



The Role of Organizational Commitment in Mediating The Influence of Work Motivation and Organizational Culture on Bappeda Provinsi Bali Employee Performance

Komang Yogi Lesmana, A.A. Media Martadiana and I Ketut Darma*

Magister of Management, Universitas Warmadewa, Denpasar- Indonesia

*Email: tutdarma@gmail.com

Published: 20/09/2023

How to cite (in APA style):

Lesmana, K. Y., Martadiani, A. A. M., & Darma, I. K. (2023). The Role of Organizational Commitment in Mediating The Influence of Work Motivation and Organizational Culture on Bappeda Provinsi Bali Employee Performance. *Jurnal Ekonomi dan Bisnis Jagaditha*, 10(2), 219-227. doi: <https://doi.org/10.22225/jj.10.2.2023.219-227>

Abstract—The purpose of this study was to examine and analyze the effect of work motivation and organizational culture on employee performance through organizational commitment at BAPPEDA Provinsi Bali. This study uses a combination of quantitative and qualitative methods. The number of respondents in this case was 112 respondents. The collected data were analyzed using partial least square structural equation modeling (SEM-PLS). The results indicate that (1) work motivation influences employee performance, (2) organizational culture influences employee performance, (3) work motivation influences organizational commitment, (4) organizational culture influences organizational commitment, (5) organizational commitment influence on employee performance, (6) organizational commitment can partially mediate the effect of work motivation on employee performance, (7) organizational commitment can partially mediate the influence of organizational culture on employee performance.

Keyword: Employee Performance; Organizational Commitment; Organizational Culture; Work Motivation

I. INTRODUCTION

Human Resources (HR) is an important factor in an organization because that is a group of people working together to achieve certain goals Sudaryo, et al. (2018:3). According to Ardana et al., (2015:3) human resources are valuable and useful assets for the organization, because the measure of success for the organization is determined by the human element.

Performance has an important role in the continuity of the organization. According to Armstrong (2009), performance is an organizational goal, satisfaction and contribution to the economy which has a close relationship with the acquisition of work results. In line with the enactment of UU No. 5 Tahun 2014 concerning the State Civil Apparatus states that Civil Servants (PNS) prioritize the achievement of results and encourage employee performance and be able

to provide services to the public in an honest, responsive, fast, precise, accurate, efficient, effective and good manner (*Peraturan Presiden Republik Indonesia*, 2014). It is important to point the improvement of the quality of human resources must be of particular concern to the government, human resource development is basically an increase in employee performance that reflects the ability of members to work in an organization.

Hasibuan (2016:6) suggests that employee performance is a work result that is achieved by someone in carrying out the tasks assigned to him which is based on skills, experience and sincerity as well as time, in other words, performance is the result of work achieved by someone in carrying out work. The tasks assigned to him are in accordance with the established criteria. Employee performance is influenced by several factors, according to Simamora (2015:78), performance is influenced by individual, psychological, and

organizational factors. Hessel (2017:188) suggests that the factors that influence employee performance are motivation, organizational culture, compensation, spiritual leadership, job satisfaction, discipline, physical work environment and organizational commitment.

Quoted from Jakarta-Kompas.com July 21, 2022, Acting Head of the State Civil Service Agency (BKN) Bima Haria Wibisana said that the performance of human resources (HR) who work as government employees in Indonesia is considered to be quite low. ASN is currently in the category of deadwood. That is, the performance and performance of the ASN is low or even bad. In the star category, it's only 19.82 percent. Compared with deadwood this is almost 35 percent. So ASN in Indonesia is almost 35 percent deadwood.

Likewise, the performance of employees at the Bappeda of the Province of Bali has not shown optimal performance. Based on data from the 2019-2021 Bappeda Government Agencies Performance Report, it is known that target achievements and realization have fluctuated from year to year or from 2019 to 2021. The realization of the budget target achievement could not reach the 100% target, this was because there were several activity plans that had not been or were not implemented.

According to Zeffane (2018), Human Resource Management does have a duty to strive for this labor turnover (LTO) remains low. Turnover rate is the employee turnover rate which is illustrated by the percentage of workers who do not continue working at the agency in a certain period, the higher turnover, means that more and more employees leave the company. Vice versa. Employees leave, among others, due to entering retirement age, experiencing termination of employment (PHK), and resigning.

Based on LKJP Bappeda 2019-2021 shows that in 2019 to 2021 the turnover rate in BAPPEDA Provinsi Bali shows the level of turnover which increases every year. According to Maier (in Pristianti, 2015), the level of turnover is said to be high if it reaches 5% or even more turnover what employees do will affect organizational expenses and can also affect other work motivation left behind (Pawesti & Wikansari, 2017; Setiyanto & Hidayati, 2017). It can explain that when turnover occurs, the company will lose some of its human resources, so the loss must be filled in by recruiting which requires quite a large amount of money and training so that

these resources are ready to work. The motivation and morale of employees who are left behind will also decrease and even allow them to take part in doing so.

Based on the results of preliminary observations conducted at BAPPEDA Provinsi Bali also conducted interviews with several competent informants, it is known that work motivation at BAPPEDA Provinsi Bali tends to be low, because some employees who excel do not get incentives or rewards for the achievements of these employees. Work motivation is energy to generate encouragement within employees to be able to achieve goals, Mangkunegara (2011:93). Motivation in essence will be able to mobilize all the potential of employees towards achieving goals. Furthermore, as stated by Ambar and Rosidah (2009:76) that motivation is a process of giving encouragement to subordinates to work in line with the limits given to achieve organizational goals optimally. The results of research on the effect of work motivation on employee performance according to Chukwura, (2017) found that work motivation has a positive and significant effect on employee performance. Another study by Hidayah, et al. (2018) also said that work motivation has a positive and significant effect on employee performance. However, research by Agustina Rantesalu, et al. (2016) states that the opposite, namely work motivation has a negative and insignificant effect on employee performance, according to the results of the study the effect of employee motivation on employee performance is not consistent because there are positive and negative factors, meaning that it needs to be re-examined with consideration another factor. In addition to work motivation factors that cause employee performance to decrease, namely organizational culture. The results of the observations made show that the organizational culture in the Bappeda of the Province of Bali tends to be unfavorable, one of the reasons being that some employees use working hours for their personal needs. Organizational culture, various values and norms can affect the way employees behave, how to describe their work, how to work with colleagues, and how to look at the future with broad insights determined by their norms, values and beliefs. Every individual who is incorporated in an organization has a different culture, because they have different cultural backgrounds, but all these differences will be merged into one culture, namely organizational culture, to become a group that works together in achieving organizational goals as stated

previously agreed upon, but in this process, it is possible that there are individuals who can accept it and also those who cannot accept it, which may be contrary to the culture they have (Mangkunegara, 2017:38). The work culture is also very strong and has potential, everyone knows the company goals and works to achieve them. Seeing that impact, culture also has a big influence on the performance of employees, (Robbins & Judge, 2015:68).

Research related to the influence of organizational culture on employee performance has been carried out previously by Sundari (2016), Amah (2017), Muis (2018), Neeraj Kumari (2018), Paais & Pattiruhu (2020), Mukminin et al. (2020) showing the results that culture organization has a positive and significant effect. However, other studies state the opposite, namely organizational culture has a negative and insignificant effect, according to Eward (2016) and Irwan et al. (2020). The results of research on the influence of employee motivation on employee performance are not consistent because there are positive and negative factors, meaning that it needs to be examined again with consideration of other factors.

Organizational commitment also plays an important role in improving employee performance. The purpose of organizational commitment is to correct a mistake that has been made so that it does not happen continuously. According to Robbins & Judge (2015:100), the definition of organizational commitment is the degree to which an employee sided with an organization and its goals and desire to maintain membership in the organization.

The relationship between organizational commitment and employee performance is shown in a study conducted by Muis (2018), Hidayah (2018), and Hussein (2018) mentioning organizational commitment has a positive and significant effect on employee performance. In addition, the study conducted by Zusrony et al. (2021) showed that work motivation, organizational commitment, and organizational culture all have an impact on the performance of employees. Moreover, the results study conducted by Anggraeni & Ubaidillah (2023) revealed that work motivation and organizational culture have an effect on job satisfaction. However, different results were shown by Benyamin et al. (2018) who stated that organizational commitment did not affect employee performance. Therefore, this study aims to examine and analyze the effect of work motivation and organizational

culture on employee performance through organizational commitment at BAPPEDA Provinsi Bali.

II. CONCEPT AND HYPOTHESIS

Employee performance is an action or activity that is displayed by a person in carrying out certain activities which are his duties Darodjat (2015:105). Performance or performance is an achievement or achievement assigned to someone with respect to the tasks (Marwansyah, 2014:229). Sutrisno's definition (2016:151) shows that job achievement is "namely the achievement results of employees achieve through their behavior in the performance of work tasks". Based on the opinions of the experts mentioned above, it can be said that performance is a process of assessing or evaluating the work results of employees in carrying out the tasks assigned to them based on established standards.

Performance is influenced by several factors, according to Simamora (2015:78), performance is influenced by individual, psychological, and organizational factors. Hessel (2017:188) mentioned that factors that influence employee performance are motivation, organizational commitment, compensation, leadership, job satisfaction, discipline, physical work environment and organizational commitment.

Based on the phenomenon that occurred at BAPPEDA Provinsi Bali, it was not as expected and supported by empirical studies showing that employee performance is influenced by work motivation, organizational culture, and organizational commitment. Aryanti (2018) states that work motivation has a significant positive effect on employee performance at BTN Syariah KC Solo, but Agustina et al. (2016) state that work motivation has a negative and insignificant effect on employee performance at the Training Institute of South Sulawesi Province. Based on the results of previous studies that have not been consistent, it indicates that it needs to be re-examined. This study focuses on several variables, namely work motivation, organizational culture, organizational commitment and employee performance.

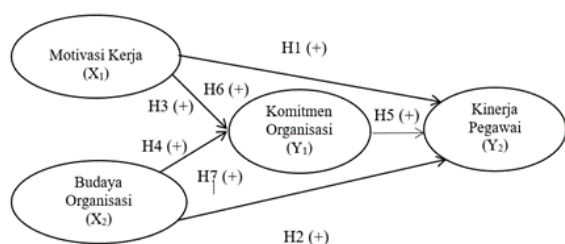


Figure 1. Conceptual Framework

According to the background of the problem, the hypothesis can be formulated as follows:

H1: Work Motivation Has a Positive and Significant Influence on Employee Performance.

H2: Organizational Culture Has a Positive and Significant Influence on Employee Performance.

H3: Work Motivation Has a Positive and Significant Influence on Organizational Commitment.

H4: Organizational Culture Has a Positive and Significant Influence on Organizational Commitment.

H5: Organizational Commitment Has a Positive and Significant Influence on Employee Performance.

H6: Organizational Commitment is Able to Mediate the Influence of Non-Financial Motivation on Employee Performance.

H7: Organizational Commitment Mediates the Relationship between Organizational Culture and Employee Performance.

III. METHOD

This study is included in the category of explanatory research, namely explaining a relationship between variables through hypothesis testing (Ghozali, 2012). This type of study was chosen because the objectives to be achieved include efforts to explain the relationships and influences that occur between the variables studied by collecting data through a survey of employees at the Bappeda Office of the Province of Bali and the data collection tool used was a questionnaire. This study was conducted at the Bappeda Office of the Province of Bali which is located on Jl. Cok Agung Tresna, Semerta Kelod, Kec. Denpasar, Denpasar City, Bali. The scope of this study is to cover the discussion of human resource management, especially regarding work motivation, organizational culture, organizational commitment and employee performance. In this study, the exogenous

variables are work motivation and organizational culture, while the endogenous variables are organizational commitment and employee performance. The variable of work motivation is denoted by X₁, organizational culture is denoted by X₂, organizational commitment is denoted by Y₁, and employee performance is denoted by Y₂. In this study, data analysis used the Partial Least Square (PLS) approach. PLS is a component- or variant-based Structural Equation Modeling (SEM) model. Inferential analysis is used to analyze the relationship between the variables studied in this study, namely work motivation, organizational culture, organizational commitment and employee performance. In analyzing the effect of exogenous and endogenous variables in this study, Partial Least Square was used because this method does not require many assumptions including the assumption of normal distribution and is very popular in complex studies that are not supported by adequate theory (Ghozali, 2014).

IV. RESULT AND DISCUSSION

Data collection in this study was carried out based on distributing questionnaires to research respondents. The number of respondents in this study were 112 BAPPEDA employees of Bali Province. Demographic analysis aims to obtain data on the characteristics of respondents based on age, gender, years of service and last level of education. Based on the data, it was obtained that most respondents were aged more than 40 years as much as 49.12%, then in terms of gender characteristics, which were dominated by women as much as 58.04%, in the characteristics of the working period of respondents with more than 40 years of service as much as 51.78% and educational level characteristics were dominated by undergraduate (S1) and D4 educational levels as much as 58.05%.

Test instruments used in this study are validity and reliability tests.

Table 1. Reliability Test

Variable	Reliability	
	Cronbach's Alpha	Information
Work Motivation (X ₁)	0,890	Reliable
Organizational Culture (X ₂)	0,863	Reliable
Organizational Commitment (Y ₁)	0,755	Reliable
Employee Performance (Y ₂)	0,755	Reliable

Table 2. Validity Test

Variable	Statement Items	Validity	
		Pearson Correlation Value	Information
Motivation Work	X1.1	0,870	Valid
	X1.2	0,914	Valid
	X1.3	0,857	Valid
	X1.4	0,833	Valid
Culture Organization	X2.1	0,717	Valid
	X2.2	0,756	Valid
	X2.3	0,818	Valid
	X2.4	0,791	Valid
	X2.5	0,699	Valid
	X2.6	0,838	Valid
Organizational Commitment	Y1.1	0,830	Valid
	Y1.2	0,858	Valid
	Y1.3	0,789	Valid
Employee Performance	Y2.1	0,911	Valid
	Y2.2	0,900	Valid
	Y2.3	0,872	Valid
	Y2.4	0,813	Valid

The reliability test results from Table 1 show that all variables in the study were declared reliable because they had a Cronbach's alpha value of more than 0.60. The results of the validity test in Table 2 obtained that all question items in this study were declared valid because they had a Pearson correlation value greater than 0.3.

The exogenous variables are work motivation and organizational culture, while the endogenous variables are organizational commitment and employee performance. The variable of work motivation is denoted by X1, organizational culture is denoted by X2, organizational commitment is denoted by Y1, and employee performance is denoted by Y2.

In this case, data analysis used the Partial Least Square (PLS) approach. PLS is a component- or variant-based Structural Equation Modeling (SEM) model. Inferential analysis is used to analyze the relationship between the variables studied in this study, namely work motivation, organizational culture, organizational commitment and employee performance. In analyzing the effect of exogenous and endogenous variables in this study, Partial Least Square was used because this method does not require many assumptions including the assumption of normal distribution and is very popular in complex studies that are not supported by adequate theory (Ghozali, 2014).

The outer model is used to assess

construct validation and reliability. In this case, all constructs are reflective, and then the measurement model or outer model with reflexive indicators is evaluated with convergent validity, discriminatory validity of indicators and composite reliability for indicator blocks. Convergent validity is measured by high individual reflexivity if it correlates > 0.70 with construct measurements. For early-stage research of the development of a measurement scale loading values of 0.5 to 0.60 are considered sufficient (Chin, 1998). Validity discriminants can be done by comparing index coefficients between blocks, construct indicators are declared valid if the index value of certain construct indicators is greater than the value of other construct indicators in the same block (Ghozali, 2014). A measurement can be said to be reliable if composite reliability and cronbach alpha have a value of > 0.70 . Composite reliability and Cronbach alpha are reliability measurements between indicator blocks in the research model.

Structural Model/Inner Model evaluation is a measurement to evaluate the level of accuracy of the model in the research as a whole, which is formed through several variables along with indicators. The evaluation of this structural model will be carried out through several approaches including a) R-Square (R²), b) Q-Square Predictive Relevance (Q²), and c) Goodness of Fit (GoF). R-Square (R²) can indicate the strength

influence caused by the dependent variable on the independent variable. The R-Square (R²) value of 0.67 is classified as a strong model, R-Square (R²) of 0.33 is a moderate model, and an R-Square (R²) of 0.19 is classified as a weak model. This can be continued by the following Q-square measurement.

Table 3. R-Square (R²) value

	R-square	R-square adjusted
Y1_Organizational Commitment	0.439	0.428
Y2_Employee performance	0.577	0.565

Table 2 shows the values of composite reliability for all research variables ≥ 0.7 . These results indicate that each variable has fulfilled the criteria of composite reliability so that can be concluded that all variables have a high level of reliability. All constructs in this study have Cronbach Alpha values ≥ 0.7 , so all constructs are reliable. This shows that each construct in the research model has internal consistency in the instrument reliability test and can be used to test the structural model (inner model).

Q-Square Predictive Relevance (Q²) is a measure of how well observations made provide results to the research model. The criteria for strength models measured based on Q-Square Predictive Relevance (Q²) according to (Ghozali, 2014) are as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). The formula Q-Square is: $Q^2 = 1 - (1 - R1)(1 - R2)$. The magnitude of the Q-Square value is $1 - (1 - 0.439)(1 - 0.577) = 1 - 0.23 = 0.77$. Based on these results, the estimation model is included in the strong criterion, meaning that 77% of endogenous construct variation can be predicted by

exogenous construct variation.

Goodness of Fit (GoF) is a measurement of the accuracy of the model as a whole (global), because it is considered a single measurement of the outer model measurement and the inner model measurement. The criteria for strength models based on Goodness of Fit (GoF) measurements according to (Ghozali, 2014) are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small) (Tenenhaus et al., 2005). The calculations with GoF show an average R² value of 0.50 while an average AVE of 0.69, then a GoF value of $\sqrt{AR^2 * A.Com/A.rho} = \sqrt{0.50 * 0.69} = \sqrt{0.34} = 0.58$ This means that the global model is a large predictive.

Path analysis and hypothesis test to determine the significance of the score shown in this analysis were carried out using statistical test t (t-test) at a significant level of 5% (0.05). If the test value (p-value) is < 0.05 , then the test result is significant, and vice versa.

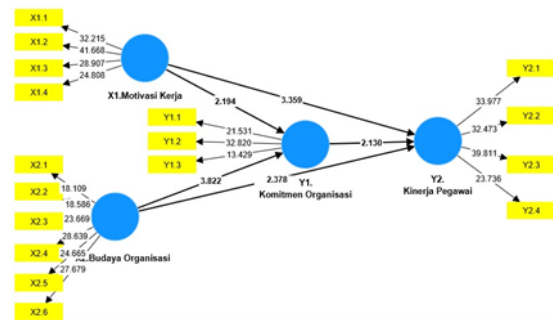


Figure 2. Bootstrapping or Statistical Test (Source: Result of Analyze Data on 2022)

The calculation results between constructs in Figure 1 can be explained in Table 4.

Table 4. Path Analysis and Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1_Work Motivation à Y1_Organizational commitment	0.270	0.274	0.123	2.194	0.028
X1_Work Motivation à Y2_Employee performance	0.382	0.373	0.114	3.359	0.001
X2_Organizational culture à Y1_Organizational commitment	0.435	0.430	0.114	3.822	0.000
X2_Organizational culture à Y2_Employee performance	0.287	0.290	0.121	2.378	0.017
Y1_Organizational commitment à Y2_Employee performance	0.183	0.184	0.086	2.130	0.033

Source: Result of Analyze Data on 2022

The calculation results in Table 3 can be explained with the points.

Work motivation has a positive effect of 0.270 on organizational commitment, and the relationship is significant because the p-value is smaller than 0.05, which is 0.028.

Work motivation has a positive effect of 0.382 on employee performance, and the relationship is significant because the p-value is smaller than 0.05, which is 0.001.

Organizational culture has a positive effect of 0.435 on organizational commitment, and the relationship is significant because the p-value is smaller than 0.05, which is 0.000.

Organizational culture has a positive effect of 0.287 on employee performance, and the relationship is significant because the p-value is smaller than 0.05, which is 0.017.

Organizational commitment has a positive effect of 0.183 on employee performance, and the relationship is significant because the p-value is smaller than 0.05, which is 0.033.

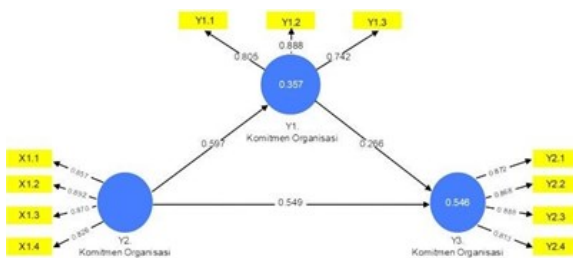


Figure 3. The Mediating Role of Organizational Commitment in the Influence of Motivation on Employee Performance



Figure 4. Direct Relationship between Work Motivation and Employee Performance

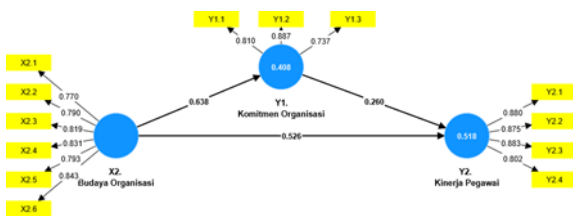


Figure 5. The Mediating Role of Organizational Commitment in the Influence of Organizational Culture on Employee Performance

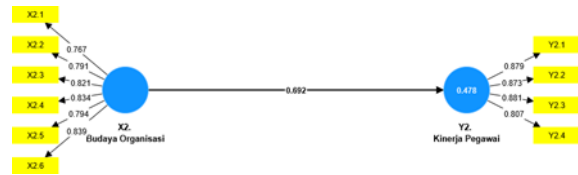


Figure 6. Direct Relationship of Organizational Culture to Employee Performance

(Source: Result of Analyze Data on 2022)

DISCUSSION

Based on the hypothesis result using the PLS method show that work motivation, organizational culture, and organizational commitment have a direct effect on employee performance which are positive.

The effect of work motivation on employee performance shows that work motivation has a positive and significant effect on employee performance. The results of the study indicate that the higher the work motivation, the employee's performance will increase. Work motivation is measured by 4 indicators, namely responsibility, opportunities for advancement, recognition for advancement, recognition for performance and challenging work can improve employee performance at BAPPEDA Provinsi Bali. Work motivation is reflected by the strongest indicator, namely being happy to accept work challenges, meaning that most employees have a competitive spirit. This is in line with research conducted by Aryanti (2018, Pramukti (2019), Zulkifli and Italian (2020), and Pancasila, et al. (2020) stating that work motivation has a significant positive effect on employee performance.

The influence of organizational culture on employee performance shows that organizational culture has a positive and significant effect on employee performance. The results of the study indicate that the better the organizational culture in BAPPEDA Provinsi Bali, the performance of employees at BAPPEDA Provinsi Bali will increase.

Organizational Culture is measured by 6 indicators, namely innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, and aggressiveness which can improve employee performance at BAPPEDA Provinsi Bali. Organizational culture is reflected by the strongest indicators, namely working enthusiastically and competitively, meaning that most of the employees at BAPPEDA Provinsi Bali are serious about carrying out their work. These results are in line with the research by Sundari (2016), Eward (2016),

Amah (2017), Muis (2018), and Mukrodi (2018) which state that organizational culture has a significant positive effect on employee performance.

The effect of work motivation on organizational commitment shows that work motivation has a positive and significant effect on organizational commitment. The results of the study indicate that the higher the work motivation in BAPPEDA Provinsi Bali, the organizational commitment to BAPPEDA Provinsi Bali will be higher. These results are in line with research by Agustina Rantesalu, et al. (2016), Erawati & Wahyono (2019), Pramukti (2019), Zulkifli and Italian (2020) stating that work motivation has a significant positive effect on organizational commitment.

The influence of organizational culture on organizational commitment shows that organizational culture has a positive and significant effect on organizational commitment. The results of the study indicate that the better the organizational culture in BAPPEDA Provinsi Bali, the higher the organizational commitment to BAPPEDA Provinsi Bali. These results are in line with research which states that organizational culture has a significant positive effect on organizational commitment, by Sundari (2016), Eward (2016), Amah (2017), Muis (2018), and Mukrodi (2018).

The effect of organizational commitment on employee performance shows that organizational commitment has a positive and significant effect on employee performance. The results of the study indicate that there is an influence between organizational commitment on employee performance in BAPPEDA Provinsi Bali. These results are in line with the research of Benyamin Richard Manery, et al. (2018), Muis, Jufrizen and Fahmi (2018), Kurniasari, et al. (2018), and Pramukti (2019) stating that organizational commitment has a positive and significant effect on employee performance.

The meaning of organizational commitment is a partial mediation between work motivation on employee performance. Where the role of mediation is to identify and explain the mechanisms or processes that underlie the relationship between the independent variables and the dependent variable through the inclusion of a third hypothetical variable, known as the mediator variable (intervention variable). Thus, the intermediary variable serves to clarify the nature of the relationship between the independent and dependent variables. This

means that organizational commitment explains part of the reason why work motivation affects employee performance, partly explained by variables not included in the model.

This statement is in line with research conducted by Agustina Rantesalu, et al (2016) and Pramukti (2019) which state that organizational commitment can partially mediate the effect of work motivation on employee performance.

V. CONCLUSION

The conclusions are obtained that work motivation and organizational culture have a positive and significant effect on employee performance, work motivation and organizational culture have a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on employee performance, organizational commitment can partially mediate the influence of work motivation on employee performance, in the sense that the variable organizational commitment can explain why work motivation affects employee performance and organizational commitment can partially mediate the influence of organizational culture on employee performance, which means that organizational commitment variable can explain why organizational culture effect on employee performance.

Suggestions are made to the Bali Province BAPPEDA Agency to increase work motivation indicators that are in the category below the average standard, namely, it is hoped that agencies will provide recognition of work performance to employees who excel by providing rewards, in the form of additional income or being given opportunities to continue their education, as well as promotions that encourage better performance. Agencies are expected to improve indicators of organizational culture that are in the category below the average standard, taking into account employee working time, such as reducing giving work outside office hours to employees so that there is a balance between personal life and office work and the government is expected not to give workload when employees already at home so as not to cause concern to the employee.

Increasing indicators of organizational commitment that are in the category below the average standard, agencies are expected to pay more attention to the equality of values between employees, meaning that it is hoped

that the government will provide education in the form of training and employee training on a regular basis related to instilling the basic values that ASN adheres to, namely, service-oriented, accountable, competent, harmonious, loyal, adaptive and collaborative, and it is hoped that the government can too provide promotions when employees are able to exceed predetermined work targets. Institutions are also expected to improve the performance of employees who are in the below-average standard category, by providing additional income when employees can issue innovative ideas at work, complete work according to requests or when employees can exceed their targets, and are able to make decisions when circumstances arise. urgent and responsible.

Future researchers can use the research as references and comparative material for upcoming research and it is necessary to consider deepening the research by using several reference variables other than work motivation and organizational culture as predictors of organizational commitment and employee performance. Other variables such as work stress, leadership, social support and job training and further researchers are advised to use work discipline variables as mediation. Future researchers also need to examine other agencies, not only limited to BAPPEDA Provinsi Bali to generalize research results.

REFERENCE

- Anggraeni, R. E., & Ubaidillah, H. (2023). The Influence of Work Motivation, Leadership and Organizational Culture on Job Satisfaction with the Work Environment as an Intervening Variable. *Indonesian Journal of Law and Economics Review*, 18(1), 6–19. doi:10.21070/ijler.v18i0.841
- Erawati, A., & Wahyono, W. (2019). Peran Komitmen Organisasi Dalam Memediasi Pengaruh Disiplin Kerja, Motivasi Kerja, Dan Self Efficacy Terhadap Kinerja Pegawai. *Economic Education Analysis Journal*, 8(1), 288–301. doi:https://doi.org/10.15294/eeaj.v8i1.29777
- Irwan, A., Mahfudnurnajamuddin, M., Nujum, S., & Mangkona, S. (2020). The Effect of Leadership Style, Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction. *International Journal of Multicultural and Multireligious Understanding*, 7(8), 642. doi:10.18415/ijmmu.v7i8.2007
- Mukminin, A. A., Semmaila, B., & Ramlawati, R. (2020). Effect of Education and Training, work discipline and Organizational Culture on Employee Performance. *Point of View Research Management*, 1(3), 19–29. Retrieved from https://www.journal.accountingpointofview.id/index.php/POVREMA/article/view/33
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577–588. doi:10.13106/jafeb.2020.vol7.no8.577
- Robbins, S. P., & Judge, T. A. (2015). *Perilaku Organisasi: Organizational Behavior* (Ed. 10). Jakarta: Prentice Hall.
- Sundari. (2016). Pengaruh Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Dosen Dengan Motivasi Sebagai Variabel Intervening (Studi Kasus: STIE "Adi Unggul Bhirawa" Surakarta). *ProBank*, 2(2), 48–65.
- Zusrony, E., Widyaningsih, D., Susilowati, H., & Hargyatni, T. (2021). The Influence of Work Motivation, Organizational Commitment and Organizational Culture on Employee Performance of Sharia Bank. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1), 150–154. doi:10.35314/inovbiz.v9i1.1904