

**THE INFLUENCE OF ORGANIZATIONAL CULTURE AND
ORGANIZATIONAL CLIMATE ON EMPLOYEES'
ORGANIZATIONAL COMMITMENT IN THE REGIONAL
PERSONNEL AND HUMAN RESOURCES DEVELOPMENT
AGENCY (BKPSDMD) OF MAKASSAR CITY**

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Abstract

Organizational culture and organizational climate play crucial roles in shaping employee commitment. Organizational culture encompasses shared values and beliefs, while organizational climate pertains to the prevailing attitudes and feelings in the workplace. Positive culture and climate foster employee engagement, satisfaction, and commitment, while negative ones can lead to decreased commitment and increased turnover. This study aims to examine the influence of organizational culture and climate on employee commitment at BKPSDMD Makassar City. The research includes 121 employees from the Regional Employment and Human Resources Development Agency. Data were collected through questionnaires and analyzed using multiple linear regression analysis. The results indicate that organizational culture has a negative effect on employee commitment, reflected in a coefficient value of -0.272 and a t-statistic of 2.032 ($t\text{-statistic} > t\text{-table}$, $p < 0.05$). Conversely, organizational climate significantly and positively impacts employee commitment, with a coefficient value of 0.586 and a t-statistic of 6.217 ($t\text{-statistic} > t\text{-table}$, $p < 0.05$). Simultaneously, both variables collectively influence organizational commitment, as shown by an F-statistic of 91.416 ($F\text{-statistic} > F\text{-table}$, $p < 0.05$). These findings contribute to the existing literature on organizational behavior and offer practical implications for enhancing employee commitment in similar contexts.

Keywords: Organizational Culture, Organizational Climate, Organizational Commitment

1. INTRODUCTION

Human resources (HR) are not merely considered as a capital investment but are recognized as valuable and expandable assets. This perspective emphasizes the importance of HR in organizational contexts (Bukit et al., 2017). An essential aspect of HR is their commitment to the organization. Organizational commitment is a crucial factor that requires continuous evaluation by organizational management or research groups focusing on human behavior (Lubis & Jaya, 2019). Assessing employees' commitment helps gauge their loyalty, intention to remain with the organization, and their overall relationship with the organization (Yusuf & Syarif, 2018).

Organizational culture is a significant factor that influences organizational commitment. Organizational culture refers to the shared values, beliefs, and norms within an organization that shape employees' attitudes, behaviors, and work practices (Nikpour, 2017). A positive organizational culture, characterized by a strong alignment between employee values and organizational values, can significantly enhance commitment levels. When employees feel connected to the organizational values and norms, they tend to engage in organizational activities, take pride in their work, and maintain their

membership (Singh & Das, 1978, as cited in Nikpour (2017)). Organizational culture acts as an invisible social force that motivates employees to perform their tasks effectively and aligns their efforts with the organization's goals (Kamaroellah, 2014).

Conversely, a weak or negative organizational culture can hinder employee commitment and performance. Organizations with a weak or negative culture may lack a sense of direction, have conflicting values, and experience a lack of employee motivation and engagement (Herlina et al., 2021). This can result in reduced commitment levels and increased turnover rates, negatively impacting organizational effectiveness and success.

In the case of BKPSDMD Makassar City, the organizational culture is determined based on the government-issued guidelines outlined in Menpan RB No. 20 of 2021. These guidelines define the Core Values "*BerAKHLAK*," which include being Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. However, interviews with employees in the general and staffing subdivisions indicate that there are still challenges in achieving service performance, and complaints have been received orally by the Makassar City BKPSDMD. This indicates a lack of stability in service performance and potentially reflects a deficiency in employee organizational commitment towards the agency.

Understanding the relationship between organizational culture and employee commitment is crucial for BKPSDMD Makassar City to address these challenges and enhance employee commitment. By identifying the strengths and weaknesses of the current organizational culture, the agency can develop strategies to reinforce positive cultural aspects and mitigate negative ones. This, in turn, can foster a more committed and engaged workforce, leading to improved service performance, higher job satisfaction, and reduced turnover rates. Table 1 presents the data on the review of Service Performance Achievement at the Makassar City Personnel and Regional Human Resources Development Agency (BKPSDMD) for the period of 2021-2022.

Table 1. Data on Service Performance Achievement Review of the Makassar City Personnel and Regional Human Resources Development Agency (BKPSDMD) for the Period of 2021-2022

No.	Indicator	Target of the 20th Year Strategic Plan		Achievement Realization Year To	
		2021	2022	2021	2022
1	Ratio of Higher and Secondary/Elementary Education Employees (%) (PNS does not include Teachers and Health Workers)	100%	100%	300.70%	342.22%
2	Functional Employee Ratio (PNS Excluding Teachers and Health Workers)	7.15%	7.24%	76.74%	75.07%
3	Ratio of Competency Certified Functional Positions (PNS does not include Teachers and Health Workers)	100%	100%	226.67%	243.90%
4	The Average Length of Employees Getting Education and Training	20JP	20JP	20JP	20JP
5	Percentage of Civil Servant Attending Formal Education and Training	2.86%	2.16%	4.97%	3.18%

6	Percentage of ASN Officials who have attended Structural Education and Training	94%	91%	0	89.06%
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From the data provided, it is evident that the service performance of the Makassar City BKPSDMD has shown instability. Specifically, there has been a decrease in the ratio of functional employees in 2022, a decrease in the percentage of ASN who have attended formal education and training in 2022, and a significant decline in the percentage of ASN officials who have attended structural education and training, falling below the target of 91% set for both years.

In addition to establishing a positive organizational culture, attention must also be given to the organizational climate within the agency. Employee commitment to the organization cannot develop in isolation. The organizational climate in the workplace plays a vital role in influencing employee commitment. A lack of support, such as inadequate facilities, disharmonious work relations, poor discipline, and insufficient social security, can diminish employee commitment to the organization (Aggarwal et al., 2022). Organizational climate acts as an environmental factor that influences employee attitudes and behaviors, playing a significant role in fostering employee commitment and responsibility towards achieving organizational goals (Sari, 2019).

Employee commitment to the organization can be hindered by both organizational culture and climate. For example, some employees at the Makassar City BKPSDMD have displayed a lack of commitment and responsibility, as evidenced by low attendance and failure to provide necessary information throughout the day. Table 2 illustrates the data on total absenteeism of Makassar City Regional Personnel and Human Resources Development Agency (BKPSDMD) employees for the 2021-2022 period.

Table 2. Data on Total Absenteeism of Makassar City Regional Personnel and Human Resources Development Agency (BKPSDMD) Employees for the 2021-2022 Period

No	Year	Number of Employees	Absent				Number of Absences
			Sick leave	Permission	Leave	Attendance	
1	2021	71	20	0	172	2345	2537
2	2022	71	40	0	218	2374	2632

The data reveals a significantly high rate of employee absenteeism in 2022, attributed to increased sick leave and leave, as well as a higher incidence of unexplained or neglected absences compared to 2021. These findings indicate that the level of employee discipline within the agency is suboptimal, necessitating guidance and supervision to enhance discipline. Discipline serves as a benchmark for assessing employee commitment to their organization.

Considering the aforementioned background, it is suspected that both organizational culture and organizational climate have an influence on the organizational commitment of employees within the Regional Employment and Human Resources Development Agency (BKPSDMD) in Makassar City. This study aims to examines the influence of organizational culture and climate on employee commitment at BKPSDMD Makassar City. This study makes a valuable contribution to our understanding of

employee commitment in the Regional Employment and Human Resources Development Agency (BKPSDMD) in Makassar City. The study highlights the negative impact of organizational culture on employee commitment, emphasizing the need for a positive culture that aligns with the agency's values. It also emphasizes the significance of a supportive work environment, good relationships, and discipline in fostering employee commitment. The findings have practical implications for BKPSDMD and similar organizations. By implementing measures to create a positive culture and supportive climate, organizations can improve employee commitment and overall performance.

2. RESEARCH METHODS

This study employs a quantitative method with a descriptive approach to examine the relationship between organizational culture, organizational climate, and organizational commitment (Sugiyono, 2017). The target population consists of employees from the Makassar City Regional Employment and Human Resources Development Agency, totaling 121 individuals.

The sample for this study was selected using the simple random sampling technique, where participants were randomly chosen without considering specific population strata. A sample size of 60 employees was determined using the Slovin formula.

Data collection involved both primary and secondary sources. Primary data was obtained through interviews and questionnaires, while secondary data included documentation, previous research, journals/articles, and relevant literature. Respondents' responses were measured using a Likert scale to assess their perceptions and attitudes.

To analyze the data and determine the relationships between the variables, multiple linear regression analysis was conducted. This analysis aimed to quantify the extent of the relationship between the independent variables, namely organizational culture (X1) and organizational climate (X2), and the dependent variable, organizational commitment (Y). Hypotheses were tested using both the F test for overall significance and the t test for individual variable significance.

3. RESULTS AND DISCUSSION

3.1. Research Results

3.1.1. Multiple Linear Regression Analysis

Table 3. Results of Multiple Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,641	1867		3,021	.004
Organizational culture	-.272	.134	-.409	-2,032	.047
Organizational Climate	.586	.094	1,250	6,217	.000

a. Dependent Variable: Organizational Commitment

Source: Primary data processed, 2023

The multiple regression equation for this study is represented as follows:

$$Y = 5.641 - 0.272X_1 + 0.586X_2 + e$$

Based on the multiple linear regression analysis, the following conclusions can be drawn:

1. The constant value is 5.641, which is positive. This suggests that when all independent variables, namely organizational culture and organizational climate, remain constant or have a value of zero, the predicted level of organizational commitment is 5.641.
2. The regression coefficient for the organizational culture variable is -0.272. This indicates that for every one-unit increase in organizational culture, there is a corresponding decrease of -0.272 in organizational commitment, assuming all other variables remain constant.
3. The regression coefficient for the organizational climate variable is 0.586. This implies that for every one-unit increase in organizational climate, there is an associated increase of 0.586 in organizational commitment, assuming all other variables remain constant.

These findings highlight the importance of both organizational culture and organizational climate in influencing employee commitment. A negative organizational culture can adversely affect commitment, while a positive organizational climate can enhance it. Organizations should focus on developing a supportive and positive work environment to foster higher levels of employee.

3.1.2. Hypothesis Testing

1) T Test

Table 4. T Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,641	1867		3,021	.004
Organizational Culture	-.272	.134	-.409	-2,032	.047
Organizational Climate	.586	.094	.1250	6,217	.000

a. Dependent Variable: Organizational Commitment

The partial t-test was conducted to assess the individual influence of each variable on organizational commitment. The significance level (α) used for the t-test was set at 0.05 or 5%. The degrees of freedom (df) were calculated as 57 (60 - 3).

The results of the partial t-test analysis are as follows:

1. Organizational Culture (X1): The t-test yielded a t-statistic value of -2.032 for the organizational culture variable, while the t-table value was 1.672, with a Sig value of 0.047. Since t-statistic > t-table (2.032 > 1.672) and the Sig value (0.047) is less than 0.05, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1)

is accepted. Therefore, it can be concluded that organizational culture has a significant influence on organizational commitment.

2. Organizational Climate (X2): The t-test resulted in a t-statistic value of 6.217 for the organizational climate variable, while the t-table value was 1.672, with a Sig value of 0.000. Since t-statistic > t-table (6.217 > 1.672) and the Sig value (0.000) is less than 0.05, the null hypothesis (H0) is rejected, and the alternative hypothesis (H2) is accepted. Hence, it can be concluded that organizational climate significantly affects organizational commitment.

These findings indicate that both organizational culture and organizational climate have a significant impact on employee organizational commitment at BKPSDMD Makassar City.

2) F test

Table 3. F Test Results
ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1040534	2	520,267	91,416	.000 ^b
	Residual	324,400	57	5,691		
	Total	1364933	59			

Source: Primary data processed, 2023

The results presented in the table above indicate that the F-statistic value is 91.416, which is greater than the F-table value of 3.16. Additionally, the significance level (Sig) for the F test is 0.000, which is smaller than the predetermined threshold of 0.05.

Based on these findings, it can be concluded that both organizational culture and organizational climate collectively have a significant influence on organizational commitment. The simultaneous effect of these variables suggests that they work together to shape and impact employee commitment within the organization.

This result emphasizes the importance of considering both organizational culture and climate in fostering a positive and supportive work environment that promotes higher levels of employee commitment. Organizations should strive to develop and maintain a strong organizational culture and a conducive organizational climate to enhance employee dedication and engagement.

3.1.3. Coefficient of Determination (R²)

Table 5. Test Results for the Coefficient of Determination (R²)
Summary models

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 ^a	.762	.754	2,386

a. Predictors: (Constant), Organizational Climate, Organizational Culture

Source: Primary data processed, 2023

The R Square value in this study is 0.762. This indicates that the combined influence of the organizational culture and organizational climate variables on organizational commitment is 76.2%. In other words, these two variables explain 76.2% of the variance in organizational commitment among the employees at BKPSDMD Makassar City. The remaining 23.8% of the variance is attributed to other factors or variables that were not included in this study.

Therefore, it can be concluded that organizational culture and organizational climate play a significant role in shaping and influencing employee organizational commitment, accounting for a substantial proportion of the variation observed. However, there are other factors beyond the scope of this study that also contribute to organizational commitment. Future research could explore these additional variables to gain a more comprehensive understanding of the factors influencing employee commitment in this context.

3.2. Discussion

3.2.1. The Influence of Organizational Culture on Organizational Commitment

The results of the study indicate that organizational culture (X1) has a negative effect on organizational commitment (Y). The coefficient value of -0.272 suggests that for every one-unit increase in organizational culture, organizational commitment decreases by 0.272, assuming other variables remain constant. The t-statistic supports the acceptance of hypothesis H1, as the t-statistic of 2.032 exceeds the t-table value of 1.672, with a significant value of $0.047 < 0.05$. However, previous studies found different result that organizational culture has a positive and significant relationship with employee innovation (Halis & Halis, 2021; Nguyen et al., 2019).

These findings suggest that an unfavorable organizational culture within the agency, characterized by a lack of adherence to values and norms, can lead to lower levels of employee organizational commitment. Employees may feel disconnected from the agency's mission and goals, resulting in decreased motivation and engagement. This, in turn, can negatively impact the quality of services provided by the agency and weaken relationships among employees. Furthermore, a weak organizational culture can erode the overall values and norms that guide the institution, leading to a less cohesive and effective work environment.

3.2.2. The Effect of Organizational Climate on Organizational Commitment

The study reveals that organizational climate (X2) has a positive effect on organizational commitment (Y). The coefficient value of 0.586 indicates that for every one-unit increase in organizational climate, organizational commitment increases by 0.586, assuming other variables remain constant. The t-statistic supports the acceptance of hypothesis H2, as the t-statistic of 6.217 exceeds the t-table value of 1.672, with a significant value of $0.000 < 0.05$. According to a study conducted in Indian hospitals, ethical leadership has a significant influence on organizational climate, which in turn has a significant relationship with the commitment of doctors (Mishra & Tikoria, 2021). A

study conducted at Bali Mandara General Hospital found that both organizational climate and competence had a significant effect on organizational commitment (Suari et al., 2022).

These findings highlight the importance of a positive organizational climate in fostering higher levels of employee organizational commitment. A supportive and positive work environment, characterized by open communication, trust, cooperation, and fairness, can enhance employee satisfaction and commitment to the agency. When employees perceive that their work environment is conducive to their well-being and success, they are more likely to align themselves with the agency's goals and put forth their best efforts. This, in turn, can lead to improved performance and outcomes for the organization.

3.2.3. The Influence of Organizational Culture and Organizational Climate on Organizational Commitment

The study demonstrates that both organizational culture (X1) and organizational climate (X2) have a simultaneous and significant effect on organizational commitment (Y). The F-statistic results show that the F-statistic value of 91.416 exceeds the F-table value of 3.16, with a significant value of $0.000 < 0.05$. These findings indicate that organizational culture and organizational climate jointly influence organizational commitment.

Previously, several studies examined the impact of organizational factors on employees' organizational commitment. The first study revealed that a positive organizational culture, meeting higher-order needs, increased commitment, while a coercive authority system had a negative effect (Purhanudin et al., 2012). The second study found that a positive ethical climate significantly influenced organizational commitment among academicians (Singh & Das, 1978). These findings emphasize the importance of organizational factors in shaping commitment levels, urging organizations to prioritize culture and climate for a more engaged workforce.

The results suggest that fostering a positive organizational culture, combined with a supportive organizational climate, is essential in promoting higher levels of employee commitment to the organization. A positive culture provides a strong foundation of shared values and norms, while a supportive climate creates an environment where employees feel valued, supported, and motivated to perform their best. When employees experience a favorable culture and climate, they are more likely to develop a sense of belonging, dedication, and loyalty to the organization.

These findings contribute to the understanding of the factors influencing organizational commitment and emphasize the significance of cultivating a favorable culture and climate within organizations. It is crucial for management and leaders to prioritize the development and maintenance of a positive organizational culture and climate. This can be achieved through various strategies, such as promoting ethical behavior, fostering effective communication, providing opportunities for employee

growth and development, and creating a supportive and inclusive work environment. By doing so, organizations can enhance employee commitment, improve performance, and achieve their organizational goals.

4. CONCLUSION

Based on the research conducted at the Makassar City Regional Employment and Human Resources Development Agency (BKPSDMD), the study provides valuable insights into the influence of organizational culture and organizational climate on employee organizational commitment. The findings lead to the following conclusions:

Firstly, the study reveals that organizational culture has a negative effect on organizational commitment. When an agency lacks well-defined values and norms, it leads to a decline in employee commitment. Therefore, it is crucial for the organization to focus on developing a strong and positive organizational culture that aligns with its mission and core principles. This can be achieved through initiatives such as clearly communicating organizational values, promoting ethical behavior, and fostering a sense of belonging and pride among employees.

Conversely, the research highlights the positive impact of organizational climate on organizational commitment. An inclusive and supportive climate, characterized by open communication, trust, and fairness, contributes to higher levels of commitment among employees. Therefore, organizations should strive to create a positive work environment that encourages collaboration, recognizes employee contributions, and provides opportunities for growth and development. Additionally, addressing any issues related to work relations, facilities, discipline, and social security can further enhance the organizational climate and strengthen employee commitment.

Furthermore, it is evident that both organizational culture and organizational climate have a significant impact on employee organizational commitment. A positive organizational culture, characterized by strong values and norms, combined with a supportive organizational climate, plays a crucial role in fostering higher levels of commitment among employees. These factors work in tandem to create a work environment that promotes dedication and loyalty towards the organization.

Based on these conclusions, it is recommended that the Makassar City Regional Employment and Human Resources Development Agency (BKPSDMD) takes proactive measures to improve organizational culture and climate. This can be achieved through initiatives such as regular training and workshops to instill organizational values, fostering transparent communication channels, promoting teamwork and collaboration, and ensuring fair and consistent practices throughout the organization. By investing in these areas, the agency can enhance employee commitment, leading to increased productivity, improved performance, and the achievement of organizational goals.

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