

# Influence of Culture and Organizational Commitment to Performance Management of The Covid-19 Pandemic in The Bekasi City Manpower office

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## Abstract

*This study aims to determine the effect of work culture and organizational commitment on public management performance, using quantitative descriptive analysis method, with 50 respondents from the Department of Manpower's employees to obtain data both primary and secondary then processed with multiple regression and correlation. There is a positive and significant relationship between the independent variables, namely culture and commitment to the dependent variable, namely management performance, but there are still unsatisfactory values the name of this article isin organizational commitment, this will be a challenge for the Office to continue to make competency-based performance changes and create a healthy and good bureaucracy.*

**Key words:** culture, commitment, management performance

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## 1. INTRODUCTION

Organizations want productive employees so that they are optimal in supporting organizational performance in achieving joint goals, one of the important potentials that an organization must have is human resources who are able to face changes both from external and internal. According to data from the Central Statistics Agency/BPS [3], the labor force data for 2020 amounted to 138.22 million people, an increase of 1.73 million people compared to 2019, while the Labor Force Participation Rate (TPAK) was 74.04 million people, while the unemployment data amounted to 9.77 million people, problems that occur, with high unemployment, due to the level of need for company operations and the availability of human resources who are less competent in their fields, as well as inefficient financial management of company management, so that the concept of costs and needs of employees and company operations is needed, to prevent the company from experiencing losses or at least being in a position to break even or break even points in operating the company [11], this requires cooperation and responsibility to increase the number competent employee candidates from the Ministry of Manpower, the District / City Manpower Office and the job seeker community itself, so that link and match is achieved, therefore relevant employees need a high motivation from stakeholders or stakeholders to maintain a good balance of performance and results. Organizational culture is a tool for controlling every individual or employee behavior in carrying out activities, Organizational culture is important for the continuity of the organization in achieving goals and to create commitment between leaders and employees, not just money alone, besides that there is an organizational culture in a company as a characteristic that can differentiate between companies or institutions, this is important considering culture is a habit. that occurs in the organizational hierarchy representing the norms of behavior followed by members of the organization. Culture can make the organization strong and company goals can be accommodated, while the measurement of service satisfaction needs to be done to identify the level of welfare as well as to know the gaps that occur, the performance of public service organizations must be measured from the results achieved. According to [8] argues that organizational culture is one of the most important elements in a company which in essence leads to behaviors that are considered appropriate, binding and motivating for each individual

in it, while according to Mullins in [4] argues that organizational culture is a collection of traditions, values, policies, beliefs and behaviors that are generally accepted for everything that members of the organization do and think, so that it can be seen that culture is a value and belief, the behavior of a collection of traditions made to achieve organizational goals, namely achieve maximum quality public service performance. Employees who have a high commitment to the company will give high dedication to the company, by exerting their energy and thoughts for the progress of the company according to their responsibilities, because organizational commitment is an individual psychological condition that describes the relationship between employees and the organization, and has implications for decisions employees to continue or not continue organizational membership, for each individual these three components can appear in different degrees and to find out, it is necessary to pay attention to the characteristics that indicate an organizational commitment to that individual [9]. According to [12] someone who has a high commitment to their organization shows the following characteristics: (1) Having trust and accepting the goals and values of the organization, (2) Willingness to strive for the achievement of organizational interests, (3) Strong desire to maintain position as a member of the organization. [9] define organizational commitment as a condition in which an individual sides with the organization and its goals and desires to maintain membership in the organization. Whereas [5], organizational commitment is the degree to which someone identifies, is involved in their organization, and there is no desire to leave it. [1] define organizational commitment, namely the psychological condition of an individual that describes the relationship between employees and the organization, and has implications for employees' decisions to continue or not continue organizational membership. The same thing is also expressed by [7] Provide a definition of the degree to which employees believe and accept organizational goals. and wish to stay with the organization. Meanwhile, according [6], organizational commitment can be considered as the extent to which employees are dedicated to the organization that employs them and are willing to work on behalf of the organization, and the likelihood that they will retain organizational membership. Therefore, someone who has a sense of commitment to his organization will be seen in the characteristics that show commitment to the organization, such as the characteristics that have been mentioned. Someone who has a high organizational commitment is expected to show work behavior, namely optimal performance, involve an active relationship with the company and will remain loyal to the organization. Performance Management is management which consists of two words, namely "management and performance". According, quoted [13], management is defined as the process of planning, organizing, directing and supervising the efforts of members of the organization and users of other organizational resources in order to achieve established organizational goals, whereas according to quoted [10] as saying performance management is the science and art of regulating the process of using human resources effectively, which is supported by other sources in the organization to achieve certain goals, Meanwhile, according [15] performance management is a management style in managing performance-oriented resources that carries out an open and sustainable communication process by creating a shared vision and an integrated strategic approach as a driving force to achieve organizational goals. From the above definition, it can be concluded that performance management is a process of planning, organizing, directing and monitoring that is effective and supported by other sources and requires a continuous process. So that the goals of a company are well achieved and vice versa, low organizational commitment will have an impact on increasing employee turnover and employee performance will decline. [14] said that employee performance motivation refers to a person's achievement as measured by the standards and criteria established by organizational commitment.

In this study, it is known that the data in the Bekasi City Manpower Office shows that the workforce is 1,164,251 with 111,669 people who have not worked [2], this shows the need for maximum work from Bekasi City Manpower Office employees, during the Covid-19 pandemic period is a challenge to work more optimally both online and face-to-face, so this is what encourages the

author to conduct research on culture, commitment to management performance, to find out this, the authors make direct observations in the month before the start of this study, from direct observation, the authors make temporary allegations related to culture and organizational commitment that the implementation of organizational culture at the Bekasi City Manpower Office is not optimal, although still following the health protocol during the Covid-19 pandemic there were still employees who had not done it well, both during WFO (Work From Office) and WFH (Work From Home), there were some who came past the time set during WFO, when WFH had employees who sometimes forget to go out, and some tasks have not been completed at the appointed time, therefore discipline is needed in organizational culture and organizational commitment to support employee performance so that it is good, and does not experience a decline during the Covid-19 pandemic and changes in the digital era therein. so all changes are needed starting from the beliefs, norms, and values that develop around society there are some who come past the set time during WFO, when WFH there are employees who sometimes forget to leave, and some tasks have not been completed on time, therefore discipline is needed in organizational culture and organizational commitment to support employee performance to be good, and has not experienced a decline during the Covid-19 pandemic and changes in the digital era therein, all changes are needed starting from the beliefs, norms, and values that develop around the community There are some who come past the appointed time during WFO, when WFH there are employees who sometimes forget to leave, and some tasks have not been completed on time, therefore discipline is needed in organizational culture and organizational commitment to support employee performance to be good, and has not experienced a decline during the Covid-19 pandemic and changes in the digital era therein, all changes are needed starting from the beliefs, norms, and values that develop around the community and has not experienced a decline during the Covid-19 pandemic and changes in the digital era therein, all changes are needed starting from the beliefs, norms, and values that develop around the community and has not experienced a decline during the Covid-19 pandemic and changes in the digital era therein, all changes are needed starting from the beliefs, norms, and values that develop around the community.

## II. METHODS

This research method uses a quantitative descriptive analysis approach which refers to the formulation of hypotheses, as an answer to the provisional assumption of research problems regarding cultural variables and organizational commitment to the quality of management performance of the Bekasi City Manpower Office. Between the independent and dependent variables, the results of the hypothesis are still provisional in nature, and it can be said to be true or not, if retesting or continuing, the authors formulate the research hypothesis as follows:

**H<sub>1</sub>:** There is a significant positive relationship and influence of work culture variables and organizational commitment to the performance of public management in the Bekasi City Manpower Office.

**H<sub>0</sub>:** There is no significant relationship and positive influence on work culture variables and organizational commitment to public management performance in the Bekasi City Manpower Office.

After the hypothesis is carried out, the research technique is determined by conducting field observations directly as an object, so that the authors get primary / secondary data to be processed using descriptive statistical data, then determine the method of self-administered questionnaires, namely distributing questionnaires directly face-to-face to respondents to Bekasi City Education Office staff and users, this is done to get answers to questions, and the questionnaire return rate (response rate) is expected to be 100%, and interviews are limited considering the Covid-19 pandemic is still ongoing with telephone lines and communication devices others by maintaining health protocols Then the authors processed the data using multiple regression analysis with SPSS with the research time of March - May 2019, while the questionnaire analysis tool used validity and reliability tests to test the data results with the classical assumption test consisting of normality test,

heteroscedoxitytest, multicollinearity test and test. hypothesis with t test and f test, while the multiple regression formula is as follows:

$$Y = a + b_1.X_1 + b_2.X_2 + e$$

Where:

Y = Public Management Performance

a = Regression Constant

b<sub>1</sub>, b<sub>2</sub> = Regression Coefficient

X<sub>1</sub> = Work Culture

X<sub>2</sub> = Organizational Commitment

e = Error

### III. RESULTS AND DISCUSSION

The results of the work culture research on the performance of public management at the Bekasi City Manpower Office show a positive value relationship while the organizational commitment relationship shows a negative value, on the performance of public management, this value is under the work culture variable, so it can be said that research on work culture on the performance of public management in the Bekasi City Manpower Office shows a positive and significant relationship, although the results of the organizational commitment variable show a negative value. In this research, it is discussed about testing the validity and reliability and testing the requirements of analysis, namely testing classic assumptions and testing hypotheses and descriptive statistical analysis, but first, multiple regression analysis will be explained on the respondents' answers from each variable, namely work quality, organizational culture and satisfactioncustomer, here are the results the analysis.

#### Testing Data

Testing of respondent data using validity and reality tests, regression equations and classical assumption tests consisting of normality test, multicollinearity test, heteroscedasticity test and T test and F test, work culture variables and organizational commitment to public management performance in the Bekasi City Manpower Office. as follows:

#### Validity and Reliability Test

Validity testing is done using the Pearson validity correlation or testing the validity of each variable with the product moment technique, where the value for each item is correlated with the total value, while the results of the research are testing the validity of work culture variables and organizational commitment to public management performance in the Manpower Office. Bekasi City, in accordance with the requirements that the variable is said to be valid if the variable value is above 0.30 while the validity value is as follows:

**Table 1.** Validity Test Results

#### Correlations

		Motivasikerja	Budayaorgani sasi	Mutukinerja
Budayakerja	Pearson Correlation	1	.122	.443
	Sig. (2-tailed)		.228	.819
	N	100	100	100
Komitmenorganisasi	Pearson Correlation	.122	1	.544
	Sig. (2-tailed)	.228		.667
	N	100	100	100
Kinerjamanajemen	Pearson Correlation	.023	.544	1
	Sig. (2-tailed)	.819	.667	
	N	100	100	100

Source: Processed data, (2020)

**Table 2.** Results of the Validity Test Recapitulation

Variable		R table	Information
Work Culture	0.443	0.30	Valid
Organizational culture	0.544	0.30	Valid
Public Management Performance	1.00	0.30	Valid

Source: Processed data, (2020)

From statistical calculations, it is known that every variable of work culture and organizational commitment to public management performance in the Bekasi City Manpower Office is at a value above 0.30, it can be concluded that all variables can be said to be valid and can be continued in the next test, namely the reliability test. , here are the reliability test results below:

**Table 3.** Reliability Test Results**Reliability Statistics**

Cronbach's Alpha	N of Items
.762	3

**Table 4.** Results of Reality Test Recapitulation

Variable	<i>Cronbach Alpha (<math>\alpha</math>)</i>		Information
Work quality	0.762	0.6	Reliable
Organizational culture	0.762	0.6	Reliable
Customer satisfaction	0.762	0.6	Reliable

Source: Processed data, (2020)

From the table above it is known that work culture variable and organizational commitment to the performance of public management in the Bekasi City Manpower Office simultaneously have a value of 0.762, in accordance with the requirement that the value of  $R_{count} > R_{table}$ , then the independent variable affects the dependent variable, so it can be said that these variables is reliable. After testing the validity and reliability, it is necessary to test the normality test, namely to find out whether the research data can be distributed properly, according to the requirements if it occurs at the significance level  $\alpha = 5\%$  or the probability value  $< 0.05$ , then it is normal and research can be continued, here are the results of the data normality test:

**Table 5.** Normality Test**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		50
Normal Parameters <sup>a, b</sup>	Mean	.0000000
	Std. Deviation	.38222649
Most Extreme Differences	Absolute	.384
	Positive	.351
	Negative	-.384
Test Statistic		.384
Asymp. Sig. (2-tailed)		.550 <sup>c</sup>

a. Test distribution is Normal.

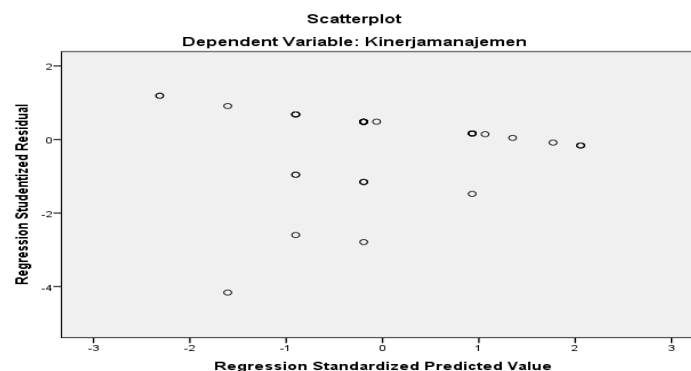
b. Calculated from data.

Source: Processed data, (2020)

From the table above it is known that the asymp, Sig is 0.55 which means that the value well distributed, in accordance with the requirements if it occurs at the significance level  $\alpha = 5\%$  or the probability value  $> 0.05$ , then it is normal in the work culture variable and organizational



commitment to public management performance in the Bekasi City Manpower Office, after a normality test is carried out data, the following will be carried out a heterogeneity test, this test aims to determine whether there is an inequality of work culture variables and organizational commitment to the performance of public management simultaneously. The results of the heterogeneity test are as follows:



**Fig. 1.** Heterocedoxity Test

From the picture above, it can be seen that the scattered dots are above the number 0, the points do not converge at one point only, the points form a pattern and the distribution of data points is not patterned, so it can be concluded that research on work culture variables and organizational commitment to public management performance at the Bekasi City Manpower Office, there is no problem with heteroscedasticity symptoms until a good and ideal regression model can be fulfilled.

**Table 6.** Analysis of Regression Equation Test

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.070	.577		8.787	.000
	Budaya	.722	.099	.180	1.236	.222
	Komitmen organisasi	-.195	.110	-.258	-1.777	.082

a. Dependent Variable: Kinerja manajemen

Source: Processed data, (2020)

The table above states that the results of the work quality score are 0.323 or 32.3% and the organizational culture value is 0.249 or 24.9% and the multiple linear regression analysis on the variable test is as follows:  $Y = 5.070 + 0.722X_1 - 0.195X_2$ , meaning that The regression equation between work culture variables and organizational commitment to public management performance in the Bekasi City Manpower Office is positive for work culture, while negative on organizational commitment, this shows that employee commitment is still needed to achieve professional management performance in the office The Bekasi City Manpower Office, after the regression equation, can determine the correlation value, namely to find out how much influence these two variables have in improving management performance, here are the results of the correlation analysis below:

**Table 7.** Recapitulation analysis of R and R square

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.723 <sup>a</sup>	.775	.035	.621	.775	1.899	2	47	.161

a. Predictors: (Constant), Komitmen organisasi, Budaya

b. Dependent Variable: Kinerja manajemen

Source: Processed data, (2020)

From the table it can be explained that the variable work culture and organizational commitment to public management performance in the Bekasi City Manpower Office has R-square = 0.775 which means 77.5% shows a positive and significant influence on the dependent variable, namely management performance, while the remaining 22, 5% which is still influenced by other independent variables not included in this study such as awarding, compensation, allowances and so on, which may be discussed in further research.

Next, testing the t-test data, this test aims to determine whether there is a difference between the two variables of work culture data and organizational commitment to public management performance, by paying attention to critical values or t-table, if t is positive then  $t > t$  table, vice versa t negative count, then  $t$ -count  $< t$ -table, so the probability value is 0.05 The t-test is as follows:

**Table 8.** T test Results

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.070	.577		8.787	.000
	Budaya	.722	.099	.180	1.236	.222
	Komitmenorganisasi	-.195	.110	-.258	-1.777	.082

a. Dependent Variable: Kinerja manajemen

Source: Processed data, (2020)

The value of the levene test results is homogeneous, in the study of work culture variables and organizational commitment to the performance of public management in the Bekasi City Manpower Office with DF  $50-2 = 48$ , which is equal to 8,778 from the T table value of 2,021, which is positive which shows T count  $> T$  table so that it can be concluded that each independent variable has a positive influence on the dependent variable. After the T test is carried out, the F test is carried out, this test aims to determine whether all independent variables have a joint or simultaneous influence on the dependent variable and can measure the difference in variance between the two or several groups, if the F value counts  $< F$  table, then said to be insignificant, on the contrary,

**Table 9.** F-Test Results

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.121	2	.061	2.398	.674 <sup>b</sup>
	Residual	7.159	47	.152		
	Total	7.280	49			

a. Dependent Variable: Kinerja manajemen

b. Predictors: (Constant), Budaya, Komitmenorganisasi

Source: Processed data, (2020)

From the table above it is known that research on work culture variables and organizational commitment to public management performance in the Bekasi City Manpower Office with an F table value of 2,398 from an F table of 1,190, means that it has an F value  $> F$  table so that it has a significant relationship.

## Discussion

### The Relationship of the Influence of Work Culture on Public Management Performance

Research on work culture on the performance of public management at the Bekasi City Manpower Office shows a positive and significant relationship of 0.722 or 72.2% of the 5.070 value, this is in accordance with the hypothesis  $H_1$ : There is a significant positive relationship and influence on work

culture variables and organizational commitment to public management performance in the Bekasi City Manpower Office. The Manpower Office has been able to build values, behavior and attitudes of employees to follow work according to the procedures set out as civil servants, starting from time discipline, being friendly, caring and caring and complying with health protocols while working, this is done for WFH and WFO. the Covid-19 pandemic, although it has not yet reached 100%,

### **The Influence Relationship of Organizational Commitment on Public Management Performance**

The relationship between organizational commitment shows a negative value, on the performance of public management, this value is below the work culture variable of 0.195, meaning that special knowledge and skills are needed in conveying the latest regulations and socialization from either the Bekasi City Government or the Indonesian Ministry of Manpower so that there is equality and balance. dynamics in carrying out their main tasks and work functions, besides that the Covid-19 pandemic also disrupted overall activities, not only employee rotation at the central and regional levels that occurred, economic problems, labor problems also occurred, but the Manpower Office this must become a challenge in itself to be able to serve the community better with a high spirit of organizational commitment.

### **The Relationship between the Influence of Work Culture and Organizational Commitment on Public Management Performance**

Research on work culture on the performance of public management in the Bekasi City Manpower Office shows that there is a positive and significant relationship, this is evidenced by the simultaneous regression and correlation tests for each variable, although the organizational commitment variable shows a negative value, meaning that it has no significant relationship. positive significant or in accordance with the hypothesis that **H<sub>0</sub>**: There is no significant positive relationship and influence of work culture variables and organizational commitment to public management performance in the Bekasi City Manpower Office. In this case, it may be necessary to have a moderating or intermediary variable before going to the management performance variable, it can also be related to respondents who answered limitedly given the pandemic period, as it is known that the R-square value = 0.775 which means 77,

## **VI. CONCLUSION**

The author can make conclusions from this very interesting research, which is to see how the performance of civil servants in the Bekasi City Power Service during the Covid-19 pandemic, whether done online or in limited face-to-face, that the performance of public management must be improved to maintain quality. Institution and at the same time as the mandate of the Law in serving the people of Bekasi city, that work culture variables and organizational commitment to the performance of public management in the Bekasi City Manpower Office are quite representative and proven to be positive and significant both in regression and correlation, but the variable organizational commitment has a negative value, although there are several reasons put forward that are acceptable, so that the reason This is a challenge in itself for the Bekasi City Manpower Office to realize competency-based services and realize the expectations of the community to get employment-related services that are fast, precise and correct, this also supports the vision and mission of the city of Bekasi which is competitive in the field of services in all fields that continue innovating and technology and creating a healthy and good bureaucracy and for suggestionbased on the discussion in research on work culture on the performance of public management in the Bekasi City Manpower Office, the author can provide suggestions that Bekasi City Manpower Officehas implemented a fairly good work culture which refers to the ASN Law which applies according to work during the Covid-19 pandemic, but it is hoped that the service will maintain and increase the application of organizational culture by increasing the application of reward and punishment so that cultural achievements can be maintained properly, meanwhile for organizational commitment, because based on the research results



of insufficient value, maximal and periodic education and training are needed, both online and face-to-face with strict health protocols, so that it can be monitored, employees who are not maximal at work and need intensive attention to given the cultural values of employees, also the leadership of the Manpower Office actively evaluates by accepting suggestions, opinion and input and criticism from employees in supporting the performance of public management related to labor issues in Bekasi City.

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