



The Influence of Organizational Commitment and Leadership on Organizational Performance Mediated by Organizational Culture in The Context of Realizing Integrity Zone (IZ) Development in The Government Environment of Barito Selatan Regency

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ABSTRACT

This research aimed to determine the influence of organizational commitment and leadership on organizational performance is mediated by organizational culture. Respondents are head of development regency of South Barito of 31 people. The result of this research indicated direct influences are (1) organizational commitment have positive correlation and significant influence to organizational culture; (2) leadership have positive correlation and significant influence to organizational culture; (3) organizational commitment have positive correlation and significant influence to organizational performance; (4) leadership have positive correlation and significant influence to organizational performance; (5) organizational culture have positive correlation and significant influence to organizational performance. Meanwhile undirect influences are: (1) organizational commitment significant influence to organizational performance is mediated by organizational culture; (2) organizational culture doesn't mediate the influence of leadership on organizational performance, in order to realize.

Keywords: Organizational Commitment, Leadership, Organizational Culture, Organizational Performance

INTRODUCTION

The performance of regional government agencies reflects the achievement of government goals and objectives, which are the implementation of the agency's vision, mission, and strategy. Organizational performance is measured to assess success in providing public services. Regional Work Units (SKPD) are expected to have performance oriented towards public interests. Performance measurement is important for improving the quality of public services and as a reference for future improvements. The Government Accountability Performance Report (LAKIP) is used to evaluate the performance of government agencies, and evaluation results show that the Barito Selatan Regency Government has experienced performance improvements, although there is still room for improvement.

Factors influencing organizational performance include organizational commitment, leadership, and organizational culture. High employee commitment is expected to enhance performance, while effective leadership is crucial for achieving organizational goals. A less than optimal organizational culture can negatively impact performance. Bureaucratic reform and the development of Integrity Zones (ZI) are expected to improve performance accountability and the quality of public services.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment is the condition in which employees are highly interested in the goals, values, and objectives of their organization. Furthermore, organizational commitment means more than just formal membership, as it encompasses a positive attitude towards the organization and a willingness to exert a high level of effort for the organization's interests in achieving its goals (Steers & Porter, 2011). According to Robert and Kinicki (in Robert Kreitner, 2011), organizational commitment reflects how an employee recognizes the organization and is bound to its objectives. This means that work attitude is important because individuals with commitment are expected to demonstrate their availability to work harder to achieve organizational goals and have a greater desire to remain employed at a company. Another opinion from Sianipar (2014) states that organizational commitment is the decision of employees to continue their membership in the organization wholeheartedly, accepting the organization's goals and contributing their best for the advancement of the organization.

Leadership

According to Thoha (2005:121), leadership is the process of influencing others so that they are willing to be directed towards achieving specific goals. There is an understanding that if someone has begun to desire to influence others, then leadership has already begun.

According to Kartono (2005:153), leadership is the ability to provide constructive influence to others to cooperate in achieving predetermined goals. Meanwhile, Robbins (2006:432) states that leadership is the ability to influence a group towards achieving objectives.

Based on the definitions above, it can be concluded that leadership is an individual's ability to influence others within their group to engage in cooperative efforts to achieve predetermined and desired goals. Leadership is necessary for humans due to certain limitations inherent in individuals, which creates a need to lead and to be led.

The functions of a leader in an organization, according to Terry (1960) as translated by Sutrisno (2010:219), can be grouped into four: planning, motivating, organizing, and controlling. In carrying out these functions, a leader has specific tasks, which include ensuring that their group can achieve goals effectively through optimal cooperation. The leadership tasks according to Sutrisno (2010:228) include being a counselor, an instructor, a meeting leader, a decision-maker, and a delegator of authority.

A situation will be pleasant if the leader is accepted by their followers, tasks and all related matters are clearly defined, and the use of authority and power is formally applied to the leader's position.

Organizational Culture

Organizational culture is a set of values, strategies, leadership styles, visions, missions, and norms of beliefs and understandings held by the members of an organization, which are considered truths by new members and serve as a guide for every element of the organization to shape attitudes and behaviors. Organizational culture is a set of assumptions or belief systems, values, and norms developed within the organization that serve as behavioral guidelines for its members to address external adaptation and internal integration (Mangkunegara, 2005:113).

According to Wirawan (2007:86), organizational culture consists of norms, values, assumptions, beliefs, philosophies, organizational habits, and so on. The content of organizational culture is developed over time by founders, leaders, and members of the organization in producing products, serving consumers, and achieving organizational goals.

The function of organizational culture serves as a control guideline in shaping employee attitudes and behaviors in solving organizational problems through the values and norms adopted to foster innovation. Organizational culture can also function as a control over the attitudes and behaviors of organizational members in achieving goals. According to S.P. Robbins (2006:108), a strong organizational culture is defined as a culture in which the core values of the organization are held intensively and widely embraced by its members.

In determining the strength of organizational culture, there are two factors involved: togetherness and intensity. Togetherness can be indicated by the degree of similarity among organizational members regarding the core values that are collectively embraced. Intensity refers to the degree of commitment of organizational members to the core values of the organizational culture. Organizations with a strong organizational culture exhibit characteristics such as loyal members who clearly understand the organization's goals and recognize which behaviors are considered good or bad. Behavioral guidelines for individuals within the company are clearly outlined, understood, and adhered to. Therefore, a strong organizational culture helps the company provide certainty to all individuals within the organization to grow together with the company and collectively enhance business activities in facing competition.

Organizational Performance

Performance has become a popular and intriguing term in public management discussions. The concept of performance can essentially be viewed from two perspectives: employee performance (per individual) and organizational performance. Performance is a depiction of the level of achievement in carrying out tasks within an organization, in an effort to realize the goals, objectives, mission, and vision of that organization (Bastian, 2001:329). Performance is the result of collaborative activities among members or components of the organization aimed at achieving the organization's objectives. Performance is described as an output of a specific process carried out by all components of the organization concerning certain resources used as input. Furthermore, performance is also the result of a series of activities conducted to achieve specific organizational goals.

An organization is a structure of division of labor and a framework of work relationships among a group of individuals in positions who cooperate in a specific manner to collectively achieve certain objectives. According to Pradjudi Armosudiro (2006:12), an organization is any form of association between two or more people who work together and are formally bound in order to achieve a predetermined goal, in which there is someone or several people referred to as superiors and a person or group referred to as subordinates.

An organization can be formed due to several aspects, such as the unification of vision, mission, and shared goals, reflecting the existence of that group of people within society. An organization is considered good if its existence is recognized by the surrounding community and if it contributes, such as by recruiting human resources from the community as its members, thereby reducing unemployment rates.

Accountability Performance Reports of Government Agencies

The Accountability Performance Report (LAKIP) is an annual performance report that contains the accountability of an agency in achieving its strategic goals/objectives. This systematically prepared report includes the achievement of the organization's goals and objectives, the realization of the key performance indicators of the organization, adequate explanations of performance achievements, and comparisons of performance indicator achievements up to the current year with the planned five-year performance targets.

LAKIP also applies to local government agencies in developing their main duties and functions, so it is expected that these agencies can carry out their activities as planned, reflecting their obligation to account for the successes or failures of implementing the organization's vision, mission, and strategies in achieving the established goals and objectives. To achieve the goals of public sector organizations, management control of public sector organizations is necessary.

Development of Integrity Zones

In order to achieve good governance that is clean and free from corruption, collusion, and nepotism (KKN), bureaucratic reform is implemented, which, if effective, will achieve one of its goals: to reduce and ultimately eliminate any abuse of public authority by officials in the relevant agencies. Bureaucratic reform has also become one of the strategic actions for preventing corruption, regulated by Presidential Regulation Number 54 of 2018 concerning the National Strategy for Corruption Prevention. One of the sub-actions in the law enforcement and bureaucratic reform sector is the development of Integrity Zones (ZI).

The development of ZI is considered a role model for bureaucratic reform in upholding integrity and providing quality services. Thus, the development of ZI becomes an important aspect in the prevention of corruption in government. In building integrity zones, the leadership of government agencies designates one or more work units proposed as WBK (corruption-free area) / WBBM (clean and serving bureaucracy).

RESEARCH METHOD

This research approach employs a quantitative research method. Quantitative research emphasizes numerical research that focuses on data processing results through statistical methods to discover new facts to prove a theory. The data analysis method used in this research

is path analysis because there is a mediating variable (organizational culture) that influences the relationship between the independent variables (organizational commitment and leadership) and the dependent variable (organizational performance). Path analysis is an extension of multiple linear regression analysis, or path analysis is an extension of regression analysis to estimate the quality of relationships among variables that have been previously established based on theory.

The variables in this study include independent variables consisting of organizational commitment and leadership, the dependent variable being organizational performance, and the mediating variable being organizational culture. The total population in this study is all heads of regional devices within the Barito Selatan District Government, totaling 31 individuals. Since the entire population serves as respondents, this study uses saturated sampling. Data collection is conducted through the distribution of questionnaires, observations, and direct interviews. The data analysis techniques employed include descriptive analysis and path analysis, utilizing Smart PLS version 3.3.9 Professional.

RESULT

Outer Model

The results of data processing using SmartPLS 3.3.9 loading factor results can be shown as in the following Table 1

Table 1: Outer Loading

Variable	Outer Loading	Average Variance Extracted (AVE)	Hasil Pengujian
(1)		(2)	(3)
Organizational Commitment	> 0.70	0.741	Valid
Leadership	> 0.70	0.718	Valid
Organizational Performance	> 0.70	0.753	Valid
Organizational Performance	> 0.70	0.666	Valid

Source: Output PLS, 2024

From the data processing results using SmartPLS as shown in the table above, all indicators for each variable in this study have a loading factor value greater than 0.70 and are considered valid. This indicates that the variable indicators with a loading factor value greater than 0.70 have a high level of validity, thus fulfilling convergent validity.

Table 2: Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Result
(1)	(2)	(2)	(3)
Organizational Commitment	0.930	0.945	Reliable
Leadership	0.943	0.953	Reliable
Organizational Performance	0.970	0.973	Reliable
Organizational Performance	0.944	0.952	Reliable

Source: Output PLS, 2024

From the SmartPLS output results in the table above, it shows that the composite reliability value for all constructs is above 0.70. With the resulting values, all constructs have good

reliability in accordance with the required minimum value limits. And In the table above it can be seen that Cronbach's Alpha is more than 0.6, so the reliability test is considered worthy of research.

Direct Influence

Table 3: Direct Influences

No	Hypothesis	Sig.	Decision
1	Organizational Commitment (X1) significantly influences Organizational Culture (Z) in realizing the Integrity Zone within the Barito Selatan District Government.	<ul style="list-style-type: none"> • Prob. = $0.000 < 0.050$ • Sample = 0.615 (positive influence) 	Hypothesis 1 accepted
2	Leadership (X2) significantly influences Organizational Culture (Z) in realizing the Integrity Zone within the Barito Selatan District Government.	<ul style="list-style-type: none"> • Prob. = $0.031 < 0.050$ • Sample = 0.376 (positive influence) 	Hypothesis 2 accepted
3	Organizational Commitment (X1) significantly influences Organizational Performance (Y) in realizing the Integrity Zone within the Barito Selatan District Government.	<ul style="list-style-type: none"> • Prob. = $0.003 < 0.050$ • Sample = 0.401 (positive influence) 	Hypothesis 3 accepted
4	Leadership (X2) significantly influences Organizational Performance (Y) in realizing the Integrity Zone within the Barito Selatan District Government.	<ul style="list-style-type: none"> • Prob. = $0.022 < 0.050$ • Sample = 0.256 (positive influence) 	Hypothesis 4 accepted
5	Organizational Culture (Z) significantly influences Organizational Performance (Y) in realizing the Integrity Zone within the Barito Selatan District Government.	<ul style="list-style-type: none"> • Prob. = $0.036 < 0.050$ • Sample = 0.344 (positive influence) 	Hypothesis 5 accepted

Source: Output PLS, 2024

Indirect Influence

Table 4: Indirect Influences

No	Hypothesis	Sig.	Decision
1	Organizational Commitment (X1) significantly influences Organizational Performance (Y) through Organizational Culture (Z) in realizing the Integrity Zone within the Barito Selatan District Government.	<ul style="list-style-type: none"> • Prob. = $0.045 < 0.050$ • Sample = 0.212 (positive influence) 	significantly influences
2	Organizational Culture (Z) does not mediate the influence of Leadership (X2) on Organizational Performance (Y) in realizing the Integrity Zone within the Barito Selatan District Government.	<ul style="list-style-type: none"> • Prob. = $0.219 > 0.050$ • Sample = 0.130 (positive influence) 	does not significantly influence

Source: Output PLS, 2024

DISCUSSION

Direct Influence

1. The results of the path analysis show that the original sample value is 0.615, indicating a positive relationship, and the P-Value is 0.000, which is less than 0.050, meaning it has a significant effect. Therefore, it can be concluded that Hypothesis 1 is accepted, stating that organizational commitment (X1) significantly influences organizational culture (Z) in realizing the Integrity Zone within the Barito Selatan District Government. An organization will be effective in its operational activities if all its members have a high commitment to providing the best for the organization.
2. The results of the path analysis show that the original sample value is 0.376, indicating a positive relationship, and the P-Value is 0.031, which is less than 0.050, meaning it has a significant effect. Therefore, it can be concluded that Hypothesis 2 is accepted, stating that leadership (X2) significantly influences organizational culture (Z) in realizing the Integrity Zone within the Barito Selatan District Government. Leadership refers to the behavior of leaders in guiding their followers (employees). A leader is someone who has a program and behaves collectively with group members using certain methods or styles, thus leadership plays a role as a dynamic force that drives, motivates, and coordinates the organization in achieving the established company goals.
3. The results of the path analysis show that the original sample value is 0.401, indicating a positive relationship, and the P-Value is 0.003, which is less than 0.050, meaning it has a significant effect. Therefore, it can be concluded that Hypothesis 3 is accepted, stating that organizational commitment (X1) significantly influences organizational performance (Y) in realizing the Integrity Zone within the Barito Selatan District Government.
4. The results of the path analysis show that the original sample value is 0.256, indicating a positive relationship, and the P-Value is 0.022, which is less than 0.050, meaning it has a significant effect. Therefore, it can be concluded that Hypothesis 4 is accepted, stating that leadership (X2) significantly influences organizational performance (Y) in realizing the Integrity Zone within the Barito Selatan District Government. The Barito Selatan District Government is one of the government organizations tasked with specific duties in the field of Human Resources. This organization is required to manage and select employees with good quality so that they can perform their duties to provide services to the community. Every organization must develop new strategies in its management, including in Human Resources Management within the Barito Selatan District Government.
5. The results of the path analysis show that the original sample value is 0.344, indicating a positive relationship, and the P-Value is 0.036, which is less than 0.050, meaning it has a significant effect. Therefore, it can be concluded that Hypothesis 5 is accepted, stating that organizational culture (Z) significantly influences organizational performance (Y) in realizing the Integrity Zone within the Barito Selatan District Government. Employee performance tends to be influenced by the prevailing organizational culture. The organizational culture is influenced by the organization's owners, which will affect the long-term performance of the company. Organizational culture impacts employee performance, which can enhance coordination among employees. The impact of organizational culture directly contributes to employee performance in completing assigned tasks. The presence of organizational culture is certainly highly anticipated by

the company, so that the existing values can be understood and applied by employees to achieve good and optimal performance. The organizational culture is influenced by the organization's owners, which will affect the long-term performance of the company. Organizational culture impacts employee performance, which can enhance coordination among employees. The impact of organizational culture directly contributes to employee performance in completing assigned tasks. The presence of organizational culture is certainly highly anticipated by the company, so that the existing values can be understood and applied by employees to achieve good and optimal performance.

Indirect Influence

1. The results of the path analysis show that the original sample value is 0.212, indicating a positive relationship, and the P-Value for the leadership variable (X1) is 0.045, which is less than 0.050, meaning it has a significant effect. This also indicates that organizational commitment (X1) significantly influences organizational performance (Y) through organizational culture (Z) in realizing the Integrity Zone within the Barito Selatan District Government. According to Robert and Kinicki (in Robert Kreitner, 2011), organizational commitment is a reflection of how an employee recognizes the organization and is bound to its goals. Organizational commitment is also the desire to achieve a high level of expertise on behalf of the organization, a certain belief, and acceptance of the values and objectives of the organization. Performance is a complex matter that continually needs to be improved from the individual, group, and organizational perspectives.
2. The results of the path analysis show that the original sample value is 0.219, indicating a positive relationship, and the P-Value is 0.130, which is greater than 0.050, meaning it has no significant effect. This also indicates that organizational culture (Z) does not mediate the influence of leadership (X2) on organizational performance (Y) in realizing the Integrity Zone within the Barito Selatan District Government. The dimensions of leadership can be seen from the functions of leadership in relation to enhancing organizational activity and efficiency. Leaders hold many roles, including: planners, policymakers, experts, implementers, controllers, providers of rewards or punishments, role models, symbols, scapegoats, and substitutes for other members' roles. Leadership can enhance employee performance both directly and indirectly, namely through the improvement of organizational culture, which subsequently impacts performance enhancement. Leaders who possess participative, nurturing, bureaucratic, and task-oriented abilities can influence and guide employees to perform their tasks well, thus achieving the expected performance. Participative abilities can also encourage employee involvement, adapt to environmental changes, and consistently work according to existing standard operating procedures as part of the organizational culture. In practice, within the Barito Selatan District Government, the leadership variable does not significantly influence organizational performance through organizational culture. This is because employees experience a transition in leadership within the Barito Selatan District Government, causing them to readjust to the new leadership style, while performance is expected to remain constant at a good level.

CONCLUSION

Based on the results of the research and discussion, several conclusions were obtained as follows:

1. In order to realize the Integrity Zone, the Barito Selatan District Government requires a high level of organizational commitment. This commitment must be possessed from the leadership level down to the implementers to ensure that the process towards the desired change can be maximally accelerated. The Barito Selatan District Government enhances organizational commitment by demanding the implementation of an integrity pact to establish a positive work culture in an orderly and directed manner. This integrity pact is an effort made to address the laxity in employee performance in order to realize the Integrity Zone within the Barito Selatan District Government.
2. The leadership implemented by the heads of regional devices within the Barito Selatan District Government is currently perceived to have a positive impact on organizational performance directly. However, special attention is needed; leaders can create a good organizational culture to indirectly improve organizational performance by fostering creative ideas from their employees and providing rewards in accordance with the performance achievements set by the Barito Selatan District Government for their employees.
3. The commitment of regional device organizations (OPD) to create good governance and clean government in their work environment is the most important factor in realizing the Government Agency Performance Accountability System (SAKIP). Leaders must change their mindset so that the programs and activities of each OPD provide maximum benefits.
4. The Barito Selatan District Government is urged to further enhance the organizational culture of its employees in accordance with the Circular Letter of the Minister of Administrative and Bureaucratic Reform Number 20 of 2021 concerning the Implementation of Core Values and Employer Branding for State Civil Apparatus (ASN), which includes implementing the ASN core values of Ber-AKHLAK (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative) and fostering a sense of pride in serving the nation. It is hoped that this will lead to superior ASN in providing the best services to the community.

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