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The Influence of Organizational Culture and Organizational Commitment on the Performance of KSPKP Tuban Employees

Ahmad Basit, Abdul Majid, Rudi Wibowo
Faculty of Economics and Business, Muhammadiyah University of Lamongan
Email: ahmadbasit997@gmail.com; rudiw@umla.ac.id

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ABSTRACT

This study aims to analyze the influence of organizational culture and organizational commitment on employee performance at the KSPKP Tuban Regency, both partially and simultaneously, so that an overview of which variables most dominantly influence employee performance is obtained. This study uses a quantitative approach with primary data obtained through the distribution of Likert-scale questionnaires to KSPKP Tuban employees. The population was 100 employees and the sample was determined using the Slovin formula, followed by convenience sampling techniques. The questionnaires that were successfully processed amounted to 63 respondents. Data were analyzed using instrument tests (validity and reliability), classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, t-test, F-test, and coefficient of determination (R^2) with the help of SPSS software version 26. The results of the partial test (t-test) indicate that organizational culture has a positive and significant effect on employee performance with a calculated t-value of 13.873 and a significance of 0.000 <0.05. Organizational commitment also has a positive and significant effect on employee performance with a t-value of 2.422 and a significance of 0.018 <0.05. The results of the simultaneous test (F test) show a calculated F value of 98.682 with a significance of 0.000 <0.05. The Adjusted R Square value of 0.759 or 75.9% indicates that the two independent variables are able to explain variations in employee performance by 75.9%, the rest is explained by other variables outside the model. Organizational culture and organizational commitment have a positive and significant effect on employee performance at KSPKP Tuban both partially and simultaneously, with organizational culture as the most dominant variable based on the standardized beta coefficient value.

1. Introduction

Human resources are a crucial factor in any organization. Every organization strives to improve the quality of its human resources to ensure satisfactory performance (Luqmanul et al., 2026). This improvement is a key to motivating employees and ensuring a clearer direction for their goals (Icha et al., 2026). The Ministry of Manpower, through its Indonesia Employment Outlook, projects that the workforce will improve in 2024, in line with population growth and improving economic conditions over the next five years. The working-age population is projected to reach approximately 212.56 million people in 2024, with an average annual growth rate of 0.98%. This significant growth in the working-age population requires organizations to be more careful in managing their human resources to survive in the increasingly fierce competition (Samsudin & Jusman, 2023).

Employee performance is an important issue for organizations to address, as employee performance impacts the quality and quantity of an organization's competitiveness (Priyasmimana et al., 2023). Having quality human resources is essential for achieving organizational goals and improving organizational performance (Rosiawan et al., 2025). If human resources are highly motivated, creative, and innovative, their performance will improve. Conversely, without the support of quality human resources, an organization's efforts to achieve its goals will encounter many obstacles (Fachrezi and Hazmanan, 2024).

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Good performance will not be achieved without an organizational culture that supports the organization itself. Organizational culture becomes an identity that distinguishes one organization from another and influences how employees think, behave, and act at work. Anggono and Sauh (2024) emphasize that "organizational culture is built from deeply held beliefs about how the organization should be run or operate." In essence, all organizations have a culture, but not all organizational cultures are equally strong in influencing employee behavior and actions. The higher the level of employee acceptance of the organization's core values and the greater their commitment to those values, the stronger the organizational culture (Rudi Wibowo et al., 2026).

However, a strong organizational culture also has its drawbacks, namely that it tends to inhibit employees from daring to try new methods, especially when facing rapidly changing situations. Nevertheless, in general, the culture embedded in an organization has a significant contribution to employee performance (Gusmery & Susanti, 2023). When employees understand the values of their organization, this will influence the way they work and behave in the workplace (Ibrahim & Hasbullah, 2022). Preliminary studies on the research object indicate that organizational culture contributes approximately 32% to the performance of KSPKP Tuban employees , while 68% is influenced by other variables. This means that if organizational culture improves, employee performance tends to improve, and vice versa (Rudi Wibowo et al., 2026).

Besides organizational culture, another factor that influences organizational performance is organizational commitment. According to Rudi Wibowo et al. (2026), organizational commitment includes employee pride, employee loyalty, and employee commitment to the organization. Employees who are committed to the organization have the potential to improve performance both individually, as a group, and as an organization. Employees with high organizational commitment will voluntarily give maximum effort for the advancement of the organization, strive to achieve organizational goals, and maintain organizational values. Based on this description, organizational commitment can be understood as a condition in which an employee has loyalty to the organization where he works so that the employee identifies himself as part of the organization and makes every effort to achieve organizational goals. Organizational commitment has three main indicators, namely employee willingness, employee loyalty, and employee pride in the organization (Dewi & Wibowo, 2026).

The increasingly rapid development of the business world in Indonesia has also impacted changes in organizational culture. Organizations are required to have a culture that distinguishes them from other similar organizations (Gusmery & Susanti, 2023). An organization's success is not only supported by its culture but also by how the organization fosters organizational commitment among its employees. Increasing employee demands on the organization and what the organization does will determine employee commitment or attachment to the organization, which ultimately influences employees' decisions to remain with and advance their organization or choose another, more promising workplace (Priyasmimana et al., 2023).

KSPKP Tuban is a cooperative located in the city center of Tuban Regency. This cooperative, which operates in the fisheries and agriculture sectors, has seven business units with a significant number of employees, including units that collaborate with cigarette industry partners. As a cooperative established in 1980, KSPKP Tuban faces complex human resource management challenges, ranging from differences in educational backgrounds, business unit diversity, and workforce competition with surrounding companies. Employees are required to always be professional in working according to their respective duties and functions as outlined in the SOP. It is feared that if the workload is too heavy while the wages received are not as high as wages at other nearby companies, employees may potentially seek additional income outside the cooperative or even leave KSPKP Tuban in search of a more promising career path. This condition emphasizes the need for a good organizational culture and organizational commitment to retain employees and improve their performance (Jazilah, 2023).

The formulation of the research problem is: (1) is there an influence of organizational culture on employee performance; (2) is there an influence of organizational commitment on employee performance; and (3) is there an influence of organizational culture and organizational

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commitment simultaneously on employee performance.

2. Literature Review

2.1 Conceptual and Theoretical Foundations

2.1.1. Employee Performance

Performance or work achievement is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives or criteria that have been determined in advance and agreed upon together (Putri et al, 2026) . According to Rosma et al. (2025), performance is work that is successfully demonstrated by workers with earnest effort in order to fulfill tasks and obligations. Employee performance shows how much they contribute to the organization, including through the quantity of output, quality of output, work period, attendance at work, and cooperative attitude in the organization.

Aji et al. (2023) defines performance as the willingness of an individual or group to carry out an activity and perfect it according to their responsibilities with the expected results. Performance is essentially what employees do or do not do. The more employees comply with the main tasks and functions that must be carried out, the better they are in carrying out their duties (Harahap et al., 2023). Performance at the individual level can be measured through four main dimensions, namely quality, quantity, use of time at work, and cooperation with others at work (Soejarminto & Hidayat, 2022). In this study, performance was measured by indicators of work results (quality, quantity, efficiency), work behavior (discipline, initiative, accuracy), and personal characteristics (honesty, creativity).

2.1.2. Organizational Culture

Organizational culture or work culture is a habit that is repeatedly carried out by employees in an organization that has been mutually agreed upon as a habit that must be adhered to in carrying out work to achieve goals (Maulana et al., 2024) . Cultural management often focuses on developing shared values and gaining commitment to those values. The core values of an organization represent beliefs about what is considered important by management regarding how people should behave (Krhistian & Sohilauw, 2025).

Dewi and Wibowo (2026) explains that organizational culture has several important functions, including: (1) creating a clear distinction between one organization and another; (2) bringing a sense of identity to organizational members; (3) facilitating the emergence of member commitment to the organization; (4) being a social glue that helps unite organizational members; and (5) guiding and shaping employee attitudes and behavior. Based on Denison's model, organizational culture consists of four main dimensions, namely involvement, consistency, adaptability, and mission, which are further described in indicators such as empowerment, team orientation, capability development, coordination and integration, agreement, core values, creating change, customer focus, organizational learning, strategic direction and intents, goals and objectives, and vision.

2.1.3. Organizational Commitment

Organizational commitment is a person's view of the organization's goals which are then linked to personal goals that lead to compatibility in work patterns, management of organizational resources, fulfillment of rights and other regulations, which ultimately provide a sense of unity in working towards the realization of common goals (Riatmaja et al., 2024). Organizational commitment is the level of trust and acceptance of the workforce towards organizational goals and the desire to remain in the organization. When employees are not committed to the organization, they tend to work indifferently, are unable to produce high performance, and ultimately have the potential to leave the organization (Ni Kadek et al, 2022).

Organizational commitment as a sense of identification, involvement, and loyalty expressed by an employee towards his organization (Umar & Norawati, 2022). Organizational commitment as identification (belief in organizational values), job involvement (willingness to try one's best for the benefit of the organization), and loyalty (desire to remain a member of the organization) (Dodi et al., 2025). Santyka et al. (2026) also put forward three approaches to organizational commitment based on the Meyer and Allen model, namely affective commitment (employee's emotional bond to the organization), continuance commitment (awareness of the costs of leaving the organization), and normative commitment (feeling obligated to remain

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in the organization).

2.2. Empirical Study Review

Several empirical studies have examined the relationship between organizational culture, organizational commitment, and employee performance across various organizational contexts. Rudi Wibowo et al. (2026) examined the influence of professionalism and organizational commitment on employee performance at the South Sulawesi Provincial Inspectorate Office and found that organizational commitment had a positive and significant effect on employee performance. Similar findings were presented by Gusmery and Susanti (2023) who examined the influence of organizational culture and organizational commitment on OCB and the performance of teaching staff at Musamus Merauke University using path analysis, with results showing a significant influence of both variables on performance.

Daslim et al. (2023) examined professionalism, organizational culture, and organizational commitment on tax performance and concluded that organizational culture and organizational commitment partially influence performance. Rudi Wibowo et al. (2026) reinforced these findings with multiple regression, where organizational culture provided a coefficient of 0.593 and organizational commitment 0.312 on employee performance.

In general, these empirical studies consistently confirm the positive influence of both variables on performance. However, most of the research was conducted in government, higher education, hospitals, or medium-to-large private companies, and used multiple regression or path analysis approaches with relatively homogeneous samples.

2.3. Identifying Research Gaps

Based on the conceptual synthesis and empirical review above, several research gaps form the basis of this study. First, in terms of context, the majority of previous studies have focused on government agencies, universities, hospitals, or conventional private companies, while the fisheries and agriculture-based sectors have been rarely studied. Yet, cooperatives possess unique organizational characteristics, with distinct membership relationship patterns, family values, and economic structures that differ from purely for-profit organizations. These unique characteristics have the potential to generate patterns of cultural influence and organizational commitment that differ from previous findings.

Second, in terms of variable contributions, there is inconsistency regarding the magnitude of the influence of organizational culture and organizational commitment on performance. Some studies place commitment as the dominant contributor, while others place organizational culture as the dominant variable. Few studies have explicitly tested these two variables in village-level cooperative organizations, so the order of dominant influence cannot be generalized.

Third, from a methodological perspective, most previous studies have not specifically integrated Denison's four-dimensional framework for organizational culture with Meyer–Allen's three-component model for organizational commitment into a single performance analysis framework for community-based organizations.

Thus, the research gap identified is the lack of empirical evidence regarding the influence of organizational culture and organizational commitment on employee performance in village cooperative units in the fisheries-agriculture sector in Indonesia, particularly KSPKP Tuban, Brondong, and Lamongan. This study is designed to address this gap.

2.4. Conceptual Framework Development

Based on the theoretical review and hypothesis development above, the conceptual framework of this study can be described as follows. The independent variables (X1: Organizational Culture and X2: Organizational Commitment) are predicted to have a partial (H1 and H2) or simultaneous (H3) effect on the dependent variable (Y: Employee Performance).

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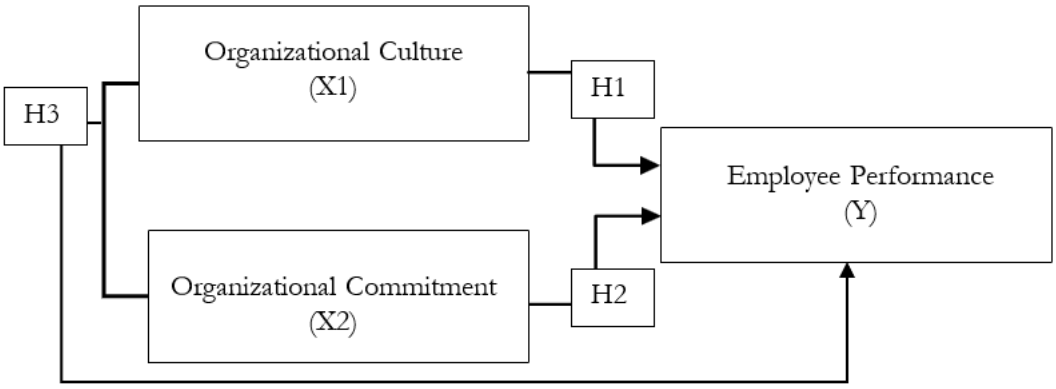


Fig. 1. Conceptual Framework

2.5. Hypothesis or Research Proposal

A strong organizational culture encourages the internalization of organizational values and goals into employees' daily behavior. Employees who work in an environment with a supportive organizational culture will have clear guidelines regarding expected behavior, thus tending to perform better. Based on this description, the first hypothesis is formulated:

H1: Organizational culture has a positive and significant influence on the performance of KSPKP Tuban employees.

H2: Organizational commitment has a positive and significant effect on the performance of KSPKP Tuban employees.

H3: Organizational culture and organizational commitment simultaneously have a positive and significant effect on the performance of KSPKP Tuban employees.

3. Research methods

3.1. Research Design

This research falls within the scope of Human Resource Management research with a quantitative approach. The variables in this study consist of two independent variables and one dependent variable. The independent variables include organizational culture (X1) which is measured through four dimensions of Denison's model (involvement, consistency, adaptability, and mission) with 16 statement items, and organizational commitment (X2) which is measured through three dimensions (affective, continuance, and normative commitment) with 12 statement items. The dependent variable is employee performance (Y) which is measured through three dimensions (work results, work behavior, and personal traits) with 16 statement items. All items use an ordinal scale (5-point Likert).

3.2. Research Context and Setting

The organizational culture that has developed within KSPKP Tuban should be able to increase employee commitment, resulting in satisfactory performance. However, the desired commitment is not merely passive loyalty, but also an active relationship with the work organization that aims to give its all for the organization's success. Based on these conditions, researchers are interested in further analyzing whether organizational culture and organizational commitment influence employee performance at KSPKP Tuban , either partially or simultaneously.

3.3. Population and Sample / Research Participants

The population in this study was all 100 employees of the Tuban KSPKP . According to (Sugiyono, 2021), a population is a generalization area that includes objects or subjects from which conclusions can be drawn. The sample was determined using the Slovin formula with a 95% confidence level and a 5% error rate, resulting in a minimum sample size of 80 people. The sampling technique used was convenience sampling, which is a sampling technique based on ease of access and respondent availability. Questionnaires were distributed to 75 employees; 12 questionnaires were not returned, resulting in 63 respondents successfully processed. This number still meets the requirements for a large sample size for parametric statistical analysis ($n > 30$).

3.4. Data Sources and Data Collection

The data used are primary data obtained through the distribution of questionnaires to KSPKP Tuban employees . The questionnaire was compiled

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using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) to measure employee perceptions of organizational culture, organizational commitment, and performance variables. In addition to the questionnaire, this study also used documentation as supporting data. The research was conducted at KSPKP Tuban.

3.5. Measurement of Research Variables and Instruments

Before conducting the regression analysis, instrument quality testing was first conducted, including validity testing (with Pearson Correlation) and reliability testing (with Cronbach's Alpha, minimum limit 0.70). Next, classical assumption tests were conducted, including normality tests (with histogram graphs, normal PP plots, and Kolmogorov-Smirnov), multicollinearity tests (with tolerance values > 0.1 and VIF < 10), and heteroscedasticity tests (with scatterplot graphs). After passing the classical assumption tests, hypothesis testing was conducted through partial tests (t-tests), simultaneous tests (F-tests), and coefficient of determination (R^2) tests.

3.6. Data Analysis Techniques

The data analysis technique used is multiple linear regression analysis with the help of SPSS software version 26. The multiple linear regression equation is formulated as follows:

$$Y=a+b1\ X1 + b2\ X2 + e \quad (1)$$

Where Y is employee performance; a is a constant; b1 and b2 are the regression coefficients of each variable; X1 is organizational culture; X2 is organizational commitment; and e is the residual value.

3.7. Validity, Reliability, and Trustworthiness

To ensure the quality of the research instruments and data, several testing procedures were performed. Validity testing used Pearson Product Moment Correlation in SPSS version 26 software, by comparing the calculated r and table r values and observing the significance level ($\alpha < 0.05$). Reliability testing was conducted using the Cronbach's Alpha (α) test. The instrument is declared reliable if the α value is ≥ 0.60.

In addition to instrument testing, the reliability of the research results is strengthened through classical assumption tests, including normality tests using the Normal PP Plot and the Kolmogorov–Smirnov test, multicollinearity tests with tolerance indicators > 0.10 and VIF < 10, and heteroscedasticity tests using scatterplots. These procedures ensure that the regression model meets the BLUE (Best Linear Unbiased Estimator) requirements, so that the resulting findings can be statistically accounted for.

3.8. Ethical Considerations

This research involved human subjects and therefore strictly adhered to research ethics principles. First, the principle of informed consent was applied by providing an explanation of the research objectives, the questionnaire completion procedure, and the respondent's right to refuse or withdraw without any consequences. Participation by KSPKP Tuban Cooperative employees was voluntary.

Second, the principles of confidentiality and anonymity are maintained by not including respondents' personal identities in the data reporting. The data presented only comprise aggregate demographic characteristics (gender, age, education, and length of service), without the ability to trace them back to specific individuals.

Third, official permission was obtained from the management of the Tuban KSPKP Cooperative before data collection. The collected data will be used solely for academic purposes and will not be disseminated to unauthorized parties. The principle of academic integrity is upheld through objective data processing, truthful reporting of results, and citation of reference sources in accordance with scientific principles to avoid plagiarism.

3.9. Research Procedures

This research was conducted through several systematic stages. The first stage is the planning stage, which includes problem formulation, literature review, determination of research variables (organizational culture as X1, organizational commitment as X2, and employee performance as Y), and the development of a conceptual framework and hypotheses.

The second stage was the development of a research instrument in the form of a questionnaire with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Indicators for each variable were developed from Denison's theory for

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organizational culture, Meyer–Allen's theory for organizational commitment, and performance indicators adapted from Ipijei (2021).

The third stage was data collection. Questionnaires were distributed to employees of the KSPKP Tuban Brondong Cooperative using a convenience sampling technique. A total of 75 questionnaires were distributed, of which 63 were returned and processed, while 12 were not. The sample size was calculated using the Slovin formula at a 95% confidence level and a 5% margin of error.

The fourth stage is data processing and analysis using SPSS version 26. The analysis includes data quality testing (validity and reliability), classical assumption testing (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, partial hypothesis testing (t-test), simultaneous testing (F-test), and coefficient of determination testing (R^2).

The fifth stage is interpretation of the results, discussion, drawing conclusions, and developing recommendations for the organization and future research directions. All stages are documented to ensure methodological transparency and allow for replication by other researchers.

3.10. Methodological Limitations

This study acknowledges several methodological limitations. First, the sampling technique used convenience sampling, selecting respondents who were easily accessible and willing to participate. This technique is practically efficient, but it has limitations in terms of population representation and the generalizability of the results to other cooperatives outside the Tuban KSPKP.

Second, the research sample was limited to 63 employees from a single cooperative in the Tuban area. The relatively small sample size and scope limit the generalizability of the findings to the context of village-based cooperatives in other areas with different characteristics.

Third, data collection used a single instrument, a closed-ended questionnaire. While this instrument is efficient for quantitative measurement, it still poses the potential for social desirability and common method bias, as respondents may provide answers that are perceived as ideal rather than reflecting the actual situation. The lack of triangulation methods such as in-depth interviews or observation presents a distinct limitation.

Fourth, this study is limited to two independent variables: organizational culture and organizational commitment. However, employee performance can be influenced by other variables, such as leadership, motivation, compensation, job satisfaction, and the work environment, which were not analyzed in this study. The adjusted R-square value of 0.759 indicates that 24.1% of the performance variation is explained by variables outside the model.

Fifth, this study is cross-sectional (data collected at a single point in time), so it cannot capture the dynamics of changes in culture, commitment, and performance over time. Longitudinal studies could provide a stronger picture of causal relationships.

4. Results and Discussion

4.1. Research Results

4.1.1. Sample Description and Descriptive Statistics

a. General Description of Research Object

KSPKP Tuban is a cooperative located in the city center of Tuban Regency, East Java Province. This cooperative was established on May 24, 1980 and obtained Legal Entity No. 4716/BH/II/1980 on December 22, 1980. KSPKP Tuban operates in the fisheries and agriculture sectors with seven business units, namely the Main Office, Health Service Unit, Savings and Loans/Swamina Unit, General Trading Unit, Ice Factory Unit, Cold Storage Unit (with approximately 100 employees), and Hand-Rolled Clove Cigarette (SKT) Unit in collaboration with PT. HM. Sampoerna (with approximately 1,400 employees). Since its establishment, KSPKP Tuban has grown into one of the pillars of the regional economy.

b. Respondent Data Description

Questionnaires were distributed to 75 KSPKP Tuban employees. Of these, 12 were not returned, resulting in 63 successfully processed questionnaires. Table 1 presents the demographic characteristics of the respondents.

Table 1. Demographic Characteristics of Respondents (n = 63)

Characteristics	Category	Amount	Percentage

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Gender	Man	43	68.25%
	Woman	20	31.75%
Age	≤ 20 years	8	12.70%
	21–30 years	33	52.38%
	> 31 years	22	34.92%
Education	Senior High School	12	19.05%
	Diploma	17	26.98%
	Bachelor	34	53.97%
Years of service	< 1 year	8	12.70%
	1–5 years	44	69.84%
	> 5 years	11	17.46%

Source: Processed by the Researcher

Table 1 shows that the majority of respondents were male (68.25%), within the productive age range of 21–30 years (52.38%), had a bachelor's degree (53.97%), and had worked for 1–5 years (69.84%). This composition indicates that KSPKP Tuban is dominated by productive-age employees with relatively high levels of education and sufficient work experience to provide an objective assessment of their organizational culture, commitment, and performance.

4.1.2. Data Quality and Preliminary Analysis

a. Instrument Quality Test

Validity testing was conducted using Pearson Correlation using an initial sample of 30 respondents. The test results showed that all statement items for the variables of organizational culture (X1), organizational commitment (X2), and employee performance (Y) had significant Pearson Correlation values at the 0.05 and 0.01 levels, so that all items were declared valid and suitable for use as research instruments.

Reliability testing was conducted by calculating Cronbach's Alpha. The results are presented in Table 2.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Information
Organizational Culture (X1)	0.861	Reliable
Organizational Commitment (X2)	0.881	Reliable
Employee Performance (Y)	0.924	Reliable

Source: Primary data processed with SPSS (2024)

Table 2 shows that all variables have a Cronbach's Alpha value above 0.70, so the instrument is declared reliable and can be used for further testing.

b. Classical Assumption Test

The results of the normality test using the PP Plot graph show that the data points are spread around the diagonal line and follow the direction of the diagonal line. The histogram graph also shows a normal distribution pattern (not skewed). Thus, it can be concluded that the regression model meets the assumption of normality.

The results of the multicollinearity test are presented in Table 3.

Table 3. Multicollinearity Test Results

Variables	Tolerance	VIF	Information
Organizational Culture (X1)	0.894	1,119	Free from multicollinearity
Organizational Commitment (X2)	0.894	1,119	Free from multicollinearity

Source: Primary data processed with SPSS (2024)

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Table 3 shows that the tolerance value for both independent variables is > 0.10 and the VIF value is < 10. Thus, the regression model is free from multicollinearity symptoms.

Heteroscedasticity Test. The results of the heteroscedasticity test using a scatterplot graph show that the data points are randomly distributed above and below zero on the Y-axis and do not form a specific pattern. Thus, the regression model does not exhibit heteroscedasticity.

4.1.3. Main Analytical Results

a. Multiple Linear Regression Analysis

The results of the multiple linear regression analysis along with the partial test (t-test) are presented in Table 4.

Table 4. Results of Multiple Linear Regression Analysis and t-Test

Variables	B (Unstandardized)	Std. Error	Beta (Standardized)	t	Sig.
(Constant)	-25,175	8,274		-3,043	0.003
Organizational Culture (X1)	0.826	0.060	0.915	13,873	0,000
Organizational Commitment (X2)	0.279	0.115	0.160	2,422	0.018

a. Dependent variable: Employee performance

Source: Primary data processed with SPSS (2024)

Based on Table 4, the multiple linear regression equation can be written as follows:

$$Y=-25.175+0.826\ X1+0.279\ X2+e \quad (2)$$

Equation (2) shows that: (1) a constant value of -25.175 means that if organizational culture and organizational commitment are zero, then employee performance is -25.175; (2) the regression coefficient X1 of 0.826 (positive) indicates that every one-unit increase in organizational culture will increase employee performance by 0.826 units, assuming other variables are constant; and (3) the regression coefficient X2 of 0.279 (positive) indicates that every one-unit increase in organizational commitment will increase employee performance by 0.279 units, assuming other variables are constant.

Partial Test (t-Test). Based on Table 4, the organizational culture variable (X1) has a t-value of 13.873 with a significance of 0.000 <0.05, so H0 is rejected and H1 is accepted. This means that organizational culture has a positive and significant effect on employee performance. The organizational commitment variable (X2) has a t-value of 2.422 with a significance of 0.018 <0.05, so H0 is rejected and H2 is accepted. This means that organizational commitment also has a positive and significant effect on employee performance.

Simultaneous Test (F Test). The results of the F test are presented in Table 5.

Table 5. F-Test Results (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2,837,191	2	1,418,596	98,682	0,000
Residual	862,523	60	14,375		
Total	3,699,714	62			

a. Predictors: (Constant), Commitment, Culture;

b. Dependent variable: Performance

Source: Primary data processed with SPSS (2024)

Table 5 shows that the calculated F value is 98.682 with a significance of 0.000 < 0.05. Thus, H0 is rejected and H3 is accepted. This means that organizational culture and organizational commitment simultaneously have a positive and significant effect on the performance of KSPKP Tuban employees.

Coefficient of Determination (R^2) Test. The results of the coefficient of determination test are

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presented in Table 6.

Table 6. Results of the Coefficient of Determination (R^2) Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.876	0.767	0.759	3,791

a. Predictors: (Constant), Commitment, Culture;
b. Dependent variable: Performance

Source: Primary data processed with SPSS (2024)

Table 6 shows that the Adjusted R Square value is 0.759, or 75.9%. This means that the variables of organizational culture and organizational commitment can explain 75.9% of the variation in employee performance, while the remaining 24.1% is explained by other variables outside the research model, such as job satisfaction, motivation, leadership, compensation, or work environment.

4.1.4. Hypothesis Testing Results / Key Findings

The hypotheses were evaluated using the partial t-tests and the simultaneous F-test. The significance level was set at 0.05.

Hypothesis 1: The Effect of Organizational Culture on Employee Performance

Based on Table 4, organizational culture (X1) had a reported t-value of 13,873 and a significance value of 0,000. Because the significance value was below 0.05, H0 was rejected and H1 was accepted. The results indicate a positive and statistically significant effect of organizational culture on employee performance.

Hypothesis 2: The Effect of Organizational Commitment on Employee Performance

Table 4 shows that organizational commitment (X2) had a reported t-value of 2,422 and a significance value of 0.018. Because the significance value was below 0.05, H0 was rejected and H2 was accepted. The results indicate a positive and statistically significant effect of organizational commitment on employee performance.

Hypothesis 3: The Joint Effect of Organizational Culture and Organizational Commitment on Employee Performance

Based on Table 5, the regression model produced a reported F-value of 98,682 and a significance value of 0,000. Since the significance value was below 0.05, H0 was rejected and H3 was accepted. This result indicates that organizational culture and organizational commitment jointly have a statistically significant effect on the performance of KSPKP Tuban employees.

4.1.5. Visual Presentation of Results

The empirical findings are presented through six tables to ensure transparency and facilitate interpretation of the statistical analyses. Table 1 presents the demographic characteristics of the respondents; Table 2 reports the reliability test results; and Table 3 summarizes the multicollinearity assessment. Table 4 presents the multiple linear regression coefficients and partial t-test results, while Table 5 reports the simultaneous F-test results. Finally, Table 6 presents the coefficient of determination and the explanatory capacity of the regression model.

The graphical results of the preliminary analyses are also reported. The P–P Plot and histogram were used to assess normality, while the residual scatterplot was used to evaluate heteroscedasticity. Together, these tables and figures provide the empirical basis for assessing the research hypotheses and examining the relationships among organizational culture, organizational commitment, and employee performance.

4.2. Discussion Research

4.2.1. Interpretation of Key Findings

a. The Influence of Organizational Culture on Employee Performance.

The results of the study indicate that organizational culture has a positive and significant effect on employee performance at KSPKP Tuban . This means that the stronger the organizational culture, the higher the employee performance. The standardized beta coefficient value of 0.915 indicates that organizational culture is the most dominant variable influencing employee performance. This finding confirms that organizational values embedded through involvement, consistency, adaptability, and mission provide clear behavioral guidelines to employees and facilitate the

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achievement of organizational goals. When employees feel involved in decision-making, understand the organization's core values, are able to adapt to change, and understand the organization's strategic direction, they tend to display better performance. These results are consistent with previous studies that concluded that organizational culture has a significant effect on employee performance (Febriana et al., 2025) and (Wibowo et al., 2026).

For KSPKP Tuban, these findings have important implications. As a cooperative that manages seven business units and employs employees from diverse backgrounds, strengthening organizational culture is a key strategy to ensure consistency of values and behavior across all units. Cooperative management needs to continuously socialize core values, provide space for employee participation, and build an adaptive culture that allows the cooperative to respond quickly to changes in the business environment.

b. The Influence of Organizational Commitment on Employee Performance.

The results of the study also show that organizational commitment has a positive and significant effect on employee performance, although with a smaller coefficient compared to organizational culture. Employees who have a high level of commitment tend to be more emotionally attached (affective commitment), feel a sense of loss if they leave the organization (continuance commitment), or have a sense of moral obligation to stay (normative commitment). These three forms of commitment together encourage employees to work more diligently, uphold organizational values, and exert maximum effort to achieve organizational goals. This finding is in line with research by Krisna et al. (2025) and Puji Dariani et al. (2025) which reported that organizational commitment contributes significantly to employee performance, both directly and indirectly through job satisfaction.

For KSPKP Tuban , these findings indicate the importance of programs that strengthen employee commitment, such as loyalty rewards, career development programs, training opportunities, fair compensation systems, and a supportive work environment. High levels of commitment will also reduce the risk of employee turnover to other companies in the Brondong area that offer higher salaries, a major concern for cooperative management.

c. The Simultaneous Influence of Organizational Culture and Organizational Commitment.

The F-test shows that organizational culture and organizational commitment together have a significant effect on employee performance with an F-value of 98.682. The Adjusted R-square value of 75.9% confirms that these two variables are the main explanations of employee performance variations at KSPKP Tuban . This finding strengthens the theoretical argument that organizational culture and organizational commitment are two complementary factors. Organizational culture provides a system of values and behavioral norms, while organizational commitment provides an internal psychological force that encourages employees to internalize these values. The combination of the two creates optimal conditions for employees to display their best performance (Wibowo et al., 2026) .

Furthermore, the remaining 24.1% of performance variation not explained by the model indicates that there are still other factors that need to be considered, such as work motivation, job satisfaction, leadership, compensation, the physical work environment, training and development, and individual factors such as personality and competence. Further research is recommended to include these variables to obtain a more comprehensive model (Rasyid et al., 2024).

From the comparison of standardized beta coefficients (Culture = 0.915 vs. Commitment = 0.160), it is clear that organizational culture has a far more dominant contribution to employee performance. This is consistent with the understanding that organizational values are well-ingrained in KSPKP Tuban employees , thus becoming the main foundation that shapes their work behavior. Meanwhile, organizational commitment acts as a reinforcement that ensures employees continue to stay and contribute to the organization.

4.2.2. Comparison with Previous Studies

The findings regarding organizational culture are consistent with previous studies by Febriana et al. (2025) and Wibowo et al. (2026), which concluded that organizational culture significantly affects

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employee performance. Similarly, the positive effect of organizational commitment supports the findings of Krisna et al. (2025) and Puji Dariani et al. (2025), who reported that organizational commitment contributes significantly to employee performance, both directly and indirectly through job satisfaction. The simultaneous influence of organizational culture and organizational commitment also reinforces the findings of Wibowo et al. (2026), which emphasize the complementary roles of organizational values and employee commitment in supporting performance. These consistencies strengthen the relevance of the present findings within the existing empirical literature.

4.2.3. Theoretical Contributions

This study contributes to the understanding of employee performance by demonstrating that organizational culture and organizational commitment function as complementary explanatory factors. Organizational culture establishes shared values and behavioral norms, whereas organizational commitment provides a psychological basis for employees to maintain their involvement and contribute to organizational objectives. The standardized beta coefficients further indicate that organizational culture (0.915) has a more dominant contribution than organizational commitment (0.160) in the estimated model. These findings highlight the importance of considering both organizational and individual psychological factors when examining employee performance in cooperative organizations.

4.2.4. Practical and Policy Implications

For KSPKP Tuban, which manages seven business units and employs individuals from diverse backgrounds, strengthening organizational culture is an important management priority. Management should continuously communicate core organizational values, encourage employee participation in decision-making, and develop an adaptive culture that supports responses to changes in the business environment. In addition, programs that strengthen organizational commitment, including loyalty rewards, career development, training opportunities, fair compensation, and a supportive work environment, should be considered. Such initiatives may help maintain employee engagement and reduce the risk of turnover to other companies in the Brondong area that offer higher salaries.

4.2.5. Integration with the Research Gap

The findings address the need to examine organizational culture and organizational commitment jointly in explaining employee performance within the context of KSPKP Tuban. By evaluating their individual and simultaneous effects, this study provides contextual evidence of their respective contributions in a cooperative managing multiple business units. The stronger standardized beta coefficient for organizational culture also identifies an important distinction between the relative contributions of the two variables in this research setting. Nevertheless, the remaining 24.1% of unexplained performance variation indicates that other factors, including work motivation, job satisfaction, leadership, compensation, the physical work environment, training and development, personality, and competence, warrant further investigation. Future research incorporating these factors could provide a more comprehensive explanatory model (Rasyid et al., 2024).

4.2.6. Acknowledgement of Study Limitations

The findings should be interpreted in the context of KSPKP Tuban and the organizational characteristics examined in this study. Although organizational culture and organizational commitment explain 75.9% of employee performance variation based on the Adjusted R-square value, the remaining 24.1% indicates that other determinants have not been captured by the model. Furthermore, the dominance of organizational culture over organizational commitment reflects the estimated relationships within this particular research setting and should not automatically be generalized to other organizations. Future studies could examine additional explanatory variables and different organizational contexts to assess the broader applicability of these findings.

5. Conclusion

5.1. Summary of Key Findings

Based on the results of the analysis and discussion, this study concludes that: (1) organizational culture has a positive and significant effect on the performance of KSPKP Tuban

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employees (t = 13.873; sig = 0.000); (2) organizational commitment has a positive and significant effect on the performance of KSPKP Tuban employees (t = 2.422; sig = 0.018); (3) organizational culture and organizational commitment simultaneously have a positive and significant effect on the performance of KSPKP Tuban employees (F = 98.682; sig = 0.000); and (4) the results of the regression test show that organizational culture is the most dominant variable influencing employee performance based on the Standardized Coefficient Beta value which is greater than organizational commitment. The Adjusted R Square value of 0.759 or 75.9% confirms that the two independent variables are able to explain most of the variation in KSPKP Tuban employee performance . Thus, developing a strong organizational culture and strengthening employee commitment are the main strategies that management needs to prioritize to improve employee performance.

5.2. Theoretical Contributions

The research analysis described above revealed a significant influence between organizational culture and organizational commitment on employee performance at the Tuban KSPKP. This suggests that organizational culture supports good employee performance. Furthermore, employee performance is also determined by their organizational commitment. This means that increasing employee organizational commitment also improves their performance.

5.3. Practical and Policy Implications

Organizational culture and commitment are crucial factors in improving employee performance, particularly at KSPKP Tuban. However, what's even more crucial is how employees understand the organization's culture itself. Implementing organizational culture with a proper understanding will foster organizational commitment, thus fostering employee performance that contributes to the organization's continued growth.

5.4. Limitations of the Study

This study has several limitations. First, the study was conducted only on employees of KSPKP Tuban, so the results cannot be generalized to other organizations with different cultures and characteristics, particularly non-cooperative organizations. Second, this study only focused on two independent variables (organizational culture and organizational commitment), while there are many other variables that have the potential to influence employee performance, such as job satisfaction, motivation, leadership, compensation, and work environment, which were not analyzed in this study. Third, the use of a questionnaire as the sole data collection tool has the potential to introduce bias, especially if respondents provide answers that are considered socially appropriate (social desirability bias) rather than based on actual conditions. Fourth, the final sample size (63 respondents) was smaller than the Slovin sample size, due to unreturned questionnaires.

5.5. Future Research Directions

Based on the research findings and the limitations outlined, several recommendations can be put forward. For KSPKP Tuban, the results indicate that organizational culture has a more dominant influence on employee performance. Therefore, cooperative management is advised to continue strengthening the internalization of organizational cultural values through new employee orientation programs, holding regular cross-unit meetings, socializing the vision and mission, and establishing a reward system that supports behavior in line with the organizational culture. To strengthen organizational commitment, cooperatives are advised to establish a more competitive compensation system, provide career development opportunities, and create a work environment that supports employee well-being so that employees are not tempted to move to other companies.

For future researchers, it is recommended to (1) expand the research object by examining employees in various cooperatives or similar organizations to increase the generalizability of the findings; (2) add other independent variables such as work motivation, job satisfaction, leadership, compensation, and work environment to enrich the research model; (3) use mixed methods data collection methods by combining questionnaires, in-depth interviews, and observations to reduce bias; (4) increase the number of samples so that the results are more representative; and (5) develop the research model by placing mediating or moderating variables

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such as job satisfaction or motivation to obtain a more comprehensive picture of the relationship.

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