

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Organizational Commitment as a Mediation between Work Discipline and Organizational Culture on Social Service Employee Performance

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ABSTRACT

This study aims to analyze the influence of work discipline and organizational culture on employee performance with organizational commitment as a mediating variable in the Malang Regency Social Service. The research method used is quantitative with the Partial Least Squares (PLS) approach. The research sample consisted of 56 employees selected using the saturated sample technique. The study's results showed that work discipline positively and significantly affected employee performance, but organizational culture did not significantly influence employee performance. In addition, organizational commitment has been shown to mediate the relationship between work discipline and organizational culture on employee performance. These findings confirm that improved work discipline and a good organizational culture can encourage employee commitment, ultimately impacting performance. The implications of this study provide insight for public sector organizations in developing strategies to improve employee performance through strengthening work discipline, organizational culture, and organizational commitment.

Keywords: Work Discipline, Organizational Culture, Employee Performance, Organizational Commitment, Partial Least Squares (PLS).

JEL Code: M12, M14, D23, H83.

I. Introduction

Every organization in the public and private sectors needs optimal employee performance to ensure the achievement of goals, the implementation of responsibilities, and the smooth running of operational tasks (Robbins et al., 2018). In the public sector, such as the Malang Regency Social Service, employee performance affects the organization's internal effectiveness and the quality of services provided to the community. In general, the performance of employees in public organizations greatly determines the organization's success in carrying out its functions, especially in providing social services. (Griffin, 2016). Social services demand high standards because they are directly related to the community's welfare. Therefore, it is important to understand the various factors that can affect employee performance so that the Social Service, as a public service institution, can improve the quality and effectiveness of its services.

One of the main factors that affects employee performance is work discipline. Work discipline refers to the employee's obedience to the rules and regulations that apply in the workplace. According to Siagian (2023), Good discipline allows employees to work efficiently and productively according to the set targets. Discipline includes employee awareness in complying with working hours, completing tasks on time, and carrying out organizational procedures. Hasibuan (2012). Good discipline helps the organization achieve its



goals and positively impacts employees and service recipients. At the Malang Regency Social Service, work discipline is crucial due to the organization's responsibility to provide public services. Employees with low discipline levels can impact the internal system and lower the public's service quality. Robbins et al. (2018). For instance, delays or procedural violations may cause dissatisfaction among service recipients. In addition to work discipline, organizational culture shapes employee performance. Organizational culture includes the values, norms, and habits the organization embraces in regulating behavior and interaction among members. Schein (2010) states that a positive organizational culture can increase motivation and foster a conducive work environment. A culture that encourages innovation, collaboration, and openness can improve employee performance.

The organizational culture at the Malang Regency Social Service determines how employees carry out their duties, both individually and in teams. Employee performance can increase by promoting interdepartmental collaboration, effective communication, and mutual support. Schein (2010). Conversely, an unsupportive culture can create a hostile atmosphere and hinder productivity. Another important factor is organizational commitment, a mediating variable in this study. Organizational commitment describes the extent to which an employee feels attached to the organization and is willing to contribute optimally. Allen & Meyer, (1993) Emphasized that high commitment can drive employees to work harder and more enthusiastically. Highly committed employees are loyal, task-oriented, and inclined to stay with the organization. At the Malang Regency Social Service, organizational commitment is vital because social service workers face considerable challenges and high demands from the community, often with limited resources. Strongly committed Employees are more likely to endure pressure, remain motivated, and maintain morale. Allen & Meyer (1993). Conversely, employees with low commitment may experience dissatisfaction and decreased performance. However, employee performance is influenced by more than one factor. Work discipline, organizational culture, and organizational commitment interact and influence each other. Schein (2010). Discipline fosters order, culture creates a conducive environment, and commitment motivates employees to contribute their best.

Previous studies support organizational commitment as a mediating variable between work discipline, organizational culture, and employee performance. Sulastri (2020) While the work environment did not significantly impact performance, compensation positively affected organizational commitment, improving performance. Gregorius et al. (n.d.) Highlighted that motivation and discipline contribute to commitment and performance. Also, culture significantly influences commitment and performance, and discipline strengthens these effects. Sunatar & Ahriani (2024) Emphasized that organizational culture impacts performance through commitment.

II. Literature Review and Hypothesis Development

2.1. Work Discipline

According to (Mangkunegara, 2013) Work discipline is implemented by management to strengthen organizational guidelines so that all members work by established rules. This creates an orderly and efficient environment where roles and responsibilities are clearly understood. Meanwhile, (Rivai, 2009) Explains that work discipline is a managerial tool that directs employee behavior in line with company standards. It improves employees' awareness and willingness to comply with organizational rules. Employees can perform more effectively and productively with good discipline, supporting organizational goals.

2.2. Organizational Culture

According to Gibson (1997), Organizational culture is a system of values, beliefs, and norms that can affect effectiveness depending on its nature. Sutrisno (2019) defines organizational culture as shared values and solutions to organizational problems. Robbins et al. (2018) argue that culture is a system of shared

meanings that influences members' interactions and that it takes a long time to develop and is difficult to change once established.

2.3. Employee Performance

According to (Mathis, 2010). Employee performance refers to all work-related activities and their contributions to the organization. Joharis (2016) mentions that performance is influenced by internal factors (motivation, recognition) and external factors (work environment, compensation, supervision). Sastrohadiwiry, (2002) emphasizes performance as the result of task completion, while Rivai, (2009) Notes that performance reflects success based on time and target indicators.

2.4. Organizational Commitment

Griffin (2016) States that organizational commitment is an employee's attitude reflecting attachment to the organization, (Robbins, 2018) Commitment involves supporting organizational goals and a willingness to remain a member. Mathis, (2010). Underlines that commitment reflects loyalty and concern for organizational success. Organizational commitment can be defined in three dimensions: affective, normative, and continuance.

2.5. Hypothesis Development

2.5.1. The Relationship of Work Discipline to Employee Performance

According to Hasibuan (2012) Work discipline is an instrument used by management to shape employee behavior through organizational rules and standards. Employees with a high level of discipline will work consistently following applicable procedures, thus impacting productivity. Good work discipline will also create a structured and efficient work environment, ultimately improving employee performance. In line with that Siagian (2023) Emphasized that work discipline is closely related to employee motivation to carry out their duties and responsibilities. Disciplined employees are more motivated to complete their work on time, contributing to improved individual and organizational performance—the results of previous research support this theory. Gregorius et al., (n.d.) In his research, he found that work discipline significantly influences employee performance. Employees with a high level of discipline tend to follow the rules and increase their productivity, with the contribution of discipline to performance reaching 45%. Other research by Naraha et al. (2020) It also revealed a positive relationship between work discipline and employee performance in the government sector. Employees with good discipline show higher performance, including punctuality, responsibility, and quality of work. From this theory and previous research, work discipline is important in improving employee performance, including in government agencies such as the Malang Regency Social Service.

H1 = Work discipline positively and significantly affects employee performance at the Malang Regency Social Service.

2.5.2. The Relationship of Organizational Culture to Employee Performance

Organizational culture plays an important role in influencing employee performance, as explained by Schein (2010). This states that this culture includes the beliefs, values, and assumptions that the organization's members learned. A strong culture encourages employees to adapt and work in harmony with organizational goals, which in turn can improve their performance. This is in line with the opinion. Robbins et al. (2018) emphasize that the organizational culture serves as a code of conduct for members, creating a work

environment that supports employees' sense of responsibility and commitment. Research by Naraha et al. (2020) demonstrates that a clear and consistent organizational culture significantly improves employee performance in government agencies. Sunatar & Ahriani (2024) affirm that a good culture can increase employee engagement, thereby increasing productivity and quality of work. Therefore, a good organizational culture is crucial in encouraging employee performance, especially in the Malang Regency Social Service.

H2 Organizational culture positively and significantly affects employee performance at the Malang Regency Social Service.

2.5.3. Organizational Commitment as a Mediator between Work Discipline and Employee Performance

According to the theory of Work Discipline, employee compliance with existing rules and procedures can increase work effectiveness and productivity. Work discipline that is applied consistently can positively impact employee performance in the long run. Goal-Setting Theory of Locke, (1990) It also strengthens this argument, stating that discipline in achieving clear goals can improve employee work performance. In addition, the theory of Organizational Commitment Allen & Meyer (1993) States that affective, normative, and sustainable commitment significantly affects employee performance. Employees with a high commitment to the organization will be more motivated to obey the rules and work with discipline. Therefore, organizational commitment plays a mediating role in the relationship between work discipline and employee performance. Research of Naraha et al. (2020) Revealed that in the government sector, organizational commitment strengthens the relationship between work discipline and employee performance, where a high level of discipline results in more substantial commitment and improves performance. Similar research results were also found by Ismayanti et al., (2020) This concludes that organizational commitment has a significant role in mediating the influence of work discipline on employee performance in the public service sector.

H3 = Organizational commitment mediates the influence between work discipline and employee performance in the Malang Regency Social Service.

2.5.4. Organizational Commitment as a Mediator between Organizational Culture and Employee Performance

Organizational Culture Theory states that the values, norms, and practices adopted by the organization greatly influence employee behavior and performance. According to the theory Schein (2010) A strong organizational culture will create an environment conducive for employees to achieve optimal performance. A strong culture can increase employees' sense of belonging and commitment to the organization. In this case, the theory of Organizational Commitment from Allen & Meyer (1993) Affirming that affective, normative, and ongoing commitment is an important factor that strengthens the relationship between organizational culture and employee performance. Research by Sunatar & Ahriani (2024) It shows that a positive organizational culture significantly increases organizational commitment and improves public sector employee performance. This study strengthens the findings of Nurlaini & Almasdi, (2020) This study found that organizational commitment significantly mediates the relationship between organizational culture and employee performance in government institutions. Employees with high commitment tend to be more attached to the organization's values, which helps improve their performance.

H4 = Organizational commitment mediates the influence between organizational culture and employee performance in the Malang Regency Social Service.

From some previous research and the hypotheses that have been formed, the conceptual framework of this research can be built, as shown in Figure 1.

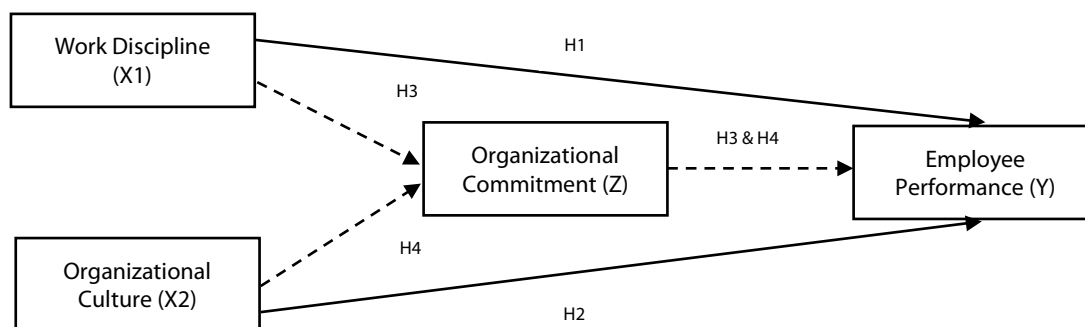


Figure 1. Research Framework

III. Research Method

This study uses quantitative research with an explanatory approach to explain the causal relationship between variables. The focus is on how work discipline and organizational culture affect team member performance, with organizational commitment as a mediating variable. The research was conducted at the Malang Regency Social Service, and the subjects were all 56 employees. To ensure originality, the entire research process, from questionnaire design to data analysis, was independently developed and is free from plagiarism. The originality of this study also lies in its focus on the mediating role of commitment within a specific government institution setting, which contributes to the existing literature by contextualizing behavioral constructs in the public sector. The data collection instrument is a closed-ended questionnaire, developed using a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree". The questionnaire development included pre-selection and refinement of statement items, followed by integration into the final instrument. Although no formal pilot test was conducted, the refinement process involved expert judgment to ensure clarity and reliability of the instrument. The population consisted of all employees of the Malang Regency Social Service. Given the relatively small population (less than 100), this study used a saturated sampling technique, where all population members were included as respondents. This method ensures comprehensive and representative data collection from the target institution. Key terms in the study are defined as follows:

1. Work discipline refers to employee compliance with organizational rules and procedures.
2. Organizational culture represents shared values and norms guiding behavior within the institution.
3. Organizational commitment reflects employees' psychological attachment and willingness to remain in and contribute to the organization.
4. Employee performance is defined as achieving work tasks based on targets, timeliness, and output quality.
5. Data was collected by distributing physical and digital questionnaires to all employees. The process ensured anonymity and voluntary participation to enhance response accuracy.

The study employed Structural Equation Modeling (SEM) using SmartPLS 3 software for data analysis. This method is suitable for testing complex models involving multiple variables and mediating relationships. SEM enables the assessment of both direct and indirect effects, which is critical for testing the mediating role of organizational commitment. The significance of this study lies in its practical implications for government

agencies. Identifying how discipline and culture influence performance through commitment, the findings may guide internal HR strategies and policy formulation, particularly in the public service sector.

IV. Results and Discussion

4.1. Results of Respondent Characteristics

The profiles of respondents based on gender, employee status, and length of service in this study can be seen in Table 1:

Table 1. Respondent Characteristics

Characteristic	Frequency	Presented
Gender		
Man	16	28,57%
Woman	30	71,43%
Status Pegawai		
Remain	28	50%
Not Fixed	28	50%
Working Period		
0-1	2	4.0%
1-5	5	10.0%
6-10	12	24.0%
11-15	9	18.0%
16-20	8	16.0%
21-25	3	6.0%
26-30	6	12.0%
31-35	3	6.0%
36-40	2	4.0%

In general, the results of this study are divided into two parts, namely the analysis of the validity and reliability of the questionnaire from the results of the Smart PLS 3 analysis.

Table 2. Results of Convergent Validity Test

Variable	Indicator	Loading Factor	Cronbach Alpha
Work Discipline (X1)	X1.1	0,973	0,984
	X1.2	0,980	
	X1.3	0,979	
	X1.4	0,951	
	X1.5	0,968	
Organizational Culture (X2)	X2.1	0,959	0,973
	X2.2	0,945	
	X2.3	0,938	
	X2.4	0,949	
	X2.5	0,957	
Employee Performance (Y)	Y1.1	0,985	0,991
	Y1.2	0,960	
	Y1.3	0,988	
	Y1.4	0,965	
	Y1.5	0,976	
	Y1.6	0,959	
	Y1.7	0,976	
	Z1.1	0,963	

Variable	Indicator	Loading Factor	Cronbach Alpha
Organizational Commitment (Z)	Z1.2	0,972	0,988
	Z1.3	0,961	
	Z1.4	0,963	
	Z1.5	0,943	
	Z1.6	0,948	
	Z1.7	0,952	
	Z1.8	0,951	
	Z1.9	0,952	

Based on the results in Table 2, after the validity (outer loading) and reliability (Cronbach Alpha) tests were carried out, all indicators had an outer loading value of more than 0.5, and all variables had a Cronbach Alpha value of > 0.7. Thus, the questionnaire can be said to be valid and reliable.

4.2. Results of Structural Equation Modeling (SEM) Analysis

The data analysis process used in this study uses the Structural Equation Modeling (SEM) approach, especially the Partial Least Squares (PLS) method. In PLS, this method is used to assess the relationship of each indicator to the corresponding construct. It can be bootstrapped to test the structural model, which includes the Outer and Inner models. The evaluation of each of these models will be described as follows:

4.2.1. Outer Model Evaluation

This study's measurement model (outer model) tests the validity and reliability of the indicators used in measuring the latent variables. The latent variables in this study include work discipline and organizational culture as independent variables, employee performance as a dependent variable, and organizational commitment as a mediating variable. The evaluation of the measurement model was carried out using three main criteria, namely, convergent validity test, discriminatory validity, and composite reliability.

4.2.2. Convergent Validity

Convergent validity is evaluated based on the outer loading value, with a minimum limit of 0.70. All indicators in this study had an outer loading value above 0.70, indicating that each indicator strongly correlated with the latent variables it represented.

4.2.3. Validity of Discrimination

The validity of discrimination is measured using Average Variance Extracted (AVE), with a threshold of 0.50. The results showed that the AVE value for all variables was above 0.50, ensuring that each variable had good discriminatory validity.

Table 3. Average Variance Extracted (AVE) Values for Discriminant Validity

Variable	Nilai Average Variance Extracted (AVE)
Work Discipline	0,946
Organizational Culture	0,941
Employee Performance	0,914
Organizational Commitment	0,902

Composite Reliability and Cronbach's Alpha. Reliability was tested using composite reliability and Cronbach's alpha, with a threshold value 0.70. The results of the analysis showed that all variables had composite reliability values, and Cronbach's alpha was above 0.90, indicating that all variables had excellent reliability

Table 4. Reliability Testing

Variable	Composite Reliability	Cronbach's Alpha	Information
Work discipline	0,979	0,984	Reliable
Organizational Culture	0,988	0,973	Reliable
Employee Performance	0,990	0,991	Reliable
Organizational Commitment	0,992	0,988	Reliable

4.2.4. Inner Model Evaluation

The inner model describes the interaction between the research variables. In this study, there are four hypotheses regarding the variables tested. The hypothesis test results are considered significant if the T-statistic value exceeds 1.96. On the other hand, if the T-statistic value is less than 1.96, the result is considered insignificant. In addition, if the *P-values* obtained are less than 0.05, the influence is considered positive, while the *P-values* greater than 0.05 indicate an insignificant influence. (Ghozali, 2012).

Table 5. Hypothesis Testing

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Value
Work Discipline (X1) -> Employee Performance (Y)	0,653	0,682	0,303	2,159	0,031
Organizational Culture (X2) -> Employee Performance (Y)	0,108	0,075	0,326	0,331	0,741
Work Discipline (X1) -> Organizational Commitment (Z) -> Employee Performance (Y)	-0,557	-0,561	0,168	3,315	0,001
Organizational Culture (X2) -> Organizational Commitment -> Employee Performance (Y)	1,399	1,404	0,165	8,461	0,000

Based on the data in Table 5, the results of indirect testing between variables show:

H1: Work Discipline Affects Employee Performance

The results of the test of the variable of work discipline on employee performance showed a parameter coefficient value of 0.653, with a P-Value of 0.031 < 0.05, and a T-Statistics of 2.159 > 1.96. Based on these results, the first hypothesis was accepted. This means that work discipline positively and significantly influences employee performance.

H2: Organizational Culture Affects Employee Performance

The results of the test of organizational culture variables on employee performance show a parameter coefficient value of 0.108, with a P-Value of 0.741 > 0.05, and T-Statistics of 0.331 < 1.96. Based on these results, the second hypothesis is rejected. This indicates that organizational culture does not significantly influence employee performance.

H3: Work Discipline affects Employee Performance through Organizational Commitment

The test results showed a parameter coefficient value of -0.557, a P-Value value of 0.001 < 0.05, and a T-Statistics value of 3.315 > 1.96. Thus, the hypothesis was accepted. This suggests that organizational commitment significantly mediates the relationship between work discipline and employee

performance, which means that improving work discipline can reduce employee performance through organizational commitment.

H4: Organizational Culture influences Employee Performance through Organizational Commitment

The test results showed a parameter coefficient value of 1.399, a P-Value value of $0.000 < 0.05$, and a T-Statistics value of $8.461 > 1.96$. Therefore, this hypothesis is accepted. This means that organizational commitment significantly mediates the influence of organizational culture on employee performance, which means that the better the organizational culture, the higher the employee performance through organizational commitment.

4.3. Discussion

4.3.1. The Effect of Work Discipline on Employee Performance

Based on the results of the study using SmartPLS 3.0 software, the results of the test of work discipline variables on employee performance, with a parameter coefficient value of 0.653, a P-Value value of $0.031 < 0.05$, and a T-Statistics value of $2.159 > 1.96$ were obtained. So it can be stated that work discipline positively and significantly affects employee performance. Thus, this study proves that work discipline significantly affects employee performance. The results of this study show that the higher the level of work discipline owned by employees, the higher the employees' performance. On the other hand, a lack of work discipline can decrease individual and organizational performance. This aligns with the opinion that work discipline is an important instrument management uses to ensure employee behavior aligns with organizational rules and standards. Employees with a high level of discipline tend to work consistently according to procedures, resulting in increased productivity and work efficiency. Besides that, Siagian (2023) Emphasized that work discipline is closely related to employee motivation in carrying out their duties and responsibilities. Disciplined employees are more motivated to complete their work on time, ultimately improving individual performance and the organization. This research is also supported by previous studies, such as those conducted by Gregorius et al., (n.d.) Who found that work discipline significantly influences employee performance, with the contribution of discipline to performance reaching 45%. More research by Naraha et al. (2020) This shows that employees with a high level of discipline tend to perform better in terms of punctuality, responsibility, and quality of work, both in the private and government sectors.

4.3.2. The Influence of Organizational Culture on Employee Performance

Based on the results of the study using SmartPLS 3.0 software, the test showed that the value of the parameter coefficient was 0.108, the P-value was $0.741 (> 0.05)$, and the T-statistic was $0.331 (< 1.96)$. Therefore, the second hypothesis is rejected. These results show that organizational culture does not significantly influence employee performance. Although organizational culture is often considered a factor that plays a role in shaping employee work behavior, the results of this study show that in the Malang Regency Social Service, organizational culture does not directly improve employee performance. This is contrary to the theory put forward by Schein (2010), which states that the organizational culture reflects values and beliefs that can influence employee behavior and performance. Robbins et al. (2018) emphasize that organizational culture functions as a guideline in action, so that it can create a conducive work environment for increased productivity. However, in the context of this study, organizational culture may not have been implemented optimally, or other factors may be more dominant in influencing employee performance. Previous research by Naraha et al. (2020) suggests that A clear and consistent organizational culture can improve employee performance in government agencies. Meanwhile, the research by Sunatar & Ahriani (2024) affirms that a

strong organizational culture improves employee engagement and work quality. However, the results of this study are more in line with the findings of Wahyono et al. (2018), who found that organizational culture does not significantly influence employee performance. This shows that the impact of organizational culture on performance can vary depending on the work environment, the implementation of cultural values, and other factors such as motivation and organizational policies.

4.3.3. Work Discipline on Employee Performance with Organizational Commitment as Mediation

Based on the results of the study using SmartPLS 3.0 software, the test showed that the value of the parameter coefficient was -0.557, the P-value was 0.001 (< 0.05), and the T-statistic was 3.315 (> 1.96). Thus, the hypothesis is accepted. These results show that organizational commitment significantly mediates work discipline and employee performance. This means that improving work discipline can impact decreasing employee performance through organizational commitment. These findings relate to the theory of Work Discipline, which emphasizes that employees' compliance with organizational rules and procedures can improve work effectiveness and productivity. Discipline that is consistently applied is expected to impact employee performance in the long term positively. In addition, the Goal-Setting theory reinforces this view by stating that discipline in achieving clear goals can improve employee work performance. In the context of organizational commitment, theory Allen & Meyer (1993) Explained that affective, normative, and sustainable commitment significantly influences employee performance. Employees with a high level of commitment to the organization tend to be more motivated to obey the rules and work with discipline. Therefore, organizational commitment mediates between work discipline and employee performance. Research by Naraha et al. (2020) Revealed that organizational commitment strengthens the relationship between work discipline and employee performance in the government sector. Employees with a high level of discipline tend to have more substantial commitment, ultimately improving their performance. Similar research results were also found by Ismayanti et al., (2020), which concludes that organizational commitment plays a significant role in mediating the influence of work discipline on employee performance in the public service sector.

4.3.4. Organizational Culture on Employee Performance with Organizational Commitment as Mediation

Based on the results of the study using SmartPLS 3.0 software, the test showed that the parameter coefficient value was 1.399, the P-Value value was 0.000 (< 0.05), and the T-Statistics value was 8.461 (> 1.96). Therefore, this hypothesis is accepted. These results show that organizational commitment significantly mediates the influence of organizational culture on employee performance, which means that the better the organizational culture, the higher the employee performance through organizational commitment. This research supports the theory of Organizational Culture, which states that the values, norms, and practices adopted by the organization significantly influence employee behavior and performance. As expressed by Schein (2010) A strong organizational culture can create a conducive work environment for optimal performance. A positive culture encourages a sense of belonging and increases employee commitment to organizational goals.

The theory of Organizational Commitment by Allen & Meyer (1993) Affirms that affective, normative, and sustainable commitment is an essential reinforcer in the relationship between organizational culture and employee performance. This is reinforced by research by Sunatar & Ahriani (2024), This shows that a strong organizational culture can increase organizational commitment, ultimately improving employee performance, especially in the public sector. This research is also in line with the findings. Nurlaini & Almasdi (2020), which states that organizational commitment significantly mediates the relationship between organizational culture and employee performance in government agencies.

V. Conclusion

Based on the results of the analysis of research data and the discussion that has been described related to "The Influence of Work Discipline and Organizational Culture on Employee Performance with Organizational Commitment as a Mediation Variable in the Malang Regency Social Service," it can be concluded in this study that:

1. Work discipline positively and significantly influences employee performance at the Malang Regency Social Service. This shows that the higher the work discipline, the higher the performance of employees will also increase, and vice versa.
2. Organizational culture does not significantly influence employee performance at the Malang Regency Social Service. This indicates that other factors may be more dominant in influencing performance than the existing organizational culture.
3. Organizational commitment can mediate the relationship between work discipline and employee performance at the Malang Regency Social Service. This shows that disciplined employees are highly committed to the organization, improving their performance.
4. Organizational commitment can mediate the relationship between organizational culture and employee performance in the Malang Regency Social Service. This shows that strong organizational power can encourage employee loyalty and dedication to the organization, ultimately improving their performance.

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