5069, which displays a positive correlation.

Further, gathered outcomes exposed that *organizational commitment* is significantly related to *employee performance*. There is a positive association between organizational commitment and employee performance, as indicated by the r-value of 0.799\*, p-value of 0.001, and r-squared of 0.6384. Each of the variables' p-values is less than the 0.05 limit. Analyzing the preceding data means that each independent variable is related to employee performance. The table demonstrates that the hypothesis stating that there is no significant relationship between organizational culture and organizational commitment to employee performance has been rejected.

### 3.5 Regression analysis on the influence of organizational culture and organizational commitment to employee performance

Exhibited in table 5 is the results gained using regression analysis to test whether the variables organization culture and organizational commitment influence employee performance. Further, to better understand the variables, elucidations are laid out.

Table 3.5.1. Regression analysis on the influence of organizational culture and organizational commitment to employee performance

| Independent Variables                   | Unstandardized Coefficients |                       | Standardized Coefficients | t-value | p-value | Decision     |
|-----------------------------------------|-----------------------------|-----------------------|---------------------------|---------|---------|--------------|
|                                         | B                           | SE                    | Beta                      |         |         |              |
| (Constant)                              | 0.283                       | 0.166                 |                           |         |         |              |
| Organizational Culture                  | 0.321                       | 0.056                 | 0.274*                    | 5.698   | 0.001   | Reject $H_0$ |
| Organizational Commitment               | 0.602                       | 0.048                 | 0.599*                    | 12.426  | 0.001   | Reject $H_0$ |
| Dependent Variable Employee Performance |                             |                       |                           |         |         |              |
| R=0.821*                                |                             | R <sup>2</sup> =0.674 |                           |         |         |              |
| F-ratio=311.878                         |                             | P-value=0.001         |                           |         |         |              |

By looking first at each independent variable, organizational culture bears an unstandardized coefficient beta of 0.321, with standard error of 0.056, a standardized coefficient beta of 0.274\*, a t-value of 5.698, and a p-value of 0.001. Consequently, organizational commitment indicates an unstandardized coefficient beta of 0.602, with standard error of 0.048, a standardized coefficient beta of 0.599\*, a t-value of 12.426, and a p-value of 0.001. The preceding figures show that organizational culture predicts employee performance as well as organizational commitment towards employee performance.

Moreover, the table indicates, the F-ratio with 311.878, an R-value of 0.821\* and a p-value of 0.001, indicating that the independent variables predict employee performance. The R<sup>2</sup>=0.674 specifies that 67.4% of the variations in employee performance is explained by organizational culture and organizational commitment. There are 32.60% other factors influencing employee performance that are not part of this study.

### 3.6 Regression analysis on the domains of organizational culture that significantly influence employee performance

Table 3.6.1. illustrates the results gained by using regression analysis to test whether the organizational culture domains influence employee performance. Additionally, to better understand the indicators, elucidations are presented.

Table 3.6.1. Regression analysis on the domains of organizational culture that significantly influence employee performance

| Independent Variables                   | Unstandardized Coefficients |       | Standardized Coefficients | t-value | p-value | Decision            |
|-----------------------------------------|-----------------------------|-------|---------------------------|---------|---------|---------------------|
|                                         | B                           | SE    | Beta                      |         |         |                     |
| (Constant)                              | 0.508                       | 0.208 |                           | 2.446   | 0.015   |                     |
| Involvement                             | 0.261                       | 0.089 | 0.227*                    | 2.931   | 0.004   | Reject $H_0$        |
| Consistency                             | 0.151                       | 0.079 | 0.148*                    | 1.919   | 0.056   | Do not Reject $H_0$ |
| Adaptability                            | 0.253                       | 0.094 | 0.229*                    | 2.698   | 0.007   | Reject $H_0$        |
| Mission                                 | 0.177                       | 0.085 | 0.169*                    | 2.076   | 0.039   | Reject $H_0$        |
| Dependent Variable Employee Performance |                             |       |                           |         |         |                     |
| R=0.713*      R <sup>2</sup> =0.509     |                             |       |                           |         |         |                     |
| F-ratio=77.687      P-value=0.001       |                             |       |                           |         |         |                     |

Looking first at each indicator, involvement bears an unstandardized coefficient beta of 0.261, with a standard error of 0.089, a standardized coefficient beta of 0.227\*, a t-value of 2.931, and a p-value of 0.004. Consistency demonstrates an unstandardized coefficient beta of 0.151, with a standard error of 0.079, a standardized coefficient beta of 0.148, a t-value of 1.919, and a p-value of 0.056. Adaptability, demonstrates an unstandardized coefficient beta of 0.253, an unstandardized coefficient SE of 0.094, a standardized coefficient beta of 0.229\*, a t-value of 2.698, and a p-value of 0.007. Mission, demonstrates an unstandardized coefficient beta of 0.177, with a standard error of 0.085, a standardized coefficient beta of 0.169\*, a t-value of 2.076, and a p-value of 0.039. The preceding figures show that organizational culture predicts employee performance given lower values of unstandardized coefficient SE which denotes significance and a p-value less than the 0.05 limit.

Correspondingly, looking at the table as a whole, the F-ratio is 77.687, with an R-value of 0.713 and p-value of 0.001, stipulating that the indicators predict employee performance. The R<sup>2</sup>= 0.509 specifies that only 50.9% belongs to the indicators of the study, while those excluded are deemed additional indicators. Moreover, the mission, involvement and adaptability have a significant influence to employee performance.

### 3.7 Regression analysis on the domains of organizational commitment that significantly influence employee performance

Table 3.7.1 illustrates the results gained by using regression analysis in testing whether the domains of organizational commitment influence employee performance. Additionally, to better understand the indicators, elucidations are presented.

Table 3.7.1. Regression analysis on the domains of organizational commitment that significantly influence employee performance

| Independent Variables                   | Unstandardized Coefficients |       | Standardized Coefficients | t-value | p-value | Decision     |
|-----------------------------------------|-----------------------------|-------|---------------------------|---------|---------|--------------|
|                                         | B                           | SE    | Beta                      |         |         |              |
| (Constant)                              | 0.802                       | 0.139 |                           | 5.760   | 0.001   |              |
| Affective Commitment                    | 0.447                       | 0.048 | 0.493*                    | 9.235   | 0.001   | Reject $H_0$ |
| Continuance Commitment                  | 0.122                       | 0.048 | 0.133*                    | 2.524   | 0.012   | Reject $H_0$ |
| Normative Commitment                    | 0.232                       | 0.053 | 0.257*                    | 4.366   | 0.001   | Reject $H_0$ |
| Dependent Variable Employee Performance |                             |       |                           |         |         |              |
| R=0.812*      R <sup>2</sup> =0.659     |                             |       |                           |         |         |              |
| F-ratio=193.945      P-value=0.001      |                             |       |                           |         |         |              |

Looking first at each indicator, affective commitment bears an unstandardized coefficient beta of

0.447, a standardized coefficient SE of 0.048, a standardized coefficient beta of 0.493\*, a t-value of 9.235, and a p-value of 0.001. Continuance Commitment demonstrates an unstandardized coefficient beta of 0.122, an unstandardized coefficient SE of 0.048, a standardized coefficient beta of 0.257\*, a t-value of 4.366, and a p-value of 0.001. The preceding figures show that organizational culture predicts employee performance given lower values of unstandardized coefficient SE which denotes significance and a p-value less than the 0.05 limit.

Correspondingly, looking at the table as a whole, the F-ratio is 193.945, with an R-value of 0.812 and p-value of 0.001, stipulating that the indicators predict employee performance. The  $R^2 = 0.659$  specifies that only 65.9% belongs to the indicators of the study, while those excluded are deemed additional indicators. Further, all three indicators, affective commitment, continuance commitment and normative commitment have a significant influence to employee performance.

## 4. Discussion

### 4.1 Level of organizational culture

It was found out that the degree of organizational culture among employees of LGU Tagum and Asuncion was very high. This indicates that organizational culture is very much observed among respondents. Employees on LGU Tagum and Asuncion assumed very high rating in terms of mission, involvement and adaptability and high rating on consistency. It means that employees keep in mind the meaning and direction of their tasks for a clearer mission, consider themselves capable of making a beneficial contribution to the organization, comprehend the desires and requirements of their clients and take note of the fact that their organization has a code of ethics that serves to direct behavior and distinguish between right and wrong.

Various authors supported the very high descriptive equivalent in the level organizational culture. According to an author, Khan et al. (2018), organizational culture acts as a unifying force that binds employees and the organizations' structure, while also promoting constructive and creative work behavior. An inventive culture fosters a sense of collectivism among individuals by generating an environment that encourages critical thinking and the exchange of ideas. Organizational culture denotes to the framework of principles and convictions that influence the conduct of personnel inside a company. Low et al. (2020) stated an efficient organizational culture cultivates managers that are deeply passionate and proactive in addressing both external and internal concerns.

Given the very high descriptive equivalent in the level of mission, according to Nigussie (2018) employees are given a clear and unique sense of self by entities, clearly by outlining the common ideas and values, staff members may deeply connect with the organization's mission and become an integral part of it. The core values that guide an organization's workers, set the tone for the workplace, and help build a favorable reputation for the company are all part of its culture. Staff members from many walks of life are united in their pursuit of the mission, which fosters a sense of community. Despite of being diversified, mission serves as a glue binding within an organization.

Similarly, Carvalho et al. (2019) the necessity of having a mission plays a vital role in shaping its organizational culture. Managers define the purpose of this goals by allocating precise and specific goals to every important element of organization's mission. It comprises a well-defined strategic objectives and decisions that guide the organizations operations. The result also showed that employees of LGU Tagum and Asuncion has a very level of mission, which entails that they are well-directed and committed to their jobs since they have a clear mission.

Correspondingly, involvement resulted very high level among employees, Wahyuningsih et al. (2019) discusses that in order to strategically develop their organizations around their team members, encourage coordinated activities, empower and engage their people, and achieve high performance, high-performing corporations employ an involvement in culture. Managers, executives and staff demonstrate

unwavering dedication and deep sense of accountability towards the organization's principle. Additionally, Halim et al. (2019) claim that a substantial degree of involvement in employee participation in decision-making can make a significant contribution to the efficacy of organizational culture. In the context of this study, the employees of LGU Tagum and Asuncion found the very high level of involvement which captures employees who hold the belief that they can exert a beneficial influence on the organization.

Furthermore, in the context of adaptability resulted a very high level, an author Lockhart et al. (2020) stated employees who demonstrate a high level of proficiency in adjusting in response to internal and external factors. This is a crucial role in enhancing corporate success, particularly when an organization is adaptable to environmental changes and prioritizes the needs of its workers and customers. Employees of LGU Tagum and Asuncion found a very high of adaptability in which it deals with the flexibility of the organization to apprehend the organization's capacity to translate the extern needs and demand of its customers.

Moreover, Chen et al. (2019) stated that consistency it is a fundamental factor that contributes to the establishment of a strong corporate culture and the improvement of employee performance. This indicator got the lowest mean among the four indicators of organizational culture. Ibarra-Cisneros et al. (2020) found that there is a deep foundation of consistency in internal focus. Workers understand exactly how their efforts affect the productivity of their coworkers and how their success affects the company as a whole because of the consistent nature of the task. This helps employees prioritize duties so they can be coordinated smoothly, which ultimately improves their service to the firm. As a result of high consistency, employees of LGU Tagum and Asuncion get an understanding of how ethical code guides employees' behavior and tells right from wrong.

#### *4.2 Level of fear of organizational commitment*

It was found out that the degree of organizational commitment among employees of LGU Tagum and Asuncion was high. This indicates that organizational commitment is very much observed among respondents. This is because of the high rating assumed by the respondents in terms of affective commitment, normative commitment and continuance commitment. It means that employees are proud to tell people about their organization, fully accepted their obligations from their organization and consider a scarcity of accessible resources as one of the few disadvantages of quitting in their current organization.

Various authors supported the high level of rating on organizational commitment which was parallel to the study of Dinc (2017) employees that care deeply about their organization have different opinions than those who aren't as invested. Employees that are highly committed to their organization are more likely to do a good job, are less likely to miss work, and are more likely to reach their professional goals. Along with a firm belief in the organization's goals and beliefs comes a determination to put in a lot of work for the organization. According to Robbins and Judge (2017), a study on the impact of influence on commitment has a substantial effect on performance, employee dedication to company goals is highly valued by many managers. Employee dedication to organizations goals is highly valued is much appreciated by several supervisors. Embracing the ideas and aims of the organization is sometimes a need for personnel to accept goals.

According to (Ng & Allen, 2018) employees that have a deep emotional investment in the company's mission and values are enthusiastic about working there and see themselves as integral parts of the company's structure. Those that have a deep connection to the group will take pride in being members and will see organizational problems through a personal lens. As a result, they will be happy to contribute their efforts to the organization. People are more likely to give their all when they feel a personal investment in the success of the company.

Further, normative commitment resulted another high level of mean score, Busro (2018) a person's normative commitment may be defined as the assessment they make in order to justify maintaining their participation in the group. When workers stay with a company because they believe it is necessary or required

to uphold their own principles, this is known as normative commitment. The only reason these employees stay is because they feel obligated to.

Additionally, Ali (2022) discovered a notable correlation between normative commitment and contextual employee performance. This implies that individuals who demonstrate higher levels of normative commitment and enthusiasm while executing out their tasks tend to achieve higher work performance. Employees of LGU Tagum and Asuncion results a high level of normative commitment, this indicates that employees felt a sense of acceptance towards their obligation to their organization.

According to (Mulianti, 2019) employees exhibit continuance commitment when they are aware of the numerous commitments and possible downsides linked to leaving their job, such as the time, energy, and pension benefits that have been invested. When employees are committed to the company's long-term employee program, it fosters a two-way street of communication between upper management and workers, which ultimately pays off in a measurable way. Bouziri et al. (2020) states continuance commitment as a state in which employees are cognizant of obligations and potential disadvantages associated if they quit their current employment. Notably, employees of LGU Tagum and Asuncion responded with a high level of continuance commitment. The employees' seen one of the few negative consequences of leaving their organization is the scarcity of available resources.

#### *4.3 Level of employee performance*

It was found out that the degree of employee performance employees of LGU Tagum and Asuncion was high. This indicates that employee performance is very satisfactory among respondents. This is because of the high rating assumed by the respondents in terms of job satisfaction, working experience and salary. It means that employees are satisfied with their work, felt the training opportunities given to them that encourages them to work better and noticed that the economy affects their satisfaction with their current salary level.

The high descriptive equivalent in the level of employee performance was supported by various authors. According to authors Fajrin, Saragih, and Indratjahjo (2018), good performance from workers is essential for every company. To add with, the effectiveness of human resources (HR) is a crucial aspect of banking management. High performance and productivity are indicators of quality resources. Workers are expected to consistently deliver high-quality performance since it reflects their job and contributes to the success of the firm Sakban (2019).

As per study and statement of Baqir et al. (2020), job satisfaction pertains to an employee's perception and emotions towards tasks and responsibilities imposed by the management. In today's changing era and highly competitive business environment, the success of any company relies on having satisfied employees. The owners and executives of SMEs-small and medium-sized firms have recognized the need of ensuring job satisfaction of their businesses. Contented employees have a positive impact and can make a substantial contribution to the overall success of organization.

To continue, Saragih, I. N. et al. (2020) working experience is essential in recognizing the influence on improving employee performance and attaining predetermined goals. Employee proficiency pertains to the extent of knowledge and abilities that workers have acquired in their respective job, this proficiency may be assessed based on the duration and the nature of the tasks performed during a certain period. The importance of the employee with previous experience is expected to enhance the organizations effectiveness and efficiency to its objectives. An individual with a substantial job experience possess a greater knowledge and understanding on unexpected challenges.

Correspondingly, the high level of salary is inconsonant with Lee et al. (2017) found that salary has an impact on employee performance. Moreover, Endarwita, E. et al. (2019) salary is given to employees which encourages them to exert maximum effort and enhances the organizations' success. A competitive compensation is highly regarded as employee welfare benefit that increase their performance and productivity

in working for their company. An employee's diligent effort deserves a fair and decent remuneration, if given unjust, several problems may arise. The organization must be cautious of the salary provision, the salary undeniably impacts the performance of the employees.

#### *4.4 Significance of the relationships of organizational culture and organizational commitment to employee performance*

The result of the study presented a strong association between organizational culture and organizational commitment to employee performance among LGU Tagum and Asuncion employees. This connotes that organizational culture and organizational commitment significantly influence employee performance among employees which can be seen in the data. The computed r-value for each relationship with a p-value less than 0.05 indicated a positive relationship between variables. The positive r-value showed a direct correlation between the variables, which further suggests that as the level of organizational culture is observed the employee performance goes high. Also, as the organizational commitment is much felt the employee performance goes high as well.

Accordingly, Negara (2017) research findings indicate a positive relationship on organizational culture and organizational commitment positively influences performance of employees. High levels of communication, trust and an innovative culture are positively correlated with the commitment of employees. One facet of organizational commitment is the author's recognition that a substantial amount of effort is required to sustain the organization. Further, the author uncovered a study that the organizational culture exerts a substantial influence the performance levels of employees.

The result of the study affirms the Social Exchange Theory SET Homans (1958) it examines how individuals make decisions by evaluating the costs and rewards associated with social interactions, which can include both tangible and intangible outcomes. Every individual desires a partnership that offers sufficient benefits and demands fairness in return. The relationship between an employee and employer is reciprocal. When an organization's culture supports and enhances employee development, career growth, and empowerment, employees are motivated to increase their effectiveness and efficiency in their performance, knowing that they will benefit from it.

#### *4.5 Regression analysis on the influence of organizational culture and organizational commitment to employee performance*

The regression analysis on the variables under study revealed the data established that both organizational culture and organizational commitment is a predictor of employee performance. This indicates that organizational culture and organizational commitment significantly relates to employee performance.

This is further asserted by the theory of Adam's Equity Theory Adams (1963) it aims to establish a fair balance between employer and employee, fostering a strong and productive relationship that ultimately leads to motivated and pleased employees. Employees lose interest in their work and their company if they believe their efforts are going into something that doesn't seem to be paying off, according to this notion. Workers may react in a variety of ways to this, displaying signs of unmotivated, decreased effort, irritation, or, in the worst-case scenario, outright disruption. Financial incentives, recognition, reputation, and job stability are examples of outputs, while effort, loyalty, hard work, dedication, and talents are examples of inputs.

Additionally, an author asserted Pramita (2020) that there is a constant and strong association between organizational culture and organizational commitment which greatly enhances employee performance. The extent to which employees conform to the organizations' culture has a direct influence on their enhancement in performance. Additionally, she stated that a positive organizational culture steadfast

organizational commitment serves as the driving force behind employee behavior in achieving performance that ultimately results in the fulfillment of organizational goals. Organizational culture should function as a valuable resource that enhances the performance of both the organization and its employees, eventually leading in a conducive work environment.

#### *4.6 Regression analysis on the domains of organizational culture that significantly influence employee performance*

The data established that only three indicators of organizational culture predict employee performance. These are involvement, adaptability and mission, which directly predicts employee performance.

Certainly, a study conducted by Sivakami & Samitha (2018) an empirical investigation involving 50 Source Edge Software Technologies Pvt employees. Ltd unequivocally established a substantial and robust relationship between the culture and employee performance. The working environment has been strengthened by organizational culture. The findings demonstrated that the employees are content with the organization and anticipate remaining there for an extended period. An employee well connected with the organization's general goals and objectives is considered a crucial indicator of organizational performance.

In a more recent studies examined by Hendrato & Subyantoro (2021) and Lau et al. (2020) unveiled that organizational culture immensely affects employee performance. Hence, organizations must strengthen their management aspect in a way that prioritizes the development of a highly effective organizational culture by optimizing the structure of the organization in order to attain and sustain high employee performance levels. In addition, (Fidyah and Setiawati, 2020) it has been found out that a strong organizational culture is highly helpful for enhancing employee performance and increasing the overall performance of the organization.

#### *4.7 Regression analysis on the domains of organizational commitment that significantly influence employee performance*

The data established that all indicators of organizational commitment directly predict employee performance. These are affective commitment, continuance commitment and normative commitment.

Research findings indicate that that organizational commitment has a certain and significant effect on employee performance Adhan et al. (2020). This implies that the when an employee has a greater commitment to the organization, it results to exerting maximum effort in every job done. Employees who display more dedication on what they do for the organization are likely to exhibit responsibility, in contrast to those employees who do their task for just compliance.

This was confirmed by Sularso (2017) which states that organizational commitment has a substantial effect on employee performance, the higher the levels organizational commitment are associated with improved employee performance. Lydia et al. (2018) explained that organizational commitment as the extent of employees' trust, acceptance and goals towards the organization as well as desires to stay in the organization. Employee performance is affected by their organizational commitment within their organization.

#### *4.8 Conclusion*

Referring back to the results of the research objectives, the researcher concluded that the level of organizational culture of the employees of LGU Tagum and Asuncion was very high. The level of organizational commitment of the employees was high. As well as the level of employee performance of employees was high. For significant relationship between variables, both organizational culture and

organizational commitment have a significant relationship to employee performance. Correspondingly, for regression analysis on the domain of organizational culture only three out of four indicators namely involvement, adaptability and mission that significantly predicts employee performance, however, for regression analysis on the domain of organizational commitment, all three indicators namely affective commitment, normative commitment and continuance commitment significantly predicts employee performance. Furthermore, both organizational culture and organizational commitment was found to be a predictor of employee performance.

Moreover, an association occurs between organizational commitment and employee performance among employees of LGU Tagum and Asuncion, which supports Social Exchange Theory SET Homans (1958) is concerned with how an individual decides by comparing the expense of a social engagement to the potential benefits, which may include both actual and intangible resources. Every individual desires a partnership that offers sufficient benefits and anticipates receiving their fair share. A mutually beneficial relationship exists between employers and employees; when a company's culture encourages and facilitates growth, advancement opportunities, and empowerment, workers are likelier to put up their best effort in their work and achieve better results.

Further, an association between organizational commitment and employee performance among employees of LGU Tagum and Asuncion, the Adam's Equity Theory Adams (1963) it is finding a fair balance which helps to achieve a strong and productive relationship with the employee, with overall result being contented, motivated employees. Employees have a natural tendency to make sure that their own contributions are fairly rewarded in comparison to those of their coworkers inside the company. As long as there are inequalities in the workplace, employees will be unhappy, and their level of discontent will be proportional to the severity of the imbalance. In this view, one of the most important things is that people care about and are motivated to maintain fair treatment of others.

#### *4.8 Recommendation*

After a profound consideration of the possible implications of the findings and conclusion of the study, the researcher came up with the several recommendations.

First, in the context of this study, the LGU Tagum and Asuncion need to sustain, under certain circumstances, their deeply established organizational culture as a source of competitive advantage. The significance of the organizational culture—a fundamental managerial concept that guides and controls behavior in the direction of achieving organizational objectives—is very much observed by employees on the LGUs of Tagum and Asuncion. To the Heads of Office, to ensure that the organization's culture remains consistent, it is important for leaders to set a positive example, have regular sessions of two-way communication and sharing, and keep these initiatives going strong. Next, to raise the level of organizational commitment of the employees of LGU Tagum and Asuncion to very high. Heads of Office must establish and integrate initiatives including capacity building, policy making, employee voice, and team-building exercises that enhance and strengthen organizational commitment. With this, employees will experience greater attachment, goal congruency, identification loyalty and allegiance to their organizations. The more committed an employee is, the more successful they will be in achieving the organization's objectives by giving their all.

Moreover, to raise the level of employee performance to very high, heads of office must build a mutual beneficial connection, they may provide an assessment or evaluation to the employees from the initiatives they implemented and improve the programs. The researcher recommend that heads of office must provide feedback on the implemented programs so they can know which important outputs need their attention. As an employee, it is your obligation to act and think in a way that will contribute to the organization's continued growth. Fostering a culture of dedication and commitment is not solely the obligation of the organization. It is necessary to possess qualities such as persistence, integrity, teamwork, and inventiveness. Since people are the most valuable asset in any firm, everyone should strive to be an asset.

Lastly, to the future researchers, to increase pool of potential respondents from both public and private sectors. With the goal of learning more about the experiences of individual employees across a range of ages in relation to the integration of organizational culture and organizational commitment into their own work lives, while also taking into account the employment situation of all respondents.

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